

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



QUARTERLY REPORT
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Cover photo: (front) During Regional Mango Week, which was co-organized by the Ministry of Trade, USAID/Senegal, and Africa Lead, stakeholders participated in field visits to production sites, a public exhibition of mango varieties and products, technical workshops, panel discussions.

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

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Acronyms

ACTESA	Alliance for Commodity Trade in East and Southern Africa
AgCK	Agricultural Council of Kenya
AUC/DREA	African Union's Department of Rural Economy and Agriculture
C4C	Champions for Change
CAADP	Comprehensive African Agriculture Development Programme
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahe
CNC	CAADP NSA Coalition
COMESA	Common Market for Eastern and Southern Africa
COMSHIP	COMESA Seed Harmonization Implementation Plan
CORAF	Central Africa Council for Agricultural Research and Development
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
IFPRI	International Food Policy Research Institute
NAIP	National Agriculture Investment Plan
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
PNIASA	National Agriculture and Food Security Investment Plan
RAIP	Regional Agricultural Investment Program
TOT	Training of Trainers

I. Introduction

Africa Lead — Feed the Future’s Building Capacity for African Agricultural Transformation Program — supports the advancement of agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Africa Lead also contributes to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions — i.e., men and women leaders in agriculture — and the institutions in which they operate to develop, lead, and manage the policies, structures, and processes needed for transformation.

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

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

their efforts toward broadly shared goals, and the extent to which all stakeholders believe they have and actually do have a formalized and practical role in policy development.

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

This report covers the program’s major accomplishments and outputs from April – June 2016, which is Quarter 3 of the Africa Lead’s third year of implementation. It highlights the support, facilitation, and training that Africa Lead provides partners to improve institutional capacity and broader systems and institutional architecture to manage agricultural transformation as well to promote the effective, inclusive participation of non-state actors in policy processes. Africa Lead activities also promote and sustain a culture of learning and continue to build a process by which evidence can play a greater role in determining policy directions and programs in agriculture.

By design, Africa Lead activities are demand-driven, and the project serves as a flexible mechanism to support various USAID initiatives at the mission and continental level. Africa Lead is truly greater than the sum of its parts, and to appreciate its full impact, individual activities must be viewed within the context of the continent-wide goals that drive them. To illustrate the program’s complex network of activities, Sections 2-4 of this report summarize project-wide progress during Quarter 3 (Q3) in the three cluster areas of capacity development, policy support, and knowledge sharing to align organizations, policies, and systems around CAADP. Section 5 includes mission-level dashboards, which provide a snapshot view of Q3 activities and performance indicators for each of the project’s buy-ins.



II. Capacity Development

This section describes project-wide highlights and achievements for Q3 in the area of capacity development services to institutionalize the four systems changes that Africa Lead seeks to support. Activities in this cluster provide support and training to change agents at the organizational and individual levels to develop, lead, and manage agricultural transformation. For this quarter's report, we have organized our support according to the following objectives:

- Facilitating capacity assessments and reviews
- Providing skills development and specialized technical assistance
- Strengthening and expansion of Champions for Change (C4C) Network

Facilitating Capacity Assessments

Africa Lead has become a trusted partner in facilitating organizational change and strengthening capacities of a variety of actors engaging in agricultural issues – from research institutions and civil society groups, to local- and national-level government entities. Over the years, stakeholders working to tackle agricultural challenges, shore up capacities, and respond to a changing policy environment have looked to Africa Lead to balance sector expertise with an effective approach to building capacity and achieving organizational change. This quarter was no exception.

During Q3, Africa Lead facilitated several organizational capacity assessments and validation exercises with a broad set of stakeholders. In the East Africa region, the project provided institutional support to the Common Market for Eastern and Southern Africa (COMESA) and the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA). In Kenya, the project worked with the Tegemeo Institute of Egerton University and two county governments. In West Africa, Africa Lead worked with the Central Africa Council for

Agricultural Research and Development (CORAF) at the regional level as well as Direction d'Appui au Secteur Privé (DASP) in Senegal. The diverse set of partners with which Africa Lead collaborates on capacity development efforts speaks to the flexibility and quality of our approach.

Throughout the East Africa region, as well as in specific countries where Q3 activities took place, strides have been made in advancing the capacity of key institutions and organizations working to transform the agricultural sector. These support efforts have helped advance work related to inclusive processes at the regional level as well as research into specific policy issues. At the regional level for instance, institutional support to COMESA and ACTESA is strengthening both institutions' capacity for seed policy harmonization. Africa Lead continues to strengthen relationships and institutional capacity for ACTESA to execute its mandate effectively through several key activities in Q3.

For instance, preparation and design for the COMESA Seed Harmonization Implementation Plan (COMSHIP) review meeting was a powerful self-discovery process for ACTESA. Supported by Africa Lead, a facilitator used different methods (training, coaching, brainstorming, and consultation) to help ACTESA identify gaps in meeting and organizational practices. The facilitator also worked with staff to equip them with skills to organize an event in a way that enhances learning, accountability, and follow up. In addition, support to ACTESA leadership has provided linkages for seed and fertilizer policy facilitation in the region that contribute to the overall objective of enhancing organizational capacity for policy facilitation. An organization capacity assessment (OCA) and ongoing preparation for the COMSHIP review meeting planned for Q4 will further improve ACTESA institutional processes.

At the country level in Kenya, OCAs have played a vital and recognized role in strengthening institutions. During Q3, Africa Lead worked hand-in-hand with the Tegemeo Institute Egerton University (Kenya) in implementing their OCA by encouraging their involvement in quality checks, process design, and tools and capacity building. Tegemeo Institute, a leading public policy research and agricultural development institute, embraced the OCA and institutionalized the review of good practices and gaps in institutional capacity for policy support. As a result, the institute will reposition itself for relevance, learning, resource mobilization, and strategic partnerships to better support national- and county-level evidence based policy management.

Also in Kenya, the project collaborated with key stakeholders in Bomet and Taita Taveta Counties to develop detailed capacity development plans, re-affirm commitment and leadership to implement the recommendations, and identified opportunities for partnerships and leveraging resources. For Bomet County, the first county in Kenya to develop county capacity development plan, the World Bank is engaging with top leadership to support interventions with the national government. The newly established Bomet School of Devolved Government is undergoing improvements to serve as secretariat for coordinating county capacity development and training. Africa Lead is designing targeted support in Q2 to help with coordination and broad learning for the counties. The model will be implemented in Taita Taveta County and used as a case study for learning with council of governors, other stakeholders, and the national government.

Africa Lead's focus on capacity assessments also extends to its work with in the West Africa regional mission as well. In fact, the Regional Agricultural Office (RAO) team within the USAID/West Africa mission has devoted resources

to its regional implementing partners (IPs) since the start of the FTF program and is reviewing its investments in capacity building. Africa Lead has become a trusted partner in facilitating organizational change and strengthening capacities with a variety of actors engaging in agricultural issues – from research institutions, civil society organizations (CSOs), and the private sector to local and national-level government entities.

For instance, in the previous quarter, the project facilitated an institutional audit for the West and Central Africa CORAF to become a high-performing learning organization and deliver better services to its stakeholders. During Q3, the project facilitated a presentation of key findings and high-priority recommendations of this audit to 12 governing board members and eight CORAF senior management staff in Dakar, Senegal. The board agreed to move forward with actions related to financial sustainability and organizational management. Africa Lead will also work with CORAF to design and facilitate a strategic planning workshop for senior management.

Finally, in Senegal, Africa Lead facilitated a strategic orientation-planning workshop for DASP as a follow-up to a workshop in Q2 where DASP shared its mission, programmatic priorities, and key results for 2016-2020 with its partners. Eleven DASP staff and a representative from the Ministry of Economy, Finance, and Planning participated in the program.

Skills Development

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



To strengthen the skills and knowledge base of C4C network members and to enhance their effectiveness in carrying out their mandates, Africa Lead supported the West Africa Civil Society Institute to design and deliver a three-day networking and alliance-building short course in June. The program covered instituting networks at the local, national, and international levels and building alliances with like-minded groups and stakeholders to leverage resources to promote agricultural transformation. Participants also developed action plans to develop and sustain their networks.

According to Katumba Mupoy from the Cooperatives of Small and Medium Enterprises in DRC, who attended the C4C course in Kinshasa, “with support to build the capacity of Congolese agricultural institutions and stakeholders to increase productivity in our sector, I believe the DRC can feed the whole of Africa.”

Africa Lead also delivered its first C4C Leadership short course in the Democratic Republic of Congo (DRC) during Q3 in Kinshasa for 28 Congolese agriculture stakeholder representatives. Participants included senior managers from government Institutions, private and CSOs, and farmer organizations involved in the DRC’s agricultural transformation. The training aimed to enhance participants’ skills to lead and manage change. As part of the opening ceremony, the Deputy Mission Director from USAID/DRC reiterated USAID’s commitment to support economic growth in the country through agricultural transformation with leadership and institutional capacity-building initiatives.

Additionally, Africa Lead continues to support Office des Forages Ruraux/Rural Wells Office (OFOR) in implementing a performance management system and developing a culture of excellence within the agency. Through this process,

Africa Lead hopes to enhance OFOR’s capacities to develop and implement projects more efficiently to improve water availability in rural areas for human consumption and agricultural production. Africa Lead conducted a workshop to assist OFOR to promote excellence among its staff and a greater appreciation of the organization’s mission. During the workshop, the team refined and proposed performance targets for 2016 for all OFOR staff, a staff evaluation form, and an evaluation process expected to contribute to a dynamic employee evaluation culture within the organization.

In the East Africa region, Tanzania’s agricultural landscape is changing rapidly, necessitating a significant improvement in the coordination of agricultural policy development processes at the national and Continental level. The Government of Tanzania had adopted an Agricultural Sector Development Strategy (ASDS I) which sets the framework for achieving the sector’s objectives and targets. In line with this strategy, the Ministry of Agriculture Livestock and Fisheries (MALF) is working to coordinate all stakeholder efforts through the Platform for Agricultural Policy Analysis and Coordination (PAPAC). As a critical partner in this effort, Africa Lead worked with PAPAC in Q2 to identify capacity gaps in its ability to coordinate policy and development partners, including coordinating a multi-stakeholder process and effectively communicate with stakeholders. As such, during Q3 Africa Lead provided technical assistance to support the development of PAPAC’s strategy for communication among sector actors and between different branches and levels of government (legislative and executive; national and sub-national) to implement the ASDS. The strategy is in the final stages of review and will be submitted to PAPAC early next quarter.

Finally, Africa Lead participated in the 4th Annual USAID Financing Ghana’s Agricultural Program’s (FINGAP) Ghana Agribusiness Investment Summit for the second year. In addition, the project co-sponsored the summit in exchange for access to more than 60 small and medium-sized enterprises (SMEs) that registered to participate in Africa Lead’s

Agribusiness Leadership Internship Program. Fifteen Youth Champions were selected to participate in the Business-to-Business (B2B) session of the program through a competitive application process. Prior to the event, Africa Lead delivered a coaching session focused on speed interviewing techniques, elevator pitch development, and professional networking tips. Of the 15 participants, 12 were selected for possible internship placements after the speed-interview process.

Expansion and Strengthening of C4C Network

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

During Q3, Africa Lead delivered three C4C Leadership short courses to improve effectiveness of individuals and institutions to contribute to agricultural transformation. In Ghana, two volunteer Africa Lead trainers facilitated two courses in Accra and in Damongo, Northern region. The "cascade" program utilizes existing C4C trainers who agree to train others in their organizations or communities on a volunteer basis. The maiden program, organized in Damongo, targeted non-state actor (NSA) group leaders and District Assembly members from the West Gonja district. Thirty-five district assembly members and management staff of La Dade-Kotopon Municipal Assembly participated in the course held in Accra. Participants learned about various topics relevant to agricultural policy

change including CAADP, the Sustainable Development Goals (SDGs), Malabo Declaration, and how to lead and manage change. Participants also developed action plans and committed to implement the plans to bring about transformation in their institutions.

As a first step in establishing a partnership agreement with Ashesi University to integrate and institutionalize the C4C Leadership curriculum into the university's business school curriculum, Africa Lead delivered its flagship C4C Leadership course to 36 staff and students from the university. The course focused on ways to advocate for, manage, and lead transformational change in the agriculture sector and covered the

CAADP and the Malabo Declaration. The program exposed participants to career opportunities in the agricultural field and to the possibility of creating agribusinesses that will contribute to the growth of agriculture in Africa. The students developed a proposal for a food security initiative and presented it at the end of the course.

Africa Lead will propose a follow up TOT workshop so interested professors and lecturers can deliver the leadership course to students. To ensure uptake and sustainable integration of the curriculum, Africa Lead will organize periodic follow up and mentoring sessions for the university

Attendees of the C4C training reported that it provide critical, complementary skills to help them action plan for the future. As Kofi Appiah Dankwah, a National Service member in Damongo mentioned, "having studied agriculture at the tertiary level, the Africa Lead training has equipped me with requisite knowledge on how to establish a business at the agriculture sector in Ghana . . . it has helped me to develop a plan on a targeted project in the year to come."



participants and the Ashesi management team to formalize the partnership.

According to one student of Ashesi University College, “This program with Africa Lead has challenged me to find ways to create solutions for our social problems. Social problems need collaborative effort. It is important to extend the knowledge imparted by Africa Lead to the smallholder farmers in our community. This means joining with others to introduce the new ideas we have learned from Africa Lead, and create solutions together with smallholder farmers who are less than 50 meters away from our school.”

USAID/Tanzania has invested significant resources in building the capacity of various levels of leadership from government institutions, civil society, and the private sector. To facilitate these efforts, there has always been a need to have a cadre of experienced trainers and facilitators that are able to understand and facilitate discussions relating to agricultural transformation. Experienced facilitators with proven track records are in great demand. To meet this demand, during Q3 Africa Lead scaled up the number of trained facilitators who can deliver capacity building training programs by recruiting and training 13 professionals with diverse expertise to join the existing cadre of Africa Lead certified trainers. In Tanzania alone, Africa Lead currently has a roster of 30 qualified trainers, and half of them have been able to facilitate

customized C4C Leadership Training to over 540 policy makers and stakeholders including, Members of Parliament, Directors at the Ministry of Agriculture, Food Security and Cooperatives (MAFC), Local Government Officials, and leaders of Community-Based Organizations (CBOs).

As part of a similar effort across the project, Africa Lead is developing an advanced TOT program that will eventually be rolled out to the cadre of 80 professional trainers across the continent who have been supporting capacity building of institutions and organizations involved in CAADP and Malabo implementation. The initial course will be delivered in July 2016. Approximately 20 course participants from the Africa Lead master trainer cadre were selected through a competitive process in Q3. Africa Lead designed and conducted a needs assessment with the existing C4C trainers to inform the course design, which was finalized in Q3. The team is integrating a mobile platform called *WhatsApp*, which is widely used in the regions where Africa Lead is operating, to generate interest among and involvement of participants before the training itself. Following the course, groups will be organized among participants and relevant content, such as “Learning Boosters” and weekly micro-learning idea, will be shared regularly. Research has shown that pre-work and follow-up learning



Ashesi University students learn about career opportunities in the agricultural field and discuss potential agribusiness ideas.

increases learning effectiveness by 26 percent and 50 percent, while the learning event alone only contributes 24 percent.

Trained facilitators have the capacity to improve the performance of stakeholder organization's personnel continuously and to enhance job satisfaction. Given the increasing number of

requests for skilled process facilitators and trainers coming from USAID missions, continuously strengthening the capacity of trainers provides an opportunity for the Africa Lead trainers to offer their skills to create and facilitate learning events that support other USAID programs and other development partners working in non-agriculture sectors as well.



Grace Aloise, a facilitator from Tanzania participates in a group exercise during Africa Lead's Advanced TOT course in Dar es Salaam.



Table 1: Key Partners in Q3 — Capacity Development

Mission	Organization	Type	AL Support Provided
BFS	African Union/Department of Rural Economy and Agriculture	Gov	CAADP and Malabo implementation
BFS	CAADP Non State Actors Coalition	NGO	Organizational development
DRC	Groupe Thematique 9 (GT9)	Gov	Coordination, technical support
EA Regional	African Seed Trade Association (AFSTA)	NGO	TA and advisory support
EA Regional	Common Market for Eastern and Southern Africa/ Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support for COMSHIP Mutual Accountability Follow on Meeting, capacity development
Ghana	Africa Youth Network for Agricultural Transformation (AYNAT)	NGO	Capacity strengthening
Ghana	Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement
Ghana	Business and Development Consultancy Centre (BADECC)	NGO	Capacity strengthening, policy engagement
Ghana	Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement
Ghana	Ashesi University	University	C4C leadership Short Course
Kenya	Agricultural Council of Kenya (AgCK)	Gov	Organizational strengthening
Kenya	Tegemeo Institute, Egerton University	Research/ Academic	OCA
Kenya	Bomet and Taita Taveta counties	Gov	OCA validation workshop
Kenya	Arid and Semi-arid Lands (ASALs) Counties	Gov	Stakeholder workshop
Kenya	Kakamega and Vihiga counties	Gov	C4C training
Mozambique	Ministry of Agriculture and Food Security (MASA)	Gov	Capacity enhancement
Mozambique	Confederation of Trade Associations (CTA)	NGO	Capacity enhancement
Senegal	Investment Promotion Agency (APIX)	Gov	Meeting coordination
Senegal	Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Workshop facilitation for strategic planning
Senegal	Ministere de l'Agriculture et de l' Equipement Rural (MAER)	Gov	Co supported the restructuring, change management process
Senegal	Office des Forages Ruraux (OFOR)	Gov	TA to performance management system
Senegal	Direction de l'Analyse, de la Prévision et des Statistiques Agricoles (DAPSA)	Gov	TA to the JSR process
Tanzania	Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	TA in communication strategy
Tanzania	Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	University	Capacity strengthening
WA regional	West and Central African Council for Agricultural Research and Development (CORAF/WE CARD)	Research/ Academic	Institutional audit, presentation to Board
WA regional	Economic Community of West African States (ECOWAS)	NGO	Support to regional JSR process

III. Policy Support



This section describes project-wide highlights and achievements for Q3 in the area of policy support for specific policies as well as for accelerating progress of the four systems changes critical to Africa Lead success. Activities in this cluster support the enabling environment for developing, aligning, and managing the policy process – which includes the effective engagement of NSAs – for agricultural transformation. For the purposes of this quarter's report, we have organized our support along the following objectives:

- Engage National-level NSA in Malabo Implementation and CAADP Advocacy
- Support Multi-stakeholder Platforms for Policy Development and Mutual Accountability
- Strengthen Continent-wide Coordination around CAADP Implementation
- Facilitate and foster technical networks

Engage National-level NSAs in Malabo Implementation and CAADP Advocacy

This quarter Africa Lead awarded four grants to C4C network organizations intended to support organizational capacity strengthening initiatives with medium- to long-term capacity building activities. The support will enhance the organizational and technical capabilities of these NSA groups to make meaningful contributions to agriculture policy issues and to engage in discussions to implement policies and/or programs that contribute to the growth of the agriculture sector in Ghana. The beneficiary organizations included:

- Africa Youth Network for Agricultural Transformation (AYNAT)
- Inland Culture Fisheries Association of Ghana (ICFAG)

- Business and Development Consultancy Centre (BADECC)
- Savanna Integrated Rural Development Aid (SIRDA)

With its grant funding from this quarter, AYNAT is establishing an Incubation Centre to create an enabling environment to nurture agribusiness ideas into sustainable businesses for youth. ICFAG initiated planning activities to increase the network's capacity to influence change through policy and advocacy capacity-building initiatives. BADECC plans to implement an organizational capacity-building program to improve their capacity to engage more effectively and report on NSA contributions to policy systems changes. Finally, SIRDA will promote women-led agribusiness initiatives and access to markets through capacity building and training programs.

Africa Lead also facilitated a sensitization workshop in Ghana to strengthen the knowledge and capacity of NSAs on policy frameworks and on CAADP and Malabo Declaration implementation processes. The NSAs deliberated on the most effective and appropriate

Africa Lead's ongoing support for the Agricultural Council of Kenya (AgCK) is building cohesion on prioritizing Kenya's agricultural policy gaps and opportunities. AgCK convenes a wide range of stakeholders and is helping to clarify how to provide support to national CNC chapters. Africa Lead has learned that resources, capacities, mandate and representation, effective communication, balance of interest, and overall ownership are important for NSAs to engage national governments in policy dialogue.



mechanisms to maximize the impact of NSA engagement in the CAADP, Joint Sector Reviews (JSRs), and mutual accountability processes in Ghana. Fifty-seven participants including representatives of CSOs, farmer-based organizations, youth and women organizations, media, and resource persons from the Ministry of Food and Agriculture in Ghana attended the workshop. The NSA representatives developed action plans to strengthen engagement in the CAADP process.

Africa Lead's involvement in the CAADP process further extends to its work during the past two years to join the CAADP Non-State Actors Coalition (CNC) in collaborating with other key stakeholders to strengthen NSA engagement on agricultural policy and investment plans at country, regional, and continental levels. The CNC now counts more than 200 affiliate NSA groups across Africa that have been facilitated to participate in capacity development and advocacy activities related to Malabo and CAADP implementation. For example, the CNC collaborated with Africa Lead to organize a pre-meeting ahead of the 12th CAADP Partnership Platform meeting in Ghana to reflect on the progress of the CNC and reaffirmed the commitment of NSAs to achieve CAADP/Malabo objectives through joint action planning and strengthening of partnerships.

In addition, in Kenya the Agricultural Policy Analysis Group (APAG) represents another promising NSA initiative. It seeks to bring cohesiveness and efficiency to agriculture research and analysis in a way that responds to public and private sector needs and creates a feedback mechanism to communicate and act on results. APAG was formed by a core group of Kenyan research institutions in December 2015 with the mandate to map and coordinate policy research and analyses efforts, identify key policy analysis and capacity building gaps, and prioritize issues for future research and analysis. Africa Lead is the only development partner that was invited to participate as a core member of APAG. During Q3, Africa Lead

facilitated an event that brought in participants from governments (national and county), private sector, policy research institutions, and other NSAs.

Support Multi-stakeholder Platforms for Policy Development and Mutual Accountability

Africa Lead supported AYNAT, one of the Champion Network organizations, to organize its first high-level Youth Policy Dialogue Forum to empower youth for inclusive and effective participation in agricultural transformation.

As part of AYNAT's effort to engage youth to be strong advocates for policy reform, the dialogue served as an exchange platform for youth to critically examine and challenge the implementation of Ghana's Youth in Agriculture (YIA) program. The

While delivering the keynote address at the Youth Policy Dialogue Forum, the Deputy Minister of Agriculture, Hon. Dr. Alhassan Yakubu, noted, "for the Government of Ghana, agriculture remains the most potent instrument for solving youth unemployment in Ghana."

workshop offered an opportunity for youth to strengthen their growing desire to be part of the CAADP NSA engagement process through support for public dialogue, policy analysis, and advocacy. As a result of engaged participation and honest dialogue,

AYNAT recruited new youth members and formed a Policy Monitoring Committee to spearhead policy advocacy campaigns to strengthen the mutual accountability mechanisms around the implementation of the YIA.

Africa Lead worked on related efforts in the DRC. The Groupe Thématique 9 (GT9) is a consultative body that was created to support the implementation of the government's growth strategy and poverty reduction plan

(DSCR/Document de Stratégie de Croissance et de Réduction de la Pauvreté). During Q3, Africa Lead supported the Ministry of Agriculture, Livestock and Fisheries to organize the first GT9 meeting of the year for 2016. Africa Lead coordinated all preparatory meetings held by the GT9 steering committee and covered the logistical costs for 80 participants. The Minister of Agriculture presided over the first GT-9 meeting of the year, shared results, and planned interventions for the rest of the year. The Government of the DRC outlined policy priorities to be implemented in the last half of the year, which provided a platform for donors to agree on funding certain actions.

Also in the DRC, as the current chair/leader of the Multi-Donor Group on Agriculture and Rural Development (Groupe Inter Bailleurs de l'Agriculture et Développement Rural/GIBADER), USAID hosted two donor coordination meetings this quarter with Africa Lead support. The objective of these meetings is to enable donors engaged in the agriculture sector to align their interventions and provide complementary technical assistance to enhance GDRC institutional capacity and accelerate implementation of key activities. In discussing the GDRC strategy of agro-industrial park development as one of the National Agricultural Investment Plan implementation strategy, the donor group agreed to: encourage the GDRC to conduct feasibility

Supporting Local Leaders to Advocate for More Inclusive Agriculture Policies

As part of its effort to prioritize local leaders and strengthen inclusive strategy and processes for policymaking, Africa Lead supports the CNC to elevate the voice of civil society actors at many regional and Continental-level policy dialogues across Africa.

The CNC provides a platform for civil society stakeholders to use common language to express their concerns as a stronger, united voice for reform in agriculture. For instance, a recent CNC meeting in Ghana, which was held ahead of the CAADP Partnership Platform Meeting, presented an important opportunity for civil society groups to reflect on progress and challenges, and to plan for expanded civil society engagement and influence at national, regional and continental levels. Among the 62 participants, 53 of were women representing policy and research centers, national level advocacy groups, as well as rural women farmers associations where they serve as presidents, secretaries, and activists. For most of these rural women, the meeting was the first time they traveled outside their country. For some, it was the first time they boarded a plane. The women were active participants in the policy discussions and used the international meeting as an opportunity to share their vision and priorities for helping women farmers across Africa.

According to Mary Ishaya Afan, Vice President of the Rural Women's Farmers Federation (RWFF) in Nigeria, "Women formerly were not given space to speak about their own problems. This is changing. Now they should be looking for ways on how women can access land. When talking about farming, a lot of traditional rulers stop women from inheriting land and stop us from having access to finance. To put a stop to this, either the banks should stop asking women for collateral or to make it possible for women to have access for land. This will enable us to increase the standard of life through good production. Farming is a lucrative business, for women too."

studies and provide evidence-based



recommendations for funding agro-industrial park projects; and align interventions with the African Development Bank's new strategy for African agricultural growth.

In Kenya, Africa Lead is also working to advance mutual accountability mechanisms within the Ministry of Agriculture, Livestock, and Fisheries by providing capacity support to add two strategic positions. As a result of a previous Institutional Architecture Assessment (IAA) facilitated by the project, in Q3 the Ministry added the position of senior advisor to the Cabinet Secretary and a donor coordination specialist. The senior advisor will help establish an efficient agricultural sector coordination mechanism; provide technical support on CAADP processes in Kenya; facilitate establishment of the sector mutual accountability framework; and facilitate effective communication. The work of the donor coordination specialist will compliment these efforts.

In Mozambique, the Support Program for Economic and Enterprise Development (SPEED) also worked to support multi-stakeholder platforms for policy development. SPEED is supported by Africa Lead and aims to support and advance agricultural transformation in Africa as proposed by CAADP. The program is designed to improve the business environment for Mozambican agriculture through better trade and investment policies. In Q3 SPEED's worked alongside the Ministry of Land, Environment and Rural Development (MITADER) to improve access to land and the use of land as an economic asset. Support included auditing the existing legal framework, making recommendations for a reform roadmap, and revising the draft land lease regulations. As a result land leasing legislation is now only pending cabinet approval, and MITADER is moving forward along a roadmap of reforms.

Strengthen Continent-Wide Coordination around CAADP Implementation

In Q3, Africa Lead continued to provide organizational and capacity strengthening support to the African Union's Department of Rural Economy and Agriculture (AUC/DREA) to enhance their capacity to implement CAADP and the Malabo Declaration effectively across the continent. This support includes ongoing coordination with the new 3-member New Alliance (NA) team to AUC/DREA and the Senior Advisor to the AUC/DREA Commissioner. The Special Advisor to the AUC/DREA Commissioner, supported by Africa Lead, has been designated as the overall CAADP Coordinator. This role is responsible for overseeing the development of the AUC/DREA Operational Plan, Technical Networks rollout, National Agricultural Investment Plan Appraisal and Refresh Process, Biennial Review Process, CAADP Partnership Planning meeting agenda, and strengthening of working relationships and overall coordination with NEPAD/NPCA. During Q3, the Senior Advisor finalized the development the AUC/DREA Operational Plan for 2016-2021 with the CAADP advisors with includes a clear results framework.

After officially mobilizing the NA team to the AU in November 2015, the team continued to conduct outreach and coordination missions with two additional 10 NA countries. In addition, through Africa Lead support, the NA team achieved the following milestones and participated in key events during Q3:

- Grow Africa/NA coordination meeting
- CAADP Partnership Platform
- Grow Africa Investment Forum
- African Development Bank Annual Conference
- AUC-New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency (NPCA)-REC CAADP meeting
- Grow Africa M&E meeting

- NEPAD meeting on strengthening Common Country Assessments as tools for realizing 2014 Malabo Commitments
- Formed two working groups to manage development of the NA/Grow Africa Joint Progress report

As part of Africa Lead's overall strategy for supporting country-level CAADP implementation under the Malabo Declaration, the project provides support through various mechanisms to bridge the gap between Continental-led processes and in-country systems to review and refresh NAIP. Experience shows that where country systems are robust and where NAIPs are firmly rooted in these country systems, NAIP impact has been greatest. Therefore, Africa Lead will continue to enhance the capacity of AUC/NPCA to provide leadership and strategy for implementing Malabo, as well prime the pump for country-level systems, structures, and processes to buy into and own this process locally. Country-level engagement is critical to ensure that NAIP are thoroughly embedded in country systems and processes, as well as aligned to the Malabo Declarations.

In support of this continent-wide process, Africa Lead and the International Food Policy Research Institute (IFPRI) have partnered to help the government of Guinea to evaluate the policy and institutional environment for revision of its National Agricultural Policy (PNDA) and National Agriculture and Food Security Investment Plan (PNIASA), and to develop a strategic plan for the Ministry of Agriculture. Using the data and information gathered from the policy and institutional review, Africa Lead facilitated a strategic planning workshop with a larger and more inclusive group of Guinean agriculture actors in Conakry. The workshop provided the opportunity for stakeholders to discuss and propose a new vision, goal, strategic objectives, and an institutional arrangement for the implementation of the new PNIASA. They also developed a road map for completing the revision of the PNIASA by the end of the year, which would enable them to be one of

the first countries on the continent to comply with the AUC CAADP Country Guidelines.

In Ghana during Q3, Africa Lead also supported the regional Monitoring Task Force workshop to prepare for the ECOWAS regional workshop in Abidjan. Africa Lead facilitated a process to review the draft ECOWAP results framework and the technical toolbox that local and regional experts will use to revise existing NAIPs and formulate new NAIPs. Africa Lead then provided support to the ECOWAS regional workshop, which provided an overview to participants on the NAIP and the Regional Agricultural Investment Program (RAIP) formulation processes. As a result of this important convening, 143 participants launched a process to formulate second-generation NAIPs and the RAIP and developed a roadmap. Participants also discussed how the country and regional JSR can contribute to the Biennial Review and other mutual accountability processes. In Q4, Africa Lead will continue to provide support to these critical multi-stakeholder fora and workshops for policy development and mutual accountability in West Africa.

In addition, Africa Lead is also providing critical support to coordination around Malabo implementation at the Continental-level. For example, Africa Lead is collaborating with IFPRI/ReSAKSS to develop a toolkit that AU member states will use to help align country NAIP to Malabo Commitments. During Q3, Africa Lead worked on tools and approaches to help countries utilize the analysis and information generated through the NAIP review and appraisal process. In addition, during Q3 Africa Lead collaborated with various partners – including AUC, NEPAD Agency, African Development Bank (AfDB), and AGRA – on the roll-out of the Seize the Moment Campaign. The goal of the campaign is to align prominent actors in African agriculture to speak with a common voice about the needs of the agriculture sector and to advance public, private, and financial commitments needed to drive sustainable agricultural transformation. The effort will build on what countries – identified as “Champion



Countries” – are already doing to achieve the CAADP Agenda and promote these Champions to drive a renewed commitment and political will in support of Malabo principles. The campaign will officially launch at the AGRA Forum in Nairobi, which is intended to provide the platform to marshal the regional and international community to provide technical support, rally donors and partners to finance and operationalize the country plans, and champion country’s efforts to generate political will at the country, regional and global level.

Facilitate and Foster Technical Networks

During Q3, Africa Lead held a start-up workshop, which included representation from AUC/DREA and NEPAD/NPCA, to initiate work on the seven Technical Networks. This activity aims to form Communities of Practice from established African entities that have demonstrated technical expertise and available resources that can be aligned to

support AU member states as they implement Malabo and CAADP goals. This effort will provide a mechanism for these networks to develop specific content areas and provide training and technical advice to support country and regional NAIP appraisal processes as well as biennial review processes, and reinforce the JSR/Mutual Accountability processes in support of Malabo and CAADP. The proposed seven Technical Networks include: Agriculture Research and Extension; Agro-Industry and Value Chain Development; Markets and Regional Trade; Resilience, Risk Management, and Natural Resources Management; Knowledge Management, Policy Analysis, and Accountability for Results; Investment Financing; and Nutrition and Food Security. In Q3, Africa Lead published an Expression of Interest to identify key partners interested in participating in the Technical Networks in coordination with the key partners. More than 55 organizations were identified as potential members of the networks and a formal launch activity is planned for Q4.



Hosts discuss farming approaches with contestants on the set of the reality television show, Don't Lose the Plot. During Q3, Africa Lead's partner, Mediae, completed photography and produced rough cuts of the first five episodes, where viewers will meet the reality show contestants as well as the two hosts, and begin to get a feel for the challenges each is up against on their demonstration plot.

Table 2: Key Partners in Q3 — Policy Support

Mission	Organization	Type	AL Support Provided
DRC	Multi-Donor Group on Agriculture and Rural Development (Groupe Inter Bailleurs de l'Agriculture et Développement Rural/GIBADER)	Gov	Coordination/workshop facilitation
DRC	Groupe Thematique 9 (GT9)	Gov	Coordination, technical support
EA Regional	Common Market for Eastern and Southern Africa/ Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support for COMSHIP Mutual Accountability Follow on Meeting, capacity development
Ghana	Ghana Livestock Development Network (GLIDEN)	NGO	Logistical support/policy related
Ghana	Africa Youth Network for Agricultural Transformation (AYNAT)	NGO	Policy dialogue
Ghana	Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement
Ghana	Business and Development Consultancy Centre (BADECC)	NGO	Capacity strengthening, policy engagement
Ghana	Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement
Guinea	Ministry of Agriculture and key agriculture stakeholders	Gov	Policy/Institutional Review – Validation & Strategic Planning Workshops
Kenya	Agricultural Council of Kenya (AgCK)	Gov	Facilitation of NSA consultation
Kenya	Agricultural Policy Analysis Group (APAG)	Gov	Participation in policy dialogue
Mozambique	Ministry of Land, Environment, and Rural Development (MITADER)	Gov	Technical input on regulations
Mozambique	Ministry of Agriculture and Food Security (MASA)	Gov	Facilitation of review of the Agriculture Investment Plan (PNISA)
Senegal	Direction de l'Analyse, de la Prévision et des Statistiques Agricoles (DAPSA)	Gov	JSR support and technical input
WA Regional	Economic Community of West African States (ECOWAS)	NGO	Support Regional JSR process, including workshop facilitation



C4C Networks Featured this Quarter

AYNAT aims to build a network of youth in agriculture who are empowered to lead change towards achieving food security, sustained economic growth and agricultural transformation in Africa. It seeks to achieve this goal by eradicating hunger, influencing livelihoods, and creating agribusiness opportunities for youth by promoting self-reliance, capacity building, and evidence-based policy advocacy, sharing knowledge, and creating network linkages. Its objectives are to build and strengthen the capacities of youth in agriculture to scale up food security; foster an enabling environment that will create avenues for sustainable agribusinesses; and advocate for the development and effective implementation of policies related to youth in agriculture.

BADECC is the host organization for the Agricultural Advisory Services Network, which aims to ensure that agricultural advisory service delivery is made accessible to resource-poor farmers and organizations in the agricultural sector through capacity building and dissemination of strategic information. The objectives of this network include providing a platform for agricultural workers to access accurate, timely, and reliable information along the value chain; improving the skills and knowledge of agricultural advisory service providers; creating linkages with all service providers along the value chain; introducing members and farmers to innovative technologies; and providing improved advisory service provision to farmers.

ICFAG is the host organization of the Fisheries Alliance Network, which is a network of organizations and individuals in aquaculture and inland fisheries. Its objectives are to engage in policy dialogue with Government of Ghana, Ghana Irrigation Development Authority, and other partners on culture-based fisheries and aquaculture development; facilitate meetings with other partners who can support the establishment of demonstration sites; and support the training of farmers/traders on marketing standards and strategies to promote sales

SIRDA's mission is to contribute to improving the socio-economic standards of the people of northern Ghana through comprehensive individual and community development activities. These activities include the provision of access to safe water, hygiene and sanitation services, advocacy on human rights and good governance, community mobilization, HIV/AIDs and health promotion, food security and market information linkages, and advocacy and campaigning for the empowerment of women and youth.

IV. Knowledge Sharing

This section describes project-wide highlights and achievements for Q3 in the area of knowledge sharing to promote and sustain a culture of learning and to continue to build a process by which evidence can take a greater role in determining policy directions and programs in agriculture. Activities in this cluster support learning events and exchanges, dissemination of policy relevant research, M&E, strategy development, and the development of knowledge and learning products. By design, Africa Lead activities are demand-driven, and the project operates as a flexible mechanism to provide support to various USAID initiatives at the mission and continental level. As such, the activities in this cluster are adapted to the needs of our stakeholders and partners. However, for the purposes of this quarter's report, we have organized our support along two objectives: development partner events and exchanges, and policy-relevant research conducted and disseminated.

Development Partner Exchanges and Events

In the East Africa region, support for the FTF regional coordination meeting in April greatly improved technical understanding of thematic issues important to food security and integration — and to the region as a whole. The meeting is Africa Lead's contribution to the broader goal of supporting learning and knowledge sharing on resilience and seed policy. Up to 47 stakeholders from regional economic communities, bilateral missions, trade councils, and development partners came together or followed an online link that Africa Lead developed for stakeholders to access workshop materials and presentations. Africa Lead provided support to the USAID/EA mission in organizing and facilitating the meeting, which provided an opportunity for the bilateral missions

and key regional actors to share lessons and best practices, reflect on regional challenges, and jointly identify priority areas.

In related work, Africa Lead is collaborating with USAID/Kenya on a learning activity for the mission's resilience portfolio, which is a partnership of nearly 15 programs. During Q3, the project scoped and designed the activity, which gives Africa Lead an opportunity to provide high-level facilitation support and guidance so that the Partnership for Resilience and Economic Growth (PREG) learning agenda is understood, adequately resourced, and coordinated among the many partners. Africa Lead will support and reinforce a demand-driven approach to policy-relevant research, which will demonstrate the value of integrated programming of resilience activities to county-level decision-makers in the target communities.

As part of preparations for the Regional Mango Week event, the project led coordination and collaboration among the relevant technical partners. This work included organizing technical meetings, as well as reviewing and finalizing concept papers, key events, and logistical requirements.

The event was co-organized by the Ministry of Trade, USAID Senegal, and Africa Lead and provided the first-ever platform for key stakeholders involved in the mango value chain at the national and regional levels to discuss critical issues. The major outcomes of the event include a roadmap to create a Regional Mango Alliance, the selection of an acting Regional Mango Alliance Coordinator, and the drafting of an action plan to guide the process. More than 550 participants from countries such as Burkina Faso, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Mali, Senegal, and Switzerland participated in the event.

Africa Lead additionally provided a senior resource person to support select participants in



brainstorming and proposing guidelines to establish a regional Mango Alliance. The West Africa Trade Hub led working group discussions with private sector representatives from five countries. As part of the project's support, Africa Lead participated in plenary session convened by the Minister of Trade to present the formal declaration of the regional alliance, as well as an action plan for its institutionalization.

Policy-relevant Research Conducted and Disseminated

During Q3, Africa Lead conducted desktop research and produced a white paper to serve as a policy tool to support alignment and harmonization among regional partners and ECOWAS in the West Africa region. This works supports climate-smart agricultural systems projected to have meaningful impact on sustainable reductions in hunger and extreme poverty. This paper emphasizes the importance and ultimate goal of mainstreaming gender in CSA programs and practices in West Africa in an effort to reduce gender inequalities. It also stresses equal benefits for both men and women from interventions in the agricultural

sector. In Q4, USAID/West Africa will present this paper to stakeholders and ECOWAS as an advocacy and policy tool.

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

Mango Event Makes History in West Africa

Mangoes are a beloved fruit in almost every West African home, cultivated in most West African countries from northwestern Senegal to southeastern Nigeria. It has been a promising value chain and the subject of special interest to the majority of ECOWAS Member States — including Burkina Faso, Côte d'Ivoire, Ghana, Mali, and Senegal — which deem the mango value chain a critical priority.

Of the regional Mango Week event, USAID/Senegal noted, "Africa Lead provided excellent leadership and support in the planning and implementation of the highly successful regional Mango Week held in Senegal from May 31-June 2 under the Trade Africa Initiative. Their strong initiative and professional engagement facilitated not only the effective participation of the relevant public and private sector representatives from the leading mango-producing countries in West Africa, but also the successful establishment of a regional alliance with the potential to transform the mango value chain across region."

Specifically, during Q3, Africa Lead supported the completion of EGS country studies, grounded by intensive stakeholder consultations, in Rwanda, Zambia and Kenya and launched in Nigeria. The country studies will play a critical role in informing and influencing policy and investments in the seed sector, especially for small-scale farmers. The studies aim to influence better understanding of farmer requirements, and will have two medium-term impacts:

- Create incentives for greater government and private investment in the respective seed sectors; and
- With a short-term increase in supply and quality of EGS, some policy or investment constraints will come into focus, coalescing stakeholders around the downstream changes required to address those constraints on seed quality and supply.

Africa Lead's activity will conclude in Q4 with a synthesis of the EGS country studies for Rwanda, Zambia, Kenya and Nigeria, which will identify lessons with respect to stakeholder inclusion, policy and regulatory reforms, and investment priorities to surmount the EGS constraint for small holders. In addition, in Q4, Africa Lead will perform a similar but higher altitude review of all EGS country studies to incorporate conclusions and recommendations from Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Tanzania, and Uganda. Also in Q4, Africa Lead will prepare a generic EGS investment plan template to guide country "Seed Platforms" (i.e., stakeholders from the public and private sectors and civil society) on how to transform the EGS Study findings into investment plans through 2017, as a part of their CAADP country goals.

In Mozambique and with support from Africa Lead, the SPEED program engaged with the Confederation of Economic Associations' (CTA's) industrial and trade sub-committees and conducted a desk review to give the CTA an assessment of the

impact of the Southern African Development Community (SADC) Trade Protocol on the industrial sector in Mozambique. The study indicates that there have been gains and losses with the implementation of the SADC protocol. The protocol has played a pivotal role in promoting political stability and dispute resolution in the member states while also placing the region in the sights of potential investors. Some local industries are struggling to keep pace with competition from imports, and the implementation of the SADC FTA has taught the country several lessons – including the need to make use of safeguard measures to manage the risk of serious damage to their industries and domestic economies. Another lesson was that while customs tariffs can be replaced by tax reforms and revenue replaced by internal taxes, the consequences can be dire if not correctly managed. In the case of Mozambique, there has been a major impact on the competitiveness of the local economy because of an inefficient tax system.

Also in Mozambique, SPEED began gathering data and met with the Grow Africa representative for Mozambique to discuss the constraints faced by New Alliance Letter of Intent (LoI) companies. SPEED conducted interviews and onsite visits, and used progress data gathered by Grow Africa to complete the report. SPEED recorded and shared the presentation made by the consultant, published a blog on the report, and wrote two articles for a local newspaper based on the report's findings. Overall, the perception is that the report is valuable in that it outlines the challenges and proposes solutions that are agreeable to most. The business environment challenges faced by the agribusiness, tourism and transport sectors are well known. Further exacerbating these difficulties is the current military tension that is paralyzing various parts of the country, causing companies to close, resulting in massive layoff of staffs, and worsening an already struggling economy.



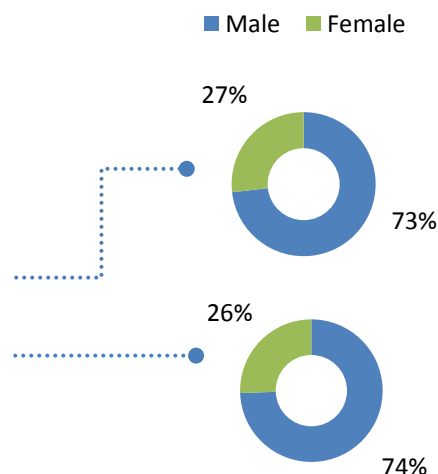
IV. Mission Dashboards

BUREAU FOR FOOD SECURITY



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	59	172
Number of trainings conducted	1	4
Number of individuals trained	56	175
Number of food security event participants	47	90
Number of food security events	2	4



KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

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

ACTIVITIES

- Advanced Training of Trainers (TOT) Program.** To sustain and nurture Africa Lead's strong cadre of approximately 80 professional trainers who have been supporting capacity building around CAADP and Malabo implementation, Africa Lead developed an advanced TOT program that will eventually be rolled out to the entire cadre. *WhatsApp* — a free on-line collaboration tool — has been used to generate interest among participants before, during, and after the Advanced TOT.
- On-going support for the three-member New Alliance (NA) team.** After officially mobilizing the NA team to the Africa Union (AU) in November, 2015, the team continued to ramp up their activities in Q3. Through Africa Lead support, the NA team conducted additional missions to two of the 10 Africa Lead countries (Ethiopia and Cote d'Ivoire); participated in various meetings with international bodies; and formed two working groups to manage the development of the NA/Grow Africa Joint Progress report that will be available in September 2016 for global distribution and launched at the AU Summit in January 2017.



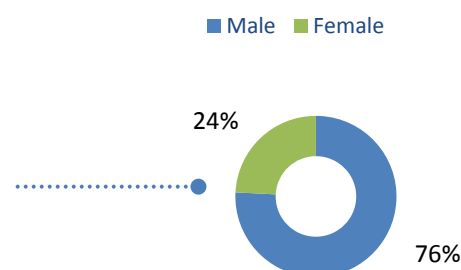
- **Completion of the AUC/DREA Operational Plan for 2016-2021.** The project worked closely with the CAADP Coordinator and CAADP cluster leads to develop a planning document to facilitate AUC/DREA's operationalization of the Malabo declaration at the local, regional, national, and continental levels. The document was finalized during Q3 and includes a clear results framework showing how DREA will use all its tools (investments, staff time, convening, advocacy) to achieve desired outputs, outcomes, and impact projections from 2016-2020.
- **Technical Networks.** To initiate work on the technical networks activity, Africa Lead hosted a start-up workshop with participation from various stakeholders, including, AUC/DREA and NEPAD/NPCA representatives. The objectives of the workshop were to initiate the effort to establish seven technical networks that will provide support, technical advice, and network strengthening to accelerate the implementation of Malabo and CAADP. Sensitization workshops and initiations of several networks are planned for Q4.
- **Technical support to develop the National Agriculture Investment Plan (NAIP) assessment process and Biennial Review Process.** Africa Lead participated in a joint AUC, NPCA, and Regional Economic Communities (RECs) Internal Planning Meeting and CAADP Expert Meeting to operationalize the NAIPs Appraisal and Formulation and Biennial Review Coordination Mechanisms. In addition, the *Guidelines for Country CAADP Implementation under the Malabo Declaration* were revised and issued on 30 June 2016.
- **Seize the Moment Campaign.** Africa Lead was asked to collaborate on the roll-out of the Seize the Moment Campaign to align the most prominent actors in African agriculture to speak with a common voice about the needs of the agriculture sector and to advance public, private, and financial commitments needed to drive sustainable agricultural transformation. The campaign will be launched officially in September 2016 at the African Green Revolution Forum (AGRF) meetings in Nairobi.
- **NSA engagement at the CAADP Partnership Platform Meeting.** Africa Lead partnered with the CAADP Non-State Actors Coalition (CNC) to elevate NSA voices at the CAADP Partnership Platform Meeting in April 2016 in Ghana, which focused on how to effectively mobilize innovative financial resources for agricultural financing. CNC-led events kicked off April 9-10 with a pre-meeting ahead of the main CAADP meeting, and among these events' 62 participants were 53 women representing policy and research centers, national-level advocacy groups, and rural women farmers associations where they serve as presidents, secretaries, and activists – leaders in their communities. The CNC will follow this successful engagement with more outreach to partners on how to use both the recommendations in the NSA communique and the action plans developed during NSA meetings.
- **Early generation seed (EGS) country studies.** Grounded by intensive stakeholder consultations, Africa Lead completed EGS country studies in Rwanda, Zambia, and Kenya, and launched one in Nigeria. The EGS country study in Kenya was conducted by national experts following regional technical training, and supervised remotely by Africa Lead. During the next quarter, the Nigeria study will reflect the country's vast size and diversity.

EAST AFRICA MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	35	85
Number of food security event participants	62	151
Number of food security events	4	5



KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
African Seed Trade Association (AFSTA)	NGO	TA and advisory support	
Common Market for Eastern and Southern Africa/ Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support for COMSHIP Mutual Accountability Follow on Meeting, capacity development	

ACTIVITIES

- Organized the semi-annual Regional Trade Africa and Feed the Future (FTF) Partners Meeting.** To facilitate regional trade and integration, Africa Lead supported USAID/East Africa by organizing the Regional Trade Africa and FTF Regional Coordination meeting, as well as a site visit for 19 USAID staff to Arusha Bloom and Swissport in Arusha, Tanzania to enhance coordination, learning, and strategy development on regional trade and policy. The Regional Coordination meeting provided an opportunity for 47 participants to connect from a range of partners and stakeholders including USAID/Washington, East Africa, and bilateral missions; two key regional economic communities; the World Bank; the private sector; and development partners implementing regional policy, capacity building, and integration programs. Africa Lead has followed up with the participants for their feedback on the April event and suggestions for the next meeting including their input on the scope, preparation process, agenda, timing, and possible participants.
- Supported two Alliance for Commodity Trade in East and Southern Africa (ACTESA) Delegates to Attend Fertilizer Association of Southern Africa (FERTASA) Congress**



and Annual General Meeting (AGM). In Q3, Africa Lead supported the ACTESA Chief Executive Officer and Chairman of the board to attend the FERTASA congress in South Africa to create linkages and learn best practices on fertilizer trade. The meeting focused on sharing knowledge on improving the fertilizer policy environment, access to finance and technical assistance, and private sector participation; as a result, ACTESA leadership is better positioned to identify opportunities for collaboration and to support fertilizer trade in the COMESA region. To spur growth and expansion of the fertilizer sector, ACTESA leadership has committed to: contribute to the speedy development of a Harmonized Fertilizer Regulatory Framework and its domestication at country level; support agribusiness development; explore and design models for financing fertilizer marketing and distribution to achieve the ultimate objective of improving access to fertilizer for small-scale farmers.

- **Supported ACTESA staff for COMESA Seed Harmonization Implementation Plan (COMSHIP) design meeting.** As part of its continued support of the implementation of COMSHIP, Africa Lead facilitated travel for two ACTESA staff to Nairobi for a meeting to design a review program for COMSHIP that will take place in Q4. Africa Lead provided an experienced facilitator in learning and accountability processes and the seed sector to take the team through lessons learned from the previous meetings, identify clear objectives, agenda and methodology development for preparing the meeting. Involving facilitators in designing, developing, and preparing the meeting represented a shift from the previous approach where facilitators focused only on facilitation; this approach also improved ACTESA's capacity to organize events.
- **Organized Horn of Africa: Joint Planning Cell (JPC) Learning event .** In Q3, Africa Lead organized the Annual Meeting of the Horn of Africa JPC in Addis Ababa, Ethiopia with the objective of informing development of the Resilience Framework for Change 2.0 (RFC) (2017-2021). The meeting also aimed to improve joint understanding of the USAID resilience approach and increase collaboration and learning between programs and partnerships. Moving forward, Africa Lead will deepen its support for USAID resilience activities, with plans to support USAID in organizing a forum for key actors and experts in arid and semi-arid lands (ASAL) livelihoods in East Africa in Q4.
- **Don't Lose the Plot Impact Evaluation.** Africa Lead prepared to conduct an impact evaluation for the upcoming television reality show, *Don't Lose The Plot* (DLTP) and provide guidance to DLTP's production company, Mediae, on how to improve aspects of the show to improve attribution and contribution to the intended impact. DLTP will be broadcast in June 2017, and the evaluation, in addition to demonstrating the impact of the show, will inform future programming on the use of media as a tool for agricultural interventions targeting women and youth. In Q4, Africa Lead will refine indicators and develop tools for data collection.
- **Inspiring Youth Agribusiness Entrepreneurship.** *Makutano Junction* concluded its Swahili broadcast in Tanzania this quarter, and Africa Lead's partner, Mediae, undertook post-broadcast research to examine changes in audience attitude toward agriculture, business, and technical skills attributable to Makutano Junction. They used GeoPoll, a global mobile surveying platform that collects data from more than 200 million users in Sub-Saharan Africa through text messages (SMS) and interactive voice surveys (IVR). According to the research, female audience members represent 52 percent of viewership, and 80 percent say they learned how to earn a living – or about business skills, saving, technology, and good farming practices – from the show.
- **Don't Lose the Plot (DLTP).** Mediae completed photography and produced rough cuts of the first five episodes of the reality television show, *Don't Lose the Plot*. In these first

episodes, viewers met the reality show contestants and the two hosts while getting a feel for the challenges each is up against on their demonstration plot. Mediae and Africa Lead began discussions on the learning and communications plan for *DLTP*.

- **Support African Seed Trade Association (AFSTA) and Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA) to participate in African Seed Trade Association (ASTA) congress.** Africa Lead supported the Seed Coordinator of ACTESA and the Secretary General of AFSTA to attend the ASTA Congress, which allowed both parties to share lessons and share best practices in seed trade. Both individuals made presentations on the progress and issues around the implementation of COMSHIP, and as a result, ASTA members were able to identify opportunities for interregional collaboration, investment, and support for the COMSHIP implementation. This opportunity will help in creating strategies to increase seed policy harmonization and trade in the region.



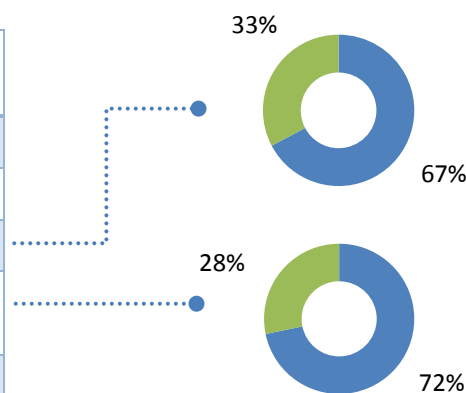
KENYA MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	50	114
Number of trainings conducted	3	11
Number of individuals trained	55	249
Number of food security event participants	85	189
Number of food security events	4	11

Male Female



KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Tegemeo Institute, Egerton University	Research/Academic	OCA	
Bomet, Taita Taveta, Kakaamega, and Vihiga counties	Gov	OCA validation workshop, C4C training	
Arid and Semi-arid Lands (ASALs) Counties	Gov	Stakeholder workshop	
Agricultural Council of Kenya (AgCK)	Gov	Organizational strengthening, facilitation of NSA consultation	
Agricultural Policy Analysis Group (APAG)	Gov	Participation in policy dialogue	

ACTIVITIES

- Organizational Capacity Assessment (OCA) for the Tegemeo Institute, Egerton University.** In Q3, Africa Lead worked with the Tegemeo Institute, which is part of Egerton University, and USAID to finalize the OCA terms of reference, recruit three consultants, and approve the inception report and activity plan. Tegemeo Institute is the principle agricultural policy analysis and development institute, which USAID has supported over the years. In

Q4, Africa Lead will continue technical support through the consultants for the OCA assessment and convening of one validation workshop. In addition, Africa Lead will facilitate development of a detailed capacity development plan for Tegemeo in response to OCA findings and identify priority institutional strengthening activities to further support.

- **Bomet and Taita Taveta County OCA follow-on capacity interventions.** Africa Lead continued to engage both Bomet and Taita Taveta counties to finalize OCA reports and hold validation workshops with relevant stakeholders. Africa Lead also developed draft curricula and training manuals for two training modules: organizational health and management, and project management and systems. A similar planning meeting is confirmed to take place in the first week of Q4 for Taita Taveta, and Africa Lead will also undertake two trainings in both Taita Taveta and Bomet counties based on the two modules developed.
- **Conduct Champions for Change (C4C) Leadership Training for Resilience and Economic Growth.** Africa Lead and Africa Health and Development International (AHADI) are leveraging resources to build the capacity of county officials in the arid and semi-arid (ASAL) region to lead and manage change that builds resilience and economic growth. A three-day Training of Trainers was conducted to prepare the trainers, review the curriculum, and test the facilitation design, which resulted in further refinement of the curriculum material. In Q4, Africa Lead expects to roll out the C4C Training for Resilience and Economic Growth where approximately 250 county officials from six ASAL counties will be trained, and concrete action plans and commitments for change will be developed.
- **Partnership for Resilience and Economic Growth (PREG) Learning event.** As part of Africa Lead's support of USAID/Kenya and East Africa's PREG initiative, Africa Lead contracted key consultants to design and facilitate—working closely with USAID—to develop an agenda for the three-day PREG Learning Event. Africa Lead will facilitate this event in Q4, which will enable approximately 50 key PREG stakeholders and partners to reflect on their shared vision for change, review the current status of collaboration, and determine clear actions to enhance their collaboration. Accordingly, in Q4 Africa Lead will work to ensure that all the arrangements (stakeholder engagement, workshop material design, and logistical plans) are effectively implemented in time for the event.
- **Development of the Kenya Resilience Program scope of work (SOW).** Africa Lead held consultations with PREG partners, USAID staff, and the National Drought Management Authority (NDMA). Based on the findings, a scope of work and budget were developed and submitted to the Mission. Africa Lead also attended the Horn of Africa Resilience Joint Planning Cell Annual Summit in Addis Ababa, which brought in regional partners implementing resilience programs with the Horn of Africa. In Q4, Africa Lead will operationalize work plan activities as outlined in the SOW submitted to the Mission.
- **Agricultural Council of Kenya (AgCK) for Effective and Evidence Based Participation in Agricultural Policy Processes.** Africa Lead supported the AgCK through technical and logistical facilitation of national roundtable consultations with representatives NSAs for six value chains: coffee, tea, cotton, sugarcane, beef, and fisheries. Africa Lead also engaged with AgCK to strengthen the organization through design of an organizational strategy and specific policies/documents on membership, representation, and a mechanism for membership engagement. Moving forward, Africa Lead will provide technical assistance to facilitate and report on the remaining processes, as well as complete the AgCK strategic plan.
- **Institutional Architecture Assessment (IAA).** Although the final validation stages of the IAA process have stalled due to several challenges (including changes in key Ministry positions and continued lack of cohesiveness among donors), in Q3 Africa Lead strategically



engaged with the Mission and the inter-governmental secretariat at the Ministry, in order to implement some of the key IAA recommendations. For instance, Africa Lead is recruiting a donor coordination specialist in response to sector actors' request for donor coordination for effective policy and institutional engagement. In addition, Africa Lead supported the development of a scope of work for a senior sector advisor to be based at the Ministry. In Q4, Africa Lead will finalize the recruitment process for both of these critical positions.

- **The Agricultural Policy Analysis Group (APAG).** Africa Lead took part in the first APAG policy event, which focused on “Devolution and Agriculture,” and provided a forum to: present findings of several studies undertaken by APAG members and discuss their implications for agricultural development in Kenya; conduct open discussion among stakeholders; and discuss possible ways to improve policy-making in agriculture under devolution. Participants included 39 representatives from the national government, county government, private sector organizations, farmer organizations, development partners, and the policy research community. In Q4, Africa Lead will host a breakfast meeting of the APAG members to review this event's recommendations and agree on the next set of activities for FY2017.
- **Kenya Early Generation Seeds (EGS) Study.** Africa Lead facilitated a workshop in which 26 stakeholders—including the Ministry of Agriculture, Livestock and Fisheries, the private sector, farmers, public research institutions, universities, international research organizations, and development partners—validated the draft EGS study. This Kenya EGS study aims for better understanding of farmer requirements, more specifically the demand for EGS independent of the policy and technical parameters affecting supplies. Stakeholders provided useful recommendations that were included in the final report for the Kenya EGS, which was finalized during the quarter and shared with the Mission.

MALAWI MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	-	6
Number of food security event participants	-	1
Number of food security events	-	7

ACTIVITIES

- Malawi Institutional Architecture Assessment Update.** Africa Lead conducted an institutional architecture assessment update and sought to validate the potential for a think tank to improve evidenced-based policy analysis in Malawi. The assessment indicated the institutional architecture for agriculture and food policy in Malawi has improved in the past three years. In particular, the assessment found improvements in the guiding policy frameworks including the National Agriculture Policy, policy development and coordination and mutual accountability, inclusivity and stakeholder consultation, and evidence-based analysis. Stakeholders asked USAID and Africa Lead to work with other actors to support a study to determine the demand for policy analysis, a think tank, and the possible development of a terms of reference for identifying and supporting an organization to be the think tank.

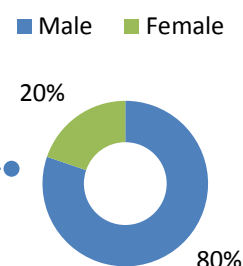


MOZAMBIQUE MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	5	119
Number of food security event participants	157	1569
Number of food security events	7	24



KEY PARTNERS







Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Ministry of Agriculture and Food Security (MASA)	Gov	Capacity enhancement, facilitation of review of the Agriculture Investment Plan (PNISA)	 
Confederation of Trade Associations (CTA)	NGO	Capacity enhancement	
Ministry of Land, Environment, and Rural Development (MITADER)	Gov	Technical input on regulations	

ACTIVITIES

- **Mozambique's Doing Business indicator ranking for "Getting Electricity".** Through Africa Lead support, the Support Program for Economic and Enterprise Development (SPEED) project worked with the Mozambique Electricity Company (EDM) and the Ministry of Industry and Commerce (MIC) to propose changes to make the new electricity connection process for firms more cost effective and responsive. The Council of Ministers approved the proposed reforms on April 13, 2016 conferring on them legal validity. The onus now falls on EDM to begin the process of organizational restructuring and implementing the newly redesigned process.
- **Meeting on the impact of the Southern Africa Development Community (SADC) Trade Protocol on Mozambique's industrial sector.** SPEED engaged with the Confederation of Business Associations (CTA's) industrial and trade sub-committees and conducted a desk

review to provide CTA with an assessment of the impact of the SADC Trade Protocol on the industrial sector in Mozambique. The findings of this desk review, which SPEED submitted to CTA for comment, should be complemented by in-depth analysis of selected companies and analysis of the capacity of the country's new industrial policy to respond to the issues which arise. In addition, an assessment of the extent to which the protocol is actually being implemented will be required, as importers report that implementation is in fact very patchy.

- ▣ **A conference on reviewing Mozambique's PNISA.** The Government of Mozambique (GoM), supported by the World Bank, the SPEED program, and Michigan State University (MSU), proposed developing a conference to review the first three years of the implementation of the Agriculture Investment Plan (PNISA) in partnership with the private sector, and to identify priority actions for the remainder of PNISA's mandate and beyond. SPEED facilitated five plenary meetings between the Ministry of Agriculture, the World Bank, MSU, and CTA, in order to finalize the arrangements for the conference. The stakeholders agreed on a concept note, a draft agenda, and the date and location of the conference in June; however, the conference was postponed indefinitely.
- ▣ **Access to land and use of land as collateral.** Although once considered progressive legislation, there have been increasing complaints that the *1997 Land Law* is technically sound but difficult to implement under the existing environment. SPEED held technical discussions with the Ministry of Land, Environment, and Rural Development (MITADER) and development partners on both a draft land leasing regulation and a proposed road map for the harmonization of concepts and provisions within the land legal framework. If the draft land leasing regulation is approved, SPEED+ could consider supporting its implementation.
- ▣ **Analyzing the costs of compliance and identifying barriers to agricultural investment.** SPEED supports the High Level Business Advisory Working Group (BAWG) to provide a dialogue platform between New Alliance Letters of Intent (LoI) companies, government institutions, and other interested parties. This quarter the program conducted research, interviews, and onsite visits to develop a Cost of Compliance report and presentation with clear messages for the government on what is necessary to change to attract and promote more investment. SPEED recorded the presentation, shared it on social media, and published a related blog; in addition, two articles on a local newspaper were published based on its findings.
- ▣ **Blogs and Social Media.** This quarter SPEED continued to actively engage with social media (Facebook, LinkedIn, and Twitter) to disseminate information about policy change issues. SPEED staff and invited contributors including visiting consultants and economic commentators contributed 44 blogs, which were regularly uploaded to the SPEED website. The program also actively partnered with the USAID-supported Trade Law Centre (TRALAC) to increase coverage and distribution of blogs and other public materials.

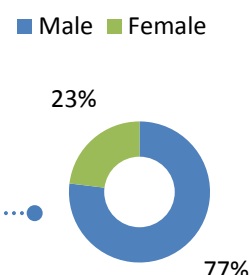


TANZANIA MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	13	105
Number of trainings conducted	1	4
Number of individuals trained	13	109
Number of food security event participants	-	146
Number of food security events	-	2



KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	TA in communication strategy	
Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	Research/Academic	Capacity strengthening	

ACTIVITIES

- Expanded Training of Trainers Course.** Africa Lead recruited and trained 13 training professionals in a Training of Trainers (TOT) course, which is part of a larger effort to meet the demand for qualified training professionals to facilitate trainings and events that advance change in the agricultural sector in Tanzania. The Introductory TOT course was conducted in Q3 and was facilitated by two leading trainers, who went through the same course in 2014 and 2015. For Q4, five trainers have been selected to participate in the Advanced TOT course in curriculum design, coaching, and mentoring that will be conducted in Kenya for 20 Africa Lead trainers from East and West Africa; these trainers will then cascade the Advanced TOT Course to the existing cadre of trainers in August 2016.
- Tanzania Women and Youth Media Activity.** Africa Lead finalized the program production schedule, developed the program storylines, completed the marketing and promotion strategy, and wrote scripts for the first 13 radio episodes of the *KUMEKUCHA* program.

Africa Lead is working with the Tanzania film board to help inform media attendance for the launch the program in July at the Government of Tanzania's press conference center. The event will feature prominent celebrities who are acting in the feature film version (as well as providing voices for the radio drama) and will be opened by USAID/Tanzania's Economic Growth Office Director.

- **Impact Evaluation for Tanzania Women and Youth Media Activity.** IPSOS designed research instruments and training materials for the baseline and end-line surveys of the impact evaluation of the women and youth multimedia activity in Q3, including: a household survey questionnaire for baseline and end line (in English and Swahili); discussion guides (in English); a field work training schedule; and a training curriculum. During this period Africa Lead reviewed and approved a report on pilot test results. As a result, IPSOS will proceed with collecting data for the baseline study that should be accomplished before the broadcast in July.
- **Communication strategy and institutional strengthening support to Platform for Agriculture Policy Analysis and Coordination (PAPAC)** Africa Lead staff, with the support of a communications consultant, presented the first draft of the PAPAC Communication Strategy and Execution Plan to PAPAC along with key officials of the Ministry of Agriculture Livestock and Fisheries (MALF) and later to USAID. As a result, the plan had to shift focus to how both PAPAC and Policy Analysis Group (PAG) can be strengthened through communications, and the Africa Lead communications team will finalize the document by incorporating comments made by PAPAC and other stakeholders. A final version of the plan will include recommendations to strengthen PAPAC/PAG secretariat communications capacity, improving and updating knowledge products and management systems, raising the visibility of PAPAC as a resource for agricultural policy analysis, diversifying policy learning events, and focusing on press/media education and outreach.
- **Organizational Capacity Building Support to Sokoine University Graduate Entrepreneurs Cooperative (SUGECO).** During Q3, Africa Lead co-developed with SUGECO the terms of reference for support to provide organizational capacity assistance to SUGECO in the design of an agribusiness internship and incubation model, and development and operationalization of a networking, partnership, and communication strategy.

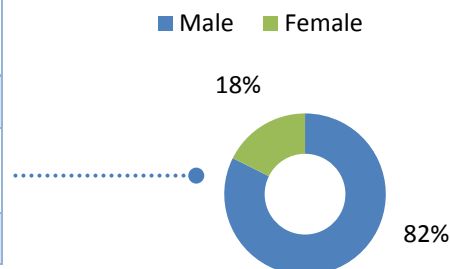


WEST AFRICA MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	98	146
Number of food security event participants	2	4
Number of food security events	153	242



KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
West and Central African Council for Agricultural Research and Development (CORAF/WE CARD)	Research/Academic	Institutional audit, presentation to Board	
Economic Community of West African States (ECOWAS)	NGO	Support Regional JSR process, including workshop facilitation	

ACTIVITIES

- **Facilitated institutional audit of the West and Central African Council for Agricultural Research and Development (CORAF/WE CARD).** In Q3, Africa Lead met with the governing board members to validate findings and recommendations from an institutional audit of CORAF/WE CARD. As a result of the validation exercise, the board agreed to move forward with actions of financial sustainability and organizational management. In Q4, Africa Lead will work with CORAF to design and facilitate a strategic planning workshop for senior management in order to develop a new strategic plan. The plan will provide a framework to help CORAF achieve sustainable and broad-based improvement in agricultural productivity, competitiveness, and markets in West and Central Africa. In addition, Africa Lead will ensure that the new strategy aligns with CORAF's mandate and that it addresses upcoming challenges in the regional agriculture sector.
- **Support to ECOWAS' Regional Joint Sector Review (JSR) and Regional Monitoring and Evaluation (M&E) System.** Africa Lead facilitated and provided logistics for a regional

Monitoring Task Force workshop in Accra to deliberate on technical input for an upcoming steering committee meeting at the Economic Community of West African States (ECOWAS) regional workshop in Abidjan. In addition, Africa Lead supported the follow up discussion on the National Agriculture Investment Plan (NAIP) and Regional Agricultural Investment Programme (RAIP) formulation processes at the ECOWAS workshop. In the coming quarter, Africa Lead will continue to play a pivotal role in supporting multi-stakeholder fora and workshops for policy development and mutual accountability in West Africa.

- **Conducted and disseminated policy-relevant research.** During Q3, Africa Lead conducted desktop research and produced a white paper to serve as a policy tool that will help regional partners and ECOWAS align on common directions being pursued in West Africa in support of climate-smart agricultural (CSA) systems projected to reduce hunger and extreme poverty in a meaningful and sustainable way. With the evolving challenges in agriculture and the renewed commitments from Malabo, the international community has realized that there is a need to push for the definition of evidence-based, attribution pathways from CSA actions to top-line outcomes. The paper further emphasizes the importance of mainstreaming gender in CSA programs and practices in West Africa to reduce gender inequalities and ensure that both men and women benefit equally from any interventions in the agricultural sector – which in turn reduces risks linked to climate change.



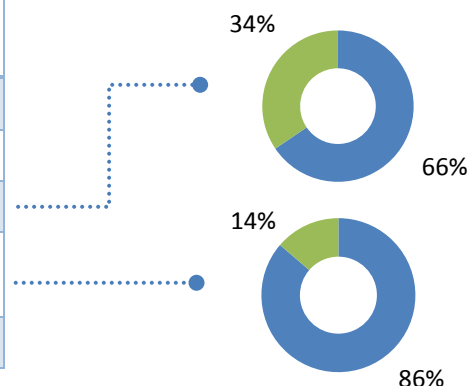
DRC MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	40	40
Number of trainings conducted	1	1
Number of individuals trained	29	29
Number of food security event participants	73	83
Number of food security events	1	2

■ Male ■ Female



KEY PARTNERS






Knowledge Sharing



Capacity Building



Policy Support

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

ACTIVITIES

- **Champions for Change Leadership short course.** In Q3, Africa Lead delivered its first C4C Leadership short course in Kinshasa for 28 Congolese agriculture stakeholder representatives. Participants included senior managers from government institutions, private and civil society organizations, and farmer organizations involved in the DRC's agricultural transformation process. The objective of the course was to enhance participants' skills to lead and manage change within their respective institutions. In the next quarter, Africa Lead will deliver the second C4C Leadership short course to stakeholders from USAID-funded projects in provinces other than Kinshasa.

- **Groupe Thématique 9 (GT9) meeting.** Africa Lead supported the Ministry of Agriculture, Livestock, and Fisheries to organize the first GT9 meeting for 2016 by coordinating all preparatory meetings held by the GT9 steering committee and covering the logistical costs for 80 participants. The Minister of Agriculture presided over the meeting, and the Government of the DRC outlined policy priorities to be implemented during the last half of the year. These priorities provided a platform for donors to agree on funding for specific actions. In Q4, Africa Lead will continue to provide technical support to GT9 meetings.
- **Donor coordination meetings (GIBADER).** As the current chair/leader of the GIBADER, USAID hosted two donor coordination meetings this quarter with support from Africa Lead. The goal of the meetings was to enable donors engaged in the agriculture sector to align their interventions and provide complementary technical assistance to enhance the government's institutional capacity and accelerate implementation of key activities. Donors agreed to encourage the government to conduct feasibility studies and provide evidence-based recommendations for funding agro-industrial park projects and to align interventions with the African Development Bank's new strategy for African agricultural growth. The agro-industrial park is one of the strategies to implement the country's National Agricultural Investment Plan. As such, Africa Lead will continue to coordinate GIBADER donor group meetings.

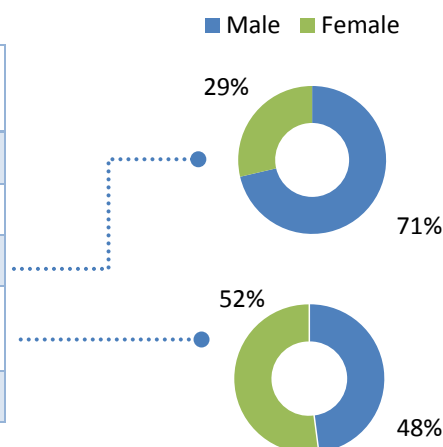


GHANA MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	125	177
Number of trainings conducted	5	9
Number of individuals trained	164	207
Number of food security event participants	146	260
Number of food security events	4	7



KEY PARTNERS













Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Africa Youth Network for Agricultural Transformation (AYNAT)	NGO	Capacity strengthening, policy dialogue	 
Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement	 
Business and Development Consultancy Centre (BADECC)	NGO	Capacity strengthening, policy engagement	 
Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement	 
Ashesi University	University	C4C leadership course	
Ghana Livestock Development Network	NGO	Logistical support, policy dialogue	

ACTIVITIES

- **Champions for Change (C4C) Leadership Short Course.** During Q3, Africa Lead organized three C4C Leadership short courses to improve the effectiveness of individuals and institutions to contribute to agricultural transformation. Africa Lead-trained facilitators

also provided follow on training to two of the courses: the first in Damongo for 39 participants; and the second in Accra for 35 participants. During the next quarter, Africa Lead will support the delivery of a C4C leadership cascade short course to the Ministry of Food and Agriculture's national service personnel, executives of the Ghana National Association of Farmers and Fishermen in Kumasi, young professionals, and farmer-based organizations.

- **C4C Leadership Course at Ashesi University.** As a follow-on to efforts to institutionalize and sustain the C4C leadership curriculum at Ashesi University, Africa Lead delivered its flagship C4C leadership short course to 36 selected staff and students from the University. The course focused on ways to develop, advocate for, manage, and lead transformational change needed in agriculture.
- **Networking and Alliance Building Course to C4C Networks.** To strengthen the knowledge base of the C4C networks to be effective in carrying out their mandate, Africa Lead supported a Networking and Alliance Building course for the leadership of the nine networks. Participants gained knowledge of the processes involved in instituting networks at the local, national and international levels and in building alliances with like-minded groups, organizations, and stakeholders with the goal of leveraging and promoting agricultural transformation among related areas.
- **Coalition of Non-State Actors (CNC/NSA) Sensitization Workshop.** Africa Lead facilitated a **sensitization workshop in Ghana** to strengthen the knowledge and capacity of NSAs on policy frameworks and on CAADP and Malabo Declaration implementation processes during Q3. The NSAs also deliberated on the most effective and appropriate mechanisms to maximize the impact of NSA engagement in the CAADP, Joint Sector Reviews (JSRs), and mutual accountability processes in Ghana. Fifty-seven participants including representatives of CSOs, farmer-based organizations, youth and women organizations, media, and resource persons from the Ministry of Food and Agriculture in Ghana attended the workshop. The NSA representatives developed action plans to strengthen NSA engagement in the CAADP process.
- **NSA pre-meeting on the 12th CAADP Partnership Platform.** The CNC collaborated with Africa Lead to organize a pre-meeting ahead of the 12th CAADP Partnership Platform meeting in Ghana to reflect on the progress of the CNC and reaffirmed the commitment of NSAs to achieve CAADP/Malabo objectives through joint action planning and strengthening of partnerships.
- **C4C Networks Organizational Capacity Strengthening Grant Program.** During Q3, Africa Lead awarded four grants to C4C Networks, including Africa Youth Network for Agricultural Transformation (AYNAT), the Inland Culture Fisheries Association of Ghana (ICFAG), the Business and Development Consultancy Centre (BADECC), and the Savanna Integrated Rural Development Aid (SIRDA) to support organizational capacity-strengthening initiatives. The institutions are expected to use the support to improve the organizational and technical capabilities of NSA groups to make meaningful contributions to agriculture policy issues and engage in discussions to effectively implement policies and programs that contribute to the growth of the agriculture sector in Ghana. During Q4, Africa Lead will monitor the implementation of the organizational capacity building grants.
- **Agribusiness Leadership Internship Program.** Africa Lead participated in the 4th Annual USAID Financing Ghana's Agricultural Program's (FINGAP) Ghana Agribusiness Investment Summit for the second year. In addition, the project co-sponsored the summit in exchange for access to more than 60 small and medium-sized enterprises (SMEs) that registered to participate in **Africa Lead's Agribusiness Leadership Internship Program**. Fifteen Youth



Champions were selected to participate in the Business to Business (B2B) session of the program through a competitive application process. During the next quarter Africa Lead will recruit and place 20 interns for this program.

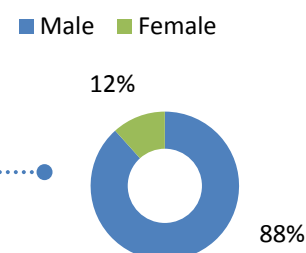
- **Youth Policy Dialogue Forum.** Africa Lead supported the Africa Youth Network for Agricultural Transformation (AYNAT) to organize its first high-level Youth Policy Dialogue Forum to empower youth for inclusive and effective participation in agricultural transformation. The dialogue served as an exchange platform for youth to critically examine and challenge the implementation of Ghana's Youth in Agriculture (YIA) program to date. AYNAT recruited new youth members as part of a Policy Monitoring Committee to spearhead policy advocacy campaigns and strengthen the mutual accountability mechanisms around the implementation of the YIA.
- **Draft Veterinary and Animal Production Bill.** As a follow-up activity to the March 2016 gap analysis workshop on the draft veterinary and animal production bill, the Ghana Livestock Development Network (GLIDEN) formed a bill-drafting committee made up of representatives from the Veterinary Services and Animal Production Directorates (VSD/ADP), the Policy Planning Department of the Ministry of Food and Agriculture, the Attorney General's Department, and the Ghana National Association of Poultry Farmers. The meeting focused on editing and formatting the draft bill and livestock policy documents for subsequent transmission to the Minister of Food and Agriculture.

GUINEA MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	59	172
Number of food security event participants	22	65
Number of food security events	1	3



KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Ministry of Agriculture and key agriculture stakeholders	Gov	Policy & Institutional Review – Validation and Strategic Planning Workshops	

ACTIVITIES

- Support to the Agricultural Policy Analysis Workshop.** During Q2, Africa Lead, in collaboration with the International Food Policy Research Institute (IFPRI), conducted a policy and institutional review of the agricultural sector in Guinea. This review included a detailed analysis of the current national agricultural policy, a performance assessment of current agricultural programs and projects, and a review of institutional arrangements for implementing the Plan National d'Investissement Agricole et de Sécurité Alimentaire (PNIASA), as well as the opportunities and challenges for growth within the sector. The Africa Lead /IFPRI team presented and validated the findings and recommendations of the review to a group of 29 key agriculture stakeholders, including the Minister of Agriculture, at the Agricultural Policy Analysis Workshop held in Conakry.
- Support to an inclusive, strategic planning process for the PNISAA.** Using the data and information gathered from the policy and institutional review, the Africa Lead/IFPRI team facilitated a strategic planning exercise with a larger and more inclusive group of Guinean agriculture actors in Conakry. The group discussed and proposed a new vision, goal, and strategic objectives for the PNIASA, as well as an institutional arrangement to manage and implement it. The planning exercise also defined the roles and responsibilities of both state and non-state actors, specified key policy and institutional reforms needed to accelerate sector growth, and developed a road map and schedule to complete the revision of the



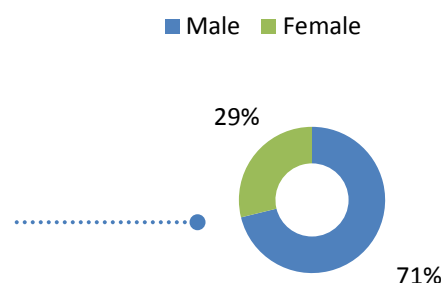
national agriculture policy, PNIASA, and strategic plan. Africa Lead will continue to deliver technical assistance and coaching to the steering committee tasked with finalizing the strategic plan and the revisions of the PNDA and PNIASA.

SENEGAL MISSION



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY3
Number of organizations supported	69	269
Number of trainings conducted	-	1
Number of individuals trained	-	26
Number of food security event participants	111	507
Number of food security events	3	9



KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Investment Promotion Agency (APIX)	Gov	Meeting coordination	
Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Workshop facilitation for strategic planning	
Ministere de l'Agriculture et de l'Equipement Rural (MAER)	Gov	Co supported the restructuring, change management process	
Office des Forages Ruraux (OFOR)	Gov	TA to performance management system	
Direction de l'Analyse, de la Prévision et des Statistiques Agricoles (DAPSA)	Gov	TA to the JSR process, JSR support and technical input	

ACTIVITIES

- Direction d'Appui au Secteur Privé (DASP) 2016-2020 strategic orientation planning workshop.** Africa Lead facilitated a three-day strategic orientation planning workshop for DASP in Q3. Participants included 11 staff from DASP, as well as a representative from the Ministry of Economy, Finance, and Planning. During Q4, Africa Lead will support a workshop to develop and validate the 2016-2020 strategic plan.



- **Workshop for the Office des Forages Ruraux/Rural Wells Office (OFOR).** Africa Lead conducted a workshop to assist OFOR in promoting a greater appreciation of the organization's mission and improving performance among its staff. During the workshop, the team refined and proposed performance targets in a participatory manner, as well as developed a performance evaluation form to be validated with the Directorate General. During the next quarter, Africa Lead will provide technical assistance to OFOR to develop a performance management system for all staff in alignment with the organization's missions and goals.
- **Chaired coordination meetings on APIX Investment Platform with FONGIP, DASP, FONSIS, ADEPME, BMN, and ASEPEX.** The key players promoting private sector investment in agriculture agreed to work together to create the territorial investment platform, in collaboration with local actors from the public and private sectors. The first investment platform will be launched in August 2016 in Saint Louis. Prior to the launch, the group will create a baseline of the region, write a guide for entrepreneurs on how to start a business outside Dakar (in rural and semi-urban regions), and organize pre-planning meetings in Saint Louis with key local actors from the public and private sector. In Q4, Africa Lead will organize a high-level meeting to validate and sign the investment platform protocol.
- **Restructuring and change management process of the Ministry of Agriculture and Rural Equipment (MAER).** Africa Lead has been officially designated by the MAER as a member of the restructuring committee of the Ministry of Agriculture, as well as a member of the implementing team of the Projet d'appui aux politiques agricoles (PAPA) project. In that role, Africa Lead is responsible for strengthening processes and procedures for planning, implementing, and monitoring agriculture policies; strengthening the new directorates such as the Directorate General for Studies, Planning, Prospective and Evaluation (DGEPE), Direction des Etudes, de la Planification, de la Prospective et de l'Evaluation (DEPPE), and Direction de la Promotion des Investissements, du Partenariat avec les organisations professionnelles et de la Coopération (DPIPC); and developing a communication and advocacy plan for agriculture sector development. During the next quarter, Africa Lead will develop the communication strategy and facilitate a team building and strategic visioning workshop for the new DGEPE.
- **Short-term technical assistance to the Direction de l'Analyse, de la Prévision et des Statistiques Agricoles (DAPSA).** Based on the lessons learned from the 2015 Joint Sector Review (JSR), Africa Lead has committed a private sector expert with strong knowledge and experience in agriculture value chains to conduct a needs assessment of key actors in agriculture, including producers groups, women's groups, and the private sector. The stakeholders were selected from the three regions of the country where most agriculture products are produced. The assessment has been completed, and the consultant is working closely with the key actors to prepare for the consultative meeting. During Q4, Africa Lead will deliver technical assistance and logistical support for the 2016 JSR.
- **Regional Mango Week.** In preparation for the mango week event, Africa Lead coordinated activities among technical partners, organized various technical meetings to clarify roles and responsibilities of participating organizations, reviewed and finalized concept papers, and planned key events and logistical requirements for the event. This event – co-organized by the Ministry of Trade, USAID Senegal, and Africa Lead – provided the first-ever platform for key stakeholders involved in the mango value chain at national and regional levels to dialogue on critical issues such as access to markets, competitiveness of the Senegalese and West African mango, and the sector's regulation and capacity-building needs. During

the next quarter, Africa Lead will meet with Trade Africa and the USAID Senegal Mission to agree on Africa Lead support to mango value chain actors.

- ▣ **Regional Mango Alliance working group.** Africa Lead provided a senior resource person to support a select group of participants to brainstorm and propose guidelines and proposals to establish a regional Mango Alliance. The West Africa Trade Hub led working group discussions with private sector representatives from five countries. Africa Lead participated in a plenary session convened by the Minister of Trade to present the formal declaration of the regional alliance as well as an action plan for its institutionalization.



Annex A: Featured Impact Story

Africa Lead's Legacy: Strengthening Africa Lead's Trainers

Over the years, Africa Lead's leadership training facilitators and "trainers" have played a central role in the program's mission to scale up for food security across sub-Saharan Africa. In Tanzania and across East Africa, experienced facilitators with proven track records are in great demand. To meet this demand, Africa Lead is working to scale up the number of trained facilitators who can deliver capacity building training programs, and advance the skills of existing trainers.

In May 2016, in Dar es Salaam Tanzania, Africa Lead began trainings to ensure Africa Lead trainers would be a resource for years to come. The initial goal for the Tanzania Training of Trainers (TOT) course was to strengthen the cadre of Tanzanian based trainers with skills and abilities to facilitate Africa Lead II trainings. The long term goal is to increase the capacity of Tanzanian training professionals and build a network of qualified trainers available to institutions across sub-Saharan Africa, who can be a resource well beyond Africa Lead's program period. The introductory course joined 13 newly recruited training professionals, 3 women and 10 men, to increase their skills and knowledge about agricultural policy and leadership in an intensive five-day training program. This training of trainers is an opportunity for me to improve my skills on training and facilitation. Although I am already a trainer I still need to learn, there is no limit to learning," says Moses Ayubu, an Africa Lead Trainer from Tanzania. The major themes in the training comprised of experiential learning methodologies which included, Kolb's model which explains learning by experience,

information processing, generalization and application. Various skills on facilitating sessions for adult learners were brought on board. By using different facilitation skills, participants practiced the learning process through knowing how the learning climate can be set and a team built during adult learning sessions. Furthermore, participants were introduced to skills on how facilitation can be done by looking at how information can be communicated to the audience.

"We developed experiential learning designs which are adult focused, very interactive and the first training of trainers that we did, was developed in Washington and brought it to Africa and had African trainers "africanize" it," said Kathy Alison, Africa Lead's Senior Training Adviser and Deputy Technical Chief of Party. "Africans know what it is to live on this continent, and they know what the issues are and so if we can train people to get people involved and to be thinking from their hearts, as well as their heads, then we've done our job. Sessions on continental, national and district food and nutrition security initiatives were designed to help participants review their roles in food and nutrition security by describing how their work connects to Continental; Comprehensive Africa Agriculture Development Program (CAADP) and National food security initiatives; review the Malabo commitments and how they relate to their work; and a look into Tanzania's 2014-2020 CAADP/TAFSIP strategic focus.

"As a trainer I hope to get the skills which will help me enable people to transform the agriculture sector in Tanzania and to enable

them to have food security and reduce poverty in the country. When agriculture is improved it has the multiplier effect to the economy, It can produce the resources or raw materials for the industries in the country,” said Grace Aloise, a trainer from Tanzania.

In the year ahead, more Training of Trainers events will focus on increasing the capacity of existing trainers at the regional and continental level, with the aim of creating a public resource and pool of Africa Lead trainers that will be available to partner organizations and institutions, even well beyond 2018 when Africa Lead II concludes.



Anthony Sangeda, one of the lead facilitators, exchanges with participants during Africa Lead's TOT in Dar es Salaam, Tanzania.



Annex B: Indicator Performance Tracking Table

Please note, not all Africa Lead II Goals, Strategic Objectives, or Intermediate Result indicators are measured quarterly or annually; they are included here for completeness only. The Life of Program (LOP) targets are indicative and subject to significant changes depending on Missions buy-ins.

#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Targ et	To date Achieved
Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa										
G1.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA						NA	
G1.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA						NA	
G1.3	Impact	Percentage change in private sector investment in agriculture	NA						NA	
Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security										
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA							
SO1.2	Outcome	Percentage of countries with improved year over year “Ease of Doing Business in Agriculture Index” ranking (BBA)	NA							
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs										
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	75%	100 %	-	-			75%	85%
1.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	2,432	297	328	311			5,852	2,190
		% Women	35%	23%	23%	30%			35%	30%
1.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	45%	-	-	-			65%	100%
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	18	1	1	1			59	17
1.5	Output	Number of knowledge products generated with	15	6	3	8			75	36

#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
		support from AL II								
1.6	Output	Number of food security-related events supported by AL II	58	24	36	41 ¹			210	261
1.7	Output	Number of participants attending food security related events supported by Africa Lead II	3,670	1,843	1,166	1,071 ²			9,115	9,892
		% Women	35%	39%	25%	28%			35%	38%
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	19	16	51	29			48	89
1.9	Output	Number of organizations/institutions supported by AL II	565	455	444	441			1,082	2,234
Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa										
2.1	Outcome	Number of countries with a strengthened JSR process as measured by milestones of a "Strong JSR"	TBD	-	-	-			TBD	-
2.2	Outcome	Number of agriculture policies in countries' G-8 Cooperation Framework policy matrices that have been advanced along the policy development continuum	TBD	-	-	-			TBD	8
2.3	Output/ Outcome (FTF 4.5.1-24)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance	25	8	9	5 ³			34	39
		Analysis		4	3	1				37
		Consultation		2	-	2				26
		Drafting/revision		2	5	0				14
		Approval		-	1	2				8
		Implementation		-	-	-				6
2.4	Output	Number of countries receiving Africa Lead II assistance	20	8	9	9			20	16
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	TBD	-	-	-			TBD	1

¹ This includes eleven training organized in the quarter² Includes training participants under indicator 1.2³ Policies supported under SPEED in Mozambique



#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Targ et	To date Achieved
2.6	Output	Number of JSR workshops conducted/facilitated	TBD	2	-	-			TBD	16
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs										
3.1	Outcome (FTF 4.5.2-42)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, & community-based organizations (CBOs) that apply improved technologies or management practices as a result of USG assistance	50	-	-	-			156	19
3.2	Output (FTF 4.5.2-11)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	337	86	124	165			625	772
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	565	99	95	111			2,047	1,498
		% women	35%	33%	44%	32%			35%	36%
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	TBD	-	-	-			TBD	-
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	TBD	-	-	-			TBD	-
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	TBD	-	-	-			TBD	-
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	40%	-	-	-			36%	-
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	60%	-	-	-			70%	-