



FEED ^{THE} FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

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



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AfricaLead
Scaling up for food security in Africa

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

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Contents

Acronyms	i
I. Introduction.....	1
II. Capacity Development	2
Improved Human and Organizational Performance	2
Improved Skills for Civil Society and Government Actors	4
Increased Leadership Skills and Opportunity for Women	5
Improved Youth Entrepreneurial Skills.....	7
Table I: Key Partners and Collaborators in Q1 FY 2017	9
III. Policy Support	11
Improved Platforms for Inclusive Policy Dialogue.....	11
Facilitation of Mutual Accountability Platforms	12
Strengthened Regional Harmonization	12
Technical Support and Coordination for Malabo Implementation.....	13
Increased Private Investment in Food Security.....	16
IV. Knowledge Sharing	18
Development Partner Exchanges and Events.....	18
Strengthened Resilience by Improving Program Learning.....	19
Promotion of Innovation in Seed Systems	20
V. Mission Dashboards	21
Bureau for Food Security.....	22
East Africa Mission.....	25
Kenya Mission.....	28
Tanzania Mission	30
West Africa Regional Mission	32
DRC Mission.....	34
Ghana Mission	36
Guinea Mission	38
Senegal Mission.....	40
Sierra Leone Mission.....	42

Nigeria Mission.....	44
Annex A. Featured Impact Story.....	45
Annex B. Indicator Performance Target Table	47

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 Sahel
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 a 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 October - December 2016, which is Quarter I of the Africa Lead’s fourth 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 progress during Quarter I (Q1) 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 Q1 activities and performance indicators for each of the project’s buy-ins.



II. Capacity Development

This section describes project-wide highlights and achievements for Q1 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:

- Improved human and organizational performance
- Improved skills for civil society and government actors
- Increased leadership skills and opportunity for women
- Improved youth entrepreneurial skills

Improved Human and Organizational Performance

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.

As part of our ongoing learning and processes for adaptive management, Africa Lead followed up with key partners in Nigeria, Ghana, and Senegal to assess the effectiveness of the project's support and technical assistance efforts. In Ghana, Africa Lead led sessions with the agribusiness unit within the Ministry of Finance to review achievements, challenges, and lessons learned during the year. The

unit is responsible for conducting workshops and seminars on policy analysis for decision making and facilitates knowledge dissemination among agricultural sector stakeholders. Africa Lead is developing capacity within the unit to aggregate data across ministries in the government and stakeholders to produce, analyze, and regulate policy and budget recommendations pertaining to the agriculture sector.

Also in Ghana this quarter, Africa Lead carried out a participatory capacity self-assessment for the Department of Fisheries and Aquatic Sciences (DFAS) of the University of Cape Coast. The assessment team helped the department staff to identify their strengths, weaknesses, capacity gaps, and challenges in order to develop a capacity strengthening plan and identify strategies to enhance project implementation. Africa Lead carried out the assessment using USAID's Self-Assessment Workbook for Network Organizations (SAW). In addition, Africa Lead completed a routine follow up exercise with DFAS on monitoring and evaluation and results based management support delivered in FY16. The training and complimentary technical assistance was delivered to build the capacities of staff and finalize their performance management plan. Africa Lead met with the head of department, program manager and M&E team to discuss progress on their action plan. Findings from the follow up demonstrate that the department has documented and stored all reference documents, as well as completed a results framework with associated indicators.

In Senegal, Africa Lead is working with the Ministry of Agriculture and Rural Equipment (MAER) to develop a communications, advocacy and knowledge management system to align with the institution's new structure. During the quarter, Africa Lead initiated an assessment of the internal and external communications mechanisms,

strategies and procedures within the MAER as well as knowledge management systems currently in place. Similarly in Senegal, Africa Lead facilitated a 2016 midterm program review and a 2017 activity-planning workshop for the *Bureau Operationnel et de Suivi (BOS)*. Participants reviewed achievements of each flagship project and key reforms in light of the targets set in January 2016, and analyzed factors that have contributed to the success and challenges in achieving targets. This strategic review was then used to inform planning for 2017 activities.

In Nigeria, the project followed up on monitoring and evaluation technical assistance and results based management (RBM) training that Africa Lead delivered to the Federal Ministry of Agriculture and Rural Development (FMARD) in 2016. To assess the impact of this support, Africa Lead facilitated a focus group with a mix of FMARD staff and conducted interviews with directors of FMARD's National Agricultural Quarantine Service, Animal Production and Husbandry Services, Statistics and Planning Rural Development, as well as Sustainable Development Goal (SDG) Officers.

The findings reveal that the training program facilitated by Africa Lead was particularly beneficial to the SDG Officers. The SDG Officers noted an improved ability to carry out their roles and improved understanding of M&E concepts and terminologies such as logical framework, results chain, indicators, outcomes, data collection and analysis, reporting and decision-making. According to the SDG Officers, the most beneficial parts of the course were the sessions on “setting goals” and “team work”.

“The understanding of “team work” changed my perspective. It makes me feel more accountable. I definitely realized the success of teamwork depends on my contribution as well as the contribution of my teammates” - John Ladong, Principal Agriculture Superintendent.

Feedback from the directors also revealed a positive impression of Africa Lead support, and that

they found the training on decision-making most beneficial.

“The M&E retreat I attended with Africa Lead support gave me an extra eye. This new eye strengthened my ability to verify the information before making decision. As Director of a department, I have to make decisions, which requires good skills in control and analysis that I gained from the M&E retreat organized by Africa Lead” - Dr. Vincent Isegbe, Director of Agricultural Quarantine Service

Africa Lead has become an asset for its institutional partners that increasingly entrust our team with organizing and supporting change processes. In the DRC for instance, Africa Lead is working with the National Coffee Office (ONC) to help the organization understand its capacity in order to better identify capacity building priorities. During Q1, the project validated findings from the Participatory Institutional Capacity Assessment and Learning Index (PICAL). During the process, Africa Lead identified appropriate external stakeholders to interview and review ONC's capacity issues in greater depth. With support from Africa Lead, ONC then reviewed stakeholder input and findings

ONC's senior management team appreciated the value and significance of the PICAL validation exercise. As Boni Kitumba, Director the Production Unit of ONC, stated “at the beginning, we perceived the PICAL to be an external audit and therefore we were tempted to over-score to hide the reality of underperforming components.” During the exercise, however, senior managers realized how this influenced the findings – and usefulness – of the assessment. Together, they agreed to revise their approach to scoring and generated a more confident result.



from the validation interviews. After reflecting on the external stakeholder feedback, ONC senior managers adjusted their ratings where appropriate and used the results to identify capacity-building priorities. As a result of this validation exercise, the ONC has taken ownership of the PICAL tool as part of their internal learning process. The long-term objective is to enable the ONC to adopt this self-assessment tool and incorporate it into the organization's practices and culture.

Africa Lead's support to capacity development does not end with assessments and plans. The project is also supporting internships for key regional institutions in support of broader, organizational-level change within the framework of CAADP and Malabo Declaration goals. For instance, Africa Lead has recruited a cohort of young professionals for West Africa regional partners, including 12-month internships with the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), and the Department of Agriculture and Rural Development (DARD) at ECOWAS. After a rigorous and competitive review process of hundreds of applications, Africa Lead selected four young professionals in close consultation with the partner institutions. Africa Lead is supporting the following key internships:

- Communications associate at the ECOWAS /DARD in Abuja, Nigeria
- M&E associate at CILSS-Agrhymet in Niamey, Niger
- Communications associate at CILSS-INSAH in Bamako, Mali
- M&E associate for the CILSS' Executive Secretariat in Ouagadougou, Burkina Faso

The Young professionals completed a three-day orientation in Accra prior to mobilizing to their respective posts. Topics covered during this orientation included an overview of CAADP objectives; work planning, report writing and work readiness coaching. To date, the interns have been involved in tasks and assignments to help improve the organizational performance within their assigned units.

Improved Skills for Civil Society and Government Actors

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 also working to enable 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 Q1, Africa Lead facilitated two C4C Leadership courses in Guinea and Sierra Leone. In Guinea, the course was tailored to target directors and senior managers of key rural development ministries and agricultural institutions expected to influence the development of agriculture and food security in Guinea. In Sierra Leone, participants included staff from the Ministry of Agriculture, Forestry and Food Security (MAFFS), the Sierra Leone Chamber for Agribusiness Development (SLeCAD), and the Sierra Leone Investment and Export Promotion Agency (SLIEPA).

Africa Lead has worked with four African universities interested in integrating the Champions for Change (C4C) curriculum module into their syllabi for undergraduate and graduate students in the field of agriculture. In Senegal, Africa Lead is collaborating with the Higher Institute of Agriculture and Entrepreneurship of University Cheikh Anta Diop of Dakar (ISAE/UCAD) to integrate C4C modules into the core curriculum. During Q1, Africa Lead facilitated a training of trainers (TOT) course to develop and strengthen in-house capacities to deliver C4C courses at the university. The facilitators utilized methodologies modeling the adult learning and cognitive psychology principles that ISAE/UCAD is expected

to use when delivering content to undergraduate and graduate students in their institutions.

Africa Lead also facilitates networking activities between champions to strengthen the reach of leadership training and skills development. In Ghana for instance, Africa Lead organized a progress review and planning meeting with C4C networks to review accomplishments, challenges, and lessons learned, and discuss the activities planned for 2017. Deliberations at the meeting enabled the exchange of ideas and experiences in order to effectively address challenges and complement each network's efforts. The network members agreed on the need to establish a platform to share best practices and lessons learned, and reflect on the efficiency, effectiveness, relevance and sustainability of the network's interventions. Participants also discussed the need for one-on-one technical support to networks for effective implementation and reporting of their activities. Participants agreed that in 2017, the networks would also focus on expanding their activities into new geographic areas, including at the district-level, and throughout the ten regions of the country.

Increased Leadership Skills and Opportunity for Women

Though capacity building and learning activities, Africa Lead is promoting leadership opportunities and improving skills for women. In Ghana for instance, Africa Lead is supporting the Savanna Integrated Rural Development Aid (SIRDA) to increase agribusiness management and ownership opportunities for women. SIRDA hosted a number of radio sensitization programs organized and broadcasted to the public to raise awareness on

integrated farm management and value-chain development. SIRDA also delivered its first series of capacity building interventions and facilitated their "Group Dynamics and Management" training for women farmers during Q1, where participants learned about effective management practices and leadership.

In Tanzania, Africa Lead is partnering with Media for Development International (MFDI) to create mass media products that inspire millions of Tanzanian women and youth to participate more effectively and actively in modern farming and agribusiness entrepreneurship. Through a weekly radio show and companion feature films called "Kumekucha", Africa Lead seeks to reinforce behavior change among women and youth on the farming industry. The campaign targets small-scale farming communities within the Southern Agricultural Growth Corridor of Tanzania (SAGCOT). During this quarter, the Kumekucha Community Resource Kit was developed by local partners to complement the content with additional resources for small-scale farming communities. Land O Lakes is distributing 1,000 copies of community resource kits through their community outreach programs in SAGCOT regions. In addition, during this past quarter, the FTF Staples Value Chain program, called NAFKA, will use the kits to support similar efforts with community radio stations in their project regions (which include Zanzibar). These partnerships leverage Africa Lead's investment in "Kumekucha", as well as increase the reach of the program in communities throughout SAGCOT regions. Over the next two quarters, it is intended that MFDI will release and distribute the first of its "Kumekucha" feature length films.



Celebrating International Rural Women's Day in Assin Nyankumase, Ghana. The theme this year was "Empowering our Women; Ensuring Food Security and Promoting Nutrition".

This quarter, Africa Lead customized and delivered the Youth and Women C4C training module to 29 youth and women participants engaged in agribusiness entrepreneurship. The training focused on gender and leadership – highlighting entrepreneurship opportunities across the agricultural value chain. Africa Lead also incorporated a program design session to help participants to conceptualize and pitch innovative agribusiness projects. The customized module emphasized the importance of the gender lens for business and the key role women play in managing agribusinesses and creating agricultural-based employment opportunities. This training is considered an entry point for Africa Lead's programs focused on women's empowerment, and was an important opportunity to build partnerships with the participating NGOs such as Hope Land

Congo, Young Professionals for Agricultural Development (YPARD), and other private sector women-led agribusinesses.

Africa Lead also plays an important role in strengthening leadership skills by supporting learning and networking opportunities for women in agriculture. During Q1, Africa Lead supported the organization of the Rural Women's Day Celebration in October 2016. Held in the central region of Ghana, the theme of the celebration was "Empowering our Women; Ensuring Food Security and Promoting Nutrition." Over 800 women from all over the country attended the function. In collaboration with several female Champions for Change, Africa Lead delivered a learning session on the role of women in agriculture and their contributions to food security in Ghana.

Improved Youth Entrepreneurial Skills

As part of Africa Lead's mandate to usher in the next generation of change agents and leaders in the agricultural sector, the project provides opportunities for youth to gain practical experience and entrepreneurial skills. This will in turn support youth-led agribusinesses and organizations to innovate, improve their commercial viability, and catalyze agricultural transformation. In DRC for instance, Africa Lead is partnering with the International Institute of Tropical Agriculture (IITA) to deliver a customized training program for the IITA Youth Agripreneurs in Kinshasa (IYAKIN). In addition to IYAKIN, the training also brought participants from the public sector, private sector, women's groups, youth associations, research institutes, and non-governmental organizations. In Ghana, Africa Lead is supporting the African Youth Network for Agricultural Transformation (AYNAT) to establish an incubation center to nurture agribusiness ideas into sustainable businesses for youth. During Q1, AYNAT secured office space and signed Memorandums of Understanding with five organizations committed to providing support to enhance their management capacity.

In Kenya, preparations and production are wrapping up for the upcoming East Africa broadcast of "Don't Lose the Plot". Africa Lead is collaborating with Mediae, an educational media production company, to develop and broadcast an edutainment TV program that will change the attitude of youth in East Africa towards agriculture. The reality TV show is designed to appeal to youth, equip them

with entrepreneurial and agribusiness knowledge on farming, and ultimately lead to a shift in commonly held beliefs about working in agriculture. For instance, in response to the extended period of drought, contestants purchased resources that served not only as an important lesson for youth, but also for other small holder farmers on the need to plan for alternatives to remain competitive in the market. During Q1, the filming of the show was completed and submitted to Africa Lead for review. Meanwhile, to assess the effect of the reality TV program on attitudes and behavior among youth, Africa Lead's partner will begin impact evaluation upon the start of broadcasting in Q3.

In Ghana, the project is supporting the Internship Platform Network under a grant to the Agribusiness in Sustainable Natural African Plant Products (ASNAPP). The IPN is a continent-wide agribusiness internship program with participating ASNAPP/partner country offices in South Africa, Senegal and Liberia. To ensure that the matching process is demand-driven, ASNAPP has completed 13 host entity needs assessments. The goal of the grant with ASNAPP, which itself is a network formed organically by committed Africa Lead Champions, is to provide agriculture students with practical experience in real agribusinesses to complement and strengthen their academic instruction. During Q1, IPN established a coordination office to coordinate and manage internship outreach, recruitment, and training with host entities and interns in all participating countries. In addition, during the reporting period, IPN placed 28 new interns and significantly increased visibility through their marketing efforts and online application system.



Participants discuss their work at a Program Design Workshop

Table 1: Key Partners and Collaborators in Q1 FY 2017

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
BFS	Context Network	NGO	Early Generation Seeds Activity
BFS	Wagenigen University	Academic	Early Generation Seeds Activity
BFS	University Cheikh Anta Diop	Academic	Champions for Change (C4C) institutionalization
BFS	Agricultural Council of Kenya (AgCK)	NGO	Capacity building support, workshop facilitation
DRC	National Coffee Office (ONC)	Gov	Participatory Institutional Capacity Assessment and Learning Index/Organizational Capacity Assessment (PICAL/OCA)
DRC	Donors Group (GIBADER)	Donors Group	Secretariat role and logistical support
EA Regional	African Seed Trade Association (AFSTA)	Non-profit	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	Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement
Ghana	Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement
Ghana	University of Ghana, University of Cape Coast	Academic	Monitoring and Evaluation (M&E)/Results-Based Management (RBM) course
Guinea	Ministry of Agriculture	Gov	Policy & Institutional Review - Validation and Strategic Planning Workshops
Kenya	Agricultural Council of Kenya (AgCK)	Gov	Capacity building support, workshop facilitation
Kenya	Tegemeo Institute, Egerton University	Research/Academic	OCA
Kenya	Arid and Semi-arid Lands (ASALs) Counties	Gov	Needs Assessment
Nigeria	Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Capacity strengthening
Senegal	Bureau Opérationnel de Suivi du Plan Sénégal Émergent (BOS/PSE)	Gov	Workshop Facilitation, Monitoring and Evaluation (M&E), Technical Assistance
Senegal	University Cheikh Anta Diop	Academic	Champions for Change (C4C) institutionalization



Mission	Organization	Type	AL Support Provided
Senegal	Ministere de l'Agriculture et de l'Equipement Rural	Gov	TA in Change Management
Sierra Leone	Ministry of Agriculture, Forestry, and Food Security (MAFFS)	Gov	Capacity Development Services
Tanzania	Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	NGO	Technical Assistance
WA regional	West and Central African Council for Agricultural Research and Development (CORAF/WECARD)	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 Q1 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 area 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:

- Improved platforms for inclusive policy dialogue
- Facilitation of mutual accountability platforms
- Strengthened regional harmonization
- Technical support and coordination for Malabo implementation
- Increased private investment in food security

Improved Platforms for Inclusive Policy Dialogue

Following devolution of key agricultural functions in Kenya, weak institutional capacities and linkages continue to hinder effective coordination of agricultural policies at the county level. Africa Lead has taken a systematic approach to address this challenge by strengthening leadership capacities across several counties, as well as facilitating inclusive policy dialogue activities. Africa Lead also undertook an institutional architecture assessment (IAA) in Kenya which recommended the establishment of an inter-governmental coordination structure, a clear mutual accountability mechanism for the sector – including designing clear guidelines for policy development – and support to build capacity for policy making at all levels.

As a result of these findings, during Q1 Africa Lead provided support for national and county governments to effectively coordinate agricultural policy implementation. With support from the

project, two senior advisors were seconded to the government to provide advice on intergovernmental coordination and also policy expertise to the cabinet secretary at the Ministry of Agriculture, Livestock and Fisheries. Africa Lead also provided support to enhance effective development partner coordination.

Africa Lead also facilitated the convening of the second intergovernmental forum which brought together over 220 agricultural sector stakeholders, including governors, county executives, private sector, development partners, and relevant ministries of the government. The purpose of the forum was to address the deadlock between the national and county government on key agricultural development issues. As a result of the forum, stakeholders endorsed a consultation and cooperation mechanism between the two levels of government, a national youth in agribusiness strategy, and also agreed on development of an agriculture sector strategy and its investment plan.

As part of Africa Lead's effort to facilitate inclusive agriculture policy development, this quarter the project supported the Agricultural Council of Kenya (AgCK) to better position itself to influence policy dialogue processes in the sector. This included technical support for AgCK to develop a strategic plan, which was developed through a very consultative process involving various counties. Support from Africa Lead also included facilitating an AgCK national workshop, where over 50 participants were involved to ratify the strategic plan. To enhance its visibility as a key influencer of policy processes in Kenya, Africa Lead also supported AgCK to develop various communication products. Furthermore, during the recently held intergovernmental forum that Africa Lead supported, AgCK was recognized as a key stakeholder to endorse the sector consultation and cooperation mechanism. The mechanism was co-



signed by the chair Council of Governors, the chair of the Agriculture Committee Council of Governors, the CS-MOALF, and the agricultural chair of AgCK.

Africa Lead supported the Fisheries Alliance Network of Ghana and the Inland Culture Fisheries Association of Ghana (ICFAG) during Q1 to organize two high-level national stakeholder consultation workshops aimed at establishing a national aquaculture development authority for Ghana. Participants at both workshops deliberated on the challenges that agriculture farmers face and how the proposed authority will facilitate specific strategies to address the challenges to boost the fishing industry. Follow up activities will include a national workshop to present the findings from the two meetings and a draft policy brief will be developed for to the Minister of Agriculture and Fisheries.

Africa Lead is also supporting awareness around the Nigeria Agriculture Promotion Policy (APP), which was developed by the Government of Nigeria to revive the agricultural sector, boost food production, and create jobs in line with the overall economic policy thrust of diversification. With support from Africa Lead, the National Association of Nigeria Traders (NANTS), a national representative of the CAADP Non State Actors Coalition (CNC), organized a two-day roundtable on the APP in December 2016. The event raised awareness around the APP and engaged participants representing governmental agencies, private sector, farmer organizations, research institutions, universities and development partners. The meeting served as a platform for the technical review of the APP and an opportunity for stakeholders to clarify the roles and responsibilities of the various agricultural actors in its implementation over the next five years. At the end of the roundtable, the agriculture transformation stakeholders committed to adjust agricultural strategies and practices to the new agriculture policy framework of Nigeria.

Facilitation of Mutual Accountability Platforms

As a step towards the establishment of a sector mutual accountability framework, during this quarter Africa Lead provided support to coordination activities for both the Agriculture and Rural Development (ARD) partners and the Arid and Semi-Arid Lands (ASAL) donor group in Kenya. This included facilitating the convening of these meetings, providing technical support, and developing key thematic papers. Through Africa Lead support, for the first time after devolution, the ARD donors have an agreed and endorsed model for engagement between both the national and county governments. This has resulted in improved communication between the donors and government to ensure their support is aligned with Kenya's strategic priorities.

In DRC, Africa Lead plays a secretariat role and delivers logistical support services to the multi-donor group on agriculture and rural development (GIBADER), currently chaired by USAID. The GIBADER meetings constitute a strategic framework through which donors coordinate and harmonize their interventions in the agricultural and rural development sectors to avoid the duplication of actions, and to ensure their projects align with the National Investment Plan, as well as with other national agricultural policies. During an Africa Lead-supported meeting in October 2016, the European Union Commission presented a new three-year food security project in the Kankuru province to GIBADER. The EUC used the platform to collect complementary information on existing synergies in the implementation zone and guidance from the donor community.

Strengthened Regional Harmonization

To strengthen regional harmonization of agricultural policies and programs, Africa Lead is supporting the ECOWAS Department of Agriculture and Rural Development (DARD) to discuss and approve the

2025 Strategic Framework Policy (SFP) and the 2016-2020 Regional Agriculture Investment Plan (RAIP) for West Africa. This quarter, Africa Lead supported the ECOWAS DARD team to convene stakeholders from the private sector, regional technical institutions, producer organizations, and key staff from the ministries of agriculture in the 15 ECOWAS member states to discuss and approve the RAIP. The RAIP combines investments with public policy instruments to incentivize productive investments and creates a regulatory environment which is conducive for agricultural development. There are three specific objectives of the RAIP:

- Promotion of strategic commodities for food security and sovereignty;
- Promotion of a global environment conducive to agricultural development;
- Reduction of food vulnerability and the promotion of sustainable access to food.

Since 2015, Africa Lead has supported the ECOWAS DARD to bring together stakeholders across the West Africa region in an effort to improve the guiding policy of the agricultural sector. During ECOWAP+10 in November 2015, a diverse group of stakeholders from the public and private sector, as well as the international community, agreed on the need to formulate second generation National Agriculture Investment Plans (NAIPs) and the Regional Agriculture Investment Plan (RAIP).

In 2016, Africa Lead, in partnership with IFPRI, continued to support ECOWAS in the process of developing and reviewing technical guides for the assessment and revision of first generation of NAIPs and RAIP, and formulating second generation NAIPs and RAIP. Africa Lead is looking forward to supporting ECOWAS in its efforts to facilitate the alignment of the NAIPS with the regional framework. Our focus is to support the enabling environment for developing, aligning, and managing the policy process—which includes the effective engagement of state and non-state actors—for agricultural transformation.

Africa Lead is also strengthening regional harmonization in the seed sector in East Africa by

supporting the Common Market for Eastern and Southern Africa (COMESA) Seed Harmonization Implementation Program (COMSHIP). Africa Lead has worked alongside two key regional institutions, the Alliance for Commodity Trade in East and Southern Africa (ACTESA) and the African Seed Trade Association (AFSTA). Both institutions play key roles in COMSHIP and are in a strategic position to advance seed policy harmonization. Africa Lead has supported organizational capacity assessments (OCA), strategic planning, and leadership coaching for AFSTA. Africa Lead also supported an OCA of ACTESA which included orientation and inception, data collection and analysis, feedback, and action planning that identified some critical capacity areas to improve, including governance and systems. The organizational capacity strengthening processes identified governance and misalignment of the conceptual framework/model and the existing structures and operations as major issues affecting these two organizations. This support has resulted in a noticeable change of attitude, clear identification of opportunities and renewed commitment by the leadership of the two organizations to improve their governance and performance. This comprehensive OCA identified gaps and opportunities for improving its governance systems, structures and process to make it effectively deliver its services and respond to the emerging realities in the development arena. Africa Lead is discussing with ACTESA the possibility of further technical assistance to restructure its governance system and also has plans for a learning visit to the American Seed Trade Association (ASTA) to enable it to acquire knowledge, skills and best practices on leadership and governance, manage trade association, service delivery to members, partnership and policy.

Technical Support and Coordination for Malabo Implementation

Africa Lead provides organizational and capacity strengthening support to the African Union's Department of Rural Economy and Agriculture



(AUC/DREA) to enhance DREA's ability to support and coordinate with member states on the implementation of CAADP and the Malabo Declaration. Africa Lead's support includes providing five full-time staff members to AUC/DREA, including a full time special advisor to the AUC/DREA Commissioner, a three-person team to coordinate the New Alliance for Food Security and Nutrition unit within AUC/DREA, and an M&E specialist to coordinate the development of the Biennial Review process.

A senior agriculture policy expert from Africa Lead is a member of the IFPRI/ReSAKSS-led NAIP Appraisal Toolkit Taskforce, which aims to develop a toolkit (and then provide training for countries) that AU member states can use to help align their country NAIPs to Malabo commitments and ensure speedy implementation and establishment of metrics for monitoring and evaluation of program impact. The toolkit, along with the technical networks, are working closely with the AUC/DREA Senior Advisor and the Biennial Review M&E expert to help countries align their National Agriculture Investment Plans with Malabo Declaration commitments and with the Biennial Review reporting requirements.

As part of the project's technical input to the NAIP toolkit, Africa Lead is developing training on the Institutional Architecture Assessment (IAA). The IAA was designed to provide a quick scan of the capacities fundamental to policy change in regard to CAADP. It is widely recognized that this tool is an essential means of evaluating the ability of the institutions of a country to profit from some of the other tools in the toolkit, for example Computable Generalized Equilibrium Models or Public Expenditure Analysis. Without a reasonable robust institutional architecture, a country's ability to develop and implement a NAIP will be compromised. The IA is the foundation needed to move forward with the NAIP revision process.

As such, during Q1 Africa Lead developed training materials to prepare professionals in the area of food security and agriculture to implement and

understand the Institutional Architecture Assessment (IAA). In addition, the team is preparing for the upcoming NAIP toolkit clinics in Dakar, Senegal, at the end of January and beginning of February. The NAIP toolkit clinics, co-sponsored by Africa Lead and IFPRI, are aimed to train agricultural professionals in economic models and other methodologies relevant to developing and implementing NAIPs.

Africa Lead supported the following key CAADP/Malabo coordination and support events and achieved the following milestones this quarter:

- Provided Africa Lead representation, facilitation, and logistics support to the initial Biennial Review TOT in Addis Ababa, November 28 – December 2
- Participated in CAADP Partners Business Meeting in Addis Ababa, November 3 – 4
- Supported development of The Entebbe Accord – a joint statement / commitment between the African Union Commission, the CAADP Non-State Actors Coalition (CNC) and development partners on mutual engagement and partnership in ensuring responsible and responsive private sector investment in African agriculture in October 2016
- Supported development of an AUC plan for “Domestication of Malabo” which provides guidance and support to countries as they develop road maps for updating, aligning and rapidly rolling out their National Agriculture Investment Plans (NAIP). In a series of meetings facilitated by Africa Lead between AUC/DREA and its key technical partners during the IFPRI ReSAKSS Annual Conference in Accra, the domestication guidance document was drafted and used as the structure for an AU plan to work with countries and to galvanize donor support for the process. The plan was presented during the CAADP Business Meeting in November in Addis Ababa
- Provided financial and technical support for the ReSAKSS Annual Conference in Accra, which focused on the role of nutrition in achieving the food security goals of CAADP and also served as a venue to discuss CAADP implementation progress and the impact of CAADP

- Provided STTA for two trips to Addis Ababa to help the AUC/DREA team develop a business plan for accelerating achievement of the CAADP Malabo goals. This resulted in a draft business plan and an outline of a more detailed operational plan

Africa Lead continues to provide support through various mechanisms to bridge the gap between continental-led processes and in-country systems for the review and refresh of country NAIPs. Country-level engagement is critical to ensure that country NAIPs align with the Malabo Declaration commitments, and are thoroughly embedded into country systems, budgets, and processes. In Guinea, Africa Lead is providing support to six thematic groups at the Bureau of Strategy and Development (BSD) tasked to develop the technical content of the National Agriculture Development Policy (PNDA) and National Agriculture Investment and Nutrition Plan (PNIASAN). During Q1, Africa Lead worked with the AUC/NEPAD consultants and led over 15 working sessions with each thematic group. This process facilitated dialogue between multi government ministries and agencies and stakeholders at three levels:

- Between the technical experts across the four ministries in charge of rural development
- Between the technical experts in charge of rural development and those in the ministries of finance, trade and industry, and education
- Between the government and NSA groups in order to improving mutual accountability and coordination among various stakeholders

The outcomes of this dialogue will inform the development of a comprehensive problem tree analysis on Guinean agriculture. Likewise, the results were compiled into a detailed outline of the PNDA to facilitate the drafting of this policy document. Africa Lead also helped select and validate the 17 members of the technical writing committee who will prepare the first draft of the new agriculture policy.

As a result of the intergovernmental forum in Kenya, Africa Lead provided further support to the Ministry of Agriculture by facilitating a two-day

workshop in collaboration with AUC and NEPAD to launch the process of development of agriculture sector strategy and investment plan. The event brought in about 60 participants who included representatives from the national government, county government, non-state actors and development partners, and resulted in development of a roadmap for the Kenya NAIP 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. During Q1, CNC leadership participated in events relevant to CAADP implementation for purposes of networking, partnerships building, and resource mobilization. Some of these key events included the Partnership Platform Meeting of the Partnership for Aflatoxin Control in Africa (PACA), where the CNC conducted a side meeting on strengthening partnerships for increased impact of non-state actors in aflatoxin control. In addition, the CNC continued to coordinate with the New Alliance and Global Donors Platform for Rural Development on the development of a global learning agenda on Inclusive Agribusiness, and attended the 2016 ReSAKSS Conference, as well as the CAADP Business Partners Meeting.

During Q1, the coalition also consulted with local platforms on the national-level engagement strategy for the CNC. In Rwanda for instance, members such as the Civil Society Coalition on Agriculture provided coordination support to help convene a meeting to discuss strengthening national engagement of NSAs in agricultural development in October. At the meeting, participants brainstormed on how to strengthen and better organize the national level engagement of NSAs in the country's agricultural programs. The meeting was able to



isolate various NSA stakeholders that can be mobilized into the CNC network as a way of entrenching a strong NSAs platform to engage at the national level. The outcomes of the Rwanda engagement as well as similar meetings in other countries will help in the design of a national level engagement strategy for the CNC, with clear designs of coordination processes as well as a strategy for joint programming and information sharing.

In addition, the CNC Secretariat convened a networking and brainstorming session in November 2016 to consult with CNC members in Nigeria on several issues including their engagement strategies and how they have been collaborating thus far on the ground to push the CAADP agenda. Also, discussions were carried out on the different strategies to be used in instituting robust frameworks for the functioning of national platforms. Finally, during the quarter, Africa Lead supported progress on the development of the CNC website, including a blog, discussion platform, and calendar of events. In addition, the maiden edition of the CNC Newsletter was designed and published, as an information resource for members and partners on NSA engagement in CAADP processes.

Increased Private Investment in Food Security

As mentioned above, part of the support that Africa Lead provides AUC/DREA for achieving Malabo Declaration goals is the AUC/DREA New Alliance (NA) unit. Africa Lead seconds a full-time, three-person team to lead the AUC/DREA support to the Grow Africa/New Alliance goals. The NA team engages with Grow Africa, G-7 development partners, and the 10 NA member states.

Each NA/GA member state and development partners as well as domestic and foreign companies who want to invest in the country have signed a Country Cooperation Agreement / Framework (CCA). CCAs promote the principle of mutual accountability in line with the CAADP Mutual

Accountability Framework (MAF). All parties under the CCA at the national level have agreed to hold themselves accountable to progress made in implementing the commitments as part of the annual Agricultural Joint Sector Reviews (JSRs) implemented in the member states. Through the CCAs, companies associated with Grow Africa commit to making investments in agriculture, while the cooperating countries commit to making policy changes that improve the business environment. Under the CCAs, development partners commit to supporting initiatives aimed at improving the enabling environment for private sector-led agriculture development. The New Alliance team helps NA/GA countries undertake the agreed upon steps for mutual accountability and monitoring, through development and stakeholder vetting of country specific annual joint progress reports. The NA team develops relationships with country teams and Grow Africa and supports preparation of the annual NA/GA joint progress report.

Key lessons have emerged as a result of implementation of the CCAs including the need to enhance the integration of CCAs into the CAADP processes to respond to the commitments contained in the AU Malabo Declaration of 2014. With the Malabo Declaration and updated CAADP process calling for increased finance and investment for agribusiness development, and with New Alliance and Grow Africa transitioning to AUC and NPCA, an opportunity emerged to strengthen and re-conceptualise the CCA as a CAADP tool to mobilize the private sector behind Malabo implementation across the continent. AUC, NPCA, New Alliance and Grow Africa met in June 2016 and agreed to re-conceptualize the CCA and how they are managed. This includes a proposal to signal the important changes in the new generation of CCA by rebranding them as Country Agribusiness Partnership Frameworks (CAP-F)

During this quarter, Africa Lead also supported the work of the New Alliance G-7 Working Group, reviewed draft templates for the New Alliance/Grow Africa Joint Progress Report, and helped the NA team develop a timeline for the

2017 reports. Africa Lead provided liaison between the New Alliance team and USAID, and participated in regular check-in calls between the NA team and G-7 donors. Africa Lead Bethesda-based advisors also participated with New Alliance and Grow Africa representatives on defining roles and responsibilities related to development of private sector investment plans that are to be included as sections of updated National Agriculture Investment Plans. Finally, Bethesda supported communication with the 10 New Alliance partnership countries to begin the 2017 joint progress reporting process.

During the first quarter of the 2017 fiscal year the AUC/DREA New Alliance team in Addis participated in the following actions:

- Participated in the Grow Africa / New Alliance Team meeting in Midrand, South Africa from October 10-13
- In Entebbe, Uganda, participated in the October 11-13 Partnership for Aflatoxin Control in Africa (PACA) meeting and presented the New Alliance and linkages between the private sector and aflatoxin control efforts in Africa
- Promoted the New Alliance concept and approach to agriculture stakeholders during the AU Africa Food Security and Nutrition Day in Accra, Ghana, October 26-28
- Met with Senegal NA and CAADP teams in Dakar, Senegal from November 16-18 to learn about Senegal's experience implementing their Cooperation Agreement and to share outcomes of the 2016 Leadership Council for New Alliance
- Undertook a NA Country Mission to Burkina Faso from December 12-14 to learn about the

country's experience implementing their Cooperation Agreement, share outcomes of the 2016 Leadership Council for New Alliance, and discuss the launch of the 2016-2017 Joint New Alliance/Grow Africa Joint Progress Report

- Drafted a template to guide 2016-2017 New Alliance/Grow Africa Joint Progress Report
- Convened the New Alliance Working Group meeting on December 15, and participated in discussions with New Alliance and Grow Africa representatives on how to develop private sector investment plan sections for updated and aligned National Agriculture Investment Plans (NAIPs)

In addition, the CNC and AUC/DREA organized a consultative meeting on responsible private sector investment in African agriculture in October 2016. The meeting was meant to properly articulate the issues of NSAs around the implementation of the New Alliance and Grow Africa and design a road map towards ensuring that the inputs of NSAs are taken into account in the design, implementation, and monitoring of private investment in Africa. A few members were selected to represent the main clusters in the CNC during the meeting, as well as from some of the New Alliance countries. The high point of the meeting was the adoption of a "Joint Statement of Commitment on Mutual Engagement and Partnership in ensuring Responsible and Responsive Private Sector Investment in African Agriculture" by the AUC, New Alliance, CNC, and other partners.



IV. Knowledge Sharing

This section describes project-wide highlights and achievements for Q1 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. These activities 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, these activities are adapted to the needs of our stakeholders and partners. This quarter, Africa Lead's knowledge sharing activities concentrated in the areas of development partner events and exchanges and strengthened resilience by improved program learning.

Africa Lead sees coordination, consultation and collaboration as force multipliers that are crucial for the program to achieve its goals. The program actively seeks to know what other programs are doing and how what Africa Lead is doing can be supportive. We seek to inform others about program innovations, approaches and accomplishments, and we seek to learn from other programs about what works. This attitude spreads across the entire project and supports the Africa Lead vision that *we can get more done with others than by ourselves*.

Development Partner Exchanges and Events

In Kenya, Africa Lead is applying its coordinated learning approach to advance USAID's FTF Strategy top line goals of reducing poverty and increasing food security. To date, FTF projects in Kenya lack a platform for sharing knowledge and lessons learned.

During the quarter, Africa Lead facilitated a two-day learning event in Kisumu County with participants from seven USAID FTF projects operating in the western region of Kenya. The key objective of the event was to facilitate collaboration, learning and adaptation across these programs. The resulting synergies and complementarities will improve project efficiency and effectiveness, increasing results across the board.

Africa Lead also supported the launch of USAID's FTF Program in Guinea. With Africa Lead's support, about 50 key government, civil society and private sector actors were able to participate in this event. The Mission presented the new FTF strategy and implementing partners, including Africa Lead, and presented their plans to enhance the policy enabling environment, as well as food security and nutrition in the country. Africa Lead also participated in the launch of a new FTF project in Sierra Leone, implemented by Catholic Relief Services (CRS). On this project, Africa lead will collaborate with CRS and ACDI/VOCA to deliver capacity development services to the project beneficiaries in the Tonkolili district of Sierra Leone. Africa Lead will also serve on the steering committee responsible for the management of the project. At the launch, the team highlighted the project's objectives and expected results to stakeholders including district chiefs and traditional leaders, government officials, non-state actors and the press.

In Sierra Leone, Africa Lead is supporting the Ministry of Agriculture, Forestry and Food Security (MAFFS) through the USAID/MAFFS Support Program. This project, officially launched in October 2016, will build the capacity of MAFFS staff and key partners to lead the ongoing agricultural transformation initiative in the country and in turn effectively deliver on their mandate. In addition to MAFFS, the program will target key NSA actors including the National Federation of Farmers, the

Youth Council, the Universities/Research Institutions, Sierra Leone Chamber for Agribusiness Development (SLeCAD), Coalition of Civil Society Organizations, and Sierra Leone Investment and Export Promotion Agency (SLIEPA).

During this quarter, Africa Lead contributed ideas on establishing indicators for policy related intermediate results in a USAID/BFS two-day workshop in Washington, DC, where Africa Lead presented information on uses of elements of the Institutional Architecture Assessment as an indicator for the state of a country's policy process.

Strengthened Resilience by Improving Program Learning

Africa Lead supports resilience activities in Africa through its capacity building work, but also through event support and knowledge sharing activities. In regional West Africa, Africa Lead facilitated the first

USAID Resilience in the Sahel Enhanced (RISE) and USAID/West Africa Partners' Collaboration and Coordination Workshop. USAID Resilience in the Sahel Enhanced (RISE), embedded in the Sahel Regional Office (SRO), and the USAID West Africa Regional Economic Growth Office (REGO) collaborated to organize the first joint partners' meeting in Burkina Faso. The Sahel Resilience Learning Project (SAREL) team organized the logistics for the partners' meeting, while Africa Lead contributed a facilitator and rapporteur to support the meeting. The purpose of this joint meeting was to coordinate the activities of the USAID-funded programs on resilience in the RISE target zones of Burkina Faso and Niger. This was done in order for the programs to take better advantage of the regional resilience and food security programs and better collaborate in areas of monitoring, trade, and policy development with the country-based implementing partners.



Amina Jasho from RTI Tusome shares her thoughts at a Partnership for Resilience and Economic Growth (PREG) learning event in Kenya.



This offered both regional partners such as UMEQ, CILSS, CORAR, and national RISE implementing partners an opportunity to present their work in detail and to share their successes, challenges and lessons learned.

In support of USAID Kenya's Partnership for Resilience and Economic Growth (PREG), Africa Lead is carrying over a major learning activity that began in the previous program year. Building on outcomes of this learning activity, Africa Lead seeks to improve strategic planning at the county level. During the quarter, Africa Lead visited the relevant counties, attended county PREG meetings, and conducted training needs assessments. The assessments demonstrated strengths, weakness, and inconsistencies in the five counties, particularly with regard to the PREG county meetings. Additionally, Africa Lead facilitated the first PREG Communications Learning Group session to improve cross-learning and information-sharing at the national level with the goal of identifying and better communicating successes and lessons learned in the counties.

Promotion of Innovation in Seed Systems

Evidence that access to affordable, high quality seeds is critical to the performance of African

agriculture is driving the Early Generation Seeds (EGS) systems partnership among USAID, the Gates Foundation and participating countries. The EGS partnership work during FY 2016 and 2017 builds on an EGS systems analysis model developed by an Africa Lead grantee earlier in FY 2016. An Africa Lead contractor conducted four EGS country studies, synthesized the outcomes of those studies and performed technical reviews of similar studies done by other organizations also working under USAID and Gates Foundation guidance. In addition, Africa Lead developed an EGS investment plan guide for the use of seed stakeholders in each of the four EGS countries as well as other interested countries.

During this quarter, Africa Lead's partner presented the results of its work in a USAID/Agrilinks webinar. Africa Lead discussed its EGS work with other seed policy support projects, in particular the program operated by Wageningen University in the Netherlands. At the request of USAID Rwanda, Africa Lead planned a series of engagements for the Ministry of Agriculture for its "EGS National Dialogue and Action Plan." The engagements would include three roundtables organized around three different sets of stakeholders, i.e. researchers, seed multipliers and distributors and donors and NGOs, as well as a National Workshop, to prepare the action plan early in the second quarter.

V. Mission Dashboards

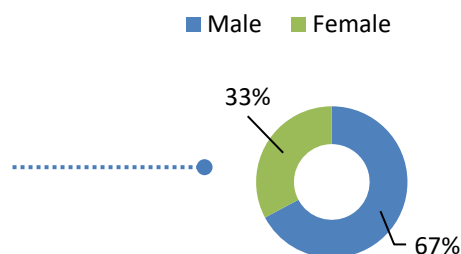


BUREAU FOR FOOD SECURITY

Q1 | FY2017

KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	40	40
Number of food security events	2	2
Number of food security event participants	61	61
Number of trainings conducted	0	0
Number of individuals trained	0	0



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
African Union/Department of Rural Economy and Agriculture	Gov	CAADP and Malabo implementation
CAADP Non-State Actors Coalition	NGO	Organizational development
Context Network	NGO	Early Generation Seeds Activity
Wagenigen University	Academic	Early Generation Seeds Activity
University Cheikh Anta Diop	Academic	Champions for Change (C4C) institutionalization
Agricultural Council of Kenya (AgCK)	NGO	Capacity building support, workshop facilitation

ACTIVITIES

- **Malabo Domestication.** Africa Lead supported the development of an AUC plan for “Domestication of Malabo,” which provides guidance and support to countries as they develop road maps for updating, aligning, and rapidly rolling out their National Agriculture Investment Plans (NAIP). In a series of meetings facilitated by Africa Lead between AUC/DREA and its key technical partners on the periphery of the October 2016 IFPRI ReSAKSS annual conference in Accra, a guidance document was drafted. The domestication guidance was used as the structure for an AU plan to work with countries and to galvanize donor support at the country level. The plan was presented during the CAADP business meeting in November 2016 in Addis Ababa, Ethiopia.

- **Support to three-member New Alliance (NA) team.** During this quarter, Africa Lead supported the work of the New Alliance G-7 Working Group, reviewed draft templates for the New Alliance/Grow Africa joint progress report, and helped the NA team develop a timeline for the 2017 reports. Africa Lead also participated with New Alliance and Grow Africa representatives on defining roles and responsibilities related to development of private sector investment plans that are to be included as sections of updated National Agriculture Investment Plans. Finally, Africa Lead supported coordination and communication with the 10 New Alliance partnership countries to begin the 2017 joint progress reporting process.
- **Support to Development of AU CAADP business plan and AUC/DREA operational plan.** Africa Lead assigned a short-term consultant to support the AUC/DREA senior advisor in developing a business plan for the AU agencies, and an operational plan identifying the specific actions and outputs of AUC's Department of Rural Economy and Agriculture (DREA). The consultant worked with the AU CAADP team, including representatives from the NEPAD/NPCA Agency and specialized technical committees conducting work aligned to the Malabo Declaration goals.
- **Support to CAADP Non-State Actors Coalition (CNC).** During Q1, CNC leadership participated in several high-level events relevant to CAADP implementation for purposes of networking, partnership building, and resource mobilization. In addition, the CNC continued to coordinate with the New Alliance and Global Donors Platform for Rural Development on the development of a global learning agenda on inclusive agribusiness, attended the 2016 ReSAKSS Conference, as well as the CAADP business partners meeting. The Coalition also consulted with local platforms in Rwanda and Nigeria on the national-level engagement strategy for the CNC. Africa Lead organized the November 2016 AUC-led Biennial Review Training of Trainers in Nairobi and supported participation of CNC representatives and several other NSA organizations in this event. This ToT focused on guidelines for the January 2018 continent-wide Biennial Review – the highest-level AU mutual accountability exercise for CAADP under the Malabo Declaration.
- **Support to Bureau for Food Security on indicator for IA.** During this quarter, Africa Lead contributed ideas on establishing indicators for policy related intermediate results in a USAID/BFS two-day workshop in Washington, DC. Africa Lead presented information on uses of elements of the institutional architecture assessment as an indicator for the state of a country's policy process.
- **Early Generation Seed (EGS) country studies.** Africa Lead has supported EGS country studies aimed to improve the supply of quality EGS, and increase the demand of EGS for smallholder farmers. The studies and complimentary synthesis report conducted by Africa Lead explored how the public and private sectors can develop vibrant value chains of early generation seed, from pre-basic and basic, producer seed and distribution, and to rural markets and farm homesteads. EGS will be a critical component to the growth of food security and commercial crop production and productivity in all of sub-Saharan Africa. During the quarter, Africa Lead's partner shared the findings of these studies in a USAID/Agrilinks webinar. USAID and Rwanda requested additional effort from Africa Lead to support the Rwandan Ministry of Agriculture in a series of roundtables and a national workshop to develop an action plan to move from the Rwanda EGS country report to full scale implementation of key policy and organizational recommendations, for a stronger private sector-led seed sector.
- **Support to the Agricultural Council of Kenya (AgCK).** During the quarter, Africa Lead assisted in the development of the Agricultural Council of Kenya (AgCK) strategic plan. As a result, the strategic plan is now finalized and ready for implementation. Next quarter, Africa



Lead will provide further organizational support to the AgCK. This support includes the development of a membership system and strategic communication strategies and products. Africa Lead will also facilitate workshops for AgCK members to improve their knowledge in the Comprehensive African Agriculture Development Programme (CAADP) and Malabo Declaration.

- **C4C Food Security Nutrition Leadership and Change Management Training of Trainers (TOT).** The University of Cheikh Anta Diop has adapted and updated the C4C Food Security Nutrition Leadership and Change Management curriculum into an 80-hour course (including in-class and out-of-class activities with an internship component within an agribusiness or family enterprise or farm) to better fit into their local context. Africa Lead conducted a TOT workshop in Mbour, Senegal for 30 university lecturers from the *Institut Supérieur d'Agriculture et d'Entrepreneuriat (ISAE)*/Cheikh Anta Diop University (UCAD) in the experiential learning cycle using the newly adapted and updated C4C module.
- **Stakeholder Consultation on Aquaculture Farming.** Africa Lead supported the Fisheries Alliance Network of Ghana and the Inland Culture Fisheries Association of Ghana (ICFAG) to facilitate two high-level national stakeholder consultation workshops in the southern and northern regions of Ghana. Participants at both workshops deliberated on the challenges that the aquaculture farmers face and how the proposed authority will facilitate specific strategies to address the challenges in order to boost the fishing industry. The goal of the initiative is to establish a national aquaculture development authority for Ghana.
- **Nigerian Stakeholders reviewed the national Agricultural Promotion Policy.** National Association of Nigerian Traders (NANTs) organized two workshops to brainstorm on the status of the Nigerian agricultural sector--issues, challenges and the way forward as contained in the government's new agricultural policy, known as the Agricultural Promotion Policy (APP). NANTs took the initiative to bring together all identifiable stakeholders in the agriculture sector to impress on government the need for NSA involvement and participation in the formulation of the policy to ensure ownership, implementation and management. NANTs plans to develop information briefs and brochures on the policy in some of the local languages in Nigeria to educate and to create awareness on the agriculture policy. They intend to disseminate this at the state, local government and community levels. This will promote interest, participation and mutual accountability in the sector.

EAST AFRICA MISSION

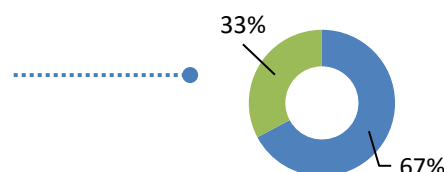
Q1 | FY2017



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	10	10
Number of food security events	2	2
Number of food security event participants	36	36
Number of trainings conducted	0	0
Number of individuals trained	0	0

■ Male ■ Female



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
African Seed Trade Association (AFSTA)	Non-profit	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, capacity development

ACTIVITIES

- Organizational Capacity Assessment (OCA) for ACTESA.** A series of changes, including dwindling resources, changing donor priorities, and achievement of semi-autonomous status necessitated the need for an Organizational Capacity Assessment (OCA) on the core functional areas of ACTESA. The core areas of the assessment were: policy, strategy, advocacy, capacity development, program management and overall service delivery to partner states and other stakeholders. This was done to identify gaps and opportunities for transforming ACTESA into an effective, efficient regional organization. Based on the outcome of the OCA, Africa Lead is planning to provide targeted technical assistance to ACTESA in the coming quarters to improve on its governance system, strategic direction, management systems, structures, processes and people.
- Support institutional strengthening and learning agenda for AFSTA.** Organizational capacity development is critical for AFSTA to be an effective pan-African trade association delivering adequate service to its members, perform its assigned role in COMSHIP



implementation, and promote seed sector development. As part of facilitating COMESA seed policy harmonization, Africa Lead supported AFSTA on needs identification, visioning and strategic planning, and leadership coaching. In the next quarter, Africa Lead will support an AFSTA learning visit to the American Seed Trade Association (ASTA) to enable it to acquire knowledge, skills and best practices on leadership and governance, manage trade association, service delivery, and partnerships and policy.

- **Inspiring youth agribusiness: “Don’t Lose the Plot”.** In partnership with Mediae, Africa Lead has filmed 13 episodes of the “Don’t Lose the Plot” TV series intended to improve knowledge, skills and attitudes of youth towards agriculture. The extension of the cropping period necessitated a change of the start of broadcasting from March 2017 to May/June 2017. The review of the episodes is currently ongoing.
- **Complete impact evaluation of “Don’t Lose the Plot.”** TNS, who was contracted to conduct impact evaluation, has developed a clear methodology and evaluation tool that will be used to track change in attitude, knowledge and skills once the broadcasting has ended.
- **Develop unified learning agenda and policy implementation platform for regional seed and biosafety & biotechnology harmonization.** During the quarter, Africa lead held internal consultation on the development of a unified learning agenda and policy implementation platform for regional seed, and biosafety and biotechnology harmonization. Africa Lead developed a Request for Proposals asking for firms that can provide the ICT solution of coordination and learning. Recruitment of the firm and agreement on the design scope and work plan is expected to be completed next quarter.
- **Support ACTESA to design and implement mutual accountability framework for COMSHIP.** To ensure continuous learning, dialogue, effective accountability and implementation of COMSHIP, Africa Lead has started the process of supporting ACTESA to develop a platform for mutual accountability for COMSHIP. A number of design meetings were held with ACTESA in Q1 on the scope and roadmap for the development of a mutual accountability framework. The implementation of the roadmap is planned for Q2.
- **Develop platform for learning and collaboration among regional resilience partners.** Africa Lead is supporting USAID with a scoping exercise to identify gaps and opportunities, and to develop a comprehensive plan for facilitating coordination, collaboration, communication and learning on regional resilience. Q2 will focus on finalizing and starting the annual East Africa resilience work plan, building on the ongoing resilience initiatives and supporting IGAD 5th anniversary event.
- **Regional livestock trade stakeholders workshop.** Africa Lead has kicked off the preparations for the livestock trade stakeholders workshop to develop key interventions to improve animal and animal product movement across borders within the region.
- **Support USAID/EA to upgrade communication pieces for its support to regional intergovernmental organizations (RIGO).** The Africa Lead communication team consulted and interviewed the mission staff, points of contact, and technical leads on their partnership with the RIGOs. The communication team will follow up with RIGO’s contacts to gather further information on the results and impact of the USAID partnership to RIGO. The information generated through this assignment will help USAID/EA to improve its existing communication products to ensure effective communication with its targeted audience.
- **Support Development of Somali Resilience Framework 2.0.** Building on the Regional Resilience Framework 2.0 that was developed during the HORN of Africa Resilience Network coordination and learning meeting in Addis, Africa Lead is supporting Somali Mission to customize this framework to the Somali context. During the quarter, Africa Lead

consultants produced and shared with USAID the discussion paper and draft Somali Resilience Framework, and made presentations to USAID at a learning event. Further discussions and refinement of the draft framework is ongoing with the final Somali Specific Framework expected by the end of Q2.

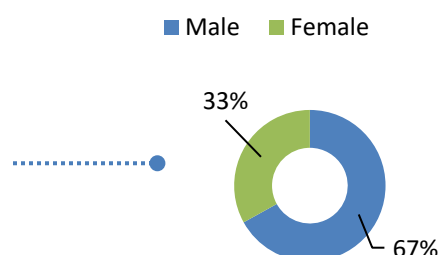


KENYA MISSION

Q1 | FY2017

KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	104	104
Number of food security events	10	10
Number of food security event participants	239	239
Number of trainings conducted	0	0
Number of individuals trained	0	0



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Agricultural Council of Kenya (AgCK)	NGO	Capacity building support, workshop facilitation
Tegemeo Institute, Egerton University	Research	OCA
Arid and Semi-arid Lands (ASALs) Counties	Gov	Needs Assessment

ACTIVITIES

- **Organizational Capacity Assessment (OCA) for Tegemeo Institute.** Africa Lead conducted an Organizational Capacity Assessment for Tegemeo Institute. To execute this, Africa Lead held a consultative workshop between Tegemeo Institute and Egerton University to design capacity development interventions. The assessment and workshop are part of a process that will lead to the development of a capacity development plan for the institute. Next quarter, Africa Lead will facilitate the close-out of the OCA process by organizing high level debriefing sessions between the Mission, Egerton University and Tegemeo Institute.
- **Cross-Country Learning Program.** Africa Lead is continuing to identify and facilitate a cross-county learning program focused on ICT technologies for agriculture extension services. The program will focus on youth in agriculture, and aims to increase the accessibility of extension services for small-scale farmers. Next quarter, Africa Lead will conduct consultations with partners on program design, and initiate project implementation.

- **C4C Design, Coaching and Mentoring Skills Training of Trainers (TOT).** Africa Lead delivered a C4C leadership course to facilitators from Eastern and Western Kenya. The course was designed to strengthen skills in program design, delivery and evaluation. Next quarter, Africa Lead will design and deliver a similar course to a broad group of facilitators. Other ongoing support services include the identification of trainees and strategic partners, and targeted institutions and programs.
- **Technical Assistance to Agriculture and Rural Development (ARD) Partners.** During this quarter, Africa Lead continued to provide technical assistance to Agriculture and Rural Development (ARD) partners and donor groups. This support included facilitating meetings, coordinating activities, and developing key thematic papers. This assistance has resulted in improved communication and coordination between the government and ARD donors.
- **Support to the Agricultural Council of Kenya (AgCK).** During the quarter, Africa Lead assisted in the development of the Agricultural Council of Kenya (AgCK) strategic plan. As a result, the strategic plan is now finalized and ready for implementation. Next quarter, Africa Lead will provide further organizational support to the AgCK. This support includes the development of a membership system and strategic communication strategies and products. Africa Lead will also facilitate workshops for AgCK members to improve their knowledge in the Comprehensive African Agriculture Development Programme (CAADP) and Malabo Declaration.
- **Assessment for Partnership for Resilience and Economic Growth (PREG).** Africa Lead conducted a needs assessment in five counties, including Isiolo, Marsabit, Garissa, Wajir, and Turkana, in preparation for the upcoming PREG work planning and team building workshops.
- **Organizational Capacity Assessment (OCA) for National Drought Management Agency (NDMA).** Africa Lead conducted an Organizational Capacity Assessment for the National Drought Management Agency (NDMA). This assessment aimed to facilitate effective implementation of the Ending Drought Emergency (EDE) framework. As a result of the assessment, other donors and partners have expressed interest in utilizing the OCA to guide their own capacity building plans for NDMA. For example, both the European Commission and the United Nations Food and Agriculture Organization have requested copies of the finalized OCA to inform their capacity strengthening designs.



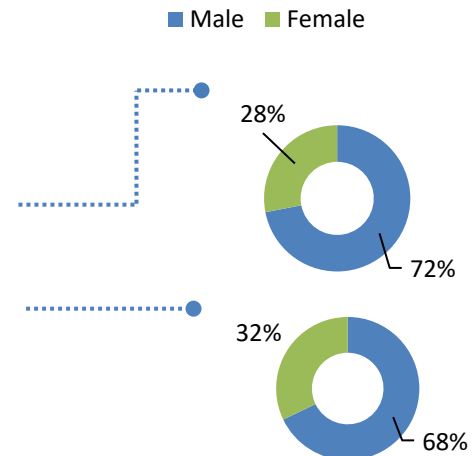
TANZANIA MISSION

Q1 | FY2017



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	52	52
Number of food security events	3	3
Number of food security event participants	107	107
Number of trainings conducted	1	1
Number of individuals trained	28	28



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	BFP	Technical Assistance

ACTIVITIES

- Advanced Training of Trainers Course (ToT).** During Q1, Africa Lead facilitated an advanced Training of Trainers course for 23 participants. This TOT course is part of a larger effort to meet the demand for qualified training professionals that USAID/Tanzania and other bilateral partners can rely on to facilitate trainings and events. The advanced TOT course was facilitated by 5 master trainers who initially had attended the same course in Q4 2016. Africa Lead will circulate the profiles of the facilitators to other USAID Implementing Partners (IPs), and other development partners in Tanzania and private institutions.
- Organizational capacity building support to Sokoine University Graduate Entrepreneurs Cooperative (SUGECO).** During in Q1, Africa Lead offered technical assistance to support the development of an agribusiness internship and incubation model, and the development and operationalization of networking, partnership and communication strategies to SUGECO. In Q2, Africa Lead will collaborate with SUGECO to finalize the networking, partnership and communication strategy.
- ASDP-2 sensitization and capacity building workshop for local government authorities:** During the quarter, Africa Lead had ongoing consultations with the Government of Tanzania through two ministries: the Ministry of Agriculture Livestock and Fisheries

(MALF), and the President's Office Regional Administration of Local Government Authorities (PO-RALG). The project also held discussions with various USAID implementing partners, including ASPIRES, ENGINE, and PS3 Projects, to help sensitize and raise awareness on the Agriculture Sector Development Program 2 (ASDP-2).

- **Support non-state actors to effectively engage and provide meaningful contributions to Tanzania agriculture policy making.** During this period, Africa Lead provided logistical, conference, and technical support to the Agricultural Non-State Actors Forum (ANSAF) learning event. Based on the outcome of the learning event, Africa Lead will explore areas that need further discussions. These issues may be directed to different forums, such as the Annual Agriculture Policy Conference. The two-day learning event brought together 93 participants from government, research institutions, NGOs, farmers' organizations, youth entrepreneurs, private sector and media institutions.

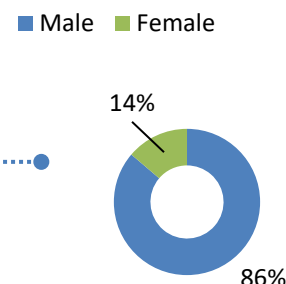


WEST AFRICA REGIONAL MISSION

Q1 | FY2017

KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	73	73
Number of food security events	4	4
Number of food security event participants	138	138
Number of trainings conducted	0	0
Number of individuals trained	0	0



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
West and Central African Council for Agricultural Research and Development (CORAF/WE CARD)	Research	Institutional audit, presentation to board
Economic Community of West African States (ECOWAS)	REC	Support planning and consultations for the Regional Agricultural Investment Plan (RAIP), including workshop facilitation

ACTIVITIES

- **USAID Resilience in the Sahel Enhanced (RISE) and the USAID West Africa Regional Economic Growth Office (REGO) partners meeting.** USAID RISE and the USAID West Africa REGO collaborated to organize the first joint partners' meeting from November 16-17 in Ouagadougou, Burkina Faso. The joint meeting facilitated coordination of USAID-funded programs on resilience, implemented in the RISE target zones of Burkina Faso and Niger.
- **Support to Regional Agriculture Investment Plan (RAIP) approval meeting.** Africa Lead supported the Economic Community for West African States (ECOWAS) Department of Agriculture and Rural Development to convene stakeholders from the private sector, regional technical institutions, producer organizations, and key staff from the ministries of agriculture in the 15 member states to discuss and approve the RAIP. The Africa Lead team

co-organized the logistics and coordination of three meetings, including the National Agricultural Investment Plan (NAIP) – Monitoring and Evaluation (M&E) Focal Points on December 8, the Consultative Committee for Agriculture and Food (CCAF) from December 9-10, and the ECOWAS Ministers of Agriculture meeting on December 12.

- **Support to Regional Agriculture Investment Plan and Framework Revision Meetings.** The ECOWAS Department of Agriculture and Rural Development set up a technical committee to lead the process of revising the Regional Agriculture Investment Plan and Framework. This group met three times in the latter part of 2016 with logistical support from Africa Lead. The objective of the last meeting of the technical committee was to finalize the two draft ECOWAS Agricultural Policy (ECOWAP) / Comprehensive Africa Agriculture Development Programme (CAADP) implementation documents at the regional level. These 2025 Strategic Policy Framework documents will guide the implementation of the RAIP as well as the RAIP- 2.0 five-year strategy (2016-20 and 2021-25).
- **Placement of interns at the Permanent Interstates Committee for Drought Control in the Sahel (CILSS) and ECOWAS.** Africa Lead recruited the third cohort of young professionals placed for a 12-month internship period with our regional partner institutions CILSS and ECOWAS. Four young professionals including a communications associate for the Department of Agriculture and Rural Development (DARD) in Abuja, Nigeria at ECOWAS and an M&E associate at the Centre Regional of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS-Agrhymet) in Niamey, Niger have been matched. A communications associate for the Permanent Interstate Committee for Drought Control in the Sahel (CILSS-INSAH) in Bamako, Mali; as well as another M&E associate for CILSS' Executive Secretariat in Ouagadougou, Burkina Faso are benefitting from the internship program. Next quarter, Africa Lead plans to recruit and place six young professionals over a 12-month period at the ECOWAS Department of Agriculture, Abuja CILSS, and CORAF.

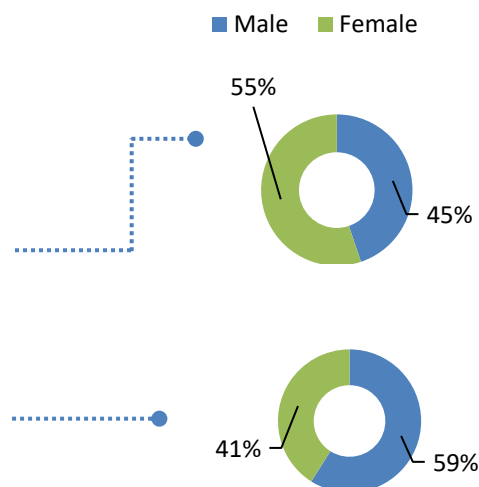


DRC MISSION

Q1 | FY2017

KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY4
Number of organizations supported	16	16
Number of trainings conducted	1	1
Number of individuals trained	29	29
Number of food security event participants	39	39
Number of food security events	2	2



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
National Coffee Office (ONC)	Gov	Participatory Institutional Capacity Assessment and Learning Index/Organizational Capacity Assessment (PICAL/OCA)
Donors Group (GIBADER)	Donors Group	Secretariat role and logistical support to the GIBADER monthly meeting

ACTIVITIES

- **Customized Champions for Change (C4C) training for youth and women.** Africa Lead customized and delivered the Youth and Women C4C training module to 29 (13 male and 16 female) youth and women engaged in agribusiness entrepreneurship from November 29 to December 3, 2016. In partnership with the International Institute of Tropical Agriculture (IITA), Africa Lead called for applications from the IITA Youth Agripreneurs in Kinshasa (IYAKIN) to participate in the training program. In addition to IYAKIN's representation, the training brought together participants representing the public sector, private sector, women, youth associations, research institutes, and nongovernmental organizations (NGOs). This training can be considered an entry point for Africa Lead's DRC youth, women empowerment focused programs, as well as a partnership building exercise with represented NGOs. Africa Lead will also deliver this training in the upcoming quarter.

- **Participatory Institutional Capacity Assessment and Learning Index (PICAL) for the National Coffee Office (ONC).** Africa Lead conducted the validation step of PICAL for the ONC. Africa Lead reviewed stakeholder input and submitted a written summary of stakeholder feedback from the preliminary assessment scores to senior management for revision and feedback. The ONC reviewed the findings from the validation interviews and adjusted their ratings where appropriate, thus completing the validation process. The executive team used the findings to identify capacity-building priorities. The long-term objective is to enable the ONC to adopt this self-assessment tool and incorporate it into the organization's practices and culture. Next quarter, Africa Lead will validate the capacity development plan for the ONC and deliver C4C training to the institution.
- **Support to the multi-donor group on agriculture and rural development (GIBADER).** Africa Lead continued to play a secretariat role and to deliver logistical support services to GIBADER, currently chaired by USAID. Africa lead supported one GIBADER meeting held in October 2016. In this meeting, the European Union Commission presented a new three-year food security project that is being prepared and is expected to be implemented in February 2017 in the Kankuru province by the Union to the donor community and its development partners. Next quarter, Africa Lead will provide logistical support for GIBADER and Groupe-Thematique 9 (GT 9) meetings.

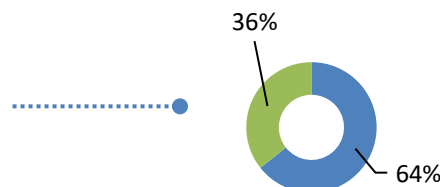


GHANA MISSION

Q1|FY2017

KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	47	47
Number of trainings conducted	0	0
Number of individuals trained	0	0
Number of food security event participants	115	115
Number of food security events	5	5



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement
Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement
University of Ghana, University of Cape Coast	University	Monitoring and Evaluation (M&E)/Results-Based Management (RBM) course

ACTIVITIES

- **Launch of the Integrated Farm Management and Value Chain Development (IFMVD) initiative.** Savanna Integrated Rural Development Aid (SIRDA) officially launched the IFMVD initiative. The objective of the regional launch was to create a platform to bring together representation of Regional and District stakeholders and raise awareness about integrated farm management and value chain development opportunities to empower women in agribusiness. SIRDA also delivered its first series of capacity building interventions and facilitated their “Group Dynamics and Management” training for women farmers. As a result of the training, participants acquired basic principles of effective faith-based organization (FBO) management practices and leadership. Using the cascade training methodology in three districts, SIRDA trained 2,025 participants.
- **Agribusiness and entrepreneurship training for youth and women.** Africa Lead developed a curriculum and facilitated a workshop to test the agribusiness and

entrepreneurship training for youth and women. AL will seek feedback from participants before finalizing the manual.

- ▣ **Support to Ministry of Finance agribusiness desk.** From November 9 - 11, 2016, Africa Lead delivered technical support services to staff and major stakeholders of the agribusiness desk of the Ministry of Finance to review the performance of the unit, and to develop a work plan and budget for the project's third year of implementation. The workshop supported the division to plan its activities to ensure successful implementation of program activities and to align its activities toward achievement of its strategic goal and objectives as required for all USAID-funded, program-implementing partners.
- ▣ **Youth agribusiness incubation center.** The African Youth Network for Agricultural Transformation (AYNAT) has secured an office space and began start-up activities to establish an incubation center aimed at creating an enabling environment for agribusiness ideas to be nurtured into sustainable businesses for youth.
- ▣ **Self-assessment for the University of Cape Coast Fisheries and Coastal Management Capacity Building Support Project.** Africa Lead carried out a participatory capacity self-assessment for the University of Cape Coast Fisheries and Coastal Management Capacity Building Support Project. The assessment helped the department to assess its capacity and outline its challenges to guide development of a strategy to effectively implement the project.
- ▣ **Monitoring and Evaluation/Results-Based Management (RBM) training.** In April 2016, Africa Lead conducted a training in M&E/RBM for staff of the Department of Fisheries and Aquatic Sciences (DFAS) of the University of Cape Coast (UCC). The training built the capacities of the staff in establishing an effective M&E system and achieving results from project activities. As a follow-on to the training, the project is expected to set up an M&E system to support implementation.
- ▣ **Logistical and technical support services for International Rural Women's Day.** The International Rural Women's Day took place at Assin Nyankumase in the Central Region, with the theme "Empowering our women; Ensuring Food Security and Promoting Nutrition". More than 800 individuals from all over the country attended the function. Africa Lead supported the event with logistical and technical support services and training on the role of women in agriculture that was delivered in collaboration with some women Champions for Change.
- ▣ **Stakeholder Consultation on Aquaculture Farming.** Africa Lead supported the Fisheries Alliance Network of Ghana and the Inland Culture Fisheries Association of Ghana (ICFAG) to facilitate two high-level national stakeholder consultation workshops in the southern and northern regions of Ghana. Participants at both workshops deliberated on the challenges that the aquaculture farmers face and how the proposed authority will facilitate specific strategies to address the challenges in order to boost the fishing industry. The goal of the initiative is to establish a national aquaculture development authority for Ghana.

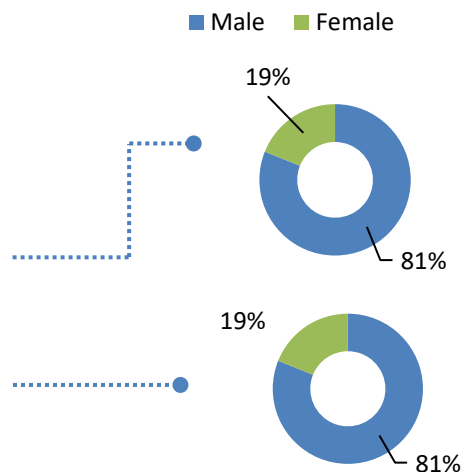


GUINEA MISSION

Q1 | FY2017

KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	17	17
Number of trainings conducted	1	1
Number of individuals trained	37	37
Number of food security event participants	37	37
Number of food security events	1	1



KEY PARTNERS

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

ACTIVITIES

- **Champions for Change (C4C) leadership course.** Africa Lead delivered the first C4C leadership course in Conakry, targeting directors and senior managers of key rural development ministries and agricultural institutions. The signature course strengthened the individual leadership and management skills of staff from key organizations expected to influence the development path of agriculture and food security in Guinea. As a result of this course, the participants can now describe their current and potential, formal and informal roles in food security initiatives, including active roles in the Comprehensive Africa Agriculture Development Programme (CAADP), as well as develop advocacy strategies to change mindsets about the role of the very poor and the importance of gender.
- **Technical assistance to Bureaus of Strategy and Development (BSD).** During this quarter, Africa Lead continued to deliver technical assistance and coaching to the six thematic groups and staff of the Bureaus of Strategy and Development (BSD), tasked to develop the technical content of the PNDA and National Programme for Agricultural Investment and Food and Nutrition Security (PNIASAN). The Africa Lead team worked

closely with the African Union Commission (AUC)/New Partnership for Africa's Development (NEPAD) consultants and led more than 15 working sessions with each thematic group where they reviewed and analyzed each group's work. AL also assessed evidence (data and information gaps, challenges in the process) and delivered technical direction and solutions. The synthesis of the outcomes of the work of the six thematic groups forms the basis of a comprehensive problem tree analysis on Guinean agriculture. Next quarter, Africa Lead will continue to deliver technical assistance and coaching to the six thematic groups and technical writing committee, and will facilitate a retreat with all key stakeholders to review and validate the first draft of the PNDA in collaboration with the World Bank and the AUC.

- **Feed the Future launch.** Africa Lead delivered logistical support services to about 50 key government, civil society, and private sector actors to participate in the launch of the Feed the Future (FTF) program in Guinea. The Mission presented the new FTF strategy and implementing partners in addition to their plans to enhance the policy enabling environment as well as food security and nutrition in the country.



SENEGAL MISSION

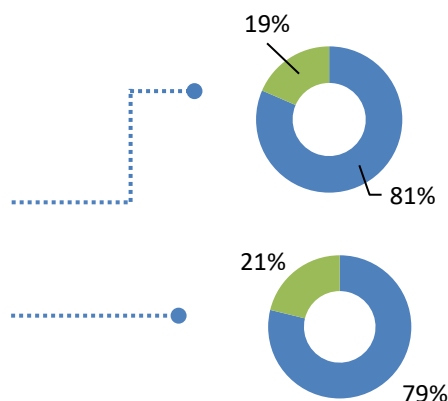
Q1 | FY2017



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q1	PY4
Number of organizations supported	61	61
Number of trainings conducted	1	1
Number of individuals trained	27	27
Number of food security event participants	118	118
Number of food security events	2	2

■ Male ■ Female



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Bureau Opérationnel de Suivi du Plan Sénégal Émergent (BOS/PSE)	Gov	Workshop facilitation, monitoring and evaluation (M&E) technical assistance
University Cheikh Anta Diop	Academic	Champions for Change (C4C) institutionalization
Ministere de l' Agriculture et de l' Equipement Rural	Gov	Co-supported the restructuring, change management process

ACTIVITIES

- Knowledge management and communications assessment of the Ministry of Agriculture and Rural Equipment (MAER).** Africa Lead carried out an assessment of the internal and external mechanisms, and communication strategies and procedures within the MAER and the knowledge management systems in place at the ministry. The assessment is part of a process that will lead to the creation of a communication, advocacy, and knowledge management system and mechanism at the MAER. Other ongoing support services include the identification of changes required to better respond to the mandate and mission of the newly created structure, and the development of a plan to establish more effective, efficient, appropriate, and user-friendly communication and knowledge management systems based on clearly defined strategies. Next quarter Africa Lead will organize a restitution workshop of

MAER's assessment in knowledge and learning management (KLM) and communications and will build the foundations of the MAER KLM and communications system.

- **BOS midterm program review and planning workshop.** Africa Lead facilitated a 2016 midterm program review and 2017 activity-planning workshop for BOS from December 19-21, 2016. Ninety-three participants (74 male and 19 female) representing the public and private sectors attended the mid-term review. They assessed the achievement of each of the flagship projects and key reforms in light of targets set in January 2016. Participants also analyzed factors that have contributed to the achievement of -- and challenges to achieving - - targets and developed a scorecard for each flagship project and key reform among related activities.
- **C4C Food Security Nutrition Leadership and Change Management Training of Trainers (TOT).** The University of Cheikh Anta Diop has adapted and updated the C4C Food Security Nutrition Leadership and Change Management curriculum into an 80-hour course (including in-class and out-of-class activities with an internship component within an agribusiness or family enterprise or farm) to better fit into their local context. Africa Lead conducted a TOT workshop in Mbour, Senegal for 30 university lecturers from the *Institut Supérieur d'Agriculture et Entreprenariat* (ISAE)/ Cheikh Anta Diop University (UCAD) in the experiential learning cycle using the newly adapted and updated C4C module.
- **BOS mid-term review.** During Q1, Africa Lead facilitated a mid-term review workshop for BOS and its partners. The purpose of this workshop was to assess the level of implementation of the flagship projects and key reforms and to integrate key private sector actors that are involved in the implementation of the *Plan Senegal Emergent*. Each flagship and key reform project presented its achievements for 2016, supporting factors that help achieve the targets, and hindering factors to be addressed. Each flagship and key reform project set up targets for 2017.

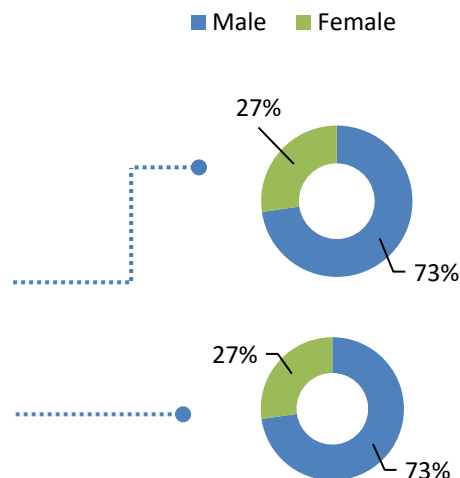


SIERRA LEONE MISSION

Q1 | FY2017

KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q3	PY4
Number of organizations supported	27	27
Number of trainings conducted	1	1
Number of individuals trained	44	44
Number of food security event participants	44	44
Number of food security events	1	1



KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Ministry of Agriculture, Forestry, and Food Security (MAFFS)	Gov	Capacity Development Services

ACTIVITIES

- **Champions for Change leadership course.** Africa Lead facilitated its flagship Champions for Change Leadership course to 44 (32 male and 23 female) staff selected from various ministries, partners of the ministry, and other non-state actors and related stakeholders in the country. Participants improved their knowledge in the Comprehensive African Agriculture Development Programme (CAADP), Malabo Declaration, and their roles in contributing to food security, as well as steps to leading and managing change.
- **Africa Lead USAID/ Ministry of Agriculture, Forestry and Food Security (MAFFS) Support Program launch.** The Africa Lead USAID/MAFFS Support Program was launched. The project is expected to build the capacity of MAFFS staff and its key partners to equip them to effectively deliver on their mandate to lead the ongoing agricultural transformation initiative in the country. Next quarter, Africa Lead will conduct a monitoring and evaluation (M&E)/results-based monitoring (RBM) training for MAFFS staff.
- **Launch of Feed the Future (FTF) project.** Africa Lead participated in the launch of a FTF project expected to promote agribusiness in the country. Catholic Relief Services (CRS) in Sierra Leone will implement the entrepreneurship component of the project. Africa Lead will collaborate with CRS and ACDI/VOCA to deliver capacity development services to the

project beneficiaries in the Tonkolili district of Sierra Leone. Africa Lead also serves on the steering committee responsible for the management of the project. Next quarter, Africa Lead will participate in the FTF Project steering committee meetings and district-level project launch.



NIGERIA MISSION

Q1 | FY2017

KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Strengthen the capacity of the FMARD agribusiness division in setting up an agribusiness investor resource center

ACTIVITIES

- **FMARD follow up.** Africa Lead conducted a follow up and monitoring visit to FMARD to gather information on application of knowledge acquired by ministry staff since the delivery of capacity development services, and observed changes that have occurred since the training. During the visit, the team met with the SDG offices, directors, and staff that participated in the monitoring and evaluation (M&E)/results-based monitoring (RBM) training. Interactions with staff showed that the training program was useful to the ministry, but some internal challenges are deterring them from applying the knowledge and skills acquired.
- **Nigerian Stakeholders reviewed the national Agricultural Promotion Policy.** National Association of Nigerian Traders (NANTs) organized two workshops to brainstorm on the status of the Nigerian agricultural sector--issues, challenges and the way forward as contained in the government's new agricultural policy, known as the Agricultural Promotion Policy (APP). NANTs took the initiative to bring together all identifiable stakeholders in the agriculture sector to impress on government the need for NSA involvement and participation in the formulation of the policy to ensure ownership, implementation and management. NANTs plans to develop information briefs and brochures on the policy in some of the local languages in Nigeria to educate and to create awareness on the agriculture policy. They intend to disseminate this at the state, local government and community levels. This will promote interest, participation and mutual accountability in the sector.

Annex A. Featured Impact Story

An Emerging Voice for Kenya's Agriculture Sector Non-State Actors

For years, Kenyan non-state actors (NSAs) in the agriculture sector - input suppliers, producers, research and academic institutions, civil society and agribusiness, and women and youth - have struggled to find a way to speak with one voice about how to strengthen agriculture in the country. In recent decades, umbrella organizations representing these actors have been established and advocated for specific interests. However, no single group has worked to align and coordinate all the various groups through a unified agenda. That is until, the emerging and nascent stage organization the Agriculture Council of Kenya (AgCK) stepped forward as a unified voice for dialogue and engagement. Africa Lead, the US government's Feed the Future capacity building program, supported the AgCK in strengthening its early formation of institutional structures and policy engagement processes.

In November of 2016, AgCK launched its 2016-2021 strategic plan. This strategic plan came as a result of three months of wide-reaching consultations and institutional strengthening support from Africa Lead to the nascent stage interest group. Additionally, Africa Lead provided technical facilitation support for initial consultative meetings to distill policy issues on six priority value chains across the Kenyan agriculture landscape.

"What we lack in this country is a platform to get all the farmers involved in actually articulating their issues, I am not saying we don't have institutions in this country that don't work, especially now that we have a devolved system of government. The problem has been that unifying factor to look at the very specific issues at the specific levels," said Justus

Mochache Monda, the Chairman of the Pyrethrum Growers Association of Kenya, speaking at the launch of AgCK's strategic plan in Nairobi. "So the formation of the AgCK is going to give a bigger voice, a bigger platform at which we can put our thoughts together to address specific issues, affecting target subsectors of agriculture in Kenya,"

As the organization continues to establish itself, the launch of its strategic plan was a critical milestone in establishing the role of the organization nationally. AgCK's overall goal is to improve Kenya's agricultural contribution to socio-economic development and provide an opportunity for sector stakeholders to effectively engage in agricultural development dialogue, specifically the long-standing agricultural reform agenda. The strategic plan articulates the Council's vision, mission, objectives and activities. The plan also proposes appropriate governance and management structures to steer its implementation as guided by member approved strategic objectives and thrusts.

The Council is organized and managed by an Interim Steering Committee in consultation with sector stakeholders, and supported by Africa Lead. Formed to fill gaps in the sector's agricultural reform consultations, the AgCK is also committed to transforming agriculture, by building broad and inclusive coalitions to improve the sector's performance as the principal convener of Kenya's agricultural NSAs. The early stage organization recognizes that the effectiveness of NSAs can be enhanced by improving their legitimacy and representation.



The AgCK is quickly gaining ground as the convener and consultations facilitator for non-state actors in Kenya's agriculture sector, with

the aim of progressively improving agriculture sector contribution to economic development through collaboration.



Dr. John Mutunga, the Chairman of the AgCK, and Dr. Andrew Tuimur, the Principal Secretary of The State Department of Livestock, officially launch the AgCK Strategic Plan



Dr. Andrew Tuimur, the Principal Secretary of the State Department of Livestock, speaks during the launch of the Strategic Plan 2016-2021.

Annex B. Indicator Performance Target Table

#	Indicator Type	Indicator	FY17 (Y4) Target	Y4 Achieved by Quarter				FY17 (Y4) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa										
GI.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA	-	-	-	-	-	NA	-
GI.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA	-	-	-	-	-	NA	-
GI.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										
SOI.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA	-	-	-	-	-	NA	-
SOI.2	Outcome	Percentage of countries with improved year over year “Ease of Doing Business in Agriculture Index” ranking (BBA)	NA	-	-	-	-	-	NA	-
Intermediate Result I: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs										
I.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	75%	100%	-	-	-	100%	75%	91%
I.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	1,110	165	-	-	-	165	4,680	2,844
		% Women	35%	30%	-	-	-	30%	35%	30%
I.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	55%	-	-	-	-	-	65%	100%
I.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	20	1	-	-	-	1	59	26
I.5	Output	Number of knowledge products generated with support from AL II	20	7	-	-	-	7	75	56
I.6	Output	Number of food security-related events supported by AL II	60	32	-	-	-	32	220	337
I.7	Output	Number of participants attending food security related events supported by Africa Lead II	3,325	934	-	-	-	934	9,100	12,615
		% Women	35%	27%	-	-	-	27%	35%	36%
I.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	21	21	-	-	-	21	48	174
I.9	Output	Number of organizations/institutions supported by AL II	418	447	-	-	-	447	913	2,918



#	Indicator Type	Indicator	FY17 (Y4) Target	Y4 Achieved by Quarter				FY17 (Y4) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
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	18
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	-1	-	-	-	-	25	39
		Analysis	-	-	-	-	-	-	-	37
		Consultation	-	-	-	-	-	-	-	26
		Drafting/revision	-	-	-	-	-	-	-	14
		Approval	-	-	-	-	-	-	-	8
		Implementation	-	-	-	-	-	-	-	6
2.4	Output	Number of countries receiving Africa Lead II assistance	20	7	-	-	-	7	20	18
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	TBD	-	-	-	-	-	TBD	4
2.6	Output	Number of JSR workshops conducted/facilitated	TBD	0	-	-	-	0	TBD	28
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	96	-	-	-	-	-	188	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	226	125	-	-	-	125	534	1,022
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	1055	224	-	-	-	224	2,502	1,883
		% women	35%	38%	-	-	-	38%	35%	60%
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	TBD	-	-	-	-	-	TBD	-

1 Africa Lead is not reporting on indicator 4.5.1-24 in the current quarter. The project is piloting a new process for tracking this indicator and will report FYQ1 data with FYQ2 data in the next quarterly report.

#	Indicator Type	Indicator	FY17 (Y4) Target	Y4 Achieved by Quarter				FY17 (Y4) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
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	70%	-	-	-	-	-	70%	-