

AFRICA LEADERSHIP TRAINING AND CAPACITY BUILDING PROGRAM

Developing a cadre of African leaders who will design and implement food security strategies and investment plans

QUARTERLY REPORT FOR APRIL – JUNE 2012 (SEVENTH QUARTER OF PROJECT IMPLEMENTATION)



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DISCLAIMER

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GLOSSARY

Africa Lead	Africa Leadership Training and Capacity Building Program
AGRIFA	Ghana Agriculture Trade Fair
AUC	African Union Commission
ARC	Agriculture Research Council
ASK	Agriculture Society of Kenya
CAADP	Comprehensive Africa Agriculture Development Program
COP	Chief of Party
CORAF	West and Central African Council for Agricultural Research and Development
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
DAI	Development Alternative Incorporated, prime contractor for Africa Lead
DCOP	Deputy Chief of Party
DQA	Data Quality Assessment
ECI	ECI Africa Consulting, subcontractor on Africa Lead
ECOWAS	Economic Community of West African States
FAGRO	Ghana Food and Agriculture Show
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FTF	Feed the Future
GIZ	German International Development Agency
IFPRI	International Food Policy Research Institute
IICEM	Integrated Initiatives for Economic Growth
IITA	International Institute for Tropical Agriculture
JSE	Johannesburg Stock Exchange
METASIP	Medium Term Agriculture Sector Investment Plan (Ghana)
M&E	Monitoring and Evaluation
MSI	Management Sciences International, subcontractor on Africa Lead
MSU	Michigan State University, subcontractor on Africa Lead
NAIP	National Agriculture Investment Plan
NBF	NEPAD Business Foundation
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
NSA	Non-State Actors
PACA	Partnership for Aflatoxin Control in Africa
POC	Point of Contact
PMP	Performance Management Plan
RAIP	Regional Agriculture Investment Plan
REC	Regional Economic Community
RRA	Rapid Results Approach
RRI	Rapid Results Institute
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SAKSS	Strategic Analysis and Knowledge Support System (country level)
SANSOR	South African National Seed Organization
SUA	Sokoine University of Agriculture (Tanzania)
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TRG	Training Resources Group, subcontractor on Africa Lead
USAID	United States Agency for International Development
WFP	World Food Program

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BACKGROUND

Africa Lead, the Africa Leadership Training and Capacity Building Program, is a two-year task order under the RAISE Plus Indefinite Quantity Contract (IQC) mechanism. The Program runs from September 20, 2010 to September 30, 2012, has a budget ceiling of \$21,332,381, and is being implemented by lead RAISE Plus IQC holder, DAI, supported by Management Systems International (MSI), Winrock International, Training Resources Group (TRG), ECIAfrica Consulting (Pty) Ltd., and Michigan State University (MSU). Africa Lead is implemented through three regional offices – Accra, Ghana; Nairobi, Kenya; and Pretoria, South Africa – each run by a Regional Deputy Chief of Party (DCOP), and is supported by a Bethesda-based office headed by the program COP.

The purpose of the program is to support the capacity building program of the US Government's Feed the Future (FTF) Initiative, which aligns U.S. Government development assistance with Africa-owned agriculture development plans that are, in turn, aligned with the African Union's Comprehensive Africa Agriculture Development Program (CAADP). CAADP seeks to contribute to the MDG goals by ensuring that governments throughout the continent apply 10% of their public budgets to agriculture in an effort to achieve the 6% annual growth in agricultural productivity that is needed to achieve sustainable food security throughout the continent.

Africa Lead provides leadership training, capacity assessments, logistical support for training and innovative short courses and internships/twinning arrangements prioritized in consultation with missions and partner countries and institutions, and a database of training offerings on the continent that can be matched to the leadership training and capacity building needs.

This report is the seventh quarterly performance report of the program, 21 months into program start up and implementation, and focuses on progress towards deliverables identified in the Africa Lead Year 2 Work Plan.

OVERVIEW

The seventh quarter (April – June 2012) of Africa Lead program implementation was characterized by maturation in a number of key capacity building areas of the program, including the Agribusiness Leadership Program, Module 2 training in West Africa, capacity building “bridge” programs with CORAF and CILSS, development of the Sokoine University of Agriculture internship program, Module 1 training in Zimbabwe and Zambia, and, for deepening learning from program implementation, launching of the Lessons Learned research exercise.

This quarter also saw the roll-out of IFPRI – Africa Lead “Strengthening Capacity for Strategic Agricultural Policy and Investment Planning and Implementation in Africa” training provided to members of country SAKSS teams/networks. Africa Lead was instrumental in promoting these trainings and provided financial support for them. Technical content was provided by IFPRI, the acknowledged international leader in food policy research in developing and transitional countries.

The Agribusiness Leadership Program is Africa Lead’s signature senior private sector internship program. It supports experiential learning and exchange between mid-to-senior level staff of African farm, agribusiness or agriculture trade organizations with firms that have specialized technical or managerial skills that could help the target organizations overcome a technical or organizational challenge. With completion of internships at Hershey, Co. Commodity Operations and the Johannesburg Stock Exchange, Commodity Derivatives Division, and with internships being lined up for Corporate Council on Africa, there is a clear sense that the program is beginning to lay the groundwork for a series of professional internships that will help strengthen technical skills and reinforce commercial networks. The program will periodically contact interns to gauge the effect of these exchanges on the interns as individuals and as members of teams in their “sending” organizations.



A related, but somewhat more traditional internship program that took off during this quarter is the program for Tanzania’s Sokoine University of Agriculture Agribusiness Entrepreneurship Program. This initiative, funded by USAID/Tanzania, placed or was on the verge of placing 20 graduates of SUA into agribusiness operations in Tanzania or Kenya. Much of the groundwork for this program was undertaken in the previous quarter. In the next quarter we expect to begin to develop a substantial number of stories related to the program and its link to SUA’s innovative Entrepreneurship Program, which works with banks to fund the ideas of winners of a business plan development competition. This activity is being implemented by Africa Lead/East Africa

Africa Lead/West Africa has pioneered the standard Africa Lead Module 2 training, which focuses on helping teams in key agriculture organizations or organizations providing support to the sector, improve project design, implementation and measurement as a way of ensuring, among other things, that the localization program of USAID Forward will have a sizeable pool of qualified African individuals and organizations with whom to work as direct implementing partners. An important focus of the Module 2 trainings, which were first rolled out in Liberia and Ghana, was to strengthen program planning and implementation through a Rapid Results Approach 100-day plans as promoted by the Rapid Results Institute, which consulted with Africa Lead in development of the training curriculum.

Supported by USAID/Zambia and USAID/Zimbabwe buy-ins, Africa Lead/Southern Africa massively rolled out its 5-day Module I “Champions for Change” training, ending in more than one hundred Zambian Champions and nearly 140 Zimbabwean Champions. Because the CAADP processes in both countries are still in their early stages, this injection of energized, trained sector leaders looks likely to have a real impact on the progress of CAADP development and implementation. Already, the Zambian Champions have submitted a position paper to the Ministry of Agriculture, and Zimbabwe has held a high level workshop to consider ways to strengthen the institutional architecture by which the CAADP Compact and Agriculture Investment Plan will be finalized and approved, and the underlying programs will be implemented and measured for impact.

Realizing the need to measure impact and to understand what works well and what needs to be done differently, Africa Lead launched, during this quarter, a Lessons Learned research activity that will gather information primarily about the Champions for Change training from focus group interviews and surveys. The Lessons

Learned research team conducted interviews with Washington-based project staff and USAID program managers during this quarter, and developed survey instruments and sampling frame. During the next quarter they will do field work and collect the bulk of data needed to guide our learning.

BENEFICIARY STORY: *Zimbabwe*

Inspiring Entrepreneurship among Seed Business Operators

An Agronomist of a local NGO, Lead Trust- Bulawayo, Ms. Sikhulekile Ncube, organized a seed fair inspired by Africa Lead’s leadership and change management training in June 2012. The seed fair builds market linkages between seed producers and small-holder farmers in Hwange, Zimbabwe. Its objective is to create a platform to enable farmers to showcase and promote market opportunities for sorghum (SV4) and pearl millet (PMV3) seed producers.

Seed producers in Hwange produce high quality seeds certified by the Matopo Research station. Despite this, seed producers have never got a return of sufficient worth to stay in business. Ms. Ncube sent out letters to all seed producers and farmers in the Hwange community inviting over 400 farmers, 5 seed houses, and 58 seed producers. In addition, Ms. Ncube invited Africa Lead’s Champions from Hwange who attended the Bulawayo session. Ms. Ncube said that “the intent of inviting the Hwange Champions was to prolong the energy created by the Africa Lead’s training while installing the attitude of “everything is possible” in the Champions’ mentality.

Over 200 of the invited farmers and all seed producers participated in the seed fair organized in June 2012. This event has introduced a competitive seed market that generates mutual benefits: seed business operators are accessing sustainable markets and smallholder’s farm productivity is boosted. Ms. Ncube said that in addition to the market linkages, the seed fair has served as a platform to exchange information and good practices.

Ms Ncube intends to make the seed fair an annual event so that farmers continue to produce quality seeds each season. “This year we used tents which are temporal, but from this event we hope to raise money which will kick-start the project of building a marketplace.” Through the chief for the area (Chief Shana) and other stakeholders, Ms Ncube applied for a stand where farmers market can be built. The Chief facilitated the acquisition of a 1000 square meter stand to be used by farmers annually as a permanent marketplace for farmers.

CONTINENTAL-LEVEL ACTIVITIES AND COORDINATION

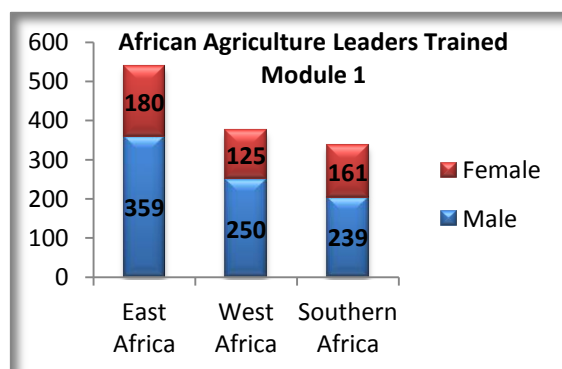
This section of the quarterly report focuses on 1) what was done in the U.S. in support of activities in the field, and 2) support directly to continental-level activities such as institutional capacity assessments and facilitating agribusiness initiatives.

Task One: Provision of Leadership Training to African Food Security Leaders

Task One remains one of Africa Lead's biggest service areas since the inception of the program. The focus of Bethesda-based trainers and curriculum development staff was on curriculum refinements and customization and for support in initial trainings for Module 2 training delivered in West Africa.

To date, Africa Lead has trained 1,314 (848—Male, and 466—Female) mid- and senior-level professionals in leadership skills and approaches and CAADP principles and processes. CAADP Champions for Change graduates are English or French speakers from 29 countries in sub-Saharan Africa who work across a broad range of sectors: 39% hail from NGOs and civil society institutions, 33% from the public sector, 14% from the private sector, and 13% from universities and research institutions. The results are impressive, with 94-96% of participants reporting increased understanding of CAADP.

Module 1: Development and roll out of a 5-day leadership training workshop



During this quarter, the primary role that Bethesda played on Module 1 was to provide guidance to Michigan State University colleagues who were developing the e-learning version of Module 1 curriculum. This e-learning tool will be made available on the Africa Lead website during the life of the project and then eventually will be transferred to OER Africa and Michigan State University websites

where it can be accessed well beyond the life of the project.

Bethesda-based specialists also helped align presentational material with accompanying (instructor manuals and participant guides) for the Module 1 training being provided in Zimbabwe and Zambia.

Total Module 1 Participants by Country	
Angola	1
Botswana	12
Burkina Faso	2
Burundi	11
DRC	2
Ethiopia	116
Ghana	100
Guinea	2
Guinea-Bissau	2
Kenya	127
Lesotho	13
Liberia	100
Madagascar	1
Malawi	21
Mali	38
Mozambique	12
Namibia	11
Niger	3
Nigeria	58
Rwanda	35
Senegal	68
South Africa	16
Sudan	1
Swaziland	11
Tanzania	102
Togo	2
Uganda	144
Zambia	138
Zimbabwe	164
Total	1,314

Module 2: Intensified 4-day leadership training workshop for food security champions

Bethesda-based trainers and curriculum designers supported customization and refinements of Module 2 training that was rolled out in Liberia and Ghana, and consulted with the Africa Lead West Africa office on options for providing coaching for organizational teams and implementation of Rapid Results plans for improving service delivery, agricultural productivity and food security, a centerpiece exercise of the Module 2 training.

Paul Purnell, Task 1 Team Leader provided technical assistance to the first Liberia Module 2 training in April as a follow on to the TOT, much as was done for Module 2 training in Ghana.

As a reminder, the main sessions of the standard Module 2 training as provided in West Africa were:

- Project management overview
- Project design and management for results
- Strategic influencing for stakeholder participation and collaboration
- Financial management
- Managing the donor-recipient relationship
- Managing people to achieve results
- Monitoring and evaluation
- Action planning
- Team building: Success factors for effective implementation
- Joint Sector Review methodologies.



Screen shot page from Module 1 e-learning

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

As the program matures, much of our work focuses on technical training and other capacity building efforts that flow out of our Task 1 (Leadership Training) and Task 3 (Institutional Capacity Assessments) work.

Task Two was the most active Task area during this quarter with the program facilitating creative on-the-job learning experiences for agribusiness entrepreneurs, and business people and promoters.

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

During this quarter the main focus of Activity 2.1 was the roll out of the IFPRI – Africa Lead partnership for training country SAKSS network professionals. Africa Lead continued to make progress in working through programmatic, operational and contractual details of a sought-for training partnership with WFP. And, continued but deliberate progress was made on professional internship placements under the Agribusiness Leadership Program.

Agribusiness Leadership Program: While the sum-total of ALP activities are funded under AFR/SD, here we report primarily on the support provided to ALP professional interns who were hosted in the US. Those hosted on the African continent are reported on under the relevant regional office. We also report here on



meetings and phone calls related to building and maintaining relationships with potential and on-going host companies or organizations.

Tizita Alemu successfully completed a 7-week professional internship with the Commodity Operations section of the Hershey Company in Hershey, Pa. Tizita's internship involved participating in trade meetings with the Commodity team, visiting other sections of the Hershey operation, learning about the vast set of documents and information Hershey processes to understand better the state of supply and price of key commodity inputs to their confections, and visiting commodity warehouses and coffee exchanges in New York City.

Tizita Alemu capped her internship with a presentation to USAID team in Washington discussing about her experience at Hershey Co. and new knowledge gained as a result of the professional internship program. Tizita Alemu planned to apply the knowledge gained into the context of Ethiopia Commodity Exchange (ECX). Tizita's initial step is to transfer her new skills to her colleagues in the form of briefing and formal training. Tizita also envisioned to introduce standardize warehouses systems at ECX in order to provide quality services, ease of access into the warehouse while maintaining improved security system.

The Johannesburg Stock Exchange (JSE) Commodities Derivatives Division was an important host of Agribusiness Leadership Program interns this quarter as well. Since Bethesda was less involved in these placements, they are discussed in the regional sections below.



IFPRI Partnership for Training Country SAKSS Networks: To underpin the mutual accountability framework of CAADP, strategic analysis and knowledge support systems have been or are in the process of being set up at the regional and national levels. This activity is designed to help in this process at the country level (SAKSS vs. ReSAKSS). Africa Lead is providing financial support to IFPRI for the provision of a series of training sessions designed to help countries establish strong data collection and analysis systems in keeping with the CAADP goals. The general title of the training was, **"Strengthening Capacity for Strategic Agricultural Policy and Investment Planning and Implementation in Africa"**

During this quarter Africa Lead got this partnership underway, completing the contractual, financial, logistical and programmatic details of the program. The training partnership trained 104 professionals from the following countries – Malawi, Rwanda, Tanzania, Ghana, Uganda, Mozambique¹, Ethiopia, Nigeria, Kenya, Benin, Mali, Niger, Senegal Togo, South Sudan, Seychelles, Djibouti, Sudan, Gabon, DRC, Botswana, Zambia, Zimbabwe, Madagascar, Lesotho, Swaziland, Mauritius, Burkina Faso, Cape Verde, Mauritania, Guinea, and Cote d'Ivoire and was provided in the following venues:

¹ Not an Anglophone country but included in the Nairobi training.

- Nairobi, Kenya, 11–13 April, involving 27 participants from 9 Anglophone countries – Malawi, Rwanda, Tanzania, Ghana, Uganda, Mozambique², Ethiopia, Nigeria, and -- with extant SAKSS teams/networks (“SAKSS – ready” countries). Held under ILRI auspices at Safari Park Hotel.
- Dakar, Senegal, 17-19 April, training 17 participants from 5 countries – Benin, Mali, Niger, Senegal and Togo. For francophone countries with extant SAKSS teams/networks (“SAKSS – ready” countries). Held at the IFPRI office for West and Central Africa.
- Nairobi, Kenya [June 18-21], 12 participants from 7 countries South Sudan (1) , Ethiopia (1) , Seychelles (2) , Djibouti (2), Sudan (2), Gabon (1), DRC (3) --. For “SAKSS-sensitized” countries, that does not yet have functioning SAKSS networks but are actively working towards such. Held at Safari Park Hotel.
- Johannesburg, South Africa, 20 - 22 June, 2012, a total of 28 participants from across Southern Africa attended, of which 9 participants from seven countries were directly sponsored by Africa Lead: Botswana (2), Zambia (2), Zimbabwe (1), - Madagascar (1), Lesotho (1), Swaziland (1), and Mauritius(1). For “SAKSS-beginning” countries, that are still in early stages of CAADP. Held at the Birchwood Hotel.
- Dakar, Senegal [20-21 June], 10 participants from 5 countries Burkina Faso(4), Cape Verde (2),Mauritania (2), Guinea (2), Cote d' Ivoire (2)

WFP Partnership for Training Country Food Security Teams: Under Feed the Future the goal is not simply to improve agriculture or food production but to help governments in Africa do a better job of helping their citizens achieve food security. This goal can only be achieved effectively if governments have quality data about food availability at various levels within a country and also have qualified analysts to ensure the data are used to design effective interventions.

During this quarter Africa Lead visited counterparts and potential training partners at WFP headquarters in Geneva and hosted a meeting in Bethesda. Together with WFP Africa Lead brought the process to the level of finalization of programs, terms of reference, and budgets. The process stalled when our WFP counterpart realized (correctly, it turned out) that WFP was not allowed to accept funding other than grants, whereas all along the discussion had been about a contract or purchase order involving deliverables. This problem, a mismatch between contractual requirements for WFP and DAI, caused a deadlock that stopped progress during the quarter. WFP is apparently not allowed to work under purchase orders or contracts. Under USAID rules, without specific grant-making permission, the Africa Lead program can only “buy” goods and services from suppliers under contracts of various sorts. No grants are allowed aside from one very specific one that was specified in the Africa Lead budget.

Activity 2.2 Non-State Actors (NSA) CAADP Engagement Workshop and Training:

There was no activity beyond some brainstorming meetings to consider if there were useful ways that Africa Lead could use the funds remaining in this activity to strengthen NSA engagement in the CAADP process. To date, we have not identified any specific worthy activities, and expect that the balance of funds allocated for NSA workshops will be made available for other activities as approved by the Africa Lead COR. To date, Africa Lead delivered 13

² Not an Anglophone country but included in the Nairobi training.

NSA workshops and has reached over 545 participants from research institutions, for-profit organizations, and NGOs, and CSOs.

Activity 2.3: Support for Champions for Change Networks

During the review quarter, Africa Lead has provided online support to the Champions Facebook pages through posting various agriculture and food security related articles; useful video clips, and links to useful website to enhance Champions knowledge while promoting interactions and networking. Additionally, Africa Lead has posted quite a number of training opportunities available from different organizations both in Africa and elsewhere. As a result of this, Africa Lead is tracking impressive results of Champions interaction and exchange of information through the Facebook pages. In this quarter, Champions Facebook pages registered over 195 'Likes' which is a 37% increment over the previous quarter which stood at about 135 'Likes'.

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

Determining and prioritizing what capacities need to be strengthened is a critical step in improving agriculture and food security outcomes in Africa.

Activity 3.1: Support to Conduct of Capacity Needs Assessments

Through the Task Three team leader, the Bethesda office provides oversight and technical support to methodology and organization of the various institutional assessments and capacity development plan activities requested of Africa Lead. During this quarter the Task Three team leader (David Callihan) provided the following assistance:

ACTESA: Provided support to the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA) assessment process. This assessment analyzed the institutional strengths and weaknesses of ACTESA, with a focus on their ability to manage for development results (governance, management systems, human resources, financial management, financial viability, managing for development results, use and availability of statistics, policy analysis, donor reporting harmonization and external relations). The outputs of the capacity assessment included an organizational diagnostic assessment of ACTESA's strengths and weaknesses, and the development of an institutional improvement plan. Assistance was provided in fielding consultants, holding briefing sessions for all team members on the assessment methodology, and reviewing the final report, including writing the executive summary. The assessment included a review of COMESA's CAADP Coordination Function and its Sanitary and Phyto-Sanitary Office.

CAADP Case Implementation Case Study: Ethiopia and Rwanda: Two CAADP case studies were undertaken during June 2012 in Rwanda and Ethiopia. This work involved developing a case study research methodology, writing the assignment's Scope of Work, finding and hiring in-country consultants, conducting field work, and producing draft reports. The purpose of the case studies is to document the structure and processes used by Rwanda and Ethiopia to implement their CAADP National Agricultural Investment Plans (NAIPs). The case studies review the planning, management and coordination structures used to implement the NAIPs; documents the processes and tools used for management; analyze what contributes to the programs' success; and identifies

List of Institutions for which Africa Lead has conducted capacity assessments

- TAFSIP Steering Committee (CAADP)
- Ghana METASIP Steering Committee
- CILSS
- TAHA
- CORAF
- 9 South African resources institutions
- 4 ECOWAS institutions
- 20 Agricultural Institutions in Northern Ghana
- COMESA/ ACTESA (2 Rounds)
- Ethiopia and Rwanda CAADP NAIPs implementation Case Study

lessons that may help other countries accelerate the implementation of their CAADP NAIPs. Draft reports have been produced and are currently undergoing a field review process that involves USAID Missions and a representative of the African Union Commission. It is expected that country studies will be finalized by early August and an overall lessons learned synthesis report will be available by late August.

Support to the West Africa Capacity Building Bridge Programs for CILSS and CORAF: Support has included participating in meetings with USAID/West Africa and Africa Lead staff, providing guidance and review for the development of the overall work plan, providing input and recommendations for the training courses that have been designed for CILSS and CORAF, and developing a process for measuring the institutional strengthening that will result from Africa Lead's assistance.

Support for the development of a methodology for use in the Nigeria Agricultural Transformation Agenda (ATA) assessment: The purpose of this exercise is to: 1) identify the institutions and stakeholders (federal and state government, private sector and civil society) that will play a critical role in the implementation of the ATA; 2) analyze institutional capacity strengths and gaps in relation to their proposed implementation roles; and 3) identify system-level reforms, technical assistance, and training to enable the institutions to perform their roles effectively, 4) Identify the leadership and management structure for implementation of the ATA. Input provided to date has included drafting an initial Scope of Work for review by Africa Lead/West Africa and USAID/Nigeria, and providing input into the proposed methodology.

Also during this quarter, an Overview of Africa Lead Institutional Capacity Assessments was produced for the USAID/BFS. The report provides the following: 1) an overview of the typology of assessments conducted to date by Africa Lead, including detailed assessments of individual institutions, systemic assessments of the CAADP process, and program-wide assessments, such as for the USAID Northern Ghana Feed the Future Program; 2) a summary of assessments completed and the purpose of each; and 3) a summary of the principal recommendations from each assessment.

[Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions](#)

Activity 4.1: Improving the Database Features

The following improvements were made to the database:

- Secondary filtering of search terms removed.
- Number courses related to each author visible in analytics section.
- Integrated site indexer into admin.
- Added site indexer resources to course pages
- Changed course type behavior - When admins select ongoing or on demand then course date is disabled.
- Added two columns to the Admin All Courses sections (i.e., author and institution)
- Users now able to search description, title, and tags.
- Admin now able to label a course as “recurring” and filter by “recurring courses” in the backend. This is an additional column on the All Courses page.
- An admin is able to copy courses, so information does not need to be re-entered.
- “Credits” added to dropdown list under "Accomplishment" in Course Admin.
- Able to filter by language.

Activity 4.2: Entry and Vetting of Short Courses into the Database

- A monthly report was issued and sent for April, May and June containing numbers of courses and institutions currently in the database.
- During the quarter, there were 1112 website visits, 7,081 page views, and 79% were new visitors
- All offices continue to add courses regularly to the database. During this quarter a total of 16 courses were uploaded in the database.

Activity 4.3: Marketing the Short Course Database

- Marketing efforts have included creating monthly reports, emailing information mailings to a list of over 700 names collected by Africa Lead

Activity 4.4: Finding a Long -Term Home for the Short Course Database

- Worked on grant application for OER Africa
- Conducted technical capability assessment of OER Africa
- Initiated regular update meetings with technical team from OER Africa
- Created technical training guide and architecture installation guide

In building the short course database, Africa Lead has always considered the question of sustainability and finding a long-term home for the courses. It is of great importance to Africa Lead to continue to identify courses and make the list of courses available to potentially interested parties, likely beneficiaries, as well as likely funders.

During this quarter, Africa Lead negotiated a grant agreement with OER that would have the latter host and continue to build upon the short course database of agriculture courses provided on the continent as well as relevant courses provided elsewhere in the world. The agreement included an arrangement whereby OER, already on the ICT committee of RUFORUM, would ensure access by RUFORUM to the database.

As of the end of this quarter, the grant agreement approval request was pending in the USAID Contracts Office.

Continental-Level Plans for Next Quarter:**Task 1: Task One: Provision of Leadership Training to African Food Security Leaders**

- Support regional Module 2 delivery in East Africa as required (August TOT and delivery of training)
- Support regional Module 2 delivery in West Africa as required, dates TBD;
- Support Module 2 facilitation and coaching teams (ongoing).

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

- Placement of at least 3 more ALP Senior Interns;
- Delivery of WFP Comprehensive Food Security and Vulnerability Assessments

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

- Finalization of the CAADP case study reports for Ethiopia and Rwanda plus producing an overall lessons learned synthesis report.

- Producing lessons learned analysis report based on all Africa Lead assessments conducted to date. This report will have relevance to the upcoming USAID-Africa Lead capacity building meeting, which will tentatively be held in November.
- Provide additional support to the Nigeria ATA assessment.
- Provide support to the Ghana Savannah Agricultural Research Institute (SARI).
- Support to, and participation in, other assessments that may arise, including the East Africa Community (EAC) assessment.

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

- Train new host on database implementation;
- Train host on uploading courses, finding courses, implementing a marketing communication strategy.

EAST AFRICA PROGRAM

The Africa Lead program in East Africa focused on the ACTESA assessment, preparing and launching an internship program with Sokoine University of Agriculture in Tanzania, participating in the IFPRI SAKSS training in Nairobi, and attending a number of key AU/NPCA events in Nairobi and Addis Ababa.

Number of sessions EA has delivered since project inception	
Task 1	
Module 1	22
Module 2	1
NSA	5

Task One: Provision of Leadership Training to African Food Security Leaders

Module 1: Development and roll out of a 5-day leadership training workshop

With consultations with Bethesda, Africa Lead/EA is working on a TOT video for Module 1, which will be combined with other e-learning material being developed by the MSU team which developed the web-based short course database.

Notably, the USAID CIAFS project in Ethiopia, which Africa Lead/EA supported with Module 1 training material and trainers has delivered cascade trainings of leadership training for 500 food security leaders in Ethiopia and will continue delivering several cascade trainings to another 1,000 food security leaders in the next two months. Kimberly said that the CIAFS leadership training model is based on Africa Lead training model with an important adaptation being the inclusion of a field day into the curriculum.

This is an excellent example of the leveraging and cascading that Africa Lead has hoped would result from our training and from making the training material and curriculum available for others to use.

Module 2: Intensified 4-day leadership training workshop for food security champions.

During this quarter the Africa Lead/EA team began to customize the standard Module 2 training for East African regional organizations including regional organization including AU, SADC, EAC, IGAD, and COMESA. The East Africa team of Africa Lead also began to interview potential trainers for customized sessions of the training. This training, including TOT for the regional trainers, is scheduled to begin in August and will be held in Nairobi, Dar Es Salaam and Entebbe

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

The work encompassed in this Activity includes professional internship placements with various host companies in Africa and, as necessary, beyond (Agribusiness Leadership Program); Sokoine University of Agriculture internships, part of SUGECO, the Agribusiness Entrepreneurship Program of SUA; and support to the IFPRI-led SAKSS training, a partnership between IFPRI and Africa Lead.

Agribusiness Leadership Program: With respect to professional internship placements, the Africa Lead/EA office arranged for and participated in a debrief by Eastern Africa Grains Council CEO, Gerald Masila, who was the first professional intern to be posted at the Commodity Derivatives Division of the Johannesburg Stock Exchange. Mr. Masila gave an informative debriefing to the Economic Growth office of USAID/East Africa on May 22.

SUA Internship Program: The SUA internship program, a more typical student-focused internship program, financially supported by a buy-in from the USAID/Tanzania mission, made its first placements during this quarter.

Sokoine University of Agriculture is a USAID-funded institution that is gaining a strong reputation in the region as having innovative programs that focus on training agriculture entrepreneurs.

The Africa Lead internship program with SUA builds on the existing agribusiness entrepreneurship program which includes support to students and recent graduates who are interested in incubating business ideas and can compete for real funding from banks whose lending is supported by USAID.

Africa Lead's role will be to match interns with host companies in Tanzania and Kenya (for cost reasonableness the internships will not go further afield). The total number of interns will depend to some extent on budget, but the terms of the buy-in for this program indicated that the goal was for a total of 15 interns to be placed.

During this quarter, the Africa Lead East Africa program placed 12 SUA interns with host enterprises in Tanzania and Kenya and joined SUA interns and their hosting private companies at a luncheon meeting attended by USAID/Tanzania in Dar es Salaam.

IFPRI – Africa Lead SAKSS Training: The joint IFPRI-Africa Lead training provided to SAKSS teams had two sessions in Nairobi during this quarter. The first was on 11-13 April and the second on 25-27 June.

In both training sessions, Africa Lead attended and made instructive presentations on transformational leadership and the Champions network. The caliber of participants in the training was very high and the Africa Lead/EA staff observations were that the training was of high quality and timely. Africa Lead/EA also arranged for travel, purchased tickets and arranged for airport to hotel transport.

Activity EA2.2: Supporting Logistics and Follow-up with Participants Attending Short Courses Around the World

This Activity remains a very popular service to the USAID/East Africa mission as well as to some of the other bilateral missions in the region that Africa Lead serves. It facilitates USAID responsiveness to self-identify and USAID-identified technical capacity needs. In the past quarters, through Africa Lead financial and logistical support, East African agriculturalists have benefited from training in the following areas:

- IFPRI Agricultural Productivity meeting in Addis Ababa Ethiopia from 1st to 3rd November. Total of seven participants (Six participants and one speaker)
- Agricultural Research Council of South Africa: Two professors (One Ugandan from Makerere University and one Kenyan) for a Collective Research Planning and Proposal Development course in December 2011.
- 13 participants from across the continent were sponsored to attend the 5-day Fertilizer Policy and Marketing course offered by the International Fertilizer Development Center (IFDC) in Nairobi.
- 2 USDA-selected participants from East Africa attended a course in veterinary Epidemiology at the University of Colorado.
- 1 Kenyan attended a course on International Transboundary Animal Disease at the USDA Plum Island Animal Disease Center in New York.

During this quarter the Africa Lead/EA team sent 15 East Africa cassava specialists to the 5-day, 18-22 June Global Cassava Partnership for the 21st Century (GCP21), which was held at the Speke Resort Conference Center in Kampala, Uganda. The event organizer website states that “Nearly 300 leading cassava researchers and stakeholders from around the world will attend.”³ In reality, it exceeded 400!

³ <http://www.ciatnews.cgiar.org/en/2012/05/16/uganda-cassava-conference-to-tackle-climate-change-head-on/>

Africa Lead/EA also selected three Champions (all women) to attend the San Francisco Leadership Challenge Forum on 26-27 July. The selection process included a contest on the Champions for Change Facebook site for Champions to identify and articulate what leadership meant to them.

During this quarter, Africa Lead/EA sent Stella Massawe from International Livestock Research Institute in Kenya to the University of East Anglia in UK to attend evidence based impact evaluation training from 9 - 20 July. This training encompasses wide range of advanced topics such as application of quasi- experimental design in measuring program impact.

Activity EA2.3: Support to AUC/NPCA and Development Partners Task Team (DP TT) CAADP Partnership Platform Meeting Process

Africa Lead/EA participated in the AU/NPCA CAADP Partnership Platform and Donors meetings held in Nairobi on 3-4 May, and program DCOP attended the USAID-supported Grow Africa Forum pre meetings in Addis Ababa on 9 May.

The 8th CAADP Partnership Platform meeting had 4 core technical agenda topics:

- Development finance
- Private sector development
- Investment, and
- Leadership.

Africa Lead participated in the leadership component, which was also attended by several EA Champions, who added value, perspectives and insight to the meeting.

The Grow Africa Forum, which took place as part of a special session of the 9-11 May World Economic Forum Africa Summit in Addis Ababa was focused on bringing a select set of governments together with private sector players interested in making specific investments in the agriculture/agribusiness sector in these countries. The idea was to base a set of live investment opportunities on the National Agriculture Investment Programs arising out of the CAADP process. The countries involved in this first round include Tanzania, Rwanda, Burkina Faso, Mozambique, Ghana, Kenya and Ethiopia. According to WEF material, "A total of 116 companies participat-

BENEFICIARY STORY: Ethiopia

Spreading Knowledge from Cassava Conference

After attending the Second Scientific Conference of the Global Cassava Partnership for the 21st Century in Entebbe, Uganda on June 18-22, Dr. Dereje Beyene pledged to spread the word about cassava as a climate resistant and highly productive crop. It is a key factor that Ethiopians need to consider to improve food security in the country. As Assistant Professor, Molecular Genetics/Functional Genomics at the Addis Ababa University department of Microbial, Cellular and Molecular Biology Department, Dr. Beyene immediately shared new information with his colleagues. He reported back on the new skills and research methodologies in the cassava value chain applied elsewhere in the world to improve productivity.

Dr. Beyene further informed researchers in his department that Cassava is an orphan crop because it is known by poor farmers and the market is not very developed in order to add value to the crop. Dr. Beyene further noted that Cassava being an orphan crop lacks attention by most Africa governments; it enjoys little of the private-public partnership that has been developed for the agricultural sector.

The end results for this neglect of cassava, according to Dr. Beyene, are low productivity which undermines food security initiatives in most part of Africa. In order to promote food security and add nutritious food to daily consumption, cassava is one option to attract public-private partnership. Dr. Beyene explained to his colleagues that Agricultural policy should support more cassava farming to fight food insecurity and reduce the impacts of climate change.

ed...including 49 African and 47 multinational companies, plus 20 from other regions such as Asia and the Middle East.”⁴

Africa Lead/EA DCOP, as part of her participation in the Grow Africa Forum meeting, attended a 2-hour small group meeting in Ethiopia about how to mobilize foreign direct investment (FDI) into Africa.

Activity EA2.4: Supporting Champions for Change Networks Throughout the Region

Africa Lead/EA has also encouraged the Champions to tell us “what they have been doing” and a good response from the champions has been achieved both by emails sent to the Africa Lead/EA team and communication within the Africa Lead-supported Champions for Change Facebook page. An important focus of next quarter and subsequent periods will be to find ways in East Africa, and the rest of the continent, to help networks of Champions to become sustainable drivers for quality, fruitful and results-focused engagement with government on the implementation of CAADP-inspired national agriculture investment plans, and a continuous learning from the experience.

Activity EA2.5: Supporting Other Ad-Hoc Meetings as Requested by USAID

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

Activity EA 3.1.1: Conducting Capacity Needs Assessments with COMESA Agriculture Programs including ACTESA

The second stage of a two-part assessment of ACTESA and two offices/functions of COMESA (the Sanitary and Phyto-Sanitary (SPS) Office and the CAADP advisory function) was undertaken during this quarter and the final report produced. Africa Lead sent the final report to ACTESA and USAID.

Africa Lead’s principal recommendations with respect to capacity building needs of ACTESA included the following:

- **Establish the ACTESA Board of Directors.** COMESA should finalize ACTESA’s Charter setting out the process for forming a Board of Directors, and providing guidance, procedures, terms and conditions, roles and responsibilities for its members so that it may be constituted and begin guiding ACTESA in terms of focus and strategic direction.
- **Increase and broaden ACTESA’s financial base.** Together with the COMESA Secretary General’s Office, develop a medium-term financial strategy for ACTESA that manages risk through a portfolio of funding mechanisms including COMESA core funding for “established” positions, cost-sharing with other international or regional organizations through seconded staff, project funding and direct contributions, channeled through COMESA, from supportive donors.
- **Establish an Information Resource Center for gathering statistics and to provide the public with information and access to results.** This will require recruitment of a Knowledge Management Officer as a matter of priority and, in collaboration with COMESA and other regional and international organizations, design and implement a system for capturing data and information relevant to ACTESA’s mission. A formal policy should be developed for populating this database and knowledge management system and for exchanging information with external parties.

⁴ Grow Africa Investment Forum: Summary Report [WORKING DRAFT], African & global leaders rally private sector investment to Africa’s agricultural transformation, African Union Conference Centre, Addis Ababa, Ethiopia, 9 May 2012.

- **Develop and implement a monitoring and evaluation system.** A system should be developed that clearly identifies objectives and performance measures and puts into place a system to define, collect, store and analyze performance data. In addition, a customer satisfaction/quality assurance system should be developed and implemented that will provide on-going feedback to ACTESA from its client governments and partner organizations regarding its choice of priority activities and performance in delivering targeted results. Measurements of client satisfaction and results delivered should be regularly gathered, reviewed and reported as an element of ACTESA's M&E system.
- **Improve ACTESA's ability to work with and provide services to client governments / implement client satisfaction systems.** Discussions with the CAADP Office and SPS Service Unit also indicated that they and ACTESA would all benefit from closer coordination in planning and implementing their activities, beginning with work plan development and continuing through activity reporting.

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

During this quarter EA office has uploaded one short course offered in Namibia on GIS remote sensing.

East Africa Regional Plans for Next Quarter:

- Lessons learned: EA will be hosting the research team and making all arrangements and serving as assistant for Kenya, Tanzania, Ethiopia & Uganda
- Sending RESAKSS person to UK University for advanced M&E
- Total of 16 SUA interns in the field
- 3 to Leadership Challenge Forum in San Francisco, California in late July
- Interns to CCA
- EA Module 2 Champions for Change; Advancing the Regional CAADP Agenda, 3 sessions Nairobi, Dar Es Salaam and Entebbe
- SUA interns and PR event in TZ
- Interns to JSE
- USDA sending South Sudan veterinarian to USA
- Uganda high level CAADP workshop
- Tanzania Module I
- Tanzania High level CAADP workshop
- Commercial farm interns Tanzania/ support entrepreneur incubator
- USDA sending Chief Veterinary officers from the Horn of Africa to USA
- Capacity Needs Assessment EAC

WEST AFRICA PROGRAM

The Africa Lead/West Africa program has numerous activities during this quarter, most intensive of which being the “bridge capacity building” activities for CILSS and CORAF that resulted from the assessments conducted of these institutions during the previous quarter. Other areas of focus involved the Module 2 trainings, an assessment of SARI, the Savannah Agriculture Research Institute, beginning of the climate smart agriculture assessments for ECOWAS and development of an approach and specialists to conduct an assessment of capacity building needed for the ECOWAS Agriculture Development Fund.

Number of sessions WA has delivered since project inception	
Task 1	
Module 1	17
Module 2	6
NSA	5

Task One: Provision of Leadership Training to African Food Security Leaders

During this quarter, the main focus of the West Africa team was on delivery of a series of Module 2 sessions in Ghana and Liberia.

Module 2: Intensified 4-day leadership training workshop for CAADP country team members and food security champions



Module 2 training, Liberia

The Module 2 trainings are intended to strengthen the quality of agriculture programming and to accelerate the pace at which identified programs are implemented on the ground. Furthermore, the training is intended to help ensure that the process of learning from implementation is strengthened so that there is a constant cycle of improvements in design and impact of agriculture programs. The training includes classroom trainings followed by periodic coaching visits (by national trainers) to advise participants on any questions that arise in the implementation of their 100 Days Rapid Response Approach (RRA) Action Plans, which will be a core feature of the training.

During this quarter, with assistance from Bethesda, Africa Lead/West Africa conducted five sessions of its 4-day Module 2 training in Liberia and Ghana (2 in Ghana and 3 in Liberia). Similar training sessions which were to have started in Nigeria and Mali have been postponed for various reasons. Mali's coup-related insecurity and cancellation of all USAID contractor activities has resulted in postponement for that country. The reasons are less clear for Nigeria.

Venue	Dates	Number of Participants	Gender Breakdown
Stone Lodge, Shai Hills, Ghana	2-5 April	27	F=10, M=17
Golden Gate Hotel, Monrovia, Liberia	24-27 April	31	F=8, M=23
RLJ Kendeja Resort and Villas, Monrovia, Liberia	30 April- 3 May	31	F=7, M=24
Ange Hill Hotel, Accra, Ghana	15-18 May	41	F=15, M=26
RLJ Kendeja Resort and Villas, Monrovia, Liberia	June 5-8	41	F=18, M=23

A centerpiece of the Module 2 training is development of 100-day Rapid Results Plans, an approach developed by the Rapid Results Institute to accelerate program implementation. 51 teams (25 in Liberia and 26 in Ghana) developed RRP for their respective institutions. It is an integral part of the training for Africa Lead, through

highly experienced trainers, to follow up with the teams in a form of coaching, to help strengthen the ability of teams to plan and execute plans effectively and efficiently.

In preparation for Module 2 training in francophone countries, the training and accompanying documents have been sent to French translators and will be completed early in the next quarter.

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

The regional team purchased tickets for participants to the 17-19 April francophone SAKSS training in Dakar, Senegal, which was led by IFPRI. They also arranged and paid for airport transfer. The training went well with the exception that one participant from DRC missed the training because Ethiopian Airlines cancelled a scheduled flight from Addis to Dakar, which was the only way the participant from DRC would have been able to make the connection.

Activity 2.2 Customized Training Courses for West Africa Regional Organizations

This was a major focus of the quarter and involved the development of curriculum, identification of regional training institutions capable of delivering the training courses identified during the Africa Lead assessment of CORAF and CILSS and vetted with the leadership of both organizations as initial or “bridge” capacity building activities.

A Results-Based Management (RBM) training session, conducted in Dakar 30 April – 4 May for CORAF was the first training provided under this bridge capacity development program.

Subsequently, Africa Lead conducted RBM and Advanced Leadership training for CILSS on 11-15 June in Ouagadougou, Burkina Faso.

In order to further strengthen African organizations, Africa Lead made a special effort to procure the training services from them and put out an RFP for these services to eight shortlisted institutions. ECOWAS received proposals from 4 groups for Capacity Assessment-- G&A, MDF, POSDEV and C2D -who can provide short-course training and follow-up coaching.

Activity 2.3 Non-State Actors (NSA) CAADP Engagement Workshop and Training:

All NSA workshops have been completed in previous quarters.

Activity 2.4: Other Regional Training Courses and Workshops

Africa Lead/WA has focused its technical training on the bridge capacity building training for CILSS and CORAF. Thus very few other training has been supported. The buy-ins from regional and bilateral missions in West Africa reflect this preference.

Africa Lead/WA also sent 20 Ghanaians from the Ministry of Food and Agriculture, in particular from the PPMED to get a two weeks training in Project Planning, Monitoring and Evaluation at the Institute for Capacity Development in Windhoek, Namibia.

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

Africa Lead/WA commissioned an assessment of SARI, which was completed during this quarter. Because the assessment was done toward the end of the quarter there are no results to present in this quarterly report.

Africa Lead/WA working with Bethesda was able to find DAI climate change experts to organize, manage and lead a climate change assessment for ECOWAS. Under this program, a specialist went to Dakar, Ouagadougou, and Accra to begin the assessment. The DAI climate change experts also reviewed proposals sent in by 5 regional organizations seeking to provide the regional researchers who will do much of the on-the-ground work needed for the assessment to identify the state of play in climate change approaches in the region and to identify some best practices as applied in agriculture projects.

The goal of the climate change assessment is to help ECOWAS and regional agriculture organizations have the information and background they need to adequately design evidence based climate smart strategic planning.

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

The WA team uploaded 11 new short courses during this quarter.

West Africa Regional Plans for Next Quarter:

WA Mission

- Conduct 9 Bridge Capacity Development training for CORAF and CILLS (6 for CORAFF and 3 for CILLS)
- Climate Change Capacity Assessment
- EBID/ECOWAS Capacity Development

Nigeria

- Conduct Module 2 training for 30 Nigerians;
- Conduct institutional capacity assessment of the ATA collaborating institutions in collaboration with IFPRI.

Ghana

- Organize WFP training workshops.
- Module 2 Coaching and Facilitation Follow-up of participating organizations
- Provide logistics support for launch of G8-New Alliance for Food Security and Nutrition in Ghana
- Conduct capacity assessment of the Savanna Agricultural Research Institute (SARI)
- Complete sending of 25 MoFA staff for training at the Institute for Capacity Development (ICD) in Namibia
- Lessons Learned and Best Practices Study

Mali (pending peaceful political resolution)

- Conduct 2 Module 1 trainings;
- Conduct one capacity assessment;
- Develop 5 Agribusiness Internships.

Senegal

- Conduct Module 1 training for 20 Senegalese.

Liberia

- Organize WFP training workshop
- Module 2 Coaching and Facilitation Follow-up of participating organizations

SOUTHERN AFRICA PROGRAM

The Africa Lead/Southern Africa office had its last full quarter of activity before planned July close down. Paradoxically, it was one of the fullest quarters, programmatically, of the program, with more than 138 Zambian and Zimbabwean CAADP and Food Security Champions being trained in 3 separate 5 day training sessions (160 training hours) put on in various places in Zambia and Zimbabwe. Added to the three trainings that had been provided in the previous quarter, more than 200 Champions have been added to the network of agriculture leaders knowledgeable of the CAADP process and provided with specific change management, team leadership and strategic planning skills and techniques. These trainings were the primary focus of the Southern Africa office during the quarter.

Promoting and providing oversight over Agribusiness Leadership program internships with South African businesses was another focus, while a great deal of attention was necessarily given to preparing to close out the office at the end of July. Negotiating content, invitees and timing of a High Level CAADP workshop in Zimbabwe, which was delivered in June in Harare was another important event for the regional team.

Number of sessions SA has delivered since project inception

Task 1

Module 1 14

Module 2 --

NSA2 2

Task One: Provision of Leadership Training to African Food Security Leaders

Module 1: Development and roll out of a 5-day leadership training workshop

During this quarter, the Africa Lead/SA team delivered two standard leadership (Module 1) trainings in Zimbabwe and one in Zambia, as well as an abbreviated one day session in Zimbabwe targeting senior level stakeholders. Information about the dates, venues, numbers and breakdown of Champions trained are provided in the table below:

Venue	Dates	Number of Participants	Gender Breakdown
Protea Hotel Safari Lodge, Chisamba, Zambia	16 – 20 April	36	F=18, M=18
Troutbeck Resort, Nyanga, Zimbabwe	14-18 May	26	F=8, M=18
Bulawayo Holiday Inn, Bulawayo, Zimbabwe	4 – 8 June	27	F=13, M=14
Pandhari Lodge, Harare, Zimbabwe	June 13 (High Level)	49	F=18, M=31

Zimbabwe: Combined with leadership training provided in the previous quarter, 113 new Champions (50 female) have been trained through the four Zimbabwe trainings. The CAADP training in Zimbabwe comes at a very opportune time as the government and agriculture stakeholders seeks to move the

CAADP Compact signing process forward in tandem with the development of the National Agriculture Investment Plan (Zimbabwe Agriculture Investment Plan, ZAIP). Having a network and cadre of “CAADP-knowledgeable” leaders ready to push for progress can make the difference.

The one-day High Level CAADP workshop, which Africa Lead/SA helped the Ministry of Agriculture organize in Harare on Wednesday, June 13 was also an important catalyst in the CAADP process in Zimbabwe. The workshop, which included 49 Senior Directors of agriculture and senior staff of agriculture organizations, built up to a primary focus of discussing how to organize the CAADP institutional structure for effectively driving the

CAADP process, but not just for getting the Compact signed and the ZAIP approved and funded (\$4.57 billion budget for 5 years), but also for strengthening programming, project design, implementation and M&E. Emphasizing the importance of this workshop, the USAID/Zimbabwe Director made opening remarks, and the head of the Mission's Economic Growth office stayed the entire day.

Zambia: With 105 Champions trained in the last of four trainings provided in Zambia, during this quarter 36 Champions were equipped to effectively advocate for transformation in agriculture programming and results in Zambia. Added to the 29 Zambians trained in the regional sessions in Pretoria, the current number of Zambian Champions stands at 138.

A last session of Module 1 in Zambia was to be held at the end of June. However, USAID/Zambia requested that it be changed to a hybrid 1½ day session bringing together some of the Champions and senior level officials to accelerate the CAADP process. The Ministry of Agriculture and Livestock indicated that such an event should be held later in the year.

In a dramatic show of training impact, Champions developed a position paper on the CAADP process which they intend to present to the Minister of Agriculture and Livestock very shortly (attached in annex as Appendix 3). The Zambian Champions also established their own Facebook site called CAADP Champions Zambia, which states as its purpose, "We are a Network of Champions facilitating transformation in Zambia's Agricultural Sector so as to address food and nutritional security".

Module 2: Intensified 4-day leadership training workshop for food security champions

No Module 2 training was provided nor is any planned or budgeted for Southern Africa at this time.

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

Activity SA 2.1.3: Agribusiness Leadership Placements



From Brian Tembo JSE Internship

Identify potential hosts for agribusiness placements in South Africa (Activity SA 2.1.3.1) Because of the preponderance of world-class business operations in South Africa, it is "target rich" with possible hosts for the Agribusiness Leadership Program professional interns. Thus, a continuing activity of Africa Lead/SA is to develop and nurture relationships with businesses and business associations such as JSE, Ceres, NBF, Pick n Pay, Shoprite, Massmart, and others that could host Africa Lead interns.

This remains an on-going activity, as one lesson Africa Lead has learned from this program is that it takes time to develop the relationships, trusts and approach to run a successful internship program for mid-level to senior corporate staff. During this quarter the regional program con-

ferred with SATH, NBF (including attending NBF periodic meetings) and other organizations such as Atratin, on internship arrangements.

Facilitate placement of interns in South African organizations (Activity SA 2.1.3.2) During this quarter, the SA office facilitated and provided logistical support to a Zambian intern from ZAMACE (Brian Tembo) hosted by JSE (April 30 – May 19). Also, Gerald Masila's wrap-up and departure from his internship at JSE, which ended on May 19 was facilitated by the Africa Lead/SA team.

Africa Lead/SA supported the June 20 – 22 SAKSS training put on by IFPRI and its ReSAKSS partner, International Water Management Institute (IWMI) in Pretoria. This training was supported by the IFPRI-Africa Lead training partnership, and included funding of core training costs and logistical support for traveling participants. The regional DCOP attended the June 20 morning session to get connected with IFPRI people and participants and to deliver opening remarks. She also used the occasion to meet a Mozambican Champion to develop a success story. Africa Lead sponsored 9 Champions for the IFPRI training along with supporting a large share of basic costs of the training.



From Brian Tembo JSE Internship

Activity SA 2.2.13rd Country Training

During this quarter Africa Lead/SA sent 9 participants from Zambia to the Entebbe, Uganda cassava conference entitled GCP21-II: Second Scientific Conference of the Global Cassava Partnership for the 21st Century.

Activity SA 2.2.2: Zimbabwe Consultation Workshops

This activity has been described above, under Module I to highlight its role in catalyzing progress on the CAADP process.

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

Africa Lead/SA uploaded one short courses during the quarter.

Other Tasks: Support to NPCA – CAADP Coordination Role and SADC

Africa Lead was notified of mid-term reviews that the World Bank would be conducting of recipients of funding from the World Bank-managed Multi-Donor Trust Fund for CAADP. The Africa Lead/SA DCOP attended the 3 day mid- term review conference, held in Johannesburg (17 – 19 April), as Africa Lead's representative. Representatives from all CAADP stakeholders, including Pillar institutions, donors, RECs, etc. were encouraged to participate. During this meeting Africa Lead DCOP, Jenny Baker delivered a presentation about Africa Lead's accomplishments and its contribution to CAADP agenda in the continent. Jenny Baker also outlines some challenges restraining Africa Lead's meetings its goal. Jenny Baker's presentation is available on the link <http://www.nepad.org/foodsecurity/knowledge/doc/2703/caadp-mdtf-workshop>

Southern Africa Regional Plans for Next Quarter:

The Southern Africa Regional Office will close out in July. Key close-out tasks in July will include:

- Inventory disposition
- Audit and consolidation of all hard and electronic files (admin, financial, program), including capturing all M&E data into TAMIS
- Final accounting for Zimbabwe and Zambia buy in funds remaining
- Repatriation of expatriate staff and release of local staff
- Final report regarding the Southern Africa program

Program activities (to be handled by Nairobi and/or Bethesda)

- On 25-26 July a Zimbabwean and a Zambian Champion selected by Africa Lead/Southern Africa will attended the Leadership Challenge Conference in San Francisco
- Coordinate with USAID and CAADP teams in Zambia and Zimbabwe and regarding programming the remaining buy in funds

- Support at least one more JSE intern
- Lessons learned research in the region by team from Africa Lead/Bethesda



PERFORMANCE MONITORING

Development of Data Collection Forms/Instruments

During the last 21 months Africa Lead has deepened the culture of M&E into its entire program intervention with a view to provide quality program service delivery as well as tracking project results. To this end, Africa Lead has continually updated and designed new M&E tools. Multiple instruments to capture from Module 2 were developed and applied during this quarter in addition to the design of 6-month follow-up NSA survey instruments. These included a pre-test, post-test as well as daily course evaluation, which will be used to modify the course and provide real-time feedback to trainers. In addition, Africa Lead developed standard pre and post internship evaluation forms to track the success of the increasingly demanded Africa Lead sponsored agribusiness internships. Africa Lead has also reconfigured its knowledge management database (TAMIS) to add new features to increase its usability. One of the key added features was the creation of photo Library which document Africa Lead's photos.

Africa Lead Lessons Learned Research

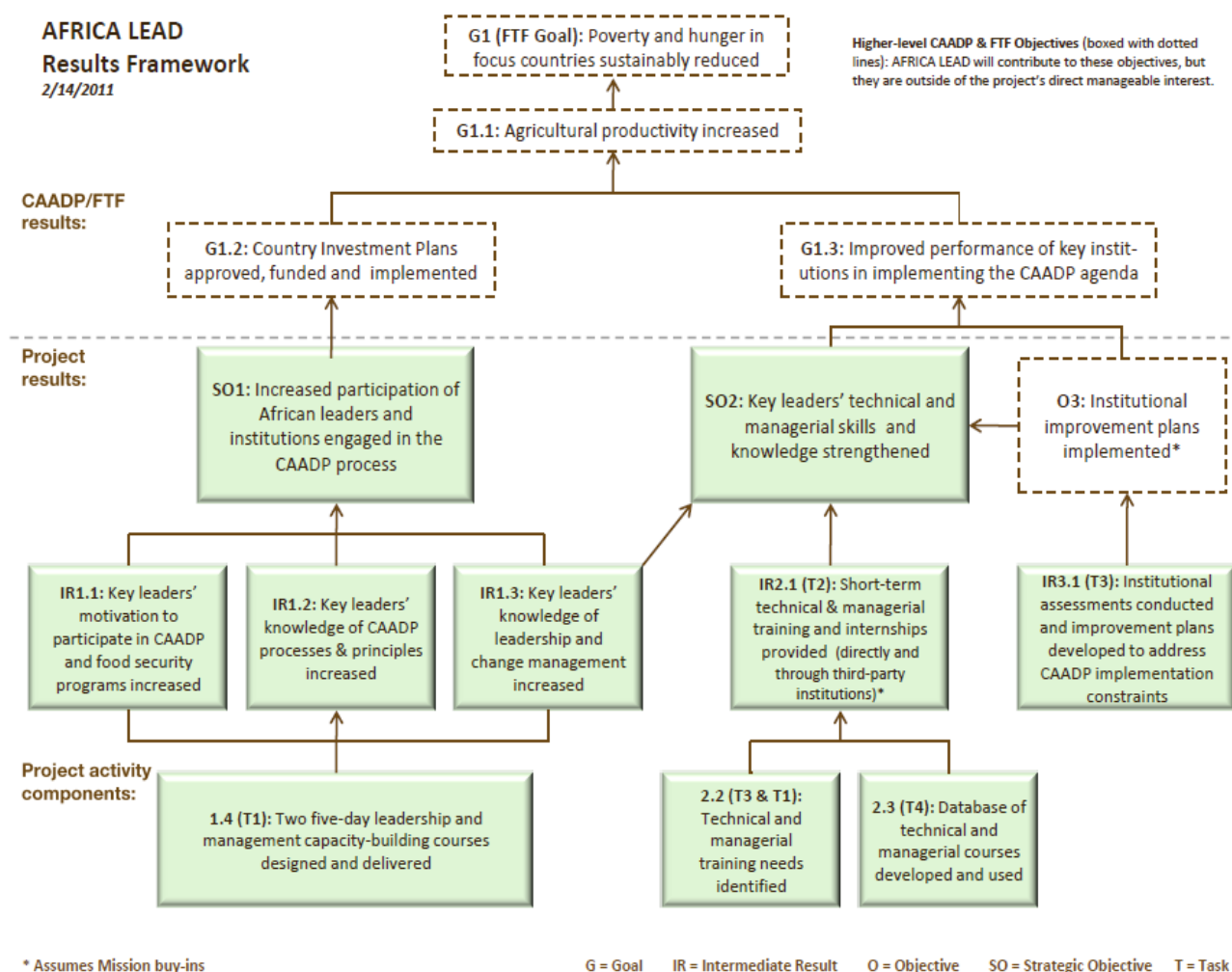
Africa Lead believes that knowledge and learning is at the heart of evidence based policy design. Over the past seven quarters of program implementation, Africa Lead has made considerable efforts to deepen awareness of what works in practice through field visits, developing success and beneficiary stories, e-mail exchanges, distance survey methods, etc. While these methods of learning have been vital in informing Africa Lead's program service delivery approach, their effectiveness in delivering program wide concrete knowledge and learning capabilities in future policy design is limited given the different biases associated with the methods. With the objective of increasing the scope of learning and generating reliable evidences, Africa Lead considers independent lessons learned research on best practices, especially in relation to the different learning and capacity building modalities utilized by the program, and in relation to factors that support networks post training and that support individual champions to succeed with their action plans. During this quarter, Africa Lead lessons learned research team, Katharine Coon and Nega Berecha has kicked off the lessons learned research and interviewed seven key program staffs based in Washington including the program COP. In addition, the research team held discussion with USAID Africa Lead COTR Jeff Hill on June 27 to capture USAID's interest and expectations of the research product. In this quarter, the lessons learned research team in collaboration with the field offices designed sampling frame for each region and selected representative samples from each region, sector, gender, from ten countries: 4 countries from EA (Ethiopia, Kenya, Tanzania, and Uganda); 4 countries from WA (Ghana, Liberia, Nigeria, and Senegal); and 2 countries from Southern Africa (Zambia and Zimbabwe) for field interviews. The research team will begin the field work in early July and continues through early September.

Plans for Next Quarter:

For the coming quarter, we expect to complete the following high priorities with regard to performance Monitoring and Evaluation

- Develop three success stories and snapshots of Champions for Change with demonstrated accomplishments after Africa Lead training;
- Conduct Africa Lead's lessons learned research country studies in the field and draft research report;
- Continue data collection on Module 1 training impacts; NSA workshops, agribusiness internship, and specialized training and conferences
- And follow the Africa Lead website maintenance to include video clips and synopsis of Module 2 in the website.

APPENDIX I: AFRICA LEAD RESULTS FRAMEWORK



APPENDIX 2: AFRICA LEAD INDICATOR TRACKING SHEET

	Objectives	Indicator	Dis-aggregation	Method/Source	Frequency Collected	Results at end of Q7
High Level	G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced	<i>G1.0.1 Proportion of population below \$1 per day</i>	Country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 30.4%, Ghana – 25.48%, Kenya – 13.95%, Liberia – 83.6%, Malawi – 66.23%, Mali – 42.73%, Mozambique – 68.1%, Nigeria – 93.7%; Rwanda – 76.6%, Senegal – 25.26%, Tanzania – 88.5%, Uganda – 45.81%, Zambia – 64.88%
		<i>G1.0.2 Proportion of the population below minimum level of dietary energy consumption</i>	Country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 38.3%, Ghana – 9.0%, Kenya – 31.7%, Liberia – 43.1%, Malawi – 24.1%, Mali – 10.1%, Mozambique – 31.5%, Nigeria – 7.2%, Rwanda – 38.5%, Senegal – 25.4%, Tanzania – 37.2%, Uganda – 13.8%, Zambia – 46.5%
	<i>G1.1 (FTF Goal): Agricultural productivity increased</i>	<i>G1.1.1 Agriculture GDP growth (%)</i>	Country	Online check of ReSAKSS website	annual	Underlined figures updated 2008 or 2009, rest not updated since PMP/baseline: Ethiopia – <u>6%</u> , Ghana – <u>5.7%</u> , Kenya – <u>3.0%</u> , Liberia – <u>18.7%</u> , Malawi – <u>8.5%</u> , Mali – <u>10.0%</u> , Mozambique – <u>6.7%</u> , Nigeria – <u>-0.3%</u> , Rwanda – <u>9.6%</u> , Senegal <u>2%</u> , Tanzania – 10.6%, Uganda – <u>-1.76%</u> , Zambia – <u>-0.07%</u>
	<i>G1.2 (FTF Goal): Country Investment Plans approved, funded and implemented</i>	<i>G1.2.1 Agriculture spending in national spending (%)</i>	Country	Online check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 11.7%, Ghana – 10.3%, Kenya – 1.9%, Liberia – 2.3%, Malawi – 13.2%, Mali – 12.7%, Mozambique – 3.9%, Nigeria – 4.6%, Rwanda – 3.3%, Senegal – 13.9%, Tanzania – 2.4%, Uganda – 3.2%, Zambia – 4.0%
	<i>G1.3 (Africa Lead Goal): Improved performance of key institutions in implementing CAADP agenda</i>	<i>G1.3.1 Number of institutions with improved capabilities in areas critical to CAADP's success (determined by assessments)</i>	region, country, sector	Institutional evaluations	Yearly	Africa Lead didn't start the collection of data for this indicator given that no institutions have started the implementation of the recommendations given based on the institutional capacity assessments.

Task 1	SO1: Increased participation of African institutions engaged in the CAADP process	1.0.1 Number of institutions that report increased engagement in CAADP	country, region, sector, type of intervention	In-person or online surveys of trainees and institutions	6 mo – 1 yr after training	589 institutions based on Module 1 6-month follow-up survey [64% of those responded to Africa Lead's online survey] indicated that they had increased involvement in CAADP; Regions: East–289, West–163, South–137;
	IR1.1: Motivation to participate in CAADP and food security programs increased	1.1.1 Percent of Task 1 trainees reporting increased motivation to participate in CAADP and food security programs	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	An average of 96% of the participants for Module 1 Trainings (varies between 94%-99% by region, roughly equal by sex, sector and country)
	IR 1.2: Knowledge of CAADP processes and principles increased	1.2.1 Percent of Task 1 trainees demonstrating increased knowledge of CAADP processes and principles	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	89% for Module 1-Q7 (roughly equal by sex, sector and country)
	IR1.3: Knowledge of leadership and change management increased	1.3.1 Percent of Task 1 trainees demonstrating increased knowledge of leadership principles and change management	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	For Q6, 73% self-report increased knowledge in the areas of strategic thinking, leadership, and team building. Before training, 42% of participants correctly answered a test question on steps for leading change while after the training 71% answered correctly. Roughly equal by sex, sector, and country.
		1.3.2 Percent of Task 1 trainees reporting applying leadership and Change management skills in their institutions	country, sex, sector, Module	Online survey of participants	6 mo - 1 yr after training	100% for Module 1 (n=695; 47% "in a very significant way," 41% "in a moderate way," 12% "a little") Roughly equal by country, sector and sex.
	1.4 (T1): Leadership and management capacity-building courses designed and delivered	1.4.1 Number of trainers trained	Module	TOT records	at each ToT	To date on project: 54 (25 women) - Module 1; for Module 2 : 11(4 women)
		1.4.2 Number of Task 1 participants trained	country, sector, sex, Module	Tally using attendance sign-in	at trainings	This quarter Q7: 138 (57 women) To date on project: 1,250 (468 women).
		1.4.3 Number of Task 1 courses delivered	region, country	Training records	at trainings	53 workshops for Module 1 to date 7 Module 2 workshops- Tanzania (37), and Ghana 3 (100), 3 Liberia (100) Region Module 1: East–22, West–17, South–14
		1.4.4 Percent of Task 1 trainees reporting high quality instruction	country, sector, sex, Module	Participant training post-test	at trainings	94.8% (n=1185/1250) for Module 1 (roughly equal by country, sector, and sex) 86.5 % (n=205/237) for Module 2

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1 & 3	Task 2	SO2: Key leaders' technical and managerial skills and knowledge strengthened	2.0.1 Percentage of Task 2 trainees demonstrating increased technical and managerial skills and knowledge in their institutions	country, sector, gender, type of training	Online survey of trainees' supervisors	6 mo - 1 yr after training	49% from a 35 respondents only..... the number of respondents will increase in the next quarter as survey was sent to 545 NSA participants during the last week of Qr6.
		IR2.1 (T2): Short-term technical & managerial training and internships provided	2.1.1 Number of Task 2 participants trained*	trainee sex	Tally using finance reports	ongoing	15 interns this quarter (12 SUA, 2 JSE, 1 Hershey) 69 (18 women) sent to various short course over the life of the project 553 NSA workshop attendees (152 women)
			2.1.2 Number of Task 2 training hours received*		Verification with participants and/or supervisors	after trainings	5,214 training hours
			2.1.3 Percent of Task 2 trainees reporting high quality instruction	country, sector, trainee sex	Participant Post-survey	within 2 mos. of training	100% (equal by country, sector, sex)
	Task 4	2.2 (T3/T1): Technical and managerial training needs identified	2.2.1 Number of key regional and national institutions for which training needs have been identified	country/region, sector	Tally using assessment reports	at time of assessment	1202 total
		2.3 (T4): Database of technical and managerial courses developed and used	2.3.1 Number of courses identified, vet-Ted and placed in database	country	Tally using database	monthly	Q7: 481 Countries with 10+ courses in database: USA, South Africa, Ghana, Kenya, UK, Swaziland, Namibia, Australia
			2.3.2 Number of institutions included in database	country	Tally using database	monthly	112
			2.3.3 Number of hits to web-based database per month	country	Tally using Google Analytics	monthly	1287 unique users during Q7 7,081 page views during Q7 Countries with more than 20 unique visitors: USA, Ghana, South Africa, Kenya, Zambia
Task 3		O3: Institutional improvement plans implemented	3.0.1 Number of institutions implementing recommended improvement plan actions*	country, sector	Online survey of institutional leaders + special studies	after 1 year	(Data collection on this indicator to begin during Year 2nd quarter)
		IR3.1 (T3): Institutional Improvement Plans developed to address CAADP implementation constraints	3.1.1 Number of institutions undergoing capacity/competency assessments as a result of USG assistance (F)	country/region, sector	Tally using institutional assessment reports	ongoing	39 Ghana-22, Liberia-1, Tanzania-2, Zambia- 1, South Africa-9, West Africa regional-6, ACTESA 2 times, Rwanda and Ethiopia CAADP case studies

* = provided resources (italics) = not within project's manageable interest

Special studies may include focus groups, interviews, and other rapid assessment methods.

APPENDIX 3: ZAMBIA CHAMPIONS' POSITION PAPER FOR CADDP PROCESS

**RECOMMENDATIONS FOR RE – ENERGISING THE PACE
OF IMPLEMENTATION OF THE CAADP PROCESS IN
ZAMBIA**

SUBMITTED TO THE MINISTER OF AGRICULTURE AND LIVESTOCK

Honourable Emmanuel T. Chenda, MP

By

Support Group of Zambian CAADP Champions for Change

June, 2012

Position Paper: Recommendations for re-energising the pace of implementation of the CAADP process in Zambia

1. Introduction and Background

Between April 16th and 20th, 2012, a group of Zambian experts involved in the agricultural sector were trained through Africa Lead Project as **Champions for Change** towards the implementation of the **Comprehensive Africa Agriculture Development Programme (CAADP)** in Zambia. This training brought the total number of trained CAADP Champions in Zambia to 131.

The CAADP is a continental – wide movement of social transformation for African agriculture and food security and was endorsed by African Heads of State in 2003 through the **Maputo Declaration** as a vision for the restoration of agricultural growth, food security and rural development.

CAADP, which is championed by the African Union Commission (AUC) through the **New Economic Partnership for Africa's Development (NEPAD)**, is thus a continental – wide framework for developing, implementing and measuring agriculture development investments at national, regional and continental levels. The CAADP seeks to achieve **growth rates in the agricultural sector of 6% per annum by 2015 in each country in Africa** by increasing resources for agricultural programmes to **at least 10% of government spending**, developing dynamic regional markets and integrating farmers into those markets.

The four pillars on which CAADP is anchored are:

- a. Extending the area under sustainable land and water management
- b. Improving rural infrastructure and market access
- c. Increasing food supply and reducing hunger
- d. Agricultural research, technology dissemination and adoption

In the Zambian context, CAADP is intended to strengthen, support and facilitate effective implementation of the National Agriculture Policy (NAP) and the Vision 2030 through five-year phases of its National Development Plans (NDPs) in this case the Sixth National Development Plan (SNDP). Specifically, Zambia's CAADP compact, which was signed on 18th January, 2011 outlines six focal areas:

- a. Agricultural productivity improvement
- b. Sustainable land management
- c. Agricultural marketing development
- d. Agricultural investment promotion
- e. Food and nutrition security
- f. Research and extension enhancement

The mandate of the **Champions for Change** is to support the CAADP implementation process through its technical experience and professional skills to provide advice where need arises. This Team of Champions was chosen to look into the slow pace of implementation of the CAADP process in Zambia and make some recommendations that would re – energise the pace of implementation of the remaining processes in order for Zambia to draw on the numerous benefits that come with completion of the process.

Through this paper, the Champions of Change review progress made by Zambia in the implementation of the CAADP as a way to recommend practical solutions for re – energising what has become a stagnated formulation process over the past nine years.

2. Facts about CAADP and Zambia

Zambia has not made significant progress in moving processes that would enable the CAADP take root nine years after signing the Maputo Declaration in 2003. The following are the facts:

- a. Zambia was among countries that appended their signatures to the Maputo Declarations in 2003 which gave rise to the CAADP. However, work on CAADP in the country only started in 2004 with technical support from the Food and Agricultural Organisation (FAO) and the national launch of the programme took place in 2006.
- b. Thereafter, the country embarked on preparation of a series of reports such as the stock taking report which was done in 2007 by local consultants and the analytical investments options report which was done with support from IFPRI. Also produced at the time was the CAADP priority programmes report.
- c. The Zambian CAADP compact was only signed on 18th January, 2011 in Lusaka thereby making Zambia the 8th COMESA member and 24th African country to do so
- d. However, Zambia still has a long way to go in finalising the process as the following milestones are yet to be attained:
 - i. Design of agricultural and food security investment plans which are subjected to various reviews as discussed hereunder;
 - ii. Technical review led by the African Union Commission (AUC), the NEPAD Planning and Coordinating Agency (NPCA) and Regional Economic Communities (RECs) but done by independent experts culminating in a technical review report
 - iii. Post compact high level business meetings through which national plans and budgets are approved and gap financing proposals formulated and sold to cooperating partners
- e. Despite signing the Maputo declaration, Zambia's annual budget allocation to the agricultural sector has remained far below the agreed 10%. The highest percentage allocation of the national budget to agriculture over the past seven years was 8.8% in 2007, followed by 7.2% in 2009 and 6.8% in 2010. The remaining years have all recorded below 6%: i.e. 5.7% in 2006, 5.8% in 2008, 5.9% in 2011 and 5.8% in 2012.

3. Lessons from other countries

Zambia is still among countries that have not yet made significant progress in completing the CAADP process over the past nine years. The following progress summary of African and COMESA countries illustrates the point:

Progress in Africa

a. Number of countries actively engaging in the CAADP process	40
b. Number of countries that have signed the compact	30
c. Number of countries that have formulated investment plans	23
d. Number of countries that have held business meetings	19

Progress in the COMESA bloc

a. Total number of members of COMESA	19
b. Number of countries expected to launch the programme	5
c. Number of countries that have signed the compact	11
d. Number of countries that have undergone technical review	6
e. Number of countries that have held business meetings	6

Among the countries in the COMESA region that have made tremendous progress by undergoing technical review and hosting business meetings include Rwanda, Uganda, Kenya, Malawi and Ethiopia.

The case of Rwanda is perhaps the most outstanding. Rwanda was the first country to sign the CAADP compact in 2007 after which the country re – aligned the Plan for the Strategic

Transformation of Agriculture (PSTA II) which represented government's investment plan through the CAADP business meeting with stakeholders in 2009.

Through the business meeting, the government of Rwanda secured greater support for the PSTA II from within Rwanda while donors pledged US\$260 million over a five year period. Government and donor support for the CAADP – aligned PSTA II has translated into increased investment in the agricultural sector of Rwanda and increases in productivity and production. The area under maize cultivation increased from 18,000 ha in 2007/08 to nearly 83,500 ha in 2009/10 while that for wheat moved from 600 ha to 7,000 ha and Irish potatoes from 160 ha to 36,420 ha during the same period.

4. Potential benefits of implementing CAADP

CAADP is about doing more with the money and efforts already being expended by the government and donors to address food insecurity and to encourage economic growth. It is about networking, setting priorities and harmonising goals and spending among various stakeholders committed to raising living standards in the country and Africa. In short, enhancing the implementation of CAADP will help Zambia in the following:

- a. Timely completion and signing of the Zambia CIP will see the sector accessing the much needed resources to finance and reinvigorate the country's agricultural sector which is in dire need of investment
- b. Alignment of state policies with regional priorities and the four pillars of CAADP, all of which are relevant to the country
- c. Exploiting synergies and discussing economic bottlenecks between Zambia and her neighbours and deciding appropriate action on those matters
- d. Identifying gaps in the donor funding needs to achieve agreed priorities

5. Challenges before Zambia's CAADP process

The pace of implementation of the CAADP process in Zambia has been very slow. The following are some of the challenges identified by stakeholders:

- a. The participation in the CAADP formulation and implementation process by other government wings other than the Ministry of Agriculture and Livestock is inadequate
- b. Zambia's CAADP process has not yet secured sufficient 'buy – in' from the private sector and non state actors. Stakeholders still perceive the CAADP purely as a government matter mainly because the structures are heavy on government personnel
- c. Generally, awareness about CAADP and the benefits to the country among stakeholders (including key ones) is very low
- d. Most of the processes so far completed have mainly been financed by cooperating partners with little contribution from the government of Zambia. This has perhaps eroded the much needed ownership by government and could be the reason why the processes have taken so long to complete

6. Recommendations

The Champions of Change hereby seek to do more than just express concern about the slow pace of implementation of the CAADP process by recommending the following:

- a. The Government should re – organise the implementation structure of the CAADP to include broad based representation. The current CAADP management/country team is too heavy on very senior government personnel. There is completely no representation from the private sector and that of non state actors is insufficient. It is the firm belief among Champions of Change that broadening the composition of this team will enhance awareness, the pace of implementation and ownership of the process.
- b. Government's financial contribution to the CAADP process needs to be improved through allocation of sufficient resources in the national budget for the programme

- c. Zambia has had only a single Focal Point individual assigned to CAADP, who at the same time has other responsibilities within the Ministry of Agriculture and Livestock. Countries that have made progress on CAADP have tended to have more human resources fully dedicated to the process. Zambia, through the Ministry of Agriculture and Livestock, needs to establish a team to support the focal point individual in order to enhance efficiency and effectiveness in the national CAADP process
- d. A regular and formal informational dissemination mechanism to share information on where the CAADP process is at any given time with the broader group of stakeholders and interested parties should be established. This would incorporate innovative use of already existing channels such as the internet and fora that bring together a cross section of stakeholders. For instance, a calendar of events, key documents and information regarding the hiring of consultants can be shared through such arrangements. Such sharing will ensure ownership and broad participation by stakeholders
- e. A clear road map needs to be drawn with concrete targets to see the process through completion

7. Conclusion

The coming in of the Patriotic Front Government brings forth a fresh opportunity to re – energise the implementation process of CAADP in Zambia. Timely completion of the CAADP process can unlock the much needed resources to finance and reinvigorate the country's agricultural sector which is in dire need of investment. The team of CAADP Champions stands ready to work with government to accelerate the process in any way possible.