

# 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 JULY – SEPTEMBER 2012 (EIGHTH QUARTER OF PROJECT IMPLEMENTATION)



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### DISCLAIMER

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

## GLOSSARY

Africa Lead	Africa Leadership Training and Capacity Building Program
ATA	Agriculture Transformation Agenda
AUC	African Union Commission
ARC	Agriculture Research Council
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
EAC	East Africa Community
ECI	ECI Africa Consulting, subcontractor on Africa Lead
ECOWAS	Economic Community of West African States
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FICCI	Federation of Indian Chambers of Commerce and Industry
FTF	Feed the Future
GIZ	German International Development Agency
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
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)
SUA	Sokoine University of Agriculture (Tanzania)
TOT	Training of Trainers
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 initially was to run from September 20, 2010 to September 30, 2012, with a budget ceiling of \$21,332,381. As of a September 30, 2012 contract modification, the Program was extended for one year (through September 2013) and the ceiling was raised by \$4,850,000 to \$26,182,381. Africa Lead 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). From the beginning of the Program until July 31, 2012 Africa Lead was implemented through three regional offices—Accra, Ghana; Nairobi, Kenya; and Pretoria, South Africa—each run by a Regional Deputy Chief of Party (DCOP). With end of July closure of the Pretoria office, Program implementation for Southern Africa will be handled primarily by the Nairobi office. Program implementation and operations in the Nairobi and Accra offices are supported by a Bethesda-based office headed by the program COP.<sup>1</sup>

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 eighth quarterly performance report of the program, 24 months from program start up, and focuses on progress towards deliverables identified in the Africa Lead Year 2 Work Plan.

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<sup>1</sup> The Pretoria office closed at the end of July 2012, during this quarter. In subsequent reports the East Africa and Southern Africa activities will be reported in one place under the East and Southern Africa program heading.

## OVERVIEW

The eighth quarter (July–September 2012) of Africa Lead program implementation was characterized by a degree of uncertainty about the future of the project as the months, weeks and days ticked by without an anticipated modification extending the period of performance of the contract. The project, intended to be a catalyst to expanding understanding of CAADP and to improved leadership in the agriculture sector, was to run for only two years. The one year extension was an admission that a third year was still beneficial as a way to lay the groundwork for subsequent national, regional and continent-wide support for improved agriculture policies, programming and results. Despite assurances about the certainty of contract extension, the fact that the contract was not signed until 9pm on Sunday evening, September 30, created a sense of insecurity on the part of project staff in the field and in Washington, led to some resignations, and generally caused confusion about employment agreements and subcontractor contracts. The need for senior project staff to be on standby to quickly respond to questions related to the anticipated contract extension meant that attention was taken away from other project management work.

On the program side, the quarter was distinguished by the Lessons Learned field research work conducted by Katharine Coon and Nega Berecha, who met with key USAID and Africa Lead team members as well as with a sample of CAADP Champions for Change across the continent. The team collected information about expectations for the program and the impact of its work—primarily the leadership training—on the agriculture leaders selected to participate in the training. The insights from the Lessons Learned research will inform subsequent approaches to training in the program and project leadership and management skills needed for improved performance in the agriculture sector. These insights will figure prominently in the anticipated March 2013 Capacity Building workshop targeted to the African agriculture capacity building community of practice. During their debriefing upon return to the office, the Lessons Learned research team mentioned how forthcoming and frank respondents were in sharing their opinions about what they thought worked well and what could be improved upon. Respondents also expressed appreciation with the effort the project has made to get deep feedback from beneficiaries of the program. This was seen as “practicing” what the project “preached.”

A main thrust of the Program in West Africa was the continuing series of training provided to CORAF and CILSS, which focused on human resources management (HRM) training, Advanced Leadership training, Results-Based Management (RBM) training, M&E, and Communication training. The extensive training being provided to CORAF and CILSS staff, responding to areas identified in assessments conducted by Africa Lead and each institution jointly, provides a unique opportunity to closely analyze the short- to medium term institutional behavior changes resulting from the training. In addition to the main training, Africa Lead/West Africa provided eight interns/fellows to work with CORAF and CILSS. The West Africa program also helped organize the launch of Ghana’s G8 New Alliance for Agriculture program.

The Program in East Africa was characterized by support to preparation for and delivery of a flurry of high-level workshops. This involved extensive travel and coordination on the part of the East Africa team. Most notable among them was support to launching the Ethiopian and Tanzanian G8 New Alliance for Agriculture programs. The New Alliance programs seek to bring about a more productive partnership between private agribusiness, African agriculture policy makers and donors, on the realization that the primary source of technology and funding for development of Africa’s agriculture sector is rapidly gravitating to the private sector and that African policy makers and development partners need to play supportive roles for private sector-led development of the sector.

During this quarter most of the Africa Lead/Southern Africa trainings and other programs were completed, and the office shut down. The DCOP in charge of the Southern Africa program returned to the DAI home office in Bethesda and the subcontract with ECI, DAI's Southern Africa subcontractor, was put on hold.



## 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.

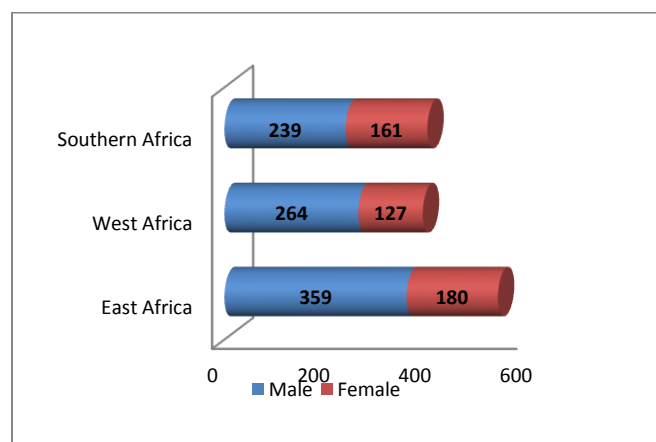
### Task One: Provision of Leadership Training to African Food Security Leaders

Task One remains one of Africa Lead's biggest service areas since the inception of the program. During this quarter, however, given that curricula for both Module 1 and Module 2 have been done, the home office had no appreciable activity on Task One during this quarter except for a high level blended Module 1 & 2 course for the Senegalese CAADP steering committee in Saly, Senegal.

To date, Africa Lead has trained 1,330 (862—Male, and 468—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

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.



**African Agriculture Leaders Trained, Module 1**

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	84
South Africa	16
Sudan	1
Swaziland	11
Tanzania	102
Togo	2
Uganda	144
Zambia	138
Zimbabwe	164
<b>Total</b>	<b>1,330</b>



### ***Module 2: Intensified 4-Day Leadership Training Workshop for Food Security Champions***

During this quarter, Africa Lead's Team Leaders for Task One provided assistance in the TOT for the East Africa regional Module 2 training. He also advised the regional team and selected trainers on approaches to customization for regional organizations; the training curriculum had been designed for country-level organizations.

As a reminder, the main sessions of the standard Module 2 training as provided in West Africa, and designed in the home office, 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.

### **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 related to negotiating the procurement arrangement through which Africa Lead would partner with WFP on training in Comprehensive Food Security Vulnerability Analysis. Having previously sorted out the approach of the training, the focus of these negotiations was on operational and contractual details – not the least of which was whether WFP could work under Purchase Orders from any organization. Steady progress was made on professional internship placements under the Agribusiness Leadership Program.

***Agribusiness Leadership Program:*** The Agribusiness Leadership Program was focused on development of internships in agricultural equipment financing through DAI contacts in India. Three candidates for a 3-week internship in a farm machinery leasing company in the Punjab State of India have been identified – from Ghana, Rwanda and Uganda. Through the leadership and assistance of the Federation of Indian Chambers of Commerce and Industry (FICCI), Africa Lead is working out a hosting relationship with Zamindara Farm Solutions in Fazilka, India, to host the three senior interns. The plan is for the placement to take place early in the next quar-

ter (November), with Africa Lead's Agribusiness Leadership Program Advisor making a trip to India to work out final details of the placements with Zamindara in October.

Candidates for these placements include:

- From Rwanda, Titus Gakwaya. Currently the Mechanization Program Manager (on contract), with the Ministry of Agriculture and Animal Resources' Task Force on Irrigation and Mechanization that improves access to tractors and power tillers through sales and hiring services, as well as through the leasing of the small machines and their accessories to Rwanda farmers, Titus Gakwaya is a professional agricultural engineer who has been involved in rural development for over a decade in Rwanda with the International Fund for Agricultural Development (IFAD), rural transformation, and value chains among small farmers and cooperatives through promotions of innovations. Mr. Gakwaya has a Rwanda Development Board registered company, TK-Engineering and Agro-technology, providing engineering and agro-technology services, to design the required systems for storage, drying, processing and other equipment in the value chains necessary to modernize farmers and cooperatives. He has designs and plans for locally building the necessary machines and components for repairs that would meet the standards and norms of the small and medium enterprises. With this placement, Titus will gain experience in the agricultural equipment leasing business in a company with vast experience in working with small holder farmers. He will learn how to promote agricultural mechanization among Rwandan small farmers so as to ease farm work and increase agricultural production, business and contractual aspects of the enterprise and the necessary maintenance and service requirements.
- From Uganda, Aaron Ngobi. Mr. Ngobi is the Sales Manager for Engineering Solutions Uganda Limited (ENG SOL) in Kampala. He has first-hand knowledge and experience in leasing agricultural equipment as well as agricultural sales. Mr. Ngobi's learning objectives include the operations and management of an agricultural equipment leasing company as well as finance models that reduce the inherent risk of financing in this sector, while making the financing affordable to farmers. Primary responsibility focuses on profitable sales, promotions and marketing of ENG SOL's products and leadership of the sales team. Complimentary duties include: establishment and implementation of the company's strategic marketing plan; liaison with financial institutions and promotion of leasing, loans and other financing options to support and facilitate ENG SOL'S customers leasing and/or purchase of agricultural equipment; customer and competition market analysis, prospecting, forecasting and appraisal for planning stock orders, model specification requirements and possible new market/product opportunities; organization and implementation of product displays, shows, launches, demonstrations and promotions; and coordination , cooperation and information sharing with all ENG SOL departments for proactive debtor management, promotion of after sales activity, new equipment pre-delivery inspection, registration and delivery and any other related business.
- From Liberia, Gus Roberts. Mr. Roberts established the Buchanan Resource and Development Corporation (BRANDCO), a Liberian owned company, in 2010 to provide inexpensive labor-saving devices and equipment to small to medium scale farmers to increase their productivity and income. Since its establishment, BRANDCO has been marketing a small tractor, the VARI Multipurpose Mini Tractor (now VARI Global Mini Tractor), in the power tiller class, manufactured in the Czech Republic and widely used in Ghana, Togo, Benin Burkina Faso and other West African and East Asian Countries. BRANDCO's main customers have been International NGOs who buy these tractors for their various agriculture projects. Mr. Robert's marketing strategy the last two years has been to get involved in the sector by participating in the various forums and committees. Gus Roberts is an active

member of the Agriculture Coordinating Committee (ACC) which comprises all of the actors in the sector. He is also a member of the Country CAADP Team and serves as Vice Chair of the National Cassava Sector Coordinating Committee (NCSCC), which is responsible for implementing the Liberia National Cassava Strategy in developing a vibrant and sustainable cassava industry.

Zamindara Farm Solutions (<http://www.zamindarafarmsolutions.com/>) states as its objective “To make agriculture sustainable for small farmers through lower input costs, water conservation, environment protection, income from allied activities”

A main way by which Zamindara seeks to lower input costs is to provide agriculture equipment hire for the small farmers they serve. This is the focus of the internships, to give the Rwandan, Ugandan and Liberian senior interns get experiential training from a company directly involved in agriculture equipment leasing.

*IFPRI Partnership for Training Country SAKSS Networks:* This work was completed in the last quarter and will not be reported on in the future.

*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 made every attempt to find ways to provide funding to WFP in order to take advantage of the latter’s technical expertise in conducting Comprehensive Food Security Vulnerability Analyses. To date, however, we have been unable to determine funding mechanisms that work for WFP and for a USAID project such as Africa Lead.

### ***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 training opportunities available from organizations both in Africa and elsewhere.

Also during this quarter, Africa Lead gained approval of USAID to send up to nine top CAADP Champions for Change for Food Security to a two-day Leadership Challenge Forum in San Francisco. Ultimately, because of challenges related to securing visas to the US, only four attended.

The four Champions who did attend, however – *Josphine Akia (Uganda), Catherine Harris Kar-mo (Liberia); Jacqueline Mkindi (Tanzania) and Ancieta Mwiti (Kenya)*, pictured below – were able to meet with leadership “gurus” Jim Kouzes and Barry Posner, taking advantage of the meeting to promote such a forum on the African continent.

The four Leadership Challenge forum participants acted as ambassadors for Africa Lead. They purposefully selected different sessions in order to maximize their exposure to the expertise shared. They then debriefed one another at later points to compare notes. Their participation was recognized by the Forum attendees for having traveled so far to join the event bringing unique perspectives to the mostly US and other developed country participants.

Notable topics covered during the two days of the Leadership Challenge Forum were:

- Keynote addresses by Jim Kouzes and Barry Posner on “The Life You Lead is the Legacy You Leave”; by Jonah Sachs on “The Story of Leadership”; and by Patrick Lencioni on “Organizational Health – An Untapped Advantage”
- From Serendipity to Strategy at Intel Corporation - The LPI Catalyst for Leadership Transformation
- Leadership Under the Umbrella: The Leadership Challenge as a Catalyst for Culture Shift at Travelers
- Influencing Leadership All the Way to the Top in Education
- Leading Through Change with The Leadership Challenge
- How to Build a Peer Coaching Program
- Inspire a Shared Vision
- Enable Others to Act



In addition to the sharpened skills and new approaches each is taking back to her home country, the Fellows are eager to share what they have learned with other Champions of Change.

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

Determining and prioritizing what institutional capacities need to be strengthened is a critical step in improving agriculture and food security outcomes in Africa. The Bethesda office engaged in the following work related to capacity assessments.

#### **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 provided the following assistance:

**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 was to document the structure and processes used by Rwanda and Ethiopia to implement their CAADP National Agricultural Investment Plans (NAIPs). The case studies

#### **List of Institutions for which Africa Lead has conducted capacity assessments**

- Tanzania Agriculture and Food Security Investment Plan (TAFSIP) Steering Committee
- Ghana METASIP Steering Committee
- CILSS
- Tanzania Horticultural Association
- CORAF
- 9 South African resources institutions
- 4 ECOWAS institutions
- Uganda meta-assessment (desk review of assessments)
- 20 Agricultural Institutions in Northern Ghana
- COMESA/ ACTESA (2 Rounds)
- Ethiopia and Rwanda CAADP NAIPs implementation Case Study
- Savannah Agriculture Research Institute (SARI), Ghana
- Nigeria Agriculture Transformation Agenda (in cooperation with IFPRI)

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 lessons that may help other countries accelerate the implementation of their CAADP NAIPs. Draft reports were produced and underwent a field review process that involved USAID Missions and a representative of the African Union Commission. Reports were finalized during this quarter and an initial draft of an overall lessons learned synthesis report was sent to USAID for review.

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

- Activity 4.1: Improving the Database Features
- Activity 4.2: Entry and Vetting of Short Courses into the Database
- Activity 4.3: Marketing the Short Course Database
- Activity 4.4: Finding a Long -Term Home for the Short Course Database

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.

With receipt, on September 30, of a modification to the Africa Lead contract extending its period of performance, Africa Lead also received approval to provide the requested grant to OER. In the previous quarter Africa Lead had 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.

With approval of the grant request, DAI will finalize the grant with OER and begin to provide the support agreed upon to enable OER to undertake the activities—maintenance of the short course database--As of the end of this quarter, the grant agreement approval request was pending in the USAID Contracts Office. Because of delays in approval of the grant, planned activities for this quarter have been shifted to the following quarter.

#### ***Continental-Level Plans for Next Quarter (October – December 2012):***

##### ***Task 1: Task One: Provision of Leadership Training to African Food Security Leaders***

- Support to Module 1 and Module 2 curriculum customization as needed

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

- Placement of 3 Agribusiness Leadership Program Senior Interns;

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

- Producing lessons learned analysis report based on all Africa Lead assessments conducted to date
- Review of Tanzania, Kenya and Ghana NAIP implementation mechanisms and architecture in light of Ethiopia and Rwanda reports on best practices

- Finalize blending of IFPRI and Africa Lead sections of Nigeria ATA assessment report
- Support to, and participation in, other assessments that may arise

*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

This quarter saw the launch of the Regional Module 2 “Advancing the Regional CAADP agenda” which is very exciting as it brings together key staff and stakeholders from not only COMESA and the EAC but also IGAD and SAADC to help them work together towards achievement of regional goals through development and implementation of the regional compact.

The Africa Lead program in East Africa focused on two very high profile meetings in Ethiopia and Tanzania to launch the G8 New Alliance for Agriculture programs, which are public-private partnerships intended to revitalize the role of the private sector in agriculture development in Africa. The goal of these launches was to further detail the working arrangements by which these partnerships would work, and to determine the sequence of steps and reforms required to draw in initial and future investments. Africa Lead was asked to provide support to planning committees that were set up to determine how best to organize the launches. The regional office was also asked to handle the logistics and finances of these high profile and quick turn-around meetings. This involved a great deal of travel on the part of the regional team, which shuttled between Addis Ababa and Dar es Salaam until the launches in both Ethiopia and Tanzania were completed.

The East Africa program also provided extensive support to the two person team conducting the Lessons Learned research, setting up interviews with Africa Lead-trained Champions for Change for Food Security and providing logistical support for the work of the team in East Africa.

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

#### ***Module 1: Development And Roll Out Of A 1-Day Leadership Training Workshop***

*Uganda Parliamentary Module 1 training.* The East Africa team began preparations for the continuation of this high level leadership training, cum CAADP sensitization workshop for Ugandan parliamentarians with involvement in agriculture development. We expect to conduct the training for up to 300 parliamentarians in November using the method of training about 100 MPs each day for 3 days and the activity is funded by USAID/Uganda.

#### ***Module 2: Intensified 5-Day Leadership Training Workshop For Food Security Champions.***

During this quarter, the Africa Lead/EA team conducted two Module 2 training sessions for the amalgamated group of Regional Economic Communities “RECs”. Participants came from Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC), IGAD, SADC and their regional agriculture development institutions and partners. The work involved in providing this training included, first, an in depth consultation with USAID/EA to develop customization to the core curriculum, provision of Training of Trainers on the basic Module 2 training curriculum, selection of trainers, and then delivery of this 5 day training, which was provided in two different sessions for about 18 people each time.

Africa Lead’s primary curriculum designer and team leader for Task One, worked with the East Africa Training Manager to lead the TOT for EAC Module 2, which took place in Nairobi from August 6 – 10.

The program’s trainers provided the first of three deliveries of Module 2 training in Nairobi immediately following the TOT.



Twenty representatives of regional organizations, including COMESA, attended the second Module 2 training, which took place in Entebbe, Uganda on September 3-7 and focused heavily on CAADP and the CAADP process.

The third Module 2 training will be delivered in Dar es Salaam 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 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;

**Agribusiness Leadership Program:** With respect to professional internship placements, the Africa Lead/EA office worked with the Ethiopian Commodity Exchange (ECX) and with the Commodity Division of the Johannesburg Stock Exchange to place more senior interns from ECX at JSE. The team also lined up a senior internship placement for Jacob Mwale, Executive Director of Grain Traders Association of Zambia at JSE to begin early in the next quarter. Our point of contact at JSE has expressed particular interest in having actual grain traders from the region receive placements in the Commodity Division.

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

The Africa Lead internship program with SUA builds on the existing agribusiness entrepreneurship program which includes support

Company	Entrepreneur	Business Sector	Location
Mace Foods *	Mmeta Abdalla	Processing of food	Eldoret
Mixa Foods and Beverages	Ernest Likoko	Processing of food	Kisumu
Frabho *	Dina Kikuli	Animal Feeds	Dar es Salaam
AMAGRO *	Jumaa Shehemba	Mango	Dar es Salaam
Best Animal Feed	Alexander Jokoni-ah	Sunflower Oil and An. Feeds	Dar es Salaam
Best Animal Feed	Elifadhili Ezekiel	Sunflower Oil and An. Feeds	Dar es Salaam
Olam International Ltd	Hance Njobelo	Supply Chain	Dar es Salaam
Olam International Ltd	Mtemebe Kamwesige	Supply Chain	Dar es Salaam
Lesiolo Grain Handlers *	Julius Ludete	grain handling, warehouse, trading	Nakuru
Lesiolo Grain Handlers *	Chanafu Abubakari	grain handling, warehouse, trading	Nakuru
Jamahedo Health Food Ltd.	Alinanuswe Mwalwange	Production of health foods	Dar es Salaam
Mama Millers Ltd.*	Elifuraha Rajabu	Paddy cultivation and processing	Thika
Pulses Agro Commodities Ltd	Giovanni Nguvu	Pulses and Agro Commodities	Arusha
Pulses Agro Commodities Ltd.	Freddy Kipanyula	Pulses and Agro Commodities	Arusha

\* Indicates a company owned or managed by an Africa Lead-trained Champion for Change for Food Security

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 15 SUA interns with host enterprises in Tanzania and Kenya and joined SUA interns. Representatives from USAID/Tanzania joined the interns and their hosts for a luncheon meeting in Dar es Salaam.

The accompanying table shows where the SUA interns have been placed.

### ***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, there were also several interesting opportunities including:

- Stella Massawe of RESAKKS attended a training on Impact Evaluation for Evidence-Based Policy in Development, July 9-20, 2012, University of East Anglia, Norwich, United Kingdom funded by USAID/EA
- Three CAADP Champions for Change from East Africa participated in San Francisco Leadership Challenge Forum, July 26-27, 2012
- Dr. Mary Joseph Manye, a veterinarian from Southern Sudan attended a short course in Veterinary Epidemiology August 27-September 07, 2012 at the United States Department of Agriculture, Center for Epidemiology and Animal Health, in Fort Collins, Colorado, USA funded by USDA through USAID/EA.

At the request of the Africa Lead headquarters, the East Africa team conducted a competition among CAADP Champions for Change and selected the top candidates to attend a two-day

Leadership Challenge Forum in San Francisco from July for which three Eastern Africans attended.

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

The Africa Lead/East Africa DCOP attended an organizing meeting of the NBF-led Southern Africa Agriculture Development Program (SAADP). The purpose of the meeting was to firm up public private partnerships and create action plans and modalities for working together.

The East Africa Program DCOP gave a speech at FANRPAN Policy Meeting in Dar Es Salaam on our program with a focus on the youth activities such as the SUA internships.

The East Africa Program Training Manager presented at the annual RUFORUM conference. His presentation was on lessons learned from Africa Lead's two years of capacity building work for African agriculture champions. The conference took place in Entebbe, Uganda at the end of September.

***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***

Launch of the G8 New Alliance for Agriculture in Tanzania. As part of its effort to support transition in Africa's agriculture sector, the G8 countries in their most recent meeting, agreed to support a New Alliance for Food Security and Nutrition in Africa. This New Alliance would seek to harness the know-how and resources of the private sector through partnerships with government in which government would give renewed attention and vigor to addressing policy and institutional constraints to commercialization of Africa's agriculture, considered to be a key way to transform the sector. New Alliance partnerships were to start in a few countries that were leading the way, two of which were Tanzania and Ethiopia. Africa Lead was asked to support the launch in Tanzania and Ethiopia as well as in Ghana, the third country spearheading the effort.

Africa Lead sat on the steering committee, helped organize and facilitate the Tanzania launch, which took place at the Bank of Tanzania in Dar es Salaam over two days, September 6&7, with 160 participants from all sectors attending the two day meeting including the Prime Minister/

G8 New Alliance for Agriculture Launch in Ethiopia. Africa Lead worked very closely with the organizing committee on All was in place for a major full day event for over 100, when it was announced that the Prime Minister had passed away and as the Ministry of Agriculture was hosting, the event was cancelled and delegates sent home. The Ethiopian government and USAID partnered to lead a half-day launch of the New Alliance in Addis Ababa on September 12. There were 80 participants representing a good cross section of high level private and public partnerships.

Kenya ASCU sector review workshop for stakeholders. The Ministry of Agriculture wrote to the USAID/Kenya Mission Director to specifically request that Africa Lead EA assist them by man-

aging their bi annual Agricultural Sector Development Forum which attracts about 1500 high level stakeholders. Africa Lead sat on all three committee; communications, logistics and technical and actually seconded a team member to work within the Ministry. Among other duties in preparation for this event, which will take place next quarter, the Kenyan government and USAID asked Africa Lead to help organize a press conference that would provide stakeholders an understanding of the intent and timing of the sector review, the Agriculture Sector Development Forum. It was very well attended with over 60 press. Through Africa Lead EA, USAID/Kenya is making a major investment in this conference.

*EAC Aflatoxin Partnership Launch.* During this quarter, Africa Lead was deeply involved in organizational meetings in preparation for this very high level meeting to take place October 11&12. Africa Lead met with USAID/East Africa and with the EAC in Burundi to prepare for this meeting.

*Uganda FTF Meeting* Kimberly was requested to attend the USAID/Uganda first annual implementing partners meeting.

*Government to Government (“G2G”) Training on Procurement (Tanzania).* The East Africa team has begun planning with USAID/Tanzania and the Government of Tanzania for delivery of this training which will be provided by USAID procurement specialists to government, NGO and other actual and potential Tanzanian implementation partners on what financial, reporting and M&E systems need to be in place to receive direct funding from USAID and other USG entities. The G2G training is set for October 4 in Dar es Salaam.

Secretary of State Clinton identified a small holder coffee farming group from a remote village in Uganda for participate on a panel about civil society at the United Nations General Assembly (UNGA). USAID/Uganda asked Africa Lead to quickly get him there on time, which we did.

*East Africa Regional Plans for Next Quarter:*

- Send at least 4 more SUA interns to appropriate job placements
- Host a celebration of the SUA internships
- Send Interns to JSE
- Uganda high level CAADP workshop
- Tanzania Government to Government Training
- ASCU (Kenya) major event with agriculture stakeholders
- EAC launch of the Regional Aflatoxin Control program
- Deliver a third Regional module 2 likely in Dar
- Assist USAID/Tanzania to host a Feed the Future Partners meeting in Dodoma

## 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 included supporting Ghana’s launch of the G8 New Alliance for Agriculture, development of an approach to conducting and assessment of Climate Smart agriculture programs in the West Africa region, and preparing to do an assessment of the ECOWAS EBID Agriculture Development Fund, which is expected to play an important role in channeling regional funds to catalytic agricultural investments in the region. Delivery of a blended Module 1 & 2 training in Senegal, finalizing reports on the Ghana SARI and Nigeria ATA assessments rounded out key activities of Africa Lead/West Africa during this quarter.

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

During this quarter, the primary Task One activity of the West Africa team was delivery of a blended 5-day Module 1/Module 2 leadership training to 16 members of the Senegal CAADP Investment plan steering committee. The training took place in Saly, Senegal from 24th – 28th September, 2012 and covered the following topics:

- CAAD and FTF Goals as well as the state of play of food security in Senegal
- Leadership and change management skills and behaviors
- Strategic planning and stakeholder analysis
- Accelerating programs through the Rapid Results Approach
- Action planning based on the Rapid Results Approach

USAID/Senegal, who had asked for this training, participated in the training, with Deputy Mission Director, Alfreda Brewer, opening the session and two Economic Growth office team members attending, including EG Team Leader, Aminata Badiane and POC for Africa Lead, Pape Dieye.

Towards the end of the quarter, the West Africa team engaged some of our most experienced trainers from Module 1 and Module 2 training to follow up with participants from previous Module 2 training in Ghana and to provide coaching on the implementation of their rapid results action plans.

The main purpose of this coaching was to review progress of the implementation of group action plans developed during the training and to help the teams pinpoint areas in which their plans were unrealistic in time or other assumed resources, and how to encourage and empower teams to access the resources they needed to implement their plans.

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

#### *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.

The Bridge Capacity Building Program provided customized training courses to staff of CILSS and CORAF during the quarter. MDF, G&A and Africa Lead regional trainers designed the curriculum and delivered the short courses listed in the table below.

**BRIDGE CAPACITY DEVELOPMENT SHORT COURSES DELIVERED BETWEEN MAY1-SEPTEMBER 30, 2012**

Training Period 2012	Short-Course Name	Beneficiary Institution	No. Of Participants	Location Of Training
3-5 May	Results Based Management	CORAF	17	Dakar
11-13 June	Advanced Leadership	CILSS	12	Ouagadougou
13-15 June	Result Based Management	CILSS	11	Ouagadougou
3-4 July	Advanced Leadership	CORAF	18	Dakar
5-10 July	Results Based Management 2	CORAF	22	Dakar
6-8 August	Human Resource Management	CORAF	12	Dakar
8-10 August	Monitoring and Evaluation Systems	CILSS	17	Ouagadougou
10-12 September	Human Resource Management	CILSS	9	Niamey
13-14 September	Communication Training	CILSS	19	Niamey
19-21 September	Monitoring and Evaluation Systems	CORAF	8	Dakar

Advanced Leadership (CORAF). The main components of the Advanced Leadership training were:

- Establishing roles and responsibilities for each individual on a team
- Importance of and approach to good recruitment
- Importance of and approach to developing and training staff
- How to manage the strongest link in the team for maximum team effectiveness
- How to manage the weakest link in the team to ensure team effectiveness
- Importance of and approach to developing an organizational culture that supports responsibility and accountability

Results Based Management 2 (CORAF).<sup>2</sup> This training included the following activities:

- Define in detail Implementation Steps 5 to 10 and the cross-cutting steps.
- Review CORAF/WECARD's Results Framework.

<sup>2</sup> In the first round of Results Based Management training the following topics were covered: Definitions of RBM, Stages of RBM application to an organization, Analysis of expected results of CORAF funders, Logical framework and results framework analyses, Description of the fundamentals of project design.

- Review the Monitoring Plans and the communication strategy.
- Apply Management Tools to monitoring.
- Apply other Management Tools for planning and monitoring donors' contracts.
- Analyze the relevance of programs and projects, and
- Analyze the completeness of the programs and projects with regard to CORAF/WECARD's objectives and results.

Human Resources Management (CORAF/CILSS). The following key topics were covered:

- Where does HR fit in the organizational structure
- Application of HRM in CORAF – a review of HR documents
- Other recommendations related to the HR Manual, including sections on:
  - Personnel recruitment and integration
  - Personnel files article 6.1
  - Training and upgrading of staff skills
  - General behavioral expectations of staff
  - Performance management, review and evaluation
  - Gender policy

Monitoring and Evaluation Systems (CILSS/CORAF). The training went through the main elements and logic of M&E systems:

- Program or project description including goals and expected outputs and results
- Detailed description of indicators of success, results framework
- Data sources and data collection plans
- Monitoring plan
- Evaluation plan
- Communication plan and use of data obtained
- Development and updating of M&E plan

Communication Training (CILSS). This training covered the following areas:

- The role and importance of organizational communication
- Aspects of communications and key concepts
- Internal communication
- External communication
- Institutional communication
- Tools for external communication
- Public relations and resource mobilization



- Developing your Communication Plan
- Communication and New Media
- Evaluating and controlling results of communication

In addition to the training, Africa Lead has provided eight interns to help CORAF and CILSS and their allied focal institutions apply the skills learned from the short course training<sup>3</sup>. The interns work with CORAF and CILSS staff to improve M&E systems, Human Resource Management, Knowledge Management and Communication systems. Specific tasks include assistance to upgrade information technology systems including website, databases; to produce public relations materials; and to help improve the marketing of both organizations. The interns help collect data and improve the quality of data collection and reporting systems. Those with library science background assist staff to better organize and catalogue research documents and reports. The internships run for 12 months, from July 1, 2012 to June 30, 2013.

CILSS and CORAF staff tap into the interns' recent university education and they encourage them to resolve problems with new and innovative solutions. Conversely, the interns benefit from mentorship and apprenticeship, and on-the-job experience. The table below lists the host organization, name of intern, technical area and country of placement.

#### CORAF AND CILSS INTERNSHIP PLACEMENTS

Organization	Intern	Technical Area	Country of Internship
CORAF	Idrissa Bourgou	IT / Database / Web	Senegal
CORAF	Patrice Leumeni	M&E	Senegal
CORAF	Philippe Romero	Communications / PR	Senegal
CORAF	Luc Herve Zok	HR Management	Senegal
CILSS-ES	Rivaldo Kpadonou	Tech. Writing/Editing	Burkina Faso
CILSS-ES	Sandrine Ouattara	Communications / PR	Burkina Faso
CILSS-INSAH	Pauline Petryszyn	HR Management	Burkina Faso
CILSS-INSAH	Kelly Adediha	IT / Database / Web	Burkina Faso
CILSS-AG	Jorel Boulinzann	IT / Database / Web	Niger
CILSS-AG	Kader Sanfo	M&E	Niger

Given that the Africa Lead training program for CORAF and CILSS, supported by the West Africa Regional Mission, is the most intensive and sustained training efforts of the whole program, we will plan to also undertake substantial efforts to identify ways in which the training has helped bring about measurable institutional improvements.

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<sup>3</sup> We have 4 interns in Dakar supporting CORAF, four in Ouagadougou supporting CILSS and INSA and 2 in Niamey supporting Agryhmet.

### ***Activity 2.4: Other Regional Training Courses and Workshops***

Africa Lead/WA has focused its technical training resources on the bridge capacity building training for CILSS and CORAF. But, there have been other requests for workshops and third party training. Those that the regional office has received the funding to support and that were conducted during this quarter are covered here.

*Launching the G8 New Alliance for Food Security and Nutrition in Ghana.* As part of its effort to support transition in Africa's agriculture sector the G8 countries, in their most recent meeting agreed to support a New Alliance for Food Security and Nutrition in Africa. This New Alliance would seek to harness the know-how and resources of the private sector through partnerships with government in which government would give renewed attention and vigor to addressing policy and institutional constraints to commercialization of Africa's agriculture, considered to be a key way to transform the sector. New Alliance partnerships were to start in a few countries that were leading the way, one of which was Ghana. Africa Lead was asked to support the launch in Ghana as well as in Ethiopia and Tanzania, the two other countries spearheading the effort.

The Ghana – G8 New Alliance for Food Security and Nutrition was officially launched at the Airport City Holiday Inn Hotel in Accra, Ghana on the 29th August, 2012. Africa Lead provided logistics and facilitation support for the launch. Prior to the launch, the regional team organized meetings for government (39), private sector (30) and civil society (20) organizations. These pre-launch meetings informed key stakeholder groups including government, private sector and civil society about the "New Alliance" and also created a platform for these stakeholders to discuss and identify activities expected to facilitate the acceleration of the implementation of the "New Alliance" and the Medium Term Agriculture Sector Investment Plan (METASIP). Africa Lead facilitated the discussions at the pre-launch meetings for the private sector, government and civil society groups and prepared the meeting reports.

Participants at the launch represented the government, private sector, research, academic organizations, development partners and civil society organizations. Approximately, 209 persons attended the launch meeting. The pre-launch meeting reports have been consolidated by Africa Lead and submitted to MOFA and USAID Ghana. The Ministry of Food and Agriculture will prepare the final report.

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

*Review of Climate Change Programs in West Africa.* 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. Because of procurement delays related to Hub Rural legal status, the organization selected to conduct the assessment, Africa Lead expects to complete the core of the climate change assessment, including country-level reviews, during the October–December quarter.

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.

*Savannah Agricultural Research Institute (SARI) Assessment.* During the previous quarter, Africa Lead conducted an assessment on the Savannah Agricultural Research Institute located in Tamale, Ghana. The assessment identified the challenges encountered by the institute in their research initiatives and made recommendations on the support needed to improve upon the performance of the institute. A draft report on the findings and recommendations from assessment was submitted to USAID/Ghana. Africa Lead received comments from the mission during this quarter and has been responding to them and revising the report accordingly. The final draft will be submitted in early October.

*Nigeria Agricultural Transformation Agenda Assessment.* Africa Lead was asked by USAID/Nigeria to conduct an assessment of Nigeria's Agriculture Transformation Agenda in coordination with the International Food Policy Research Institute (IFPRI). Using a team of two international consultants and two junior Nigerian consultants, the program conducted an assessment of the institutions assigned to implement the new ATA. Africa Lead and IFPRI collaborated to hold a workshop with the main institutions responsible for ATA as a first step of the assessment. This was followed by nearly three weeks in the field on the part of Africa Lead and IFPRI teams. Africa Lead's consultants drafted the report's first and second drafts during this quarter but pending receipt of the IFPRI report, a final, combined report, is pending.

The rationale for the activity was to identify the stakeholders responsible for the implementation of the ATA, scrutinize the challenges encountered in their implementation initiative, identify capacity gaps, if any and recommend initiatives that will help them improve upon their activities.

During the next quarter the combined draft will be finalized and forwarded to USAID and the Nigerian Federal Ministry of Agriculture and Rural Development (FMARD).

*ECOWAS/ EBID Bank-Regional Agriculture Fund.* The Africa Lead team, responding to a request from USAID/West Africa and ECOWAS, conducted research, including interviews, on the elements of capacity development work for the EBID Regional Agriculture Fund. In a previously conducted assessment of ECOWAS Africa Lead consultants identified the need to expedite the operation of the Agriculture Fund.

#### *West Africa Regional Plans for Next Quarter:*

- Design and deliver the following "Bridge" Capacity Development Program short courses for CILSS and CORAF
  - Resource Mobilization/Budgeting (CILSS)
  - CONACILSS, Module 2
  - Board Governance (CORAF)
  - Results Based Management, Part 1 (CILSS)
  - Proposal and Grant Writing (CILSS)
  - Scientific Editing and Writing (CORAF)
  - Evaluating Projects and Programs (CILSS)
  - Report Writing and Editing (CILSS)
  - Evaluating Projects and Programs (CORAF)
- Provide coaching and facilitation support to CORAF and CILSS staff in areas of M&E, Communication and Human Resource Management.

- Finalize and submit SARI assessment report to USAID/Ghana
- Complete ATA assessment report and consolidate with IFPRI report
- Participate in USAID/WA Mission Partner's Meeting in Dakar, Senegal, Nov 4-7
- Follow up with Ghana Mission on upcoming activities to be carried out by Africa Lead on the New Alliance for Food Security and Nutrition.
- Continue coaching of Ghana Module 2 institutions Rapid Result Initiatives
- Conduct assessment of capacity of Niger to implement its CAADP NAIP (Nigeriens Nourishing Niger – 3N) and identify capacity building programs

## SOUTHERN AFRICA PROGRAM

The Africa Lead/Southern Africa office closed at the end of July. This report covers close-out activities. Any subsequent activities for countries in the region will be handled by the East Africa office which, going forward will be called the East and Southern Africa (ESA) office.

The month of July was taken up almost exclusively with close-out activities, including getting final USAID approval for disposition of project equipment and other material, shipping project documents, especially financial, back to the US, and drafting the final report, including lessons learned from implementation of the regional program in Southern Africa. The regional DCOP left post after holding a final meeting with USAID/SA POC, and returned to the US at the end of July.

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

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

There remains funding for one more Module 1 training in Zambia. Africa Lead engaged in initial discussions with USAID/Zambia on how the latter would like to proceed. We shipped extra Zambia training material to Lusaka before the end of the project in order to have it available should another training session be provided in the country.

#### ***Southern Africa Regional Plans for Next Quarter:***

- Southern Africa programs will be covered by the East Africa regional office
- Tentatively one Module 1 training in Zambia

## 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.

In West Africa, Africa Lead conducted a lessons learned survey in the following four project target countries: Ghana, Liberia, Nigeria and Senegal. Due to the political instability in country, the team cancelled the Mali lessons survey. The team leader, Katharine Coon from Winrock International interviewed the sampled champions. The WA office used a non-probability sampling methodology to select prospective interviewers. The sampling method applied was the availability or haphazard sampling. It is commonly used for choosing respondents or individuals who are available and easy to reach. The reason for using this method is because the lessons learned survey was to be carried out within a very short given time and the method was the best to help select respondents who were readily available to honor invitations for the survey. The survey targeted "champions", and agriculture professionals who benefitted from the leadership training and capacity building program of Africa Lead i.e. Modules 1 and 2 respectively. Also, the team

interviewed some high level management staff at USAID Missions. Approximately, sixty persons were interviewed in West Africa. The survey identified the successes, lapses and the way forward from the training programs champions participated in.

### *Plans for Next Quarter:*

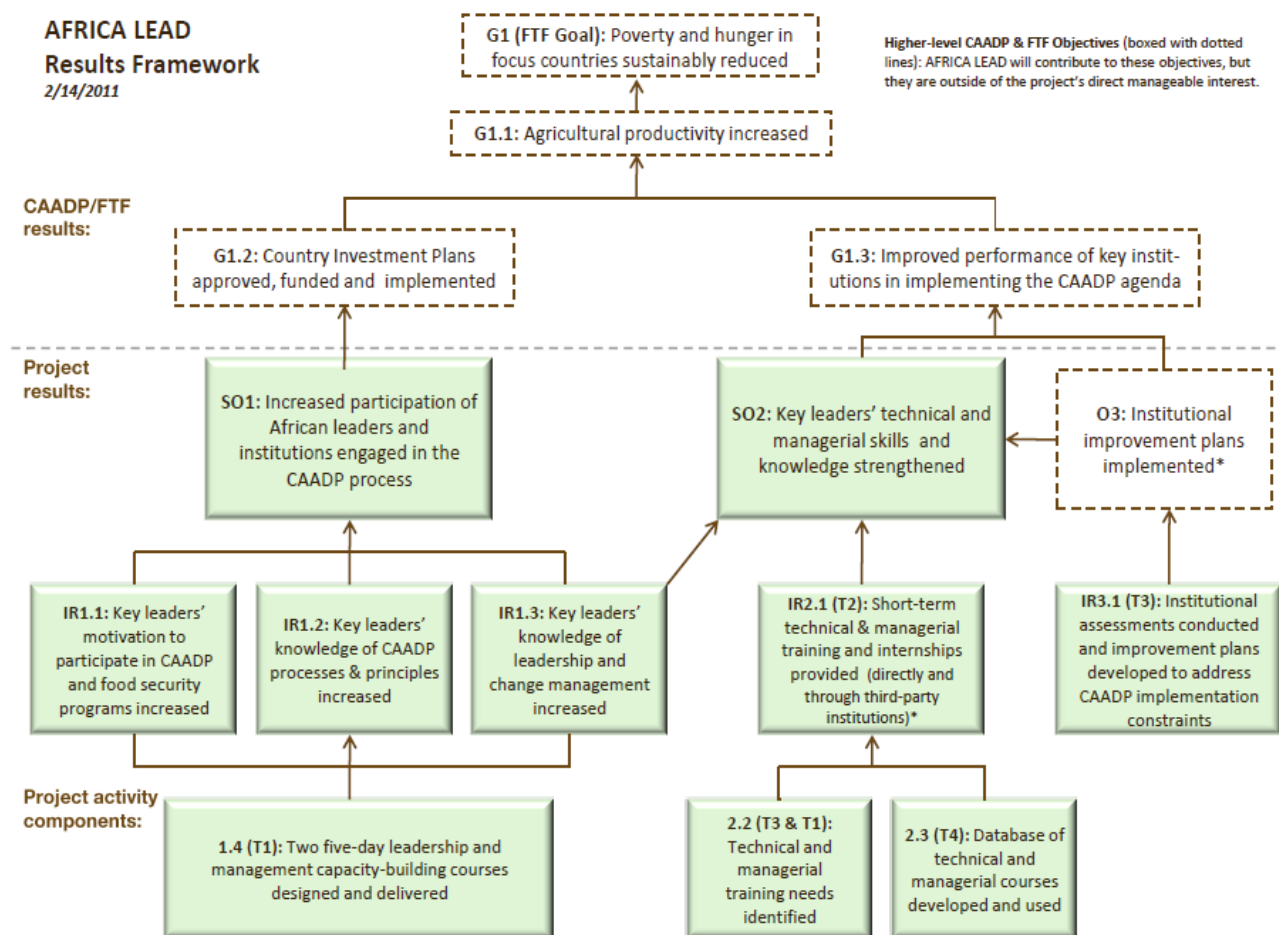
For the coming quarter, we expect to complete the following high priorities with regard to performance Monitoring and Evaluation

- Develop three success stories and snapshots of Champions for Change with demonstrated accomplishments after Africa Lead training;
- Write up results from the Lessons Learned Research country studies
- 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 1: AFRICA LEAD RESULTS FRAMEWORK



\* Assumes Mission buy-ins

G = Goal IR = Intermediate Result O = Objective SO = Strategic Objective T = Task

## APPENDIX 2: AFRICA LEAD INDICATOR TRACKING SHEET

	Objectives	Indicator	Disaggregation	Method/Source	Frequency Collected	Results at end of Q8
High Level	<b>G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced</b>	G1.0.1 Proportion of population below \$1 per day	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%
		G1.0.2 Proportion of the population below minimum level of dietary energy consumption	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%
	G1.1 (FTF Goal): Agricultural productivity increased	G1.1.1 Agriculture GDP growth (%)	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 – 18.7%, Malawi – <u>8.5%</u> , Mali – 10.0%, 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>
	G1.2 (FTF Goal): Country Investment Plans approved, funded and implemented	G1.2.1 Agriculture spending in national spending (%)	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%
	G1.3 (Africa Lead Goal): Improved performance of key institutions in implementing CAADP agenda	G1.3.1 Number of institutions with improved capabilities in areas critical to CAADP's success (determined by assessments)	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	<b>SO1: Increased participation of African institutions engaged in the CAADP process</b>	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	669 institutions based on Module 1 6-month follow-up survey [71% of those responded to Africa Lead's online survey] indicated that they had increased involvement in CAADP);
	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-Q8 (roughly equal by sex, sector and country)

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Task 2	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	Cumulative results as of Q8 shows that 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	To date on project: 1,314 (468 women).
		1.4.3 Number of Task 1 courses delivered	region, country	Training records	at trainings	53 workshops for Module 1 to date 9 Module 2 workshops- Tanzania (37), and Ghana 3 (100), 3 Liberia (100), Kenya (18) Region Module 1: East–24, 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=1285/1314) for Module 1 (roughly equal by country, sector, and sex) 81.5 % (n=205/253) for Module 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	47% from a 53 respondents only..... the number of respondents will increase in the next quarter as survey will be sent to 545 NSA participants who didn’t respond
	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	55 interns in total 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	8,244 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
1 & 3	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

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Task 4	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	Q8: 563 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	121
		2.3.3 Number of hits to web-based database per month	country	Tally using Google Analytics	monthly	1287 unique users during Q7-Q8 7,081 page views during Q7-Q8 Countries with more than 20 unique visitors: USA, Ghana, South Africa, Kenya, Zambia
Task 3	<b>O3: Institutional improvement plans implemented</b>	3.0.1 <i>Number of institutions implementing recommended improvement plan actions*</i>	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	40 Ghana-22, Liberia-1, Tanzania-2, Nigeria (1), 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.