

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

**QUARTERLY REPORT  
JANUARY–MARCH 2016**



Cover photos: (front) A group of youth Champions at the Public Policy and Advocay Workshop;  
(back) Moses Baffuo Awuah, a youth Champiion examining palm kernels post-processing on B-Bovid Farms.

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

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# Acronyms

ACTESA	Alliance for Commodity Trade in East and Southern Africa
AgCK	Agricultural Council of Kenya
APAG	Agricultural Policy Analysis Group
AUC	African Union Commission
AUC-DREA	AUC Department of Rural Economy and Agriculture
CAADP	Comprehensive African Agriculture Development Programme
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
COMESA	Common Market for Eastern and Southern Africa
CORAF	Central Africa Council for Agricultural Research and Development
DRC	Democratic Republic of Congo
ECOWAS	Economic Community of West African States
ECOWAP	ECOWAS Agricultural Policy
FMARD	Federal Ministry of Agriculture and Rural Development (Nigeria)
GIBADER	Groupe Inter Bailleurs Agriculture et Développement Rural
GLIDEN	Ghana Livestock Development Network
GT9	Groupe Thématique 9 (Agriculture)
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
ROPPA	Peasant Organizations and Producers in West Africa
IFPRI	International Food Policy Research Institute

# I. Introduction

Africa Lead—Feed the Future’s Building Capacity for African Agricultural Transformation Program—supports the advancement of agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, Africa Lead 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—and the institutions in which they operate to develop, lead, and manage the policies, structures and processes needed for the transformation process.

The Bureau of Food Security at USAID has established three priority areas of agriculture policy change: (1) changes in policies themselves, (2) changes in systems to formulate and implement policy changes, and (3) laying the foundations for the next generation of policy change. By concentrating on building capacity and strengthening processes of individuals, institutions—and networks of both—Africa Lead promotes changes in systems to formulate and implement policy changes through four routes:

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

extent to which all stakeholders believe they have and actually do have a formalized and practical role in policy development.

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

This report covers the program’s major accomplishments and outputs from January–March 2016 (Quarter 2 of PY2016). It highlights the support, facilitation, and training that Africa Lead provides partners to improve institutional capacity and architecture to manage agricultural transformation as well to promote the effective, inclusive participation of non-state actors in the policy process. Africa Lead activities are also designed to promote and sustain a culture of learning and to continue to build a process by which evidence can take a greater role in determining policy directions and programs in agriculture.

By design, Africa Lead activities are demand-driven, and the project is seen as a flexible mechanism to provide support to various USAID initiatives at the mission and Continental level. In order to appreciate the whole of Africa Lead’s impact, individual activities must be viewed within the context of the continental-wide goals which drive them. In this way, we believe Africa Lead is a project which is truly greater than the sum of its parts. To illustrate this complex network of activities, Sections 2–4 of the report summarize Africa Lead’s project-wide progress during Q2 in the three cluster areas of capacity development, policy support, and knowledge sharing to align organizations, policies, and systems around CAADP. Section 5 includes mission-level dashboards, which provide a snapshot view of the activities and performance indicators during Q2 for each of the project’s buy-ins. These “dashboards” can be shared as briefs about our work with each mission, and also used to compare across the portfolio.



## II. Capacity Development

This section describes project-wide highlights and achievements for the period of January–March 2016 (Q2 of the project) in the area of capacity development services to institutionalize the four systems changes that Africa Lead seeks to influence. Activities in this cluster provide support and training to change agents—both at the organizational and individual levels—to develop, lead, and manage agricultural transformation. By design, Africa Lead activities are demand-driven, and the project is seen as a flexible mechanism to provide support to various USAID initiatives at the mission and Continental level. As such, the activities in this cluster are adapted to the needs of our stakeholders and partner. However, for the purposes of this quarter’s report, we have organized our support along the following objectives:

- Facilitating capacity assessments and reviews
- Providing skills development and specialized technical assistance
- Strengthening and expansion of Champions for Change Network
- Developing the Workforce for the Agriculture Sector

### Facilitating Capacity Assessments

Africa Lead has become a trusted partner in facilitating organizational change and strengthening capacities with a variety of actors engaging in agricultural issues—from research institutions, civil society groups, to local and national-level government entities. Over the years, stakeholders working to tackle agricultural challenges, shore up capacities, and respond to a changing policy environment have looked to Africa Lead to provide the right balance of sector expertise, as well as an effective approach to building capacity and achieving organizational change. This quarter was no exception. During Q2, Africa Lead facilitated several organizational capacity assessments and validation exercises with a broad set of stakeholders. In Kenya, the project worked with the Tegemeo Institute of Egerton University, Bomet

and Taita Taveta Counties; in West Africa, Africa Lead worked with the Central Africa Council for Agricultural Research and Development (CORAF) and the Executive Secretariat of the Network of Peasant Organizations and Agricultural Producers in West Africa (ROPPA) at the regional level. The diverse set of partners with which Africa Lead is collaborating on capacity development efforts speaks to the flexibility and quality of our approach.

For instance, Tegemeo Institute of Egerton University has long been one of Kenya’s preeminent research institutions. Tegemeo’s agriculture research and analysis have informed Government policy decisions, donor programming, and agriculture sector investments. However a number of developments, including devolution, have reshaped the policy landscape and challenged Tegemeo’s role. Tegemeo is committed to realigning itself to changing demands. Responding to Tegemeo’s strong desire to rethink and renew its role, during Q2, Africa Lead initiated steps for a comprehensive Organizational Capacity Assessment (OCA) of the institution. Tegemeo, as well as other stakeholders, including USAID, are eager to see how the OCA will lead to actions that will modernize and enhance the organization’s relevance in changing times.

Transformative leadership and strong organizational capacities are important ingredients for Kenya counties’ successful implementation of the recently devolved agriculture functions. In 2015, Africa Lead conducted Organizational Capacity Assessments (OCAs) for two Counties, Bomet and Taita Taveta. The purpose of these OCAs was to identify capacity strengths and gaps for effective implementation of their respective County Integrated Development Plans and/or Strategic Investment Plans. In Taita Taveta, led by the Governor, 35 county officials took part in validating the draft OCA report. The purpose of these validation meetings was to solicit feedback in identifying capacity gaps and, more importantly, to build buy-in for an internally led process of institutional strengthening.

It is hoped that the outcomes of the OCAs and resulting action plans will also inform donor and other partner programs to more effectively support these two counties. Further, both USAID and other donor organizations, including the World Bank, have taken an interest in the OCA tool and process modified by Africa Lead. While similar support from Africa Lead for other counties is not anticipated, the tools and processes used for these pilots could be applied and/or rolled out throughout the country.

In West Africa, the project is facilitating an effort to identify areas to be strengthened in order for West and Central Africa Council for Agricultural Research and Development (CORAF) to become a high performing learning organization and provide improved services to its stakeholders. As part of this overall activity, during Q2, Africa Lead presented the initial findings from the assessment and the institutional audit and received feedback from CORAF and USAID. It was determined that Africa Lead will hold a validation workshop with external stakeholders and CORAF to develop recommendations and a capacity development plan.

During Q2, Africa Lead also conducted a rapid assessment of ROPPA in order to better understand the organization's needs and to tailor a capacity development program accordingly. ROPPA is a target regional institution supported by USAID/West Africa, and with representation in most of the ECOWAS countries, it has the potential to play an instrumental role in accelerating agricultural productivity and fostering sustainable livelihood and food security programs in the region. The findings of this assessment will be used to develop a capacity development plan to improve the performance of ROPPA and its national network members.

## Skills Development

Africa Lead's support to capacity development does not end with assessments and plans. The project also regularly provides specialized training, short courses, and skill-based technical assistance in support of broader, organizational-level change within the framework of CAADP and Malabo Declaration goals.

Africa Lead collaborated with a diverse set of partners to provide skills development and specialized technical assistance to nine C4C Networks through the West Africa Civil Society Institute (WACSI) in Ghana and

with the Federal Ministry of Agriculture and Rural Development (FMARD) in Nigeria. In Kenya, the project delivered tailored leadership training for several county governments and to the Platform for Agricultural Policy Analysis and Coordination (PAPAC) in Tanzania.

Africa Lead collaborated with the West Africa Civil Society Institute (WACSI) to deliver a public policy advocacy and engagement course to 35 executive members of nine C4C Networks in Ghana, including the African Youth Network for Agricultural Transformation (AYNAT). The course introduced participants to the basic concepts of policy advocacy and deepened their overall knowledge of policy making processes. It also exposed participants to advocacy concepts, strategies, and techniques that will enable them to effectively engage government in their demand for accountability, transparency, and participatory governance, particularly on key agricultural sector policy issues.

In Nigeria during Q2, Africa Lead facilitated a retreat with 28 Directors from the Federal Ministry of Agriculture and Rural Development (FMARD) on the importance of monitoring and evaluation (M&E) and results based management (RBM). Africa Lead designed the retreat to raise the awareness among the FMARD leadership team of the critical role of M&E in the establishment of a RBM system, structure, process and culture at the Ministry, and how this would lead to better designed, delivered and measured agriculture programs in Nigeria. At the end of the retreat, the directors committed to drive the process of operationalizing the monitoring and evaluation system at both the management and departmental levels within the ministry.

The retreat generated momentum within the leadership on the potential for M&E and RBM skills to enhance and strengthen capacity at FMARD to manage policy change and reform. As a result, Africa Lead facilitated mini-training sessions and provided technical support to 14 departments of the FMARD to strengthen their respective M&E systems. Africa Lead also followed up with six departments to assess their progress, including reviewing draft results frameworks, recommending additional improvements, and discussing roles and responsibilities with key staff.

Africa Lead continued a country wide roll-out of the 5-day Champions for Change Leadership Training in Kenya. The course, specifically directed towards county



top officials in both public and private sectors, has inspired and mobilized leaders who are committed to action on achieving food security. During the reporting period, Machakos, Busia, Kitui, Bungoma and Nandi Counties partnered with Africa Lead to participate in the course.

Africa Lead also conducted an initial 5-day leadership training tailored to 32 staff of the Platform for Agricultural Policy Analysis and Coordination (PAPAC), Tanzania's cross-ministerial body responsible for coordinating agriculture policy development within the framework of CAADP and Malabo Declaration goals. The main objective of PAPAC is to create a single platform that works across ministries to consolidate, summarize, and share agriculture research and analyses with a broad set of public and private stakeholders. Despite PAPAC's ambitious mandate, it was not given the resources and management capacity required to succeed in designing and implementing a coherent strategy. The training was the first of a series of possible activities to strengthen PAPAC. While the training was very well received, Africa Lead identified serious weaknesses in PAPAC that

According to Chief Audu Ogeh, who attended the retreat, "Monitoring and evaluation is important because it provides the only consolidated source of information showcasing project implementation." Ogeh stressed effective, efficient, and diligent and results-based monitoring and evaluation must take place to determine the inherent benefit, risk, and limitations of agriculture and its practice.

had not been previously observed. During this quarter, Africa Lead worked with PAPAC to design an approach for providing support in a stepwise manner – to build capacity and awareness along with the development of a communications strategy for the organization.

## Workforce Development in the Agricultural Sector

As part of Africa Lead's mandate to usher in the next generation of change agents and leaders in the agricultural sector, the project is now working to strengthen linkages between academic institutions and the agricultural sector workforce in several countries. In Ghana, for instance, the project launched the Internship Platform Network under a grant to the Agribusiness in Sustainable Natural African Plant Products (ASNAPP) during Q2. The IPN is a continent-wide agribusiness internship program with participating ASNAPP/partner country offices in South Africa, Zambia, Senegal and Liberia. To ensure that the matching process is demand-driven, ASNAPP has signed MOUs with six agribusinesses operating within the grains, horticulture and livestock value chains. The goal of the grant with ASNAPP is to provide agriculture students with practical experience in real agribusinesses to complement and strengthen their academic instruction.

In addition, Africa Lead co-sponsored the 10th Annual Ashesi University Career Fair in March 2016 to showcase the project's work, while also establishing a recruitment platform for host entities registered under the Agribusiness Leadership Internship Program. Africa

### C4C Trainees Get Social

In Kenya, another notable highlight was Africa Lead's communications and networking activity that followed our Champions for Change (C4C) training to Bomet County. County executives were looking to improve professional interactions and to construct and share knowledge in a more dynamic and interactive manner. To achieve this, they asserted that they needed access to learning resources anywhere, anytime, and in various formats. As a result, they took it upon themselves to form a WhatsApp group, using the popular mobile based messaging system to bring together staff members from across Bomet's 25 wards, including their Minister for Agriculture, Directors, and the County executive committee members. In all, the group grew to over 400 members. With Africa Lead's support, this practice has been adopted by other counties in order to strengthen communication and information sharing among county officials and field extension officers.

Lead also engaged C4C Networks seeking youth volunteers and interns interested and available to support the planning and execution of activities. As a result, Africa Lead organized 25 speed-interview sessions during the fair and connected pre-matched students with internship openings. Participating companies included Solo, Farm Radio, Premium Foods, John Deere, and others linked through C4C Networks. Africa Lead staff also introduced Ashesi students to the C4C Leadership short course, which the project will offer to Ashesi students, faculty, and staff next quarter. These programs are designed to complement the students' course content and equip them with leadership, agri-entrepreneurship, and work-readiness skills.

In East and Southern Africa, another exciting Q2 highlight featured TV broadcasting of the Makutano Junction, an edutainment program designed by Africa Lead to inspire and teach youth to engage in agribusiness entrepreneurship. Makutano Junction is a partnership between Africa Lead and Mediae, a local media production company. The program reached millions of viewers in Kenya, Tanzania and Uganda and included an SMS learning component to provide youth with concrete advice to execute their agribusiness ideas.

## Expansion and Strengthening of C4C Network

As the flagship program of Africa Lead, the expansion and strengthening of the C4C (Transformational Leadership Training) network is a foundational element of our approach to capacity building. In addition to rolling out the C4C course to a variety of partners, Africa Lead is also enabling the conditions for leadership training and the provision of capacity building for agriculture and food security leadership to grow and scale in a sustainable way. The project is supporting this effort through Training of Trainers (TOT) programs at various levels, embedding the curriculum in African institutions of higher learning, and nurturing and strengthening the linkages between and among the C4C network.

According to Professor Richard Akromah who is Provost of the College of Agriculture and Natural Resources at Kwame Nkrumah University of Science and Technology, through the IPN "USAID and Africa Lead are giving the youth opportunities and this will go a long way to reduce the high unemployment rates in the country."



ASNAPP Entrepreneurship for Opportunity Actualization (EOPAct) launch, is a continent-wide internship program being implemented by in five countries (Ghana, South Africa, Zambia, Senegal and Liberia) with initial funding from Africa Lead's internship-based Agribusiness Leadership Program (ALP).



In Q2, Africa Lead facilitated the Champions for Change (C4C) Leadership Training of Trainers program to 19 volunteer facilitators from selected NSA organizations that have collaborated with the project in the past. The objective of the course was to strengthen participants' facilitation skills and familiarize them with

the content to enable the trainers to deliver the course effectively and efficiently to a greater numbers of leaders. The participants also learned about African perspectives on leadership, including the role, responsibilities, and characteristics of a leader. The volunteer facilitators also developed individual action plans for scaling up the cascade short course program.

### Note from the Field: Using Communications to Make the Story, Not Just Tell It

Often when we think of communications in development efforts, we focus on “telling the story”—the story about our impact—prior to and after we've implemented our programs. Over the last year on the Africa Lead ESA Program, we have witnessed our team come to understand the power of communications in “making the story.”

A recent example of this is the Africa Lead collaboration with Makutano Junction, a popular TV soap opera in Kenya, Tanzania and Uganda. The show's focus on Florence—a young and jobless woman who returns to her rural village as she starts an agribusiness—is a result of our new approach to using communications to achieve results, not just share them. As a result, Florence's story is reaching millions of viewers across East Africa and is supported by an SMS messaging campaign. Viewers can even watch previous episodes on YouTube and track plot developments on Makutano Junction's Facebook page.

As soon as Makutano finishes airing, we will start working with the same production company, Mediae, on a new show called “Don't Lose the Plot.” The reality TV show will focus on four young East African farmers who will compete to achieve the highest profits in one-acre plots, each with access to a range of advisory services. Additionally, in Tanzania we have started working on “Mchumia Juani” (from the Swahili proverb, “Mchumia juani, hulia kuvilini” meaning, “He who toils in the sun feasts in the shade”) alongside Media for Development International, which will feature 52 radio episodes, two feature length films and a social media backbone. All of these efforts will have a comprehensive monitoring and evaluation component.

This new approach isn't just limited to television and radio. We have added a communications module to our five-day *Champions for Change* in-person training. The module encourages and supports participants to use social media for community organizing, including mobile apps like WhatsApp. This is driving an ongoing learning process through networking and information sharing. We are also designing digital and mobile solutions to produce inclusive policy formulation and dissemination.

In addition to being a sound approach to technical programming, this communications strategy has had unintended benefits. One of these is partnering and we've had lots of good people and organizations both interested in our communications-based projects and also asking us to get involved in their own similar projects. It may be pointing out the obvious, but communications is a great antidote to insularity and silos.

If Makutano Junction and our other communications projects are any indication of what lies ahead, our communications-based programming strategy is going to bring much more fun to our work. What's of greater consequence is knowing that strategic communications work is helping us to do more than just tell the story. It is driving the story. It *is* the story.

As part of Africa Lead's initiative to sustain and institutionalize its leadership course, it signed a partnership agreement with University of Cheikh Anta Diop (UCAD) in February to integrate the C4C Leadership course module into the curriculum of the Institute of Agriculture and Entrepreneurship (ISAE). This high level event, chaired by the Rector of the university and attended by 70 representatives from donors, the university media and government institutions, emphasized the importance of this partnership and how it will benefit the university and contribute to the development of Senegal's workforce.

In order to sustain and nurture Africa Lead's strong cadre of approximately 80 professional trainers who have been supporting capacity building of institutions and organizations involved in CAADP and Malabo implementation, Africa Lead is developing an advanced Training of Trainers (TOT) program that will eventually be rolled out to the entire cadre. The advanced course is focused on overall training course conceptualization and design, Organizational Capacity Assessments (OCA), and coaching and mentoring skills.

To initiate the development of the course, Africa Lead designed and conducted a needs assessment with the existing Africa Lead C4C trainers. The data generated from the assessment were compiled and used to inform

the course design, which will be finalized in Q3. The Analysis, Design, Development, Implementation, and Evaluation (ADDIE) Model of instruction systems design (ISD), an approach used by instructional designers and content developers to create instructional course materials, provides the framework for the advanced TOT course. The model includes five phases: analysis, design, development, implementation and evaluation of training programs.

The course development process itself is an important collaboration effort between capacity building and M&E staff across the project. The initial course will be delivered in July 2016. Approximately 20 course participants from the Africa Lead cadre will be selected from ESA and WA through a competitive process. As a condition of participation in the initial course offering, trainers will be required to commit to be available to deliver Africa Lead-sponsored training for at least three weeks per year for the next three years. Furthermore, trainers must commit to serve as a coach or mentor for individuals working as professionals in the African food security and nutrition environment. The trainers will also be called upon to cascade the course to the remaining cadre of Africa Lead trainers.



**TABLE 1: KEY PARTNERS IN Q2**

Mission	Organization	Type	AL Support Provided
Kenya	Agricultural Council of Kenya (AgCK)	Gov	Capacity building support, workshop facilitation
Kenya	Tegemeo Institute, Egerton University	Research	OCA
Kenya	Bomet and Taita Taveta counties	Gov	OCA validation workshop
Kenya	Busia, Kitui, Machakos, Bungoma and Nandi counties	Gov	C4C training
Kenya	Arid and Semi-arid Lands (ASALs) Counties	Gov	Stakeholder workshop
Tanzania	Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	C4C training, TA in communication strategy
EA Regional	African Fertilizer and Agribusiness Partnership (AFAP)	NGO	OCA and capacity building support
EA Regional	African Seed Trade Association (AFSTA)	Non-profit	TA and advisory support
WA regional	CORAF	Research	Institutional audit, including OCA
WA regional	ROPPA	Farmer Organization	Rapid capacity assessment
WA regional	Permanent Interstates Committee for Drought Control in the Sahel (CILSS)	Research	Follow up on M& E technical support
Ghana	Private Enterprise Federation (PEF)	Private	Capacity development grant
Ghana	Agribusiness in Sustainable Natural African Plant Products (ASNAPP)	NGO	Institutionalize Internship Partnership Network (IPN)
Ghana	University of Ghana	University	TA to support USAID grant program
Ghana	Ashesi University	University	Support to a career fair to recruit for Agribusiness Leadership Internship program
Ghana	Savanna Agricultural Research Institute (SARI)	Research	RBM/ M&E short course
Nigeria	Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Skills development on M&E/RBM and SDGs
Senegal	Investment Promotion Agency (APIX)	Gov	Workshop facilitation, capacity building plan
Senegal	Bureau Opérationnel de Suivi du Plan Sénégal Émergent / Office of the Plan Sénégal Émergent (BOS/PSE)	Gov	Workshop facilitation, M&E technical assistance
Senegal	Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Workshop facilitation for strategic planning
Senegal	University Cheikh Anta Diop	Academic	C4C institutionalization
Senegal	Ministere de l' Agriculture et de l' Equipement Rural	Gov	Co supported the restructuring, change management process
Senegal	Office des Forages Ruraux (OFOR)	Gov	TA to performance management system
Mozambique	Ministry of Agriculture and Food Security (MASA)	Gov	Capacity enhancement
Mozambique	Electricidade de Moçambique (EDM)/ Ministry of Mineral Resources and Energy (MIREME)	Gov	Capacity enhancement
Mozambique	Confederation of Trade Associations (CTA)	NGO	Capacity enhancement
BFS	African Union/Department of Rural Economy and Agriculture	Gov	CAADP and Malabo implementation
BFS	CAADP Non State Actors Coalition	NGO	Organizational development

## III. Policy Support

This section describes project-wide highlights and achievements for Q2 in the area of policy support for specific policies as well as for accelerating progress of the four systems changes critical to Africa Lead success. Activities in this cluster support the enabling environment for developing, aligning, and managing the policy process—which includes the effective engagement of non-state actors—for agricultural transformation. By design, Africa Lead activities are demand-driven, and the project operates as a flexible mechanism to provide support to various USAID initiatives at the country, regional and continental level. As such, the activities in this cluster are adapted to the needs of our stakeholders and partner. However, for the purposes of this quarter's report, we have organized our support along the following objectives:

- Support multi-stakeholder platforms for policy development and mutual accountability;
- Engage national-level NSA in Malabo implementation and CAADP advocacy;
- Strengthen continent-wide coordination around CAADP implementation;
- Facilitate and foster technical networks; and
- Support to reforming agricultural trade and investment policies in Mozambique.

### Support Multi-Stakeholder Platforms for Policy Development and Mutual Accountability

As part of Africa Lead's effort to facilitate evidence based and inclusive agriculture policy development, this quarter the project supported Tanzania's Policy Analysis Group (PAG) in organizing the second Annual Agricultural Policy Conference (AAPC). As a member of PAG in Tanzania, the project provided facilitation and communications support to bring together 129 key agricultural sector stakeholders to the AAPC, including 40 Government officials, two permanent secretaries and other ministerial directors, 32 private sector representatives from National and Regional Trade/Farmer Asso-

ciations, ten Development Partners, and 47 Nonprofit Organizations.

Similarly in Kenya, the Agricultural Policy Analysis Group (APAG) was formed by a core group of Kenyan research institutions in December 2015. APAG's main objective is to map and coordinate policy research and analyses efforts, identify key policy analysis and capacity building gaps, and prioritize issues for future research and analysis. Africa Lead is the only development partner that was invited to participate as a core member of APAG. In the last quarter we attended several meetings to define APAG's role and structure and to plan for near term activities. APAG represents another promising non-state actor (NSA) initiative in Kenya. It seeks to not only bring cohesiveness and efficiency to agriculture research and analysis, but to do it in a way that responds to public and private sector needs and then creates a feedback mechanism to communicate and act on the results of APAG work.

Africa Lead also supported the Common Market for Eastern and Southern Africa (COMESA) and the Alliance for Commodity Trade in East and Southern Africa (ACTESA) in taking ownership of seed harmonization through the organization of a multi-country and multi-stakeholder mutual accountability exercise. The event, held in Addis Ababa with participation from 19 countries, provided an opportunity to evaluate and share experiences in the implementation of the COMESA Seed Harmonization Implementation Plan (COMSHIP) at the national levels. The main agreements resulting from the meeting included:

- ACTESA will undertake a baseline study of the formal and informal seed systems;
- Countries with harmonized seed laws should speed up regulatory processes and implementation;
- ACTESA and AFSTA will develop a seed information system; and
- ACTESA will develop and refine a practical COMSHIP mutual accountability framework.



During the event, Africa Lead also identified capacity challenges in ACTESA and agreed to provide organizational support in the near term to strengthen the organization's ability to support and follow up COMSHIP implementation and other high priority regional policy initiatives.

In Q2, Africa Lead supported the Ghana Livestock Development Network (GLIDEN) to convene a two-day gap analysis workshop on the country's draft veterinary and animal production bill, which has not been revised since 1967. The workshop convened a working group in veterinary and animal production to review and propose amendments to the bill. At the same time, the policy working group reviewed and proposed changes to the policy issues, guidelines, and strategies contained in the Ghana Livestock Policy and Strategy document. The workshop was attended by 26 experts, including representatives from the Ministry of Food and Agriculture, the Attorney General's Office, Ministry of Finance, Food and Drugs Authority, Ghana Statistical Service, Ministry of Local Government and Rural Development,

Ghana Cooperative Butchers Association, and the Ghana National Association of Poultry Farmers.

### **Engage National-Level NSA in Malabo Implementation and CAADP Advocacy**

The role of NSAs towards the achievement of the Malabo Goals cannot be understated. This quarter marked a major milestone in Kenya's inclusive policy development with the establishment of the Agricultural Council of Kenya (AgCK). The AgCK is a coalition of agriculture sector stakeholders spearheading NSA engagement in the implementation of the CAADP in Kenya. Building on existing structures and locally evolving processes, the AgCK represents Kenya's highest level NSA agriculture policy initiative. Africa Lead has accompanied and supported AgCK's nascent stages with organizational and technical support that will culminate in AgCK's regular Presidential Roundtable meetings with the Kenyan President and top Ministry officials



Dr. Hannah Bissiw, Deputy Minister of Agriculture who is pictured here, reiterated the government's commitment to improving Ghana's livestock sector—reiterating that the workshop “will help shape up Ghana's livestock sector.”

## Driving National-Level Coordination in DRC

The Groupe Thématique 9 (GT9) is a consultative body that was created to support the implementation of the government's growth strategy and poverty reduction plan (DSCR/Document de Stratégie de Croissance et de Réduction de la Pauvreté). Jointly presided over by the Ministry of Agriculture (MINAGRI) and the Ministry of Rural Development, the GT9 includes representatives from the government, private sector, civil society, and donors. In addition, it plays a key role in promoting policies and programs by lobbying for support and funding. Since the participating Ministries lack the financial resources to organize regular GT9 meetings, historically, the acting chair or lead donor of the multi-donor group on agriculture and rural development (Groupe Inter Bailleurs de l'Agriculture et Développement Rural/GIBADER) has funded the organization of these meetings. The GT9 meets infrequently and only when donors want to discuss critical issues that they believe would benefit from dialogue. In addition, the GT9 is a critical decision-making body, as it provides a platform for donors to come together to agree on funding of specific actions. USAID, the current chair/ leader of the GIBADER has asked Africa Lead to organize and fund the multi donor group meetings this year. Playing this strategic role in the convening and facilitation of the GT9 meeting demonstrates the value of Africa Lead's partnership with USAID as well as with the multi-stakeholder group involved. Africa Lead now has an important seat at the table and is seen as a partner in the effort to align donor and government agendas to promote the development of the agriculture sector and to accelerate implementation of key policy priorities for the remainder of the year

to recommend, discuss and agree on concrete policy changes.

Specifically in Q2, Africa Lead facilitated a retreat to engage the Kenya National Farmers Federation (KENAFF) and 24 representatives of sector organizations in developing the AgCK strategic and operational plans, a resource mobilization strategy, and a strategic communications plan for engaging members, government organs, and agriculture constituencies. In addition, Africa Lead supported three independently-held round tables led by AgCK with various umbrella organizations on priority value chains including tea, sugar-cane, and cotton. The meetings, drawing an average of 25 representatives from diverse NSA interests, resulted in the distillation of key issues which will be consolidated for on-going AgCK engagement with county and national governments.

During Q2, Africa Lead also supported and facilitated sensitization workshops for coalitions of Non-State Actors (NSA) in Senegal and Nigeria. The objective of workshops was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP related policy frameworks. The meetings also emphasized the importance of developing appropriate mecha-

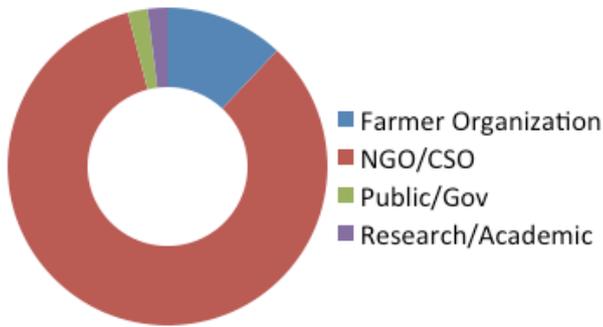
nisms engage NSAs and ensure the effectiveness of that engagement in the CAADP process. The NSA networks also learned how to map stakeholders and track their relationships with other organizations in a platform called Agri NSA Map. The stakeholder maps provided a visual tool to help NSA connect and leverage relationships between and among each other in order to meet their technical, funding, and other resource needs. The workshops also offered an opportunity to strengthen ongoing NSA engagement on CAADP through support for public dialogue, research, policy analysis, and advocacy to inform policies, planning, and investments.

In Senegal, the first two days of the workshop focused on how to use the Agri NSA Map platform to identify the networks and the strengths of NSAs involved in the implementation of CAADP along seven key areas. These areas included agricultural production and productivity, marketing, market access and processing, Innovation in products and services, financial resources, organizational effectiveness, research and policy analysis, and advocacy and mobilization.

The last two days were devoted to explaining the relevant of CAADP and Malabo Declarations within the context of NSA engagement, as well as sensitization on



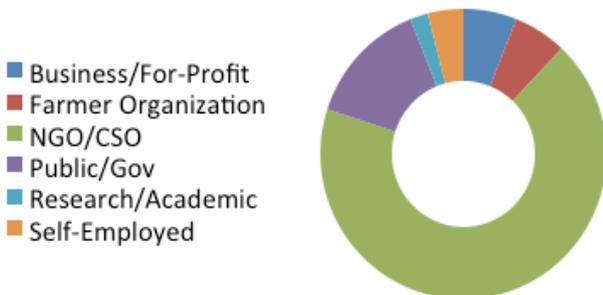
**FIGURE 1: Participants in the Senegal NSA Sensitization Workshop by Organization Type**



the critical processes of Joint Sector Review (JSR) and National Agricultural Investment Plans (NAIP). The participants developed four action plans and established a committee to serve as the national secretariat responsible for coordinating the work of NSA in the country and for following up and overseeing the execution of the action plans. A diversity of engagement was represented in the 50 participants from 38 different organizations at the Senegal workshop, including members of the government and non-state actor organizations, small holder producer and pastoral organizations, civil society groups such as youth and women associations, the media, research and academic institutions, private sector companies as well as development partners.

The sensitization workshop in Nigeria also brought together 50 participants from 37 organizations and covered topics to promote the development of appropriate mechanisms to effectively engage NSA in the CAADP process. The highlights of the workshop included the

**FIGURE 2: Participants in the Nigeria NSA Sensitization Workshop by Organization Type**



formal launch of a policy brief on the role of NSAs in the CAADP process, which was developed by the National Association of Nigerian Traders. In addition, an NSA Advocacy Toolkit on CAADP and the 2014 Malabo Declaration, developed by the Fresh & Young Brains Development Initiative, was also presented. As the continent's overarching policy framework for agriculture transformation, participants reinforced the need for raising awareness and knowledge on the NAIP policies and recommended that additional strategies were needed to promote CAADP among NSA networks.

### Strengthen Continent-Wide Coordination Around CAADP Implementation

In Q2, Africa Lead continued to provide organizational and capacity strengthening support to the African Union's Department of Rural Economy and Agriculture (AUC/DREA) to enhance their capacity to effectively implement CAADP and the 2014 Malabo Declaration across the continent. This support includes ongoing coordination with the new 3-member New Alliance (NA) team to AUC/DREA and the Senior Advisor to the AUC/DREA Commissioner. The Special Advisor to the AUC/DREA Commissioner, supported by Africa Lead, has been designated as the overall CAADP Coordinator within AUC/DREA with responsibility for overseeing the development of the AUC/DREA Operational Plan, Technical Networks roll-out, NAIP Assessment Process, Biennial Review Process, CAADP Partnership Planning meeting agenda, and strengthening of working relationships and overall coordination with NEPAD/NPCA. During Q2, the Senior Advisor initiated the development of the AUC/DREA Operational Plan for 2016-2021 with the CAADP advisors.

After officially mobilizing the NA team to the AU in November, 2015, the team significantly ramped up their activities in Q2. Through Africa Lead support, the NA team achieved the following important milestones in Q2:

- Completed the official guidance note on preparation of the NA/GA Joint Progress Report to member states
- Finalized their FY2016 workplan
- Conducted initial missions with four of the 10 New Alliance countries (Ghana, Malawi, Mozambique and Tanzania) and drafted Aide Memoirs and trip reports

- Delivered a statement on the New Alliance at the invitation of the EU during EU Parliamentary Hearings on the New Alliance in Brussels, Belgium in February 2016
- Participated in planning meetings with the New Alliance team in South Africa

In addition, Africa Lead has continued to work closely with the USAID Global Engagement and Strategy advisor responsible for coordinating efforts with the NA team in Addis to brief the AUC/DREA Commissioner and Director on priorities, establish effective working relations between the New Alliance team at the AU and the New Alliance Working Group (NAWG) of G-7 donor members, and support coordination with Grow Africa.

Finally, Africa Lead is supporting efforts of IFPRI/ReSAKSS to develop a tool kit that will be used by member states to complete the alignment of country National Agriculture Investment Plans (NAIP) to Malabo Commitments. While Africa Lead's role in this continent-level activity is demand-driven, during Q2 the project contributed to a draft Term of Reference for the work and participated in a technical working group meeting to agree on a set of analytical questions, data needs, and methodological tools required for guiding the development and appraisals of NAIPs.

### **Facilitate and Foment Technical Networks**

During Q2, Africa Lead established a mechanism to provide support, technical advice, and network strengthening to accelerate the implementation of Malabo and CAADP. The new Technical Networks activity is designed to form Communities of Practice from established African entities that have demonstrated technical expertise and available resources that can be aligned to support AU member states as they implement Malabo and CAADP goals. This important activity will provide a mechanism for these networks to develop specific content areas and provide training and technical advice to support country and regional NAIP Appraisal processes, Biennial Review processes, and reinforcement of the Joint Sector Review/Mutual Accountability processes in support of Malabo and CAADP. Throughout Q2, Africa Lead conducted a competitive procurement process and review in coordination with AUC and NPCA (New Partnership for Africa's Development/Coordinating and Planning Agency) and selected an established African

organizational development firm to implement this effort. The roll-out of the activity will be coordinated by Africa Lead and the AUC/DREA and NPCA CAADP coordinators.

### **Support to Reforming Agricultural Trade and Investment Policies in Mozambique**

SPEED (the Support Program for Economic and Enterprise Development) is a program supported by Africa Lead and aims to support and advance agricultural transformation in Africa as proposed by CAADP. SPEED is designed to improve the business environment for Mozambican agriculture through better trade and investment policies. Activities throughout Q2 were, to some extent, shaped by the ongoing economic crisis in Mozambique which continued to reverberate through public and private sectors. SPEED made progress on nine reforms and used its communications strategy to advocate for turning the crisis into a reform opportunity and for moving away from protectionism towards broad-based business environment reform. A number of activities were completed, this being the penultimate quarter of the program, and others were moved towards completion or scoped and started based on the extension thus paving the way for additional progress in Q3.

The 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, Environment and Rural Development (MITADER) requesting SPEED's ongoing assistance following the program's audit of the existing legal framework and recommendations for reform. SPEED's team provided assistance to revise the draft land leasing regulations as well as providing inputs on enacting the reforms recommended in the audit. The draft land leasing regulations were prepared in close collaboration with MITADER's legal team and by the end of the quarter the draft had passed high level approvals within the ministry and been passed to the Attorney General's office for comment.

Continuing the theme of successful engagement with partners, while increasing problems with electricity supply in both the south and center of the country impacted business and was a contributing factor to Mozambique's drop in rank in the Doing Business indicators, so SPEED supported the public electricity company,



Electricidade de Moçambique (EDM), and the Ministry of Mineral Resources and Energy to develop a strategy to improve the access to electrical connections by business. This included a draft regulation which was sent to cabinet for discussion at the end of the quarter.

Mozambique's participation in the Trade Africa Presidential Initiative, which began in FY15, is timely given the economic crisis, allowing for greater focus on Mozambique's place in international and regional trade. SPEED was able to continue its successful collaboration with Mozambique's Tax Authority (Autoridade Tributária—AT) to develop materials and provide training on the concept of Authorized Economic Operators

(AEOs). As part of Mozambique's interest in ratifying the World Trade Organization's (WTO) Bali Trade Facilitation Agreement (TFA)—and at the request of the Ministry of Industry & Commerce—SPEED continued with an extensive exercise to categorize TFA requirements in line with Mozambique's current situation, resulting in a report detailing the agreed categorizations being shared with MIC at the end of the quarter. Also as part of Trade Africa SPEED supported a visit by ANSI to Mozambique to assess Technical Barriers to Trade and began a benchmarking exercise of sanitary and phytosanitary (SPS) measures ahead of a scheduled visit by USDA in Q3.

TABLE 2: KEY PARTNERS IN Q2

Mission	Organization	Type	AL Support Provided
<b>Kenya</b>	Agricultural Council of Kenya (AgCK)	Gov	Capacity building support, workshop facilitation
<b>Kenya</b>	Agricultural Policy Analysis Group (APAG)	Research/ Academic	Membership participation, provide advisory support
<b>Tanzania</b>	Policy Analysis Group (PAG)	Research/ Academic	Meeting facilitation
<b>Tanzania</b>	Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	C4C training, TA in communication strategy
<b>EA Regional</b>	Common Market for Eastern and Southern Africa/ Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support organizing and facilitation for COMSHIP mutual accountability meeting
<b>WA regional</b>	ECOWAP Gender Group	GOV	Technical assistance on integrating gender with Climate Smart Agriculture
<b>Ghana</b>	Champions for Change Agricultural Advisory Services Network (AASN)	NGO	Mini-parliament workshop
<b>Ghana</b>	Ghana Livestock Development Network (GLIDEN)	NGO	Workshop support
<b>Guinea</b>	Ministry of Agriculture & key stakeholders in Guinea	Gov	Workshop facilitation and technical assistance
<b>DRC</b>	Multi-Donor Group on Agriculture and Rural Development ( <i>Groupe Inter Bailleurs de l'Agriculture et Développement Rural</i> /GIBADER)	Gov	Coordination/workshop facilitation
<b>Senegal</b>	Direction de l'Analyse Prévision Stratégique/Ministère de l'Agriculture et de l'Équipement rural (DAPSA/MAER)	Gov	Technical support for Joint sector review
<b>Mozambique</b>	Ministry of Agriculture and Food Security (MASA)	Gov	Policy support
<b>Mozambique</b>	Ministry of Land (MITADER)	Gov	Policy support
<b>Mozambique</b>	Ministry of Industry & Trade (MIC)	Gov	Policy support
<b>Mozambique</b>	Mozambique Tax Authority ( <i>Autoridade Tributária</i> /AT)	Gov	Policy support
<b>Mozambique</b>	<i>Electricidade de Moçambique</i> (EDM)/ Ministry of Mineral Resources and Energy (MIREME)	Gov	Policy support
<b>Mozambique</b>	Confederation of Trade Associations (CTA)	NGO	Policy support



## IV. Knowledge Services

This section describes project-wide highlights and achievements for Q2 in the area of knowledge sharing to promote and sustain a culture of learning and to continue to build a process by which evidence can take a greater role in determining policy directions and programs in agriculture. Activities in this cluster support learning events and exchanges, dissemination of policy relevant research, monitoring and evaluation, strategy development, and the development of knowledge and learning products. By design, Africa Lead activities are demand-driven, and the project operates as a flexible mechanism to provide support to various USAID initiatives at the mission and Continental level. As such, the activities in this cluster are adapted to the needs of our stakeholders and partner. However, for the purposes of this quarter's report, we have organized our support along the following objectives:

- Development partner events and exchanges
- Policy relevant research conducted and disseminated
- Knowledge and learning products developed

### **Development Partner Events and Exchanges**

Africa Lead is coordinating an ongoing effort with USAID partners in West Africa to develop a strategic approach for integrating gender into climate-smart agricultural (CSA) programs and projects on a regional level. To kick start this broader initiative, in Q2 Africa Lead facilitated a meeting in Dakar, Senegal with four members of the ECOWAP (ECOWAS Agriculture Policy) Gender Group and eleven gender/women focused organizations to discuss the content and determine an approach for developing a white paper on this topic. The findings and recommendations of the white paper are intended to help regional partners and ECOWAS (Economic Community of West African States) align with other CSA programs in the region, determine funding priorities, and promote policy advocacy.

Africa Lead provided logistics and facilitation support and participated in the February 9-10 USAID/Tanzania Annual Development Objective 2 Partner's Meeting. The meeting served as a platform for sharing USAID project experiences and fostering collaboration among partners. The theme of this year's meeting was "Working with Local Institutions: Experience Sharing and Best Practices." A total of 122 participants representing government, development partners, and USAID attended the annual event. The meeting featured 17 presentations on current and cutting edge initiatives, as well as a morning of "speed dating" to catalyze new partnering relationships. The participants concurred that USAID's recent efforts to foster collaboration had succeeded. Experiences in partnering were shared and approaches on how to further strengthen collaboration were amply discussed. Africa Lead drafted and submitted to USAID a comprehensive report on the meeting.

Africa Lead provided organization and facilitation support to the USAID/Ghana Economic Growth team's Implementing Partners meeting in Q2. The two-day meeting, themed "Paving the way for Excellence in Agriculture and Nutrition," included panel discussions focused on governance, innovative private sector partnerships, agriculture policy priorities, and grants management. Concurrent sessions were also held on the national early generation seed study and how to overcome constraints to a reliable high quality supply of early generation seed. Participants also highlighted the Feed the Future project performance and results achieved to date and the need for implementing partners to collaborate in order to meet performance targets.

### **Policy Relevant Research Conducted and Disseminated**

Through a partnership between USAID and the Bill and Melinda Gates Foundation (BMGF), Africa Lead is working to address the longstanding problem of a

shortage of improved varieties and high quality seed in African agriculture. This issue of the insufficient supply of early generation seeds (EGS) particularly inhibits the growth of agricultural production, productivity, and incomes for small holder farmers in sub-Saharan Africa, the majority of who subsist in informal agriculture sectors. To overcome this issue, the USAID-BMGF initiative is beginning with “breeder seed” from international research centers and going to national centers producing “foundation seed” to commercial companies producing for farmers. Drawing upon the world’s scientific community, the partnership developed a methodology to examine and analyze the seed value chains for specific crops in particular market settings with the objective of overcoming the policy, regulatory, and technical constraints to expanding the supply of EGS with varying market and profitability characteristics.

Africa Lead support is providing a critical complement to the initiative by helping to disseminate and apply this model for understanding and improving the EGS “supply side” at the country level. Specifically during Q2, Africa Lead supported the development of a training curriculum for African researchers who will execute EGS country studies in selected sub-Saharan countries. Africa Lead support also contributed to the training at a regional technical convening in Addis Ababa, February 2016.

In subsequent work, Africa Lead’s activity will synthesize the EGS country studies for Rwanda, Zambia, Kenya and Nigeria for the purpose of identifying lessons with respect to stakeholder inclusion, policy prescriptions, regulatory reforms, and investment priorities to surmount the EGS constraint for small holders. Later, Africa Lead will perform a similar but higher altitude review of all EGS country studies to incorporate conclusions and recommendations from Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Tanzania and Uganda. Finally, and based upon this new body of knowledge about both the demand for EGS and its supply, Africa Lead will support the development of a generic EGS investment plan template to guide governments, donors and stakeholders to transform the findings and inform and guide the next steps through 2017, as a part of CAADP country agricultural investment plans.

Africa Lead’s approach is distinctive because it requires the pool of EGS stakeholders be broadly inclusive in order to learn, understand and act upon the specific problems of small holder producers and traders who live and work in the informal agriculture sector, which are dominant in sub-Saharan Africa. An important consequence of this emphasis on inclusion is that the stakeholders in each country selected crops for study that have been traditionally neglected but which have always been critical to small holder food security, livelihoods and employment.

Africa Lead also helped to organize and conduct a half-day public presentation of the recently completed Empty Pesticide Container Study in Rwanda. Held in Kigali in March, the event engaged a broad set of stakeholders to share the study’s results and to discuss possible follow-on actions. Over 30 representatives attended from various Government agencies, the private sector, NGOs, and development partners. Several findings and issues raised by the study spurred lively debate and additional ideas from the participants. For instance, participants raised the challenge of the financial sustainability of different options for recycling and disposal. In addition, it was noted that farmer sensitization and education about disposal and recycling is an important consideration. Finally, the lack of current policy and recommendations for future policies was identified as a gap.

Africa Lead is also demonstrating that effective policy change is not just about conducting the right studies and bringing the right facts to the table. Through the communication approach on the Mozambique SPEED Project, Africa Lead is deliberately communicating these facts effectively to policy-makers and the general public to ensuring ongoing, inclusive debate based on quality information and analysis. Referred to as a Communications for Policy Change (C4PC) strategy, SPEED/Africa Lead is using social media to drive interested parties to the project website, regularly publishing new materials and opinion pieces in the form of reports produced and blogs by SPEED staff and other contributors. This strategic approach to information and research dissemination serves to increase interest in the work that SPEED and its partners are doing. Use of social media encourages a two-way dialogue, which benefits SPEED by ensuring access to a variety of opinions on key topics.



## Communication for Policy Change (C4PC) in Action

SPEED focuses on C4PC approaches and is an active blogger with 47 blogs published this quarter, as well as sharing blogs and other information through social media to disseminate information about policy change issues. With more than 16,000 followers on Facebook, more than 1,000 on LinkedIn, and 150 on Twitter and upwards of 100,000 people seeing Facebook posts, SPEED is able to engage regularly with target demographics including youth, and the decision-makers and influencers of today and tomorrow. With the support of local journalists Luis Nhachote, invited contributors, including visiting consultants and economic commentators, SPEED has secured 4 articles published in the local media with direct focus on SPEED's work. In addition, SPEED actively partnered with USAID-supported the Trade Law Centre (TRALAC) to increase coverage and distribution of blogs and other public materials. Social media is used to "drive" interested parties to SPEED's site where they can access documents on relevant policy issues which are under discussion. Social media is also used to highlight policy-related events hosted by SPEED partners. According to the project, "since policy reform acceptance, adoption, and implementation requires support and buy-in from key stakeholders, project experience shows that effective communication is critical for the implementation of policy reforms. In many cases strategic communication has been the missing link to support adoption and implementation of policy economic reforms."

## Knowledge and Learning Products Developed

Africa Lead is also conducting an impact assessment in order to ensure the project is measuring and learning from how radio and other media campaigns are changing the perceptions, attitudes, and behaviors of women and youth about participating in agriculture and/or agri-business in Tanzania. During Q2, the project contracted an implementing partner, refined the methodology, and conducted an inception workshop.

During Q2, Africa Lead initiated planning and scoping for a mid-term assessment of project. The purpose of this assessment is to generate knowledge and learning from how Africa Lead's interventions are contributing to improved capacity and performance of individuals, institutions, and networks, and ultimately to systems changes (i.e., evidence-based planning, mutual accountability, coordination and inclusiveness, and policy plans/institutions). Mid-way through Africa Lead's implementation, this "pulse-taking" assessment is designed to be indicative and to provide benchmarks for a more rigorous evaluation later in the life of the Program. The project is also interested in coordinating efforts with the broader USAID plan to evaluate Africa Lead in 2016.

## V. Mission Dashboards



# BUREAU FOR FOOD SECURITY

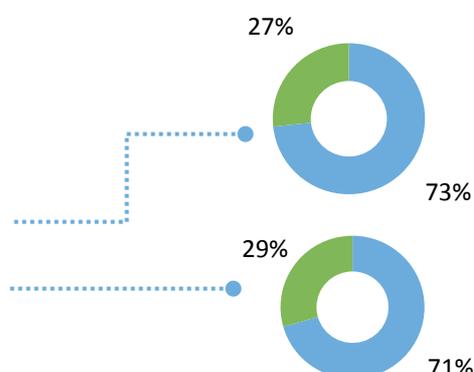
QUARTER 2, 2016



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	79	127
Number of trainings conducted	2	3
Number of individuals trained	105	132
Number of food security event participants	17	61
Number of food security events	1	2

■ Male ■ Female



## KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
African Union/Department of Rural Economy and Agriculture	Gov	CAADP and Malabo implementation	
CAADP Non State Actors Coalition	NGO	Organizational development	

## ACTIVITIES

- Under its grant from Africa Lead, the Agribusiness in Sustainable Natural African Plant Products (ASNAPP) successfully launched the Internship Platform Network (IPN) in Q2. IPN is a continent-wide agribusiness internship program with participating ASNAPP/partner country offices in South Africa, Zambia, Senegal and Liberia. To ensure that the matching process is demand-drive, ASNAPP has signed MOUs with six agribusinesses operating within the grains, horticulture and livestock value chains.
- In order to sustain and nurture Africa Lead's strong cadre of approximately 80 professional trainers who have been supporting capacity building of institutions and organizations involved in CAADP and Malabo implementation, the project is developing an advanced Training of Trainers (TOT) program that will eventually be rolled out to the entire cadre. To initiate the development of the course, during Q2, Africa Lead designed and conducted a needs assessment with the existing Africa Lead C4C trainers. The data generated from the assessment was compiled and used to inform the course design, which will be finalized in Q3.
- In Q2, Africa Lead continued to provide the organizational and capacity strengthening support to the African Union's Department of Rural Economy and Agriculture (DREA) to

enhance their capacity to effectively implement CAADP and the 2014 Malabo Declaration across the continent, including support for the Senior Advisor to the AUC/DREA Commissioner.

- After officially mobilizing the New Alliance team to the AU in November 2015, the team significantly ramped up their activities in Q2. Through Africa Lead support, the New Alliance team has completed the official guidance note on preparation of the NA/GA Joint Progress Report to member states, finalized their FY2016 workplan, and conducted initial missions with four of the ten New Alliance countries (Ghana, Malawi, Mozambique and Tanzania).
- During Q2, Africa Lead established a mechanism to provide support, technical advice, and network strengthening to accelerate the implementation of Malabo and CAADP. The new Technical Networks activity aims to form Communities of Practice from established African entities that have demonstrated technical expertise and available resources that can be aligned to support AU member states as they implement Malabo and CAADP goals.
- While Africa Lead's role in supporting the alignment of National Agriculture Investment Plans (NAIP) to Malabo Commitments is demand-driven, during Q2 the project contributed to a draft Term of Reference for the work and participated in a technical working group meeting to agree on a set of analytical questions, data needs, and methodological tools required guiding the development and appraisals of the NAIP.
- During Q2, Africa Lead supported and facilitated sensitization workshops for coalitions of Non-State Actors (NSA) in Senegal and Nigeria. The objective of workshops was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP related policy frameworks. The meetings also emphasized the importance of developing appropriate mechanisms to engage NSAs and ensure the effectiveness of that engagement in the CAADP process.
- As part of the NSA workshop in Senegal, the NSA networks also learned how to map stakeholders and track their relationships with other organizations in a platform called Agri NSA Map. The stakeholder maps provided a visual tool to help NSA connect and leverage relationships between and among each other in order to meet their technical, funding, and other resource needs.
- During Q2, Africa Lead undertook pilot EGS country studies in Rwanda and Zambia, led by Context Network with two country national experts. The project also supported the development of the curriculum for an EGS technical convening of approximately 150 participants. At the convening, Africa Lead presented the Rwanda and Zambia country experiences as case studies to all interested participants and conducted one full day of training in the EGS methodology to national seed researchers and economists, using techniques from global best practices and work from the two pilot countries. Africa Lead also supported researchers and stakeholders from other countries that needed technical training to conduct the EGS studies.



# EAST AFRICA MISSION

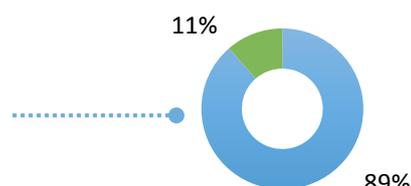
## QUARTER 2, 2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	26	66
Number of food security event participants	35	100
Number of food security events	1	2

Male Female



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Common Market for Eastern and Southern Africa/Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support organizing and facilitation for COMSHIP mutual accountability meeting	
African Fertilizer and Agribusiness Partnership (AFAP)	NGO	OCA and capacity building support	
African Seed Trade Association (AFSTA)	Non-profit	TA and advisory support	

### ACTIVITIES

- Africa Lead successfully wrapped up activities in Feb with its grantee, the African Fertilizer and Agribusiness Partnership (AFAP). Under this grant, AFAP successfully launched the East and Southern Africa Fertilizer (ESAF) Trade Platform. The ESAF brought together fertilizer sector actors across the region including national fertilizer trade associations, development agencies, government representatives and fertilizer traders/ exporters to share information and strategies on fertilizer trade. During the period AFAP submitted a revised final report that satisfactorily met deliverables requirements.
- During Q2, Africa Lead realized a small breakthrough in engaging the African Seed Trade Association (AFSTA) in an organizational strengthening program. Although the experience showed that AFSTA is still not disposed to a formal OCA process, the organization's leadership agreed to conduct an informal assessment and received advisory support by an Africa Lead expert.
- In Q2, the project collaborated with the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA) to organize the first major meeting among the Common Market for Eastern and Southern Africa (COMESA) members since the validation of the Seed Harmonization Plan (COMSHIP) two years earlier. This mutual accountability event brought together 45 stakeholders from government, the private sector, civil society, and other development partners to report on their

progress and coordinate on the COMSHIP implementation.

- ▣ Africa Lead’s partnership with Mediae culminated this quarter in the broadcasting of eight episodes of Makutano Junction on Kenya’s Citizen TV. The show, aired weekly over a two month period, reached millions of viewers in Kenya as well as Tanzania and Uganda, and was supported by an outreach and SMS platform to engage youth in agribusiness entrepreneurship. The show was widely praised by viewers and development partners for its realistic portrayal of the social and technical challenges of starting a small agribusiness, as well as its compelling storyline. In order to increase viewership in Tanzania, Mediae entered into an agreement with ITV to air the full set of episodes in Tanzania.

## PERSPECTIVES ON NEXT QUARTER

- ▣ As a result of productive consultations during Q2, Africa Lead will initiate a comprehensive OCA with the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA) next quarter. USAID and a wide array of agriculture and trade stakeholders are counting on ACTESA to play an increasingly central role in facilitating agriculture trade in the region. The OCA and expected follow-on organizational development assistance will be critical to strengthening ACTESA’s management structure and enhancing its performance.
- ▣ Africa Lead will organize, provide logistics support, and facilitate a 2-day meeting for East Africa Regional Feed the Future (FtF) Trade partners in Q3. The main objective of the conference, which will be followed by a field visit of horticulture activities from production to export, is to enhance sharing and collaboration among USAID bilateral field Missions and the Regional Mission.
- ▣ During Q3, Africa Lead will continue to refine the concept for a forward-looking assessment on agriculture education in East Africa. In order to determine the feasibility of this activity, Africa Lead will assemble a group of stakeholders, primarily consisting of private sector companies and trade associations, to further test the need for the assessment and to gather input into the design. At the same time, we will also conduct additional secondary research.
- ▣ In Q3, Africa Lead will support two participants from Common Markets for Eastern and Southern Africa/ Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA) to attend the Fertilizer Association of Southern Africa (FERTASA) Congress and key meeting in Johannesburg, South Africa. Participation in this congress will provide the Chairperson and Secretary General the opportunity to gain a deeper understanding of the fertilizer market and establish critical contacts for promoting fertilizer trade and development in Africa.
- ▣ Africa Lead is in the final stages of making an award to conduct an impact evaluation of Don’t Lose the Plot. The evaluation will attempt to measure attitudes and behavior change of youth towards farming as a result of the reality TV program. We are hoping the results of the evaluation will also help inform USAID and the broader development community on the feasibility of such multimedia programming as effective project implementation tools.



# KENYA MISSION

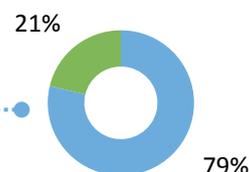
## QUARTER 2, 2016



### KEY DATA POINTS

■ Male ■ Female

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of trainings conducted	5	8
Number of individuals trained	113	194
Number of organizations supported	36	58



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Agricultural Council of Kenya (AgCK)	Gov	Capacity building support, workshop facilitation	 
Tegemeo Institute, Egerton University	Research	OCA	
Bomet and Taita Taveta Counties	Gov	OCA validation workshop	
Busia, Kitui, Machakos, Bungoma and Nandi counties	Gov	C4C training	
Arid and Semi-arid Lands (ASALs) Counties	Gov	Stakeholder workshop	
Agricultural Policy Analysis Group (APAG)	Research/ Academic	Membership participation, advisory support	

### ACTIVITIES

- The Tegemeo Institute at Egerton University has long been one of Kenya's preeminent research institutions, providing research and analysis to inform Government policy decisions, donor programming, and agriculture sector investments. In response to Tegemeo's strong desire to rethink and renew its role in the face of a changing policy landscape, Africa Lead has initiated steps during Q2 for a comprehensive Organizational Capacity Assessment (OCA) of the institution, including developing detailed TORs and recruiting staff.

- As a follow up to the OCA that Africa Lead conducted with Bomet and Taita Taveta counties, during Q2 the project conducted validation workshops to present the outcomes and build momentum for the next steps. Both workshops were chaired by the Governor of the respective Counties and engaged a large group of county officials to develop a capacity development action plan based on the report findings and input from the County team.
- During the Q2 reporting period, Machakos, Busia, Kitui, Bungoma and Nandi Counties partnered with Africa Lead to participate in the five day Champions for Change Leadership Training. A total of 113 individuals from across these counties were trained. These included 91 county government officials and 22 non-state actors. The course, specifically directed towards the County top officials in both public and private sector, has inspired and mobilized leaders who are committed to action on achieving food security
- As part of the project's ongoing support to counties comprising Kenya's Arid and Semi-arid Lands (ASALs), Africa Lead led a stakeholder's workshop to better understand the key issues affecting implementation of livestock policies. Over 60 key stakeholders participated in this event, including County Executive Committees members in livestock development the Council of Governors, private sector actors, USAID representatives and other development partners. Africa Lead also took advantage of the assembly of key stakeholders to conduct a needs assessment to inform the curriculum for the upcoming Champions for Change Leadership Training for Resilience and Economic Growth.
- As part of the project's support to non-state actors (NSAs), Africa Lead supported a group of major agriculture sector associations in forming a new high level umbrella body called the Agricultural Council of Kenya (AgCK). In Q3, Africa Lead facilitated a retreat to engage the Kenya National Farmers Federation (KENAFF) and 24 representatives of sector organizations in order to develop the AgCK strategic and operational plans, a resource mobilization strategy, and a strategic communications plan for engaging members, government organs and agriculture constituencies.
- In addition, Africa Lead supported six independently-held one day meetings led by AgCK on priority value chains including tea, cotton, sugar cane, beef, fisheries, and coffee. The meetings, drawing an average of 25 representatives from diverse NSA interests, resulted in the distillation of key issues which will be consolidated for on-going AgCK engagement with county and national governments.
- The process for validating Kenya's Institutional Architecture Assessment (IAA), which Africa Lead supported in 2015, stalled this quarter due to several challenges, including changes in key Ministry positions and continued lack of cohesiveness among donors. Africa Lead will continue efforts to facilitate this important multi-stakeholder validation process, as the IAA is a critical in element of inclusive, transparent, evidence-based stakeholder policy dialog.
- During Q2, Africa Lead participated in several key meeting with Kenya's Agricultural Policy Analysis Group (APAG). As the only development partner invited to participate in this group, the project helped to define APAG's role and structure, and also to plan for near term activities.
- As part of the broader Early Generation Seed (EGS) Activity, during Q2 Africa Lead facilitated a seed sector stakeholder's inception meeting in Kenya that brought together a total of 20 seed industry actors from Government, the private sector, and other non-state actors. The meeting enabled stakeholders to agree on timeline, the priority crops (maize, beans, and potatoes), as well as build ownership and buy-in into the results of the activity.



## PERSPECTIVES ON NEXT QUARTER

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- ▣ During the next quarter Africa Lead will hire consultants and oversee a participatory self-assessment OCA process of the Tegemeo Institute, Egerton University in Kenya. The project plans complete the first draft of the OCA by the end of Q3.
- ▣ As a follow up to the OCAs conducted and validated with Bomet and Taita Taveta Counties in Kenya, the project will support development of appropriate capacity development action plans, and as well as design customized trainings focused on project management and organizational health. We consider these to be the two fundamental enabling capacities for comprehensive organizational development.
- ▣ Following on the needs assessment we conducted last quarter, Africa Lead will finalize the development of training materials for the Champions for Change Leadership Training for Resilience and Economic Growth in Kenya. Africa Lead will develop a training schedule in coordination with fellow USAID programs including the Agile Harmonized Assistance for Devolved Institutions (AHADI), the Partnership for Resilience and Economic Growth in Kenya (PREG), as well as partners and County Officials from the five target arid and semi-arid land (ASAL) counties.
- ▣ In collaboration with County officials and non-state actors, Africa Lead will conduct Champions for Change Leadership Training in Vihiga and Kakamega Counties in Kenya next quarter. Participants are expected to develop action plans that address food security and CAADP implementation at the county and regional level.
- ▣ As part of the project's ongoing support to the Agricultural Council of Kenya (AgCK), during the next quarter Africa Lead will provide technical and facilitation support to help consolidate Kenya's NSA policy proposals for presentation at the Presidential roundtable. In addition, Africa Lead will provide targeted strategic communications TA to help AgCK develop and institutionalize mechanisms to seek input from and inform NSA constituencies on a continuous basis. This will lead to more inclusive policy making and it will help solidify AgCK's credibility as the NSA sector's highest level policy counterpart to the government.
- ▣ During Q3, Africa Lead will continue to engage with APAG as a participant in its inaugural policy event on "Devolution and Agriculture." Africa Lead will present a study entitled "Agriculture Policy Landscape in Kenya," one of only five members asked to give a presentation.

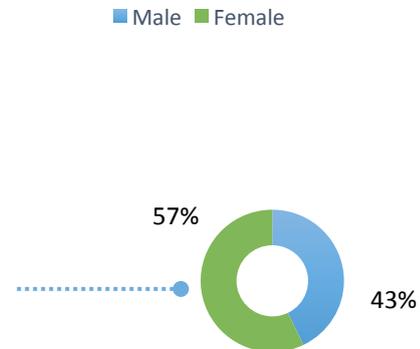
# MALAWI MISSION

## QUARTER 2, 2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	6	6
Number of food security events	1	1
Number of food security event participants	7	7



### ACTIVITIES

- Africa Lead is initiating a process to update an Institutional Architecture Assessment (IAA) of Malawi which was completed by the project in 2013. In Q2, Africa Lead hired consultants, developed the study methodology and data collection tool, conducted preliminary consultations, and carried out desk reviews and preparation for inception workshop.

### PERSPECTIVES ON NEXT QUARTER

- As part of the ongoing Institutional Architecture Assessment (IAA) in Malawi, Africa Lead will conduct the inception workshop, carry out interviews, and execute a validation workshop with a select group of participants from government, donor and development agencies, policy support programs, civil society organizations, private sector, national and regional policy think tanks, and research institutions.



# MOZAMBIQUE MISSION

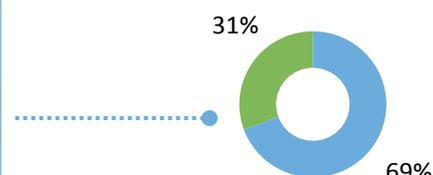
## QUARTER 2, 2016



### KEY DATA POINTS

■ Male ■ Female

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	6	119
Number of food security event participants	258	1,239
Number of food security events	9	17



### KEY PARTNERS

Knowledge Sharing

Capacity Building

Policy Support

ORGANIZATION	TYPE	CLUSTERS
Ministry of Agriculture and Food Security (MASA)	Gov	
Ministry of Land (MITADER)	Gov	
Ministry of Industry & Trade (MIC)	Gov	
Mozambique Tax Authority (Autoridade Tributária/AT)	Gov	
Electricidade de Moçambique (EDM)/Ministry of Mineral Resources and Energy (MIREME)	Gov	
Confederation of Trade Associations (CTA)	NGO	

### ACTIVITIES

- This was another challenging quarter for Mozambique. The country faced a major economic crisis as a result of falling international commodity prices and the impacts of public financial management decisions made under the previous administration. Lack of final investment decisions about gas production combined with falling prices of Mozambique's export commodities each played their part.
- Activities throughout Q2 were, to some extent, shaped by the ongoing crisis which continued to reverberate through public and private sectors. In addition during the quarter SPEED secured a no-cost extension meaning that technical activities will end at the end of June 2016.

- ▣ SPEED made progress on nine reforms and used its communications strategy to advocate for turning the crisis into a reform opportunity and for moving away from protectionism towards broad-based business environment reform.
- ▣ The 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, Environment and Rural Development (MITADER) requesting SPEED's ongoing assistance following the program's audit of the existing legal framework and recommendations for reform. SPEED's team provided assistance to revise the draft land leasing regulations as well as providing inputs on enacting the reforms recommended in the audit. The draft land leasing regulations were prepared in close collaboration with MITADER's legal team and by the end of the quarter the draft had passed high level approvals within the ministry and been passed to the Attorney General's office for comment.
- ▣ Continuing the theme of successful engagement with partners, SPEED supported the public electricity company, Electricidade de Moçambique (EDM), and the Ministry of Mineral Resources and Energy to develop a strategy to improve the access to electrical connections by business. This included a draft regulation which was sent to cabinet for discussion at the end of the quarter.
- ▣ Mozambique's participation in the Trade Africa Presidential Initiative, which began in FY15, is timely given the economic crisis, allowing for greater focus on Mozambique's place in international and regional trade. SPEED was able to continue its successful collaboration with Mozambique's Tax Authority (Autoridade Tributária/AT) to develop materials and provide training on the concept of Authorized Economic Operators (AEOs).
- ▣ As part of Mozambique's interest in ratifying the World Trade Organization's (WTO) Bali Trade Facilitation Agreement (TFA) – and at the request of the Ministry of Industry & Commerce – SPEED/Africa Lead continued with an extensive exercise to categorize TFA requirements in line with Mozambique's current situation, resulting in a report detailing the agreed categorizations being shared with MIC at the end of the quarter.
- ▣ As part of Trade Africa, SPEED/Africa Lead supported a visit by ANSI to Mozambique to assess Technical Barriers to Trade and began a benchmarking exercise of sanitary and phytosanitary (SPS) measures ahead of a scheduled visit by USDA in Q3.
- ▣ Activities in Q2 once again evidenced SPEED/Africa Lead's demand-driven approach, as the project swiftly responded to requests for assistance from a variety of partners such as for comments on draft private credit bureau regulations and a draft local content bill, and adapted our work plan to reflect new priorities while retaining agricultural development as the core driver of our portfolio, with ongoing support for the Business Advisory Working Group.
- ▣ The project moved nine reforms forward during Q2 and facilitated seven capacity-building events in support of technical programs for a total of 258 participants, including 79 women, our followers on Facebook numbered over 16,000, and we published 47 blogs.



# RWANDA MISSION

QUARTER 2, 2016



## KEY DATA POINTS

<b>PROGRAM RESULTS BY INDICATOR</b>	<b>Q2</b>
Number of food security events	1
Number of food security event participants	30

## ACTIVITIES

- Africa Lead helped to organize and conduct a half-day public presentation of the recently completed Empty Pesticide Container Study in Rwanda. Held in Kigali in March, the event engaged a broad set of stakeholders to share the study's results and discuss possible follow-on actions. Over 30 representatives attended from various Government agencies, the private sector, NGOs and development partners.
- Several findings and issues raised by the study spurred lively debate and additional ideas from the participants. For instance, participants raised the challenge of the financial sustainability of different options for recycling and disposal. In addition, it was noted that farmer sensitization and education about disposal and recycling is an important consideration. Finally, the lack of current policy and recommendations for future policies was found to be a gap.

## PERSPECTIVES ON NEXT QUARTER

- USAID expressed a high level of satisfaction with the study quality and findings, and agreed to follow up with local stakeholders on possible next action steps in response to the findings and challenges expressed.

# TANZANIA MISSION

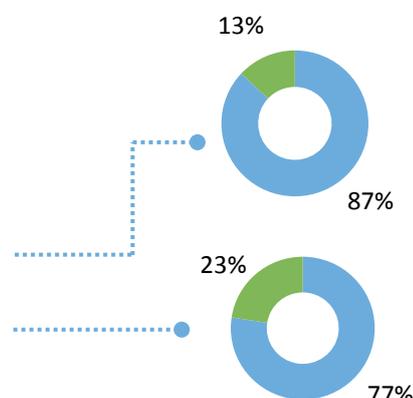
## QUARTER 2, 2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	83	95
Number of trainings conducted	1	3
Number of individuals trained	23	74
Number of food security event participants	146	146
Number of food security events	2	2

■ Male ■ Female



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Policy Analysis Group (PAG)	Research/ Academic	Meeting facilitation	
Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	C4C training, TA in communication strategy	

### ACTIVITIES

- In Q2, Africa Lead conducted an initial 5 day C4C leadership training tailored to 32 staff of the Platform for Agricultural Policy Analysis and Coordination (PAPAC), Tanzania's cross-ministerial body responsible for coordinating agriculture policy development within the framework of CAADP and Malabo Declaration goals.
- As part of Africa Lead's effort to facilitate evidence based and inclusive agriculture policy development, this quarter the project supported Tanzania's Policy Analysis Group (PAG) in organizing the second Annual Agricultural Policy Conference (AAPC). As member of PAG in Tanzania, the project provided facilitation and communications support to bring together 129 key agricultural sector stakeholders to the AAPC, including 40 Government officials, two permanent secretaries and other ministerial directors, 32 private sector representatives from National and Regional Trade/Farmer Associations, ten Development Partners, and 47 Nonprofit Organizations.
- In Q2, Africa Lead initiated an effort to develop a communication strategy and provide institutional strengthening support to Tanzania's Platform for Agriculture Policy Analysis and



Coordination (PAPAC). The main objective of PAPAC is to create a single platform that works across ministries to consolidate, summarize, and share agriculture research and analyses with a broad set of public and private stakeholders. During this quarter, Africa Lead worked with PAPAC to design an approach for providing support in a stepwise manner – as to build capacity and awareness along with of the development of a communications strategy for the organization.

- ▣ Africa Lead provided facilitation support and participated in the Annual Development Objective 2 Partner’s Meeting for USAID/Tanzania, the theme of which was Working with Local Institutions: Experience Sharing and Best Practices. The meeting served as a platform for sharing USAID project experiences and fostering collaboration among partners.
- ▣ During Q2, Africa Lead kicked off implementation for the Women and Youth Media Activity in Tanzania along with project partner, Media for Development International (MFDI). In order to better understand the issues and landscape around women and youth in agriculture, MFDI conducted a one week design workshop engaging over 30 industry experts and thought leaders. The information gathered during the workshop will help script writers to design creative radio and television content to mobilize, excite, impress and motivate youth to engage in farming and agribusiness.
- ▣ Africa Lead is also conducting an impact assessment in order to ensure the project is measuring and learning from how radio and other media campaigns are changing the perceptions, attitudes, and behaviors of women and youth about participating in agriculture and/or agri-business in Tanzania. During Q2, the project contracted an implementing partner, refined the methodology, and conducted an inception workshop.

## PERSPECTIVES ON NEXT QUARTER

- ▣ Next quarter, Africa Lead will provide organizational capacity assistance to the Sokoine University Graduate Entrepreneurs Cooperative (SUGECO) in Tanzania to help design, plan and manage intern placement programs with agriculture and agribusiness firms. The project has designed an approach to ensure the commitment of SUGECO to the assistance provided and will require them to work closely alongside Africa Lead’s team.
- ▣ Africa Lead will recruit a new group of 15 facilitators/trainers and conduct an introductory Training of Trainers course in Tanzania next quarter. This is part of an ongoing Africa lead effort to build up a cadre of professional facilitators in order to meet growing demand within the development community, government, and other sectors.
- ▣ During Q3, the project will deliver a two-day Transformative Leadership Workshop to “Super Champions,” which are Permanent Secretaries and Ministerial Directors in the Government of Tanzania. The main objective of the workshop will be to orient and provide tools to enable Tanzania’s leaders to effectively implement policies and program for the newly developed Agriculture Sector Development Plan (ASDP).
- ▣ Africa Lead will provide communications and facilitation support to the launch of the Agriculture Sector Development Strategy and Program II (ASDS II/ASDP II) in Tanzania in Q3, which is expected to set the stage for the implementation of an ambitious set of interventions over the next 10 years. The launch event will be jointly organized by the Government of Tanzania through the Agriculture Sector Lead Ministries (ASLMs) and

development partners and led by his excellence Dr. John Pombe Joseph Magufuli, President of the United Republic of Tanzania.

- ▣ As part of Africa Lead's ongoing Tanzania Women and Youth Media Activity, the project and its collaborator Media for Development International (MFDI) will finalize the program production schedule, develop the program storylines, complete the marketing and promotion strategy and write the scripts for the first 13 radio episodes of Mchumia Juani.
- ▣ During the next quarter Africa Lead will design research instruments and training materials for the baseline and end line surveys of the impact evaluation of the Women and Youth multimedia activity.



# WEST AFRICA REGIONAL MISSION

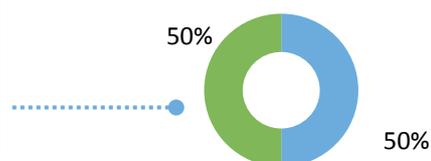
QUARTER 2, 2016



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	10	78
Number of food security events	1	2
Number of food security event participants	12	122

■ Male ■ Female



## KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Central Africa Council for Agricultural Research and Development (CORAF)	Research	Institutional audit, including OCA	
Network of Peasant Organizations and Agricultural Producers in West Africa (ROPPA)	Farmer Organization	Rapid capacity assessment	
Economic Community of West African States Agricultural Policy (ECOWAP) Gender Group	Gov	TA on integrating gender with Climate Smart Agriculture	
Permanent Interstates Committee for Drought Control in the Sahel (CILSS)	Research	TA on M&E	

## ACTIVITIES

- Africa Lead is facilitating an effort to identify areas to be strengthened in order for West and Central Africa Council for Agricultural Research and Development (CORAF) to become a high performing learning organization and provide improved services to its stakeholders. As part of this overall activity, during Q2, Africa Lead presented the initial findings from the assessment and the institutional audit and received feedback from CORAF and USAID. It was determined that Africa Lead will hold a validation workshop with external stakeholders and CORAF to develop recommendations and a capacity development plan.
- During Q2, Africa Lead conducted a rapid assessment of the Executive Secretariat in Ouagadougou, Burkina Faso of the Peasant Organizations and Producers in West Africa (ROPPA) in order to better understand the organization's needs and to tailor their capacity development program accordingly. ROPPA is a target regional institution supported by

USAID/West Africa and with representation in most of the ECOWAS countries, it has the potential to play an instrumental role in accelerating agricultural productivity and fostering sustainable livelihood and food security programs in the region. The findings of this assessment will be used to develop a capacity development plan to improve the performance of ROPPA and its national network members.

- ▣ Africa Lead is coordinating an ongoing effort with USAID partners in West Africa to develop a strategic approach for integrating gender into climate-smart agricultural (CSA) programs and projects on a regional level. To kick start this broader initiative, in Q2 Africa Lead facilitated a meeting in Dakar, Senegal with four members of the ECOWAP Gender Group and eleven gender/women focused organizations to discuss the content and determine an approach for developing a white paper on this topic. The findings and recommendations of the white paper are intended to help regional partners and ECOWAS align with other CSA programs in the region, determine funding priorities, as well as promote policy advocacy.

## **PERSPECTIVES ON NEXT QUARTER**

- ▣ Finalize the white paper on integrating gender in CSA programs in West Africa
- ▣ Prepare the final report on the ROPPA Executive Secretariat rapid capacity needs assessment
- ▣ Organize and execute the external stakeholder validation meeting of the CORAF/WECARD Institutional Audit Report
- ▣ Recruit and place three young professionals at CILSS and two at the Economic Community of West African States-Department of Agriculture and Rural Development (ECOWAS /DARD) for a 12-month internship
- ▣ Conduct a detailed review and analysis of the impact of the organizational development assistance delivered by Africa Lead to target regional institutions to date



# DRC MISSION

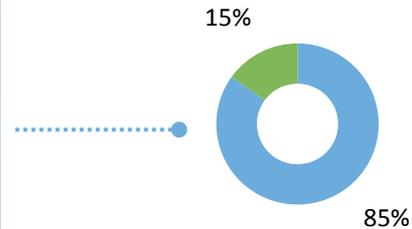
QUARTER 2, 2016



## KEY DATA POINTS

■ Male ■ Female

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	12	12
Number of food security event participants	20	20
Number of food security events	1	1



## KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Groupe Thematique 9 (GT9)	Gov	Coordination	
Multi-Donor Group on Agriculture and Rural Development ( <i>Groupe Inter Bailleurs de l'Agriculture et Développement Rural</i> /GIBADER)	Gov	Coordination/workshop facilitation	

## ACTIVITIES

- During Q2, Africa Lead conducted a problem-focused Political Economy Analysis (PEA) of four agricultural policy challenges: 1) inter-ministerial coordination on agricultural policy and strategy issues; 2) the legislative and regulatory framework for agricultural inputs, with particular focus on the draft Seed Law and the Agriculture Law of 2011; 3) foreign concession ownership and investment with a focus on Articles 16 and 82 of the Agriculture Law of 2011; and 4) the mandate, services, and taxes of the National Coffee Office (ONC). As a result of the analysis, Africa Lead made recommendations to strengthen and advance evidence planning, mutual accountability, coordination and inclusiveness in the agricultural sector.
- The Groupe Thématique 9 (GT9) is a consultative body that was created to support the implementation of the government's growth strategy and poverty reduction plan (Document de Stratégie de Croissance et de Réduction de la Pauvreté/DSCR). In Q2, Africa Lead organized the GT9 multi-stakeholder policy monitoring working group meeting and delivered logistical and technical assistance for follow-up meetings. As a result of the meeting, the GT9 prioritized activities and developed a common agenda that would address the needs of both donors and government to promote the development of the agriculture sector and to accelerate implementation of key policy priorities for the remainder of the year.

- ▣ As part of Africa Lead’s strategic engagement with the GT9, the project also assumed the secretariat and coordination role of the Multi-Donor Group on Agriculture and Rural Development (Groupe Inter Bailleurs de l’Agriculture et Développement Rural/GIBADER) and organized and facilitated the first GIBADER quarterly meeting of the year in Q2.
- ▣ Africa Lead completed critical startup activities in the project’s sub-regional office in Kinshasa, including conducting staff orientation sessions for the new Program Manager, Logistics Officer and Finance Officer in Accra.

## PERSPECTIVES ON NEXT QUARTER

- ▣ As part of Africa Lead’s strategic collaboration with the GT9 and GIBADER, the project will conduct C4C leadership training with stakeholders in Q3, including high-level government decision-makers to build capacity to lead and manage change within their institutions and to influence policy reform.
- ▣ Throughout Q3, Africa Lead will continue to support coordination for the GT9 and GIBADER, including facilitating monthly and quarterly planning, monitoring, and coordination meetings.
- ▣ Africa Lead plans to organize a multi-stakeholder policy forum on key issues related to agriculture and seed policy in Q3
- ▣ During Q3, Africa Lead will design and deliver a short course in policy analysis and advocacy in order to support selected policy advocacy champions.
- ▣ In order to support policy advocacy for the small grants program, Africa Lead will begin a competitive process in Q3 to solicit organizations to implement advocacy campaigns and outreach activities
- ▣ As part of Africa Lead’s support to implement the recommendations of the PEA, in Q3 the project will conduct organizational capacity assessments (OCA) for two organizations that have the potential to accelerate key agricultural policy reforms.



# GHANA MISSION

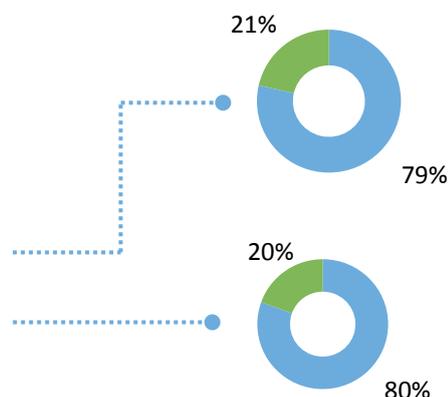
## QUARTER 2, 2016



### KEY DATA POINTS

■ Male ■ Female

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	85	85
Number of trainings conducted	3	5
Number of individuals trained	56	75
Number of food security event participants	123	123
Number of food security events	3	3



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Private Enterprise Federation (PEF)	Private Sector	Capacity development grant	
Agribusiness in Sustainable Natural African Plant Products (ASNAPP)	NGO	Institutionalize Internship Partnership Network (IPN)	
University of Ghana	University	TA to support USAID grant program	
Ashesi University	University	Agribusiness Leadership Internship program	
Champions for Change Agricultural Advisory Services Network (AASN)	NGO	Mini-parliament workshop	
Savanna Agricultural Research Institute (SARI)	Research	RBM/ M&E short course	
Ghana Livestock Development Network (GLIDEN)	NGO	Workshop support	

### ACTIVITIES

- In Q2, Africa Lead executed a one-year fixed obligation grant to the Private Enterprise Federation (PEF) to strengthen its organizational, technical, and human capacity and to support development a new strategic plan

- Under its grant from Africa Lead funded by the Bureau for Food Security, the Agribusiness in Sustainable Natural African Plant Products (ASNAPP) successfully launched the Internship Platform Network (IPN) in Q2. IPN is a continent-wide agribusiness internship program with participating ASNAPP/partner country offices in South Africa, Zambia, Senegal and Liberia. To ensure that the matching process is demand-drive, ASNAPP has signed MOUs with six agribusinesses operating within the grains, horticulture and livestock value chains.
- In Q2, Africa Lead facilitated the Champions for Change (C4C) Leadership Training of Trainers program to 19 volunteer facilitators from selected NSA organizations who have previously collaborated with the project. The objective of the course was to strengthen participants' facilitation skills and familiarize them with the content to enable the trainers to deliver the course effectively and efficiently to a greater numbers of leaders. The participants also learned about African perspectives on leadership and the role, responsibilities, and characteristics of a leader. The volunteer facilitators also developed individual action plans for scaling up the cascade short course program.
- During Q2, Africa Lead collaborated with the University of Ghana in support of their USAID grant program called "Institutional Capacity Building to Improve Agricultural Productivity and Food Security in the Context of Economic Policy Management." The project provided technical assistance to help the team develop their Year 2 workplan and budget, facilitated a review of the project's past performance, and an assessment of the project's current technical assistance needs. Africa Lead's support will help to improve the team's planning and budgeting skills, and also help to accelerate grant implementation.
- Africa Lead organized and facilitated a coordination meeting in Q2 for the USAID Government to Government (G2G) grant program recipients, including University of Cape Coast (UCC), University of Ghana (UG), Savanna Agricultural Research Institute (SARI), and the Real Sector Division (RSD) of the Ministry of Finance and the Ministry of Food and Agriculture (MoFA). The meeting allowed key management staff to network with each other and USAID, create a platform to share common experiences, and discuss ways to improve program management to ensure effective and efficient implementation.
- The C4C Agricultural Advisory Services Network (AASN) hosted a mini parliament, which was supported by Africa Lead, on agricultural extension service delivery in Q2. This meeting created a platform for various stakeholders to openly and frankly discuss the challenges of and opportunities for agricultural extension services in Ghana. For instance, the group discussed models for engaging youth in agriculture as well as opportunities for sustainable employment and agricultural growth.
- On March 16, Africa Lead co-sponsored the 10th Annual Ashesi University Career Fair to showcase the project's work, while also establishing a recruitment platform for host entities registered under the Agribusiness Leadership Internship Program. In addition, Africa Lead also engaged C4C Networks seeking youth volunteers and interns interested and available to support the planning and execution of activities. As a result, Africa Lead organized 25 speed interview sessions during the fair and connected pre-matched students with internship openings. Participating companies included Solo, Farm Radio, Premium Foods, John Deer, and others linked through C4C Networks. Africa Lead staff also introduced Ashesi students to the C4C Leadership short course, which the project will offer to Ashesi students, faculty and staff next quarter. These programs intend to complement the student's course content and equip them with leadership, agri-entrepreneurship, and work-readiness skills.



- During Q2, Africa Lead collaborated with the West Africa Civil Society Institute (WACSI) to deliver a public policy advocacy and engagement short course to 35 executive members of nine C4C Networks. The course introduced participants to the basic concepts of policy advocacy and deepened their overall knowledge of policy making processes. It also exposed participants to advocacy concepts, strategies, and techniques that will enable them to effectively engage government in their demand for accountability, transparency, and participatory governance particularly on key agricultural sector policy issues.
- Africa Lead designed and facilitated a five-day Monitoring and Evaluation and Results Based Management (M&E/RBM) short course for ten core staff from the Savanna Agricultural Research Institute (SARI) in Q2. Course participants developed a road map for the operationalization of an evidence-based monitoring and evaluation system that would feed into SARI's management system and result in better planning. Participants also learned how to develop an M&E framework and an M&E system for the organization.
- In Q2, Africa Lead supported the Ghana Livestock Development Network (GLIDEN) to convene a 2-day gap analysis workshop on the country's draft veterinary and animal production bill, which has not been revised since 1967. The workshop convened a working group in veterinary and animal production to review and proposed amendments to the bill. At the same time, the policy working group to reviewed and proposed changes to the policy issues, guidelines, and strategies contained in the Ghana Livestock Policy and Strategy document. The workshop was attended by 26 experts, including representatives from the Ministry of Food and Agriculture, the Attorney General's Office, Ministry of Finance, Food and Drugs Authority, Ghana Statistical Service, Ministry of Local Government and Rural Development, Ghana Cooperative Butchers Association, and the Ghana National Association of Poultry Farmers.
- Africa Lead provided organization and facilitation support to the USAID/Ghana Economic Growth team's Implementing Partners meeting in Q2. The two day meeting, themed "Paving the way for Excellence in Agriculture and Nutrition," included a panel discussions focused on governance, innovative private sector partnerships, agriculture policy priorities, and grants management. Concurrent sessions were also held on the national early generation seed study and how to overcome constraints to a reliable high quality supply of early generation seed. Participants also highlighted the Feed the Future project performance and results achieved to date and the need for implementing partners to collaborate in order to meet performance targets.

## PERSPECTIVES ON NEXT QUARTER

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- Begin implementation of organizational capacity building grants to strengthen the C4C networks strategic, operational, and technical capacity to achieve key milestones in their work plans
- Sponsor C4C Networks and youth to participate in the 4th Annual Financing Ghana's Agriculture Production (FINGAP) Agribusiness Investment Summit and coordinate business to business (B2B) speed interview sessions to provide networking and internship opportunities for youth and network members

- ▣ Design and deliver C4C Leadership short course for the University of Ghana (UG), University of Cape Coast (UCC), Savanna Agricultural Research Institute (SARI) and the Real Sector Division of the Ministry of Finance (RSD -MOF)
- ▣ Recruit two young professional interns to support SARI G2G program management activities
- ▣ Begin placements of 25 interns with ten companies and within organizations linked via C4C networks for the agribusiness leadership internship program
- ▣ Launch collaboration with the African Agribusiness Incubation Network (AAIN) to deliver technical assistance to C4C Networks engaged in agriculture and agribusiness and to co-host quarterly forums to enhance public-private partnerships for technology commercialization for agribusiness acceleration and growth
- ▣ Design and deliver monitoring and evaluation/results based management short course to core staff of the University of Ghana and the University of Cape Coast to improve the monitoring and evaluation of their G2G programs
- ▣ Deliver a C4C leadership short course for selected faculty and staff of Ashesi University
- ▣ Organize the Women in Agribusiness Network of Ghana (WIANG) Forum
- ▣ Provide support to the 12<sup>th</sup> CAADP Partnership Platform meeting in Accra, Ghana



# GUINEA MISSION

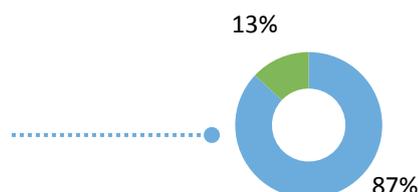
## QUARTER 2, 2016



### KEY DATA POINTS

■ Male ■ Female

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	8	8
Number of food security event participants	24	24
Number of food security events	1	1



### ACTIVITIES

- During Q2, Africa Lead supported a policy and institutional review kick-off workshop with key government stakeholders in Conakry, Guinea in collaboration with the International Food Policy Research Institute (IFPRI). The overall goal of this initiative is to assist Guinea's Ministry of Agriculture to review and redefine its agricultural development agenda.
- This process will include an assessment of the policy and institutional landscape, a strategic planning workshop, and the revision of the current National Agricultural Policy and Investments Plan (NAPIP) in order to realign it with the Malabo Declaration and CAADP objectives and principles. This exercise will follow the basic continental principles guiding the country-level implementation process, which is expected to strengthen and add value to Guinea's ongoing efforts.
- Over the next six months, the project will collaborate with IFPRI to facilitate a comprehensive review and analysis of ongoing agricultural and rural development efforts. In particular, the analysis will focus on the policy and institutional environment influencing the implementation of National Agricultural Policy and Investments Plan (NAPIP).

### PERSPECTIVES ON NEXT QUARTER

- To support Africa Lead's work with the Ministry of Agriculture, the project will conduct an institutional policy review and facilitate validation workshop with IFPRI
- Next quarter, the project will also facilitate a strategic planning workshop and develop the first draft of the strategic plan for the Ministry of Agriculture

# NIGERIA MISSION

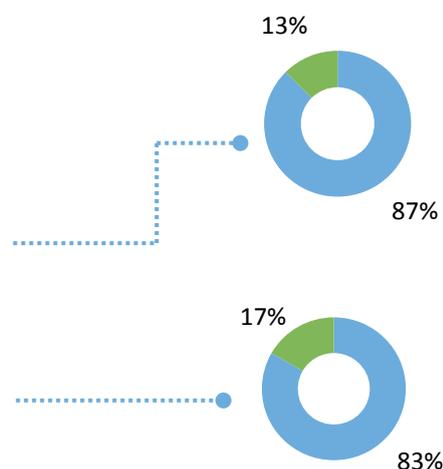
## QUARTER 2, 2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	1	3
Number of trainings conducted	1	4
Number of individuals trained	26	122
Number of food security events	1	1
Number of food security event participants	24	24

■ Male ■ Female



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Skills development on M&E/RBM and SDGs	 

### ACTIVITIES

- In Q2, Africa Lead facilitated a retreat with 28 Directors from the Federal Ministry of Agriculture and Rural Development (FMARD) in Nigeria on the importance of monitoring and evaluation (M&E) and results based management (RBM). Africa Lead designed the retreat to raise the awareness among the FMARD leadership team of the critical role of M&E in the establishment of a RBM system, structure, process and culture at the Ministry, and how this would lead to better designed, delivered and measured agriculture programs in Nigeria. At the end of the retreat, the directors committed to drive the process of operationalizing the monitoring and evaluation system at both the management and departmental levels within the ministry.
- As a result of the momentum generated during the sensitization retreat, Africa Lead facilitated mini-training sessions and provided technical support to 14 departments of the FMARD to strengthen their respective M&E systems. Africa Lead also followed up with six departments to assess their progress, including reviewing draft results frameworks, recommending additional improvements, and discussing roles and responsibilities with key staff.



- ▣ Africa Lead trained 26 desk officers managing the Sustainable Development Goals (SDG) on effective implementation techniques, including collaboration with other stakeholders and reporting on results. The four day course, conducted in Q2, increased the participants' awareness of SDG concepts, enhanced their skills and knowledge on the foundational aspects of M&E within a RBM context, and improved their understanding on how these techniques apply to their work. Africa Lead also assisted the SDG officers to identify roles and expectations, develop a system, and draft tools to support implementation of the SDGs.
- ▣ During Q2, Africa Lead supported and facilitated a sensitization workshop for coalitions of Non-State Actors (NSA) in Nigeria. The objective of workshops was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP related policy frameworks. The meeting also emphasized the importance of developing appropriate mechanisms to engage NSAs and ensure the effectiveness of that engagement in the CAADP process.

## **PERSPECTIVES ON NEXT QUARTER**

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- ▣ As part of Africa Lead's ongoing support to FMARD, the project will strengthen the capacities of the Ministry's agribusiness sub groups to develop operational work plans focusing on improving government coordination, policies, supply security, and infrastructure financing.
- ▣ In Q3, Africa Lead will collaborate with stakeholders in the agribusiness sector to organize a high-level advocacy and leadership program for key industry leaders.

# SENEGAL MISSION

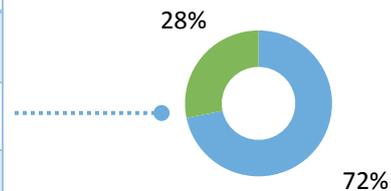
## QUARTER 2, 2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY3
Number of organizations supported	98	219
Number of food security event participants	195	403
Number of food security events	5	6

■ Male ■ Female



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTER
Investment Promotion Agency (APIX)	Gov	Workshop facilitation, capacity building plan	
Bureau Opérationnel de Suivi du Plan Sénégal Émergent/Office of the Plan Sénégal Émergent (BOS/PSE)	Gov	Workshop facilitation, M&E TA	
Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Workshop facilitation for strategic planning	
University Cheikh Anta Diop	Academic	C4C institutionalization	
Ministere de l'Agriculture et de l'Equipement Rural	Gov	Co-supported the restructuring, change management process	
Office des Forages Ruraux (OFOR)	Gov	TA to performance management system	
Direction de l'Analyse Prévision Stratégique/Ministère de l'Agriculture et de l'Equipement rural (DAPSA/MAER)	Gov	TA for Joint sector review	

### ACTIVITIES

- In February, Africa lead co-organized the launch of the Saint-Louis Investment Platform Launch with Investment Promotion Agency (Promotion des investissements et grands travaux/APIX). The event brought together over 80 stakeholders from the private sector, producer organizations, government, and women organizations. The launch event provided the opportunity to drive consensus around implementation of the platform – including expectations, the role of the local private sector, and the services offered by the agencies



and structured engaged in the effort. In addition, participants also discussed methodologies for achieving the expected targets and results for the investment platform.

- ▣ As a follow up to the first team building workshop held in July 2015, Africa Lead organized a planning workshop this quarter for the Bureau Opérationnel de Suivi du Plan Sénégal Émergent/Office of the Plan Sénégal Émergent (BOS/PSE) to develop the overall 2016 work plan and results framework for its 17 flagship projects. As a result of the workshop, BOS and its partners identified the five policy reforms to by which to coalesce around, as well as developed performance indicators and targets for each of the projects in the portfolio. In addition, Africa Lead provided support to develop a uniform M&E, reporting, and communication system for all of the projects.
- ▣ Africa Lead designed and facilitated a strategic visioning and team building workshop for the Private Sector Support Directorate (Direction de l'Appui au Secteur Prive/DASP), which is the primary division of the Ministry of Economic, Finance and Planning (MEFP). The workshop reinforced and increased the cohesion of the team – as nearly 90% of the staff are new to the division – and resulted in the development of a roadmap to design DASP's strategic plan. As a result of the workshop, the team developed a new vision statement for the institution, proposed core values to guide DASP interventions, and drafted a roadmap for future activities which they intend to share with different stakeholder groups, including the private sector and national institutions once complete.
- ▣ As part of Africa Lead's initiative to sustain and institutionalize its leadership course, it signed a partnership agreement with University of Cheikh Anta Diop (UCAD) in February to integrate the C4C Leadership course module into the curriculum of the Institute of Agriculture and Entrepreneurship (ISAE). This high level event, chaired by the Rector of the university and attended by 70 representatives from donors, the university media and government institutions, emphasized the importance of this partnership and how it will benefit the university and contribute to the development of Senegal's workforce.
- ▣ As part of Africa Lead's ongoing support to BOS and APIX, the project prepared capacity development plans (CDP) for BOS and APIX
- ▣ During Q2, Africa Lead supported and facilitated a sensitization workshop for coalitions of Non-State Actors (NSA) in Senegal. The objective of workshop was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP related policy frameworks. NSA participants also learned how to map stakeholders and track their relationships with other organizations in a platform called Agri NSA Map. The stakeholder maps provided a visual tool to help NSA connect and leverage relationships between and among each other in order to meet their technical, funding, and other resource needs.

## PERSPECTIVES ON NEXT QUARTER

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- ▣ Next quarter, Africa Lead will validate and initiate the implementation of the capacity development plans for BOS and APIX, including delivering technical assistance to BOS staff in M&E and RBM.
- ▣ Africa Lead will organize a team building and strategic visioning workshop for the new General Directorate for Studies, Planning, Exploration and Evaluation (DGEPE) within the Ministry of Agriculture and Rural Equipment (Ministère de l'Agriculture et de l'Équipement Rural/MAER). Africa Lead is also working with the *Direction de l'Analyse, de la Prévision et*

*des Statistiques Agricoles* (DAPSA) within MAER to provide technical assistance in preparation for the 2016 Joint Sector Review and agricultural performance report.

- ▣ As part of the partnership with UCAD, Africa Lead will finalize and present the draft curricula of the C4C leadership module with ISAE.
- ▣ In support of the Investment Platform with APIX, Africa Lead will organize a workshop with the New Alliance for Food Security and Nutrition program to kick off public/private dialogue activities in Saint Louis. In addition, the project will also organize a sensitization tour in for the Investment Platform in the northern region (Galoya-Ndioum), including the business and capacity development services which will target farmers, producer organizations, and breeders. Africa Lead will also co-organize a team building and planning workshops for the investment platforms in Saint-Louis and Ziguinchor with APIX.
- ▣ Next quarter, Africa Lead will conduct C4C Leadership Training for administrators and elected members of Union Nationale des Commerçants et Industriels du Sénégal (UNACOIS).
- ▣ In collaboration with the Trade Africa program and the Ministry of Trade, Africa Lead will organize a week long-mango seminar and exhibition, themed “The Delicious Treasure of West Africa”.
- ▣ As a follow up to the strategic visioning and team building workshop for DASP, Africa Lead will finalize the strategic and operation plans during Q3.



## ANNEX: INDICATORS PERFORMANCE TRACKING TABLE (IPPT)<sup>1</sup>

#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
<b>Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa</b>										
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	
<b>Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security</b>										
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIFPs	NA							
SO1.2	Outcome	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)	NA							
<b>Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs</b>										
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	75%	100%	-				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	328				5,852	1,905
		% Women	35%	23%	23%				35%	31%
1.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	45%	-	-				65%	100%
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	18	1	1				59	16
1.5	Output	Number of knowledge products generated with support from AL II	15	6	3				75	28
1.6	Output	Number of food security-related events supported	58	24	36 <sup>1</sup>				210	220

<sup>1</sup> This includes twelve training organized in the quarter.

ANNEX: INDICATORS PERFORMANCE TRACKING TABLE (IPPT)<sup>1</sup> (continued)

#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
1.7	Output	by AL II Number of participants attending food security related events supported by Africa Lead II	3,670 35%	1,843 39%	1,166 <sup>2</sup> 25%			9,115 35%	9,264 38%	
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	19	16	51			48	82	
1.9	Output	Number of organizations/institutions supported by AL II	565	455	444			1,082	2058	
<b>Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa</b>										
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	9 <sup>3</sup>			34	37	
		Analysis		4	3				36	
		Consultation		2	-				24	
		Drafting/revision		2	5				14	
		Approval			1			6		
		Implementation						6		
2.4	Output	Number of countries receiving Africa Lead II assistance	20	8	9			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	
<b>Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs</b>										

<sup>2</sup> Includes the training participants under indicator 1.2 above.<sup>3</sup> The actual policies for the quarter for SPEED/Mozambique



**ANNEX: INDICATORS PERFORMANCE TRACKING TABLE (IPPT)<sup>1</sup> (continued)**

#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
3.1	Outcome (FTF 4.5.2-42)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, & community-based organizations (CBOs) that apply improved technologies or management practices as a result of USG assistance	50	-	-	-	-	156	19	
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	124			625	670	
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	565	99	95			2,047	1,387	
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	35%	33%	44%			35%	36%	
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	TBD	-	-			TBD	-	
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	TBD	-	-			TBD	-	
3.7	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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