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

QUARTERLY REPORT: APRIL- JUNE 2014



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

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Cover photo: Maasai women listen intently to presentation at farmer's trade fair in Kajaido County, Kenya. Africa Lead Champion Patrick Kimani, CEO of Kenya Livestock Producers Association, organized the exhibition to promote dialogue between farmers and development partners. Photographer: John Nduri, Africa Lead II.

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

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ACRONYMS

Africa Lead I	Africa Leadership Training and Capacity Building Program
Africa Lead II	Feed the Future: Building Capacity for African Agricultural Transformation Program
AOR	Agreement Officer's Representative
APLE	Agriculture Policy Learning Event
APLU	Association of Public and Land-grant Universities
ASWG	Agriculture Sector Working Group
AUC	African Union Commission
AUC-DREA	African Union Commission Department of Rural Economy and Agriculture
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CIP	Country Investment Plan
COMESA	Common Market for Eastern and Southern Africa
CORAF	Central African Council for Agricultural Research
CSO	civil society organization
DPTT	Development Partners Task Team
DREA	Department of Rural Economy and Agriculture
ECOWAS	Alliance for Commodity Trade in Eastern and Southern Africa
ESA	East and Southern Africa
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FAS	Field Accounting System
FSP	Food Security Portal
FTF	Feed the Future
IAA	Institutional Architecture Assessment
IGAD	Intergovernmental Authority on Development
IFPRI	International Food Policy Research Institute
JSR	Joint Sector Review

M&E	monitoring and evaluation
MA	Mutual Accountability
NAPP	National Alliance Partnership Program
NGO	nongovernmental organization
NSA	non-state actor
OCA	Organizational Capacity Assessment
PMP	Performance Monitoring Plan
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems
SAKSS	Strategic Analysis and Knowledge Support Systems
TAMIS	Technical and Administrative Management Information System
WA	West Africa
YoA	Year of Agriculture

EXECUTIVE SUMMARY

This document presents results from the third quarter of the program: the period from April 1st to June 30th, 2014.

AFRICA LEAD II ACCOMPLISHMENTS

EAST & SOUTHERN AFRICA (ESA) PROGRAM HIGHLIGHTS

1. Organized the Joint African Union Conference of Ministers in Addis Ababa, Ethiopia.
2. Provided logistical support to the AUC 23rd Ordinary Summit in Malabo, Equatorial Guinea.
3. Organized the CAADP Agribusiness meeting in Malabo, Equatorial Guinea.
4. Organized the NSA/CSO work planning meeting in Addis Ababa, Ethiopia
5. Organized USAID Uganda's Implementing Partner's Meeting in June 2014.
6. Developed curriculum for leadership training to local government authorities in Manyara, Zanzibar, Dodoma, Morogoro, and Vomeru (Tanzania).
7. Prepared for Super Champions Training of Tanzanian Members of Parliament in Dodoma.
8. Developed and delivered Super Champions curriculum for Training of Trainers (TOTs).
9. Held brainstorming sessions for Local Government Authorities (LGAs), hired master trainers and coordinated with Washington office on training manuals.
10. Provided continued support to Sokoine University of Agriculture (SUA) internship program (Tanzania).
11. Conducted needs assessment in Ifakara and Morogoro, Tanzania.
12. Supported profiling of agribusiness investment opportunities for the launch of Rwanda CAADP II.
13. Supported the Tanzania Joint Sector Review workshop.
14. Held discussions with three bilateral and one regional mission (including Kenya, East Africa, Tanzania and Rwanda) on program buy-ins and work plans.

WEST AFRICA (WA) PROGRAM HIGHLIGHTS

1. Organized and coordinated travel and logistics for the Ghanaian delegation to the Grow Africa Investment and World Economic Forum, May 6-8 in Abuja, Nigeria.
2. Organized and provided logistics support to the USAID WA Partners Meeting, April 23-25, 2014.
3. Conducted an institutional assessment of five Regional Agricultural Development Units (RADUs) of the Ministry of Food and Agriculture to gather information on the status of the RADUs to inform the JSR review.
4. Conducted consultative meetings with CORAF, CILSS, Hub Rural and ECOWAS to flesh out capacity development plans for these organizations.
5. Delivered capacity development services to these key national and regional organizations.
6. Organized and facilitated meeting of key CSO/NSA actors in Ghana to assess their needs and revise NSA action plans.

7. Organized Commercial Farmer Roundtable with representatives of commercial farms, government and institutions to discuss challenges in current regulatory environment.
8. Organized roundtable with Champions in Ghana to assess needs and design capacity strengthening activities for private sector.
9. Finalized internship program guidelines, identified internship opportunities with hosting companies and other FTF national and regional projects.
10. Developed the West Africa Office Organizational Development implementation strategy.
11. Facilitated JSR stocktaking meeting in Accra, Ghana.
12. Organized and facilitated the Ghana Agriculture Joint Sector Review with IFPRI and MOFA.
13. Participated in meeting with MOFEP to provide inputs into their draft PMP.
14. Held discussions with two bilateral and one regional mission (including Ghana, West Africa and Nigeria) to review and discuss buy-in scope of works.

WASHINGTON PROGRAM HIGHLIGHTS

1. Coordinated with IFPRI/ReSAKSS to design and facilitate Joint Sector Review Assessment Workshops in seven focal countries: Ethiopia, Tanzania, Malawi, Mozambique, Ghana, Senegal, and Burkina Faso.
2. Supported NEPAD NSA Task Force with planning of NSA strategic and action planning workshop May 3-5, 2014.
3. Finalized AL II Internship SOW and budget, and convened planning workshop to determine specific way forward for AL II Internship Program ensuring cohesion between strategy and actions of AL II's Teams in Washington D.C., Accra, and Nairobi.
4. Supported the design and delivery of the AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture at the AUC from April 28-May 2, 2014.
5. Attended the AUC Joint Technical and Ministerial Meetings in Addis Ababa April 28-May 2, 2014.
6. Built relationships with NSA actors to gain insight into factors affecting the NSA.
7. Supported the design and delivery of the NSA strategic and action-planning workshop in Addis Ababa from May 3-5, 2014.
8. Provided follow-on support refining action plans and developing scopes of work that flow out of the NSA workshop.
9. Drafted report on NSA workshop for USAID.
10. Provided technical support to ESA and WA field offices on regional and bilateral mission Component Three workplans.
11. Launched inaugural program newsletter (released in April 2014).
12. Designed and developed new Africa Lead II website.
13. Finalized indicator list in conjunction with USAID and field offices.
14. Finalized PMP based on USAID feedback.
15. In collaboration with technical staff, developed M&E data collection tools and templates for surveys and feedback/evaluations.
16. Organized and delivered inaugural Africa Lead II learning roundtable on Complexity-Aware Monitoring.

17. Conducted 6-month feedback survey with Africa Lead I training and internship participants and analyzed findings.
18. Conducted routine M&E and KM training for field staff via Skype.
19. Worked with Component leads to develop baseline assessments for select technical activities and updated/refreshed training surveys and evaluations.

UPCOMING ACTIVITIES

These upcoming activities are based on what has been articulated in mission buy-ins to date and what is reflected in the Africa Lead II Year One Workplan. We anticipate completing the tasks below during the upcoming quarterly reporting period (July-September 2014).

EAST & SOUTHERN AFRICA PROGRAM

Upcoming activities: July-September 2014

Component 1:

1. Provide customized leadership and food security training and internship placements for returning Young African Leadership Initiative (YALI) fellows in Tanzania.
2. Provide design, logistics, implementation and follow-up support for USAID/Tanzania's Feed The Future Implementing Partners Meeting, scheduled for Oct/Nov 2014.
3. Design and deliver Champions for Change training for Tanzania's Ministry of Agriculture, Food Security and Cooperatives.
4. Support internship placement program for Sokoine University of Agriculture (SUA) graduates in Kenya and Tanzania.
5. Organize stakeholder meeting and develop training for SUA/SUAGECO staff.

Component 2:

1. Organize and facilitate the East African Community Institutional Architecture Assessment report validation workshop at member-state level.

Component 3:

1. Organize and facilitate CAADP Non-State Actors strategic planning workshop in Addis Ababa, Ethiopia.

WEST AFRICA PROGRAM

Upcoming activities: July-September 2014

Component 1:

1. Roll-out CILSS Strategic Visioning Exercise.
2. Deliver Final Report on CILSS 2009 - 2013 Evaluation.
3. Kick-off M&E platform development for CILSS.
4. Commence organizational development support services for various WA organizations.

5. Support CILSS with legal advisory services.
6. Deliver customized training sessions to staff of ECOWAS, CORAF and Hub Rural.
7. Establish partnership with IITA to discuss opportunities for collaboration in carrying out Capacity Development Needs Assessment.
8. Deliver internal and external capacity development services to staff of MOFEP (training on operationalization of MOFEP Agribusiness unit workplan).
9. Meet with GCAP team to discuss delivery of internal and external capacity development services to staff of GCAP.
10. Train MoFA-PPMED staff in report writing.
11. Organize Champions for Change needs assessment consultative meeting and Champions Networking meeting in Ghana (Accra and Tamale).
12. Train and coach Africa Lead Trainers/Facilitators.
13. Carry out ECOWAS, CORAF, and CILSS intern placements.

Component 2:

1. Meet with Agricultural Policy Support Program team to discuss opportunities for collaboration/leverage.

Component 3:

1. Carry out needs assessment consultative meeting for youth and women.
2. Organize NSA support program launch.
3. Meet with West Africa Civil Society Institute (WACSI) to discuss opportunities for leveraging and collaboration.
4. Commence Mars Rice production agribusiness internship placement.
5. Initiate GIMPA undergraduate agribusiness internship placement.
6. Embark on Hershey internship placement.
7. Organize grants proposal writing workshop.
8. Hold youth and women leadership training.

WASHINGTON PROGRAM

Upcoming activities: July-September 2014

Component 1:

1. Provide design and logistics support to upcoming AUC/CAADP meetings as part of AL II support for 2014 AU Africa Year of Agriculture.
2. Test prototype Institutional Assessment Toolkit.
3. Develop curriculum and delivery of revised Champions for Change and Training of Trainers curricula for East and West Africa teams.
4. Support CILSS strategic planning and visioning exercise.
5. Implement a training needs assessment and develop a training program for the Department of Agriculture and Rural Development (DARD) of ECOWAS.
6. Implement an institutional capacity needs assessment for International Institute for Tropical Agriculture and develop an institutional capacity improvement plan.

7. Present at RUFORUM Conference in Mozambique on Africa Lead Partnership with Tanzania SUA on Junior Agribusiness Internship Program.
8. Initiate support to Tanzania SUA to mobilize 25 junior agribusiness interns in East Africa.
9. Mobilize two West African interns to Uncle Ben's Rice in Greenville, MS.
10. Finalize MOU with GIMPA to launch Junior Agribusiness Internship Program in Ghana.
11. Coordinate with IREX—USAID Implementing Partner for Mandela Washington Fellows Program (formerly YALI)—on preparation to support returning East African fellows with Champions for Change Leadership Training and Agribusiness Internships.
12. Collaborate with Hershey's in finalizing internship SOW.

Component 2:

1. Conduct assessment with USAID missions on future APLE deliveries.
2. Collaborate with IFPRI on strengthening design of JSR processes, including involvement of private sector and civil society.
3. Provide design, facilitation and logistics support for New Alliance Annual Review meetings (as requested).
4. Complete briefing paper that explains Africa Lead methodology for Institutional Architecture Assessment for Food Security Policy.
5. Prepare for Joint Sector Review training in Rwanda.
6. Develop opportunities to support NSAs participation in JSR process in select countries.
7. Develop buy-in for USAID/Mozambique focused in part on support for JSR process.

Component 3:

1. Meet with CAADP NSA representatives during US-Africa Heads of State Summit side event to agree on follow-up actions to support NSA's strategic plan and action plan.
2. Initiate NSA mapping scope of work (with approval from USAID) to provide information to support promotion of effective participation of non-state actors in the policy process.

KLC and M&E

1. Draft third quarterly report and submit to USAID.
2. Release second issue of Africa Lead II newsletter (August).
3. Launch new Africa Lead II website.
4. Update program brochure.
5. Design new brochure for internship program.
6. Provide support to YALI program, with the possibility of creating an outreach video.
7. Hold follow-up sessions with HO and field offices on Complexity Aware Monitoring.
8. Provide support to both field offices on developing Champions for Change networks or learning roundtables.
9. Provide support to ESA for upcoming project launch.
10. Finalize all program M&E templates for hosting on TAMIS.
11. Conduct/support data collection.
12. Work with Champions in Senegal to set up a network, including possibility of a website.

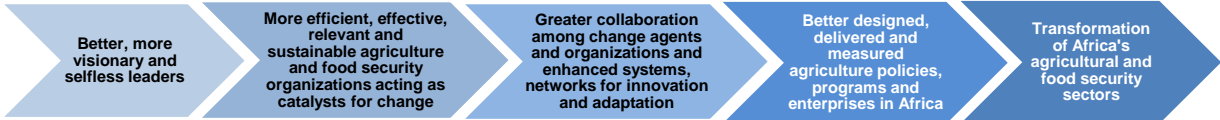
BACKGROUND

Africa Lead II—the Feed the Future: Building Capacity for African Agricultural Transformation Program—is a five-year Cooperative Agreement between USAID and a DAI-led Consortium. The Program runs from October 1, 2013 to September 30, 2018 and has an estimated maximum total funding amount (ceiling) of \$69,998,758. Other core members of the Consortium include Training Resources Group (TRG), Management Systems International (MSI) and Winrock International.

The purpose of the program is to support and advance agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, Africa Lead II will contribute to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions—defined as men and women leaders in agriculture—to develop, lead, and manage the policies, structures and processes needed for the transformation process.

Africa Lead II will build upon Africa Lead I’s capacity building achievements to cultivate a cadre of leaders across the spectrum of agriculture, food security and agribusiness stakeholders who will champion the cause of increased innovation in agriculture, greater agricultural productivity, and greater food security. As part of a larger network and within their organizations, these leaders will, in turn, create the critical mass required to transform key policies and practices, thus breaking the cycle of weak investment, low input, low output, and poor food security status for many Africans. As shown in Figure 1, the pathway for the intended impact is straightforward.

FIGURE 1: THEORY OF CHANGE FOR INCREASED AGRICULTURAL PRODUCTIVITY AND FOOD SECURITY



AFRICA LEAD II VISION AND APPROACH

Africa Lead II is guided by the understanding (“theory of change”) that better prioritized, designed, delivered and measured agriculture policies, programs and enterprises in Africa will lead to greater agricultural productivity and food security. Realizing these improvements requires stronger, more results-oriented public and private organizations (institutional architecture), led by champions—motivated, skilled, visionary team leaders and change agents—for food security. It requires clear and publicly accessible policy agendas that are subject to testing by evidence derived from various stakeholders. And it requires an open process by which stakeholders from across the agriculture spectrum are provided space to interact with one another and engage the government with articulated and evidence-derived positions with respect to existing and potential policies.

The role that Africa Lead II will play in this process will be as a **catalyst and connector for learning and innovations** in individual leadership behavior, in institutional performance and in the policy process, especially including supporting increased injection of evidence into policy debate and decision-making and in strengthening engagement of civil society. Africa Lead II will, in particular, build upon the “community of practice” of Champions for Change—a “leadership brand” of agriculture change agents, increasingly recognized within Africa, who have the skills, the breadth of view and the motivation to initiate transformation in the way agriculture and food security are thought about and approached in their various institutions. But what will distinguish Africa Lead II will be its focus on the institutions in which these Champions work, together with the Champions and other supportive programs, helping to bring about the improvements in capacity—in systems, leadership and management—that will bring these institutions to maximum effectiveness.

The scope of Africa Lead II is divided into three components, as follows:

- **Component One:** Establishing and Improving Effectiveness of Institutional and Organizational Architecture for African-Led Agricultural Transformation.
- **Component Two:** Strengthening Capacity to Manage and Implement the Policy Change and Alignment Process.
- **Component Three:** Promoting the Effective Participation of Non-State Actors (NSAs) in the Policy Process and Providing Capacity Strengthening Support When Necessary.

Structure of the Quarterly Report

Below, we cover in greater detail the activities and outputs of each of the Components (or strategic areas of program intervention) that make up the Africa Lead II program. We begin and end with overall program support tasks and in between we highlight program tasks that Africa Lead II has undertaken during this quarter, organized by region.

During this quarter, AL II received feedback from USAID on the draft PMP submitted in December 2013. Based on this input and engagement with the field, AL II has refined and streamlined the program’s list of indicators. While not yet approved through an official modification, AL II has incorporated these changes into the IPTT table included as Annex I.

AFRICA LEAD II ACCOMPLISHMENTS

CONSULTATION, SENSITIZATION, AND ESTABLISHING PROGRAM OVERSIGHT AND START UP

TASK 0.1: CONSULTATION WITH BILATERAL AND REGIONAL USAID MISSIONS

During the first nine months of the program, the Africa Lead II Team worked in partnership with the AOR to consult with bilateral and regional USAID Missions in order to generate buy-ins. Some buy-ins were driven by marketing to Missions in their host country, whereas other buy-ins were committed at the December 2013 workplanning meetings during which USAID Mission staff from all across Africa congregated in Addis Ababa, Ethiopia, to discuss mission priorities and how to align them with the program's service offerings.

In marketing Africa Lead II to Mission staff, the program team encouraged our Mission partners to develop multi-year workplans with Africa Lead II, laying out a medium- to long-term vision for Africa Lead II's role in helping Missions achieve their FTF objectives.

Task results:

1. Held meetings with seven missions on scope of work development across West, East and Southern Africa.
2. COP, Director of Operations and Knowledge, Learning and Communications Manager travelled to the East and Southern Africa field office to provide management, finance, administration and technical support.
3. Secured new buy-ins from four bilateral and regional missions (East Africa, West Africa, Rwanda and Kenya). (See Annex III for current dollar value and breakdown of buy-ins).

TASK 0.2: CONSULTATION AND COLLABORATION WITH FOOD SECURITY SUPPORT ORGANIZATIONS AND PROGRAMS

Starting from the first weeks of the program, Africa Lead II engaged with relevant actors at the continental, regional, national and sub-national levels. At the continental level, these included programs such as the Africa-wide Food Security Policy Program (FSP, also known as the Food Security Policy Innovation Lab, led by MSU, IFPRI, and University of Pretoria) and the Regional/National Strategic Analysis and Knowledge Support Systems ReSAKSS/ SAKSS) support programs (IFPRI-led). Africa Lead II also met with the US Alliance to End Hunger and the Partnership to Cut Hunger and Poverty in Africa to discuss joint support to non-state actor groups (NSA) to strengthen their engagement in the policy process. With IFPRI, Africa Lead II has begun the process of developing a program paper that spells out the nature of the collaboration across a number of fronts, including JSRs and support to country SAKSS nodes.

Task results:

1. Held follow-up discussions with The World Bank's BBA program on possible collaboration in training of NSA groups to generate and use policy-relevant data on the state of agribusiness in their countries.

2. Held follow-up conversations with the Association of Public and Land Grant Universities to consider ways to work together.
3. Consulted with AUC/NPCA private sector advisor on possible collaboration on scaling up agribusiness internships (Agribusiness Leadership Program)

COMPONENT ONE: ESTABLISHING AND IMPROVING EFFECTIVENESS OF INSTITUTIONAL AND ORGANIZATIONAL ARCHITECTURE

The purpose of Component One is to help establish “the institutional/organizational architecture to lead African agricultural transformation operating at the highest level of effectiveness...to assist in strengthening core competencies in the African institutions/organizations that are needed to advance agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (1) address planning, analysis, and decision-making capacity shortcomings; (2) increase the availability, applicability and use of high-quality evidence-based data for decision-making; and, (3) deliver training and mentoring approaches that respond to the need for leaders who are willing to take to make tough decisions and guide the process through to completion.” Target institutions will include policy-making and policy-implementing government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private sector enterprises and associations, and the media.

In this quarter, the AL II Team continued to organize and facilitate a number of high-level food security related events. The Team also worked to review the results of previously conducted institutional assessments including the Institutional Architecture Assessments (IAAs) for Policy Change, and to consider what guidance they provide for subsequent institutional assessments. Critically important, because of the large amount of anticipated institutional capacity building activities anticipated under Africa Lead II, during this quarter the team began to develop metrics for tracking organizational improvement over time.

TASK 1.0: PROVIDE FACILITATION, LOGISTICS AND TECHNICAL SUPPORT TO FOOD SECURITY RELATED EVENTS

Activity 1.0.1: Support USAID Meetings

Logistical Support for the USAID West Africa Partners Meeting

The USAID West Africa Implementing Partners meeting took place on April 23-25, in Accra, Ghana. The meeting brought together 83 participants (64 males and 19 females), comprising of USAID WA and implementing partner staff. The two-day addressed transforming agriculture and food security through regional and national cooperation and integration. Africa Lead II provided logistical support and prepared a report on the proceedings of the meeting.

Logistical Support for the USAID Uganda Partners Meeting

The USAID Uganda Implementing Partners meeting was held on June 23-25, in Mbarara, Uganda. The meeting brought together 77 participants (49 males and 28 females) comprising personnel of USAID Uganda, the implementing partners of USAID Uganda FTF initiative and

personnel from the Uganda's government institutions. The two-day meeting focused on ways to promote better collaboration and information sharing across implementing partners. This included a review of what tools are currently in place to promote communications and what innovative approaches can be introduced to strengthen collaboration between projects.

Activity 1.0.2: Support Partner Meetings

Logistical Support for the GROW Africa Conference

Africa Lead II sponsored the participation of nine Ghanaians at the Grow Africa Investment Forum, from May 6-8, 2014, in Abuja, Nigeria. During the Forum, Ghanaian participants presented on investment opportunities in Ghana, discussed how to attract investments, and highlighted the commitments made by African leaders during the AU year of Agriculture. Forum participants also shared opportunities, best practices and lessons learned on cross-cutting issues such as finance, infrastructure, sustainability and smallholder farmer empowerment. Participants also reaffirmed the need to establish a shared agenda and leadership commitment of Grow Africa partners and stakeholders.

Support to CORAF Science Week

Africa Lead II worked with CORAF to host side event presentations to increase awareness of Africa Lead Capacity building service offerings to regional partners. The meeting held in Niamey brought together over 400 researchers and NARS scientists from across the region and continent.

TASK 1.1: DEVELOP AN ACTION PLAN FOR STRENGTHENING CAADP INSTITUTIONAL CAPACITY AT THE CONTINENTAL, REGIONAL AND COUNTRY LEVEL

Activity 1.1.1: Support stocktaking and consultation for "CAADP 10 Years On: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs)"

The African Union Commission (AUC) designated 2014 as the "Year of Agriculture and Food Security in Africa." In addition to the 2014 Year of Agriculture initiative, 2013 marks the 10th anniversary of the CAADP Framework that is designed to stimulate and rally Africa's own resources and commitments to drive continent-wide growth of the agriculture sector. CAADP's 10th anniversary and the 2014 Year of Agriculture initiative provided an excellent opportunity to take stock of CAADP's progress and to consult on the approaches needed for the next 10 years. To take stock of the experiences since 2003, the African Union Commission (AUC), the NEPAD Planning and Coordinating Agency (NPCA), and the Development Partners Task Team (DPTT) launched a two-stage process to identify progress that is being made and constraints that are slowing the implementation of the NAIPs.

During stage one, participating country and Agriculture Sector Donor Working Group (ASDWG) completed two surveys designed to take stock of progress achieved and challenges limiting implementation of the NAIPs. Africa Lead II worked closely with the AUC, Donor Community and USAID to draft the survey instruments. Africa Lead II also identified and trained country facilitators to facilitate country teams in Ethiopia, Mozambique, Malawi, Tanzania, Kenya,

Uganda and Ghana to complete the stocktaking assessments prior to the ASDWG meeting in Addis Ababa. Survey instruments were distributed to all 20 countries invited to the event and Africa Lead II compiled survey results from 13 countries to be reported during the meeting. Stage two included a three-day “CAADP 10 Years On: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs)” meeting in Addis Ababa, Ethiopia, February 11-13, 2014.

During the previous quarter, Africa Lead II completed a review and synthesis of findings from the Country Stocktaking Reports and Workshop Consultations. Agriculture experts and ministers reviewed the document during the April 28-May 2, 2014, Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture in Addis Ababa, Ethiopia.

Activity results:

- Drafted Synthesis Report on CAADP 10 Years On Special Meeting of the Agriculture Development Working Group (ADWG) for leaders and CAADP Managers of NAIPs on Country Post-Compact and Investment Plan Implementation, February 11-13 2014, Addis Ababa, Ethiopia.
- Drafted Technical Report on CAADP 10 Years On: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs): A Review and Synthesis of Findings from the Country Stocktaking Reports and Workshop Consultations, February 11-13, 2014.

Activity 1.1.2: Direct capacity building assistance for AUC-DREA in support of CAADP implementation

To date, Africa Lead II assistance to AUC-DREA has focused on planning, organizational, logistical and financial support for multiple Year of Agriculture events being led by AUC.

During this quarter, Africa Lead II provided technical and logistical support to the AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture took place at the African Union Conference Centre in Addis Ababa, Ethiopia from 28 April - 2 May 2014. The third in a series of events commemorating 2014 as the Year of Agriculture and Food Security in Africa, and a critical part of a process building up to the planned June 2014 AU Summit of the Heads of State and Governments on the theme of the Year, the conference adopted a Declaration outlining concrete goals for Africa on agriculture for the next decade.

During a two-day meeting of Senior Officials and Experts from April 28-29 2014, attendees examined the various documents and prepared a report for consideration by the Ministers.

In total, the meeting brought together a total of 504 participants, 334 males and 170 females. Africa Lead II provided logistics, facilitation, and sponsorship for the event.

The objectives of the Forum were fivefold: (i) to formulate elements of the roadmap for operationalizing Ministerial and Summit commitments; (ii) to identify ways for achieving deeper engagement of the private sector in African agricultural with a focus on domestic and local private sector; (iii) to agree on principles/approaches for unlocking domestic financial capital investments in agricultural commodity value chains; (iv) to agree on some practical strategies for ensuring inclusiveness: smallholders, women and youth; and (v) to begin to define elements

for institutional architecture for ongoing private sector engagement, mobilization and enhanced voice.

On 22 June 2014, Africa Lead II provided logistical support for the Agribusiness Forum held in Malabo, Equatorial Guinea. The Forum attracted a total of 133 participants (102 males and 31 females) including Government officials from AU Member States, representatives from the private sector, civil society (farmers, women, and youth NGOs), the Regional Economic Communities (RECs), development partners, and the AUC.

AL II also provided logistical support for the AU Summit of the Heads of State and Governments that adopted the Malabo Declaration from 26-27 June 2014. The Declaration included commitments to enhance investment finance in Agriculture; end hunger in Africa by 2025; halving poverty by the year 2025 through inclusive agriculture growth and transformation; boosting intra-African trade in agricultural commodities and services; enhancing resilience of livelihoods and production systems to climate variability and other related risks; mutual accountability to actions and results; and strengthening the AUC to support delivery on these commitments.

Activity results:

- Drafted Report of Agriculture and Rural Development Experts Meeting held from April 28-29, 2014.
- Drafted Report of the AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture 1-2 May 2014: Transforming Africa's Agriculture for shared prosperity and improved livelihoods.
- Provided logistics, facilitation and technical support for YoA meetings in April, May and June.

TASK 1.2: IDENTIFY KEY FOOD SECURITY INSTITUTIONS, ASSESS THEIR INSTITUTIONAL CAPACITY, AND PROVIDE ASSISTANCE TO STRENGTHEN CORE SKILLS AND OVERALL PERFORMANCE

Activity 1.2.1: Develop a comprehensive institutional assessment methodology

The Africa Lead II has finalized the institutional capacity assessment tool and will now conduct pretests. The following organizations are being considered for pretesting of the tool in West Africa: the West and Central African Council for Agriculture Research and Development (CORAF/WECARD), the Department of Agriculture and Rural Develop (DARD) of the Economic Commission for West Africa States, the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) and the International Institute for Tropical Agriculture (IITA).

Activity results:

- Finalized the institutional capacity assessment tool.

Activity 1.2.2: Conduct institutional assessments of selected African organizations and institutions

In the context of the ongoing Ghanaian process of decentralization and its shift of focus to governance at the district level, the role of the regional department of MoFA has been noted as key in helping to facilitate good communication, coordination, monitoring and evaluation. Previous assessments have noted the important role of the regional departments, highlighting capacity gaps of the larger Regional Planning and Coordinating Units (RPCUs of the Regional Coordinating Councils (RCCs)). The Ministry of Food and Agriculture (MoFA) was one of the first Ministries to decentralize in Ghana. MoFA has recently decentralized its District Agricultural Development Units. In this vein, MoFA, with other stakeholders, including development partners, civil society organizations and other Ministries, Departments and Agencies (MDAs) requested an assessment of the capacity of the Regional Agricultural Development Units (RADUs) as key members of the Regional Planning, and Coordinating Units (RPCU). A team of two consultants carried out the assessment with support from Africa Lead II technical staff. As part of the assessment process, the team reviewed documents on RADUs, RPCUs, consulted stakeholders and carried out interviews in five regions of Ghana (Northern, Volta, Brong Ahafo, Central, Ashanti).

Also in this quarter, Africa Lead II staff attended the 6th annual ROPPA (Reseau des Organisations Paysannes & de Producteurs de l'Afrique de l'Ouest) Convention in Niamey, Niger, from June 13-18, to conduct a rapid assessment of this organization, the largest apex farmer based organization in West Africa. The technical team conducted interviews with 8 out of the 13 national platforms represented as well as key ROPPA executive secretariat staff. The team obtained additional information through discussions with other ROPPA implementing partners such as ActionAid and FAO. ROPPA convened a partner's meeting at the end of the convention where various implementing partners ranging from the EU, USAID, and ECOWAS to the Swiss Cooperation Agency, reiterated their continued desire to providing technical support to ROPPA's mission across the WA region.

Africa Lead II sponsored 22 representatives of farmer organization networks to participate in the meeting. In total, the convention gathered 111 (85 males and 26 females) representatives of various farmer organization networks across Africa participated in the meeting.

As a result of the rapid assessment, Africa Lead II has identified potential areas of capacity strengthening support such as the possibility of developing a virtual "Farmer's University" to provide short courses to ROPPA members and deepen linkages with the private sector and agribusiness enterprises.

The Africa Lead II team presented their findings at the 2014 JSR meeting and the final draft report has been prepared and submitted to USAID Ghana.

Activity results:

- Contributed to the assessment of the Regional Agricultural Development Units of the Ministry of Food and Agriculture (MoFA).
- Conducted assessment of Reseau des Organisations Paysannes & de Producteurs de l'Afrique de l'Ouest (ROPPA).

- Sponsored 22 representatives of farmer organization networks to participate in the 6th Annual ROPPA Convention.

Activity 1.2.3: Develop and implement capacity strengthening plans for select organizations based on completed assessments

The Ministry of Finance (MoF) is implementing a three-year USAID Ghana-funded project to provide technical and financial support to the Agriculture and Agribusiness Unit. The support involves the procurement of the services of a technical advisor and various consultants, as well as the procurement of equipment (hardware and software) for the Unit to carry out its mandate in the Ministry for the enhancement of the agriculture and agribusiness sector. Africa Lead II was tasked to provide training and identify a technical advisor to support the Unit to meet its mandate.

Activity results:

- Participated in meeting with MOFEP to provide inputs into their draft PMP.
- Met with MOFEP Agriculture and Agribusiness team to assess future capacity strengthening needs, especially in the area of M&E.

Activity 1.2.4: Measure institutional strengthening progress and identify additional needs

See section 1.2.2 above.

TASK 1.3: DEVELOP AND IMPLEMENT SPECIALIZED LEADERSHIP TRAINING AND PROGRAMS IN AFRICAN INSTITUTIONS

Activity 1.3.2: Provide customized capacity building support to African institutions

Africa Lead II is employing a variety of capacity building strategies that have great potential to achieve long-term sustainability with regional, national and local institutions engaged in the CAADP implementation process. During this past quarter, the West Africa technical team also met with various institutions including CORAF, CILSS, and Hub Rural to develop consolidated work plans for the respective institutions.

Intensive consultative meetings with ECOWAS have led to the development of a training needs assessment for the organization. The assessment will lead to the development of an intervention plan to strengthen ECOWAS staff capacity. In addition, AL II developed a short course training schedule in collaboration with CORAF. Training programs will commence in August 2014 with the first short course for the Program and M&E Coordinators of CORAF's Feed the Future /West Africa Seed Policy Program. The first course will be delivered in Accra, Ghana, and will cover the following topics: Monitoring and Evaluation, Results Based Management and Report Writing. Support to CILSS will include follow-on work to design an M&E platform, Intranet system and an external website.

Also during this quarter, the AL II team finalized the 2009–2013 External Evaluation Report for CILSS. On-going support includes the provision of technical advisors to help CILSS develop their 2015–2019 Work Plan. A Strategic Advisor and a legal firm will be hired to support the Executive Secretary and CILSS with the ECOWAS integration.

AL II met with the Hub Rural team in Dakar to get a better understanding of their request to improve the institution's financial management and administrative capacity and autonomy. The AL team drafted and validated an action plan with the team to accelerate the implementation of a new financial and management unit.

The WA team also met with the International Institute for Tropical Agriculture (IITA) to discuss a partnership in capacity strengthening related to disseminating the IAR4D approach to NARS staff in the region. The kick-off meeting will take place in August 2014 in Ibadan, Nigeria.

Activity results:

- Commenced the development of a training needs assessment with the Department of Agriculture and Rural Development of the ECOWAS.
- Finalized the 2009–2013 External Evaluation Report for CILSS.

Activity 1.3.3: Support Young African Leadership Initiative and administer an internship placement program for YALI graduates

As requested by regional and bilateral missions, Africa Lead II is developing a young professional's internship placement program for graduating YALI fellows returning to Africa who are working in the agriculture and food security sector. Africa Lead II will also customize and deliver our Champions for Change leadership and management training to returning YALI fellows.

During the quarter, AL II has explored internship opportunities with several companies. Uncle Ben's Rice is collaborating with the program and will soon host two interns at their Greenville, Mississippi processing/packaging plant. One intern is from Africa Rice and another from a rice-focused agribusiness that operates in Northern Ghana.

Africa Lead II continues to explore ways to facilitate agribusiness internships with SUA and a prospective partnership with Ghana Institute for Management and Public Administration (GIMPA). An MOU has been drafted with GIMPA to develop a junior internship program modeled after SUA that will place students from GIMPA's Business School in Ghanaian agribusinesses. The internship program will offer a win-win for the interns and the businesses as both will benefit from each other's skill sets.

Activity results:

- COP participated in reception for outgoing Tanzania YALI fellows.
- Field offices held discussions with bilateral and regional missions on level of support needed from Africa Lead II for YALI Champions for Change training and internship/mentorship opportunities.
- Commenced curriculum development activities for Tanzanian YALI C4C training. Tentative delivery of the Tanzania Young African Leadership Initiative (YALI) Food Security Training Workshop – Young Champions: Leading the Future of Food Security will be in August 2014.
- Draft an MOU with GIMPA to develop a junior internship program.

Activity 1.3.4: Design additional specialized leadership and training modules as requested

USAID/Tanzania requested AL II to create a Training of Trainers (TOT) program for a cadre of Tanzanian trainers who will facilitate upcoming USAID funded training activities in Tanzania. Over 80 potential candidates applied for the TOT and 25 were selected to go through the training from May 11-15, 2014. The 20 male and 5 female participants represented government (ministries of Agriculture and Trade), Mzumbe and Sokoine Universities, private sector, not for profit organizations and freelance consultants in agriculture and food security. During the course, trainees participated in practice training exercises and were evaluated on their expertise. USAID/Tanzania plans to use the new trainers to present training programs to Ministry of Agriculture staff and Parliamentarians in the fall. Africa Lead II will continue to provide support to the trainees to prepare them for the upcoming workshops.

Activity results:

- Developed Agenda, Participant Manual and Trainer Design for the Tanzania TOT.
- Drafted Scaling up for Food Security in Africa: Overview Trainers' Report.
- Organized, facilitated and delivered five-day TOT course in Dar es Salaam, Tanzania, May 11-16 2014.

TASK 1.4: DEVELOP AND OPERATIONALIZE SYSTEMS TO MEASURE, TRACK, AND LEARN FROM ORGANIZATIONAL PERFORMANCE

USAID and CAADP are both committed to furthering the use of evidence-based analysis, and decision-making. With Africa Lead II is making a concerted effort to assist target institutions to better define their own challenges, set specific objectives for improvement, measure and assess their own results and use performance measurement tools to better gauge and learn from success and failure along the way. The main focus of this Task is to help institutions develop self- assessment tools for benchmarking performance, against themselves and other institutions, and for regularly assessing their progress while identifying areas in need of strengthening. Additionally, Africa Lead II is working with key regional and national organizations to co-create a community of practice of well-qualified trainers, and coaches to assist in the process.

Activity 1.4.1: Measure, monitor, report on the capacity strengthening performance of key institutions (See task 1.2)

See section 1.2.2 above.

COMPONENT TWO: STRENGTHENING CAPACITY TO MANAGE AND IMPLEMENT THE POLICY CHANGE AND ALIGNMENT PROCESS

The overarching goal of Component Two is to strengthen the capacity of government, business, and civil society leaders to manage the policy process and thus enhance the impact of agriculture and food security investments.

During this quarter, AL II worked closely with IFPRI and ReSAKSS to help to strengthen the Joint Sector Review (JSR) process in seven focal countries: Ethiopia, Tanzania, Malawi,

Mozambique, Ghana, Burkina Faso, and Senegal. More specifically, AL II provided facilitators, guidance, and event coordination in the planning and delivery of JSR Assessment Workshops in each country.

TASK 2.2: STRENGTHEN INSTITUTIONAL ARCHITECTURE FOR IMPROVED POLICY AND EVIDENCE-BASED POLICY REFORM

Under this task, which overlaps broadly with Component Three objectives, the Africa Lead II Team continues to provide customized support at the REC and country levels to work with government counterparts and NSAs to strengthen their capacity for evidence-based policy analysis, reform, and implementation. AL II uses the results of completed IAAs to determine where the systems need to be strengthened, which institutions need what kind of strengthening, what kind of support needs to be given for the process to work better and for specific policies (i.e. input policy change) to work. During the previous quarter, the Africa Lead II Team participated in the June 17 Food Security Policy Program Workshop held at IFPRI Headquarters. At the workshop, USAID requested that Africa Lead II develop a briefing paper explaining the methodology for AL II Institutional Architecture Assessments for Food Security Policy. This briefing paper has been devised and submitted to USAID.

Activity 2.1.1: Revise and expand the APLE curriculum and prepare country teams for participation in the APLE

USAID/BFS office plans to survey bilateral and regional USAID missions to determine their interest in offering the Agriculture Policy and Learning Event (APLE) or specific modules either in their country or region. AL II provided a brief outline of possible options for the APLE training.

Activity results:

- Prepared draft list of policy training/orientation opportunities for USAID Missions.

Activity 2.2.2: Hold validation workshops to get stakeholder buy-in to IAA findings

Africa Lead II continued discussions with key missions on holding validation workshops on IAA findings. During this quarter, JSR country teams used IAAs as important resource documents for the JSR Assessments and JSR Assessment Workshops held in Ethiopia, Tanzania, Malawi, Ghana, and Senegal. As a result, specific aspects of the IAAs saw validation through the participatory sessions that occurred during the five JSR Assessment Workshops in Ethiopia, Tanzania, Malawi, Ghana, and Senegal.

Activity results:

- AL II continued to work with missions in Zambia, Rwanda and Tanzania, as well as the EAC, who have expressed interest in holding IAA validation workshops with stakeholders.
- Developed a briefing paper explaining AL II methodology for Institutional Architecture Assessments.

Activity 2.2.3: Design and deliver customized packages of technical assistance and training to country teams

Africa Lead II, in response to a request by USAID/Rwanda, supported the development of investment profiles for both government and private sector agribusinesses. The AL II Team developed and reviewed 21 investment profiles—for 15 government projects and 6 private sector profiles. The objectives of this review and promotional exercise were: (1) to update existing profiles of the Opportunities in Agribusiness by producing an informative and private sector-friendly report indicating the potential opportunities in Agriculture Sector that could motivate private sector investors to intervene/invest and accelerate the agricultural growth process in Rwanda; and (2) to identify key constraints (of policy, institutional and policy nature) and incentives (existing and new) which can help stimulate private sector investor intentions to pursue concrete investment opportunities in the agricultural sector.

AL II presented the updated investment profiles at the Strategic Plan for the Transformation of Agriculture III (PSTA) launch that it also helped to organize.

TASK 2.3: FACILITATE ADOPTION OF MUTUAL ACCOUNTABILITY FRAMEWORK AND JSR PROCESSES

Agriculture joint sector reviews (JSRs) are a key instrument for supporting mutual accountability, tracking implementation of country CAADP plans (National Agriculture Investment Plans, or NAIPs), and aligning them to the CAADP Results Framework. The JSRs are an integral part of the transition to evidence-based policy planning and implementation. In particular, JSRs provide a platform to collectively review the effectiveness of policies and institutions in the agricultural sector as well as assess the extent to which intended results and outcomes in the sector are being realized. They allow state and non-state stakeholders to hold each other accountable with respect to fulfilling pledges and commitments stipulated in the CAADP compacts, NAIPs, and related cooperation agreements such as those under the New Alliance for Food Security and Nutrition (New Alliance). By allowing a broad spectrum of stakeholders to get insights into and influence overall policies and priorities of the sector, JSRs serve as a management and policy support tool for inclusive stakeholder planning, programming, budget preparation and execution, monitoring and evaluation, and overall development of the agricultural sector.

The Regional Strategic Analysis and Knowledge Support System (ReSAKSS) – as the main CAADP platform for review, learning, and benchmarking- has been designated by African Union Commission (AUC) and the NEPAD Planning and Coordination Agency (NPCA) to support efforts to introduce JSR practices where they do not exist and improve their quality where they do. An initial group of seven countries is being targeted for assessments of their existing agriculture sector review processes and facilitation of workshops in each country to review assessment findings. The targeted countries include 7 of the 10 countries that are part of the New Alliance: Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal, and Tanzania. Because most countries already carry out some type of sector review, the emphasis of the current effort is on value addition, building and improving on existing country practices.

The goal of AUC, NPCA, and their New Alliance partners is to use the JSR process to track and report on progress across the participating initial seven countries in a way that ensures comparability and sharing of experience.

Between February and April 2014, ReSAKSS and IFPRI specialists worked with each target country to complete a JSR Assessment, examining agriculture sector review processes and making recommendations for stronger, more transparent and inclusive processes. During this review process, the Africa Lead II Program identified and engaged local facilitators to lead an eventual workshop in each target country. The main objectives of the workshops would be to review JSR Assessment findings and build action plans for improving JSR processes. Africa Lead II worked with host country personnel, ReSAKSS, IFPRI and the facilitators to ensure that invitation lists were inclusive and sent out with sufficient lead-time. Africa Lead II also contributed to the design of JSR Assessment Workshops and led the training and preparation of each facilitator.

Most JSR Assessment Workshops were held over a two-day period with the exception of Ghana that held a one-day event. In the case of Mozambique, the Ministry of Agriculture is still reviewing the JSR Assessment Report and wants to be sure that a Portuguese version of the report is circulated to workshop invitees at least two weeks before the workshop date. The date for the Mozambique event is still TBD.

Key points from each workshop include the following:

Malawi: The workshop was held over two non-consecutive days in April. The April 4 workshop included 35 attendees representing a good cross section of government, donors, and civil society. The April 25 workshop included only 15 attendees, most representing government and donor staff. Civil society was not well represented at the April 25 event, and private sector representation was low at both the April 4 and 25 events. A key point of discussion focused on the confusion and lack of alignment surrounding various agriculture sector initiatives and review processes in Malawi. Workshop attendees noted that it was unclear how the JSR is related to M+E processes for Malawi's Agriculture Sector Wide Approach (ASWAp) and Malawi's G-8 Cooperation Framework under the New Alliance. Attendees also discussed what was perceived to be insufficient coordination between agriculture-related Malawian Government Ministries, as well as the sector working groups (SWGs) and technical working groups (TWGs) that are tasked with conducting agricultural research. Workshop attendees worked together to produce an action plan for improving Malawi's JSR process, including steps focused on developing TORs for the JSR, identifying funding to support a more robust JSR, and bolstering the inclusivity of civil society and private sector representatives in the full JSR so they can make commitments and be held accountable for them.

Burkina Faso: The workshop, organized from April 23-24, 2014, included 42 attendees representing the four key JSR constituencies of government, donors, private sector, and civil society. Private sector representation in Burkina Faso was not as strong as that of government, civil society, and donors. The structure of the Burkina Faso workshop included a review of the National Program for Rural Development, a discussion of policy progress, a presentation on institutional architecture and coordination, and a presentation and action planning focused on how to improve Burkina Faso's JSR process. Extended discussion took place around the numerous, uncoordinated methods used for collecting information on agriculture sector performance. In their action plan for strengthening Burkina Faso's JSR process, workshop attendees made plans to combine agriculture sector reporting mechanisms, form a multi-sector JSR steering committee, mobilize funding for a stronger JSR, and utilize the existing agriculture sector dialogue platform to conduct future JSR discussions.

Ethiopia: The workshop, held on April 24-25, included 37 attendees, mostly comprised of government and donor staff. A small number of private sector and civil society representatives were invited to the workshop yet their attendance was low. The structure of the Ethiopia workshop included a review of Ethiopia's Agriculture Public Investment Framework (PIF), a discussion of agriculture policy progress, review of NAIP-based commitments, and a presentation on Ethiopia's agriculture sector performance. Key takeaways from the Ethiopia group's action planning included steps to: coordinate the multiple, disparate processes for annual agriculture review in Ethiopia; develop a unified TOR for the JSR; engage private sector and civil society representatives in the JSR process; ensure a functional SAKSS Node in Ethiopia to aide in generating quality agriculture sector data; and follow-up on the status of Ethiopia's G-8 Cooperation Framework under the New Alliance.

Senegal: The workshop included 33 attendees representing an excellent cross section of government, donors, private sector, and civil society. The workshop, held from April 28-29, began with a review of mutual accountability and the Strong JSR, and it proceeded with sessions on agricultural policies, institutional architecture, financial and non-financial commitments, and action planning for an improved JSR process. The workshop was notable for its multi-sector inclusivity and the detailed action plan that workshop attendees produced to strengthen Senegal's JSR process. Key steps in the action plan include the government's plan to develop a decree instituting the Strong JSR process as a matter of law; development of a JSR Steering Committee that is inclusive and transparent; provision of an annual budget to conduct the Strong JSR, development of templates for the Strong JSR; and detailed action planning for multi-sector research in preparation for the next JSR Conference.

Ghana: Prior to the organization of the 2014 JSR meeting in Ghana, the Ministry of Food and Agriculture (MOFA), in collaboration with IFPRI and the Regional Strategic Analysis and Knowledge Support System (RESAKKS), organized a validation workshop of Ghana's Agricultural Joint Sector Review (JSR) on May 6, 2014. The workshop gathered 23 representatives from the government, private sector, civil society, development partners, and ReSAKSS. The objectives of the validation workshop were to enable participants to develop a comprehensive understanding of the key findings of the Agriculture JSR Assessment, including findings on: NAIP-related policy and institutional progress; agriculture sector performance; and the status of financial and non-financial commitments, including those contained in G-8 New Alliance Cooperation Frameworks. Participants discussed and verified the evidence and recommendations presented in the country's JSR Assessment Report and drafted stakeholder-specific action plans that identified specific gaps and next steps, including timelines and responsibilities for each stakeholder group to provide input into a strong, robust, and inclusive JSR process.

The Ministry of Food and Agriculture (MOFA), with support from USAID Ghana, organized Ghana's 2014 Agriculture Joint Sector Review (JSR) workshop from June 10-12, 2014. Participants represented government, the private sector, civil society, donor programs, research organizations, universities and farmer groups. In all, a total of 225 participants (181 males and 44 females) attended the workshop. The objective of the Joint Sector Review was to assess the extent of the implementation of agricultural related programs and ascertain progress towards the achievement of expected outputs and outcomes of the agricultural sector. The meeting also provided the opportunity to discuss pertinent issues affecting agricultural development with the

view to making recommendations for institutional and policy reforms to feed into the medium-term planning and budgeting exercises. The meeting brought to the fore the most critical issues that need the government's immediate attention in terms of enforcing laws and regulations. Africa Lead II prepared and submitted a report on the two day meeting to USAID Ghana and MOFA.

Tanzania: The workshop, held on May 16-17, included 76 attendees representing an excellent cross-section of government, donors, private sector, and civil society. The structure of the Tanzania workshop followed that of other countries, covering presentations and discussion around improved JSR practices, agriculture sector performance in Tanzania, policy progress, institutional architecture, and financial and non-financial commitments for agriculture sector investment. Attendees noted that Tanzania has a plethora of active initiatives that include some form of commitment to policy reform and/or investment. Workshop participants also highlighted that progress has been made in facilitating coordination between these initiatives but much more remains to be done in terms of coordinating on M+E and more thoroughly engaging private sector and civil society in implementing and measuring commitments to agriculture sector development. Participants developed an action plan to achieve these and other steps aimed at strengthening Tanzania's JSR process.

Activity 2.3.1: Conduct rapid JSR readiness assessment of FTF and FTF-aligned countries

Activity results:

- Facilitated six JSR Assessment Workshops.
- Developed six action plans for JSR strengthening.
- Organized and facilitated Ghana JSR workshop.
- Prepared summary report for Ghana JSR workshop.

COMPONENT THREE: PROMOTING THE EFFECTIVE PARTICIPATION OF NON-STATE ACTORS (NSAs) IN THE POLICY PROCESS

The purpose of Component Three is to bring dedicated effort and focus to address NSA challenges in the areas of capacity, credibility and legitimate representation of different civil society and private sector constituencies in the policy process that will determine the success of CAADP and bring about the needed agricultural transformation.

The full engagement of NSAs in the policy process is essential if CAADP is to achieve the goals currently being set by the AU and other continent-wide and regional stakeholders for its second 10 years. The CAADP process will provide opportunities for meaningful consultation between NSAs and government through the mutual accountability framework and JSRs. But before NSA groups can fully engage with government counterparts, they need to improve their capacity to understand and play their roles as stakeholders and partners in the policy process.

TASK 3.1: BUILD CAPACITY AND LEGITIMACY OF NSA GROUPS TO ENGAGE IN THE CAADP POLICY PROCESS

The main focus of NSA capacity building activities during the third quarter has been on engaging with NEPAD CAADP Continental NSA Task Force members who were present at the January 2014 AU Summit in Addis Ababa. This group, comprised of One Campaign, Action Aid, ACCORD, Oxfam, representatives of apex regional farmer networks and others, has been leading a process to forge the NSA position in response to the AU Year of Agriculture and the revised CAADP Framework for the next 10 years.

During this quarter, ESA supported a three-day NSA strategic planning and action planning workshop immediately following the upcoming Joint Ministerial Meetings in Addis Ababa, Ethiopia. The purpose of the NSA strategic workshop was to facilitate a work and action plan to move the NSA forward in terms of their capacity to work together for policy change. The outcome of the workshop is an action plan for the next 12-18 months, that identifies specific steps and target dates operationalize the continental level NSA's 5-year strategic plan.

ESA also conducted a needs assessment exercise in Ifakara and Morogoro, Tanzania, of vulnerable groups. The assessment focused on the role of vulnerable groups in community development and decision making process, the challenges vulnerable group experience during training activities, skills assessments (identifying strengths and gaps), and best practices of working with vulnerable groups.

In WA, the Ghana Mission began implementing its Component Three workplan in the third quarter by holding private sector roundtable meetings, consultations with NSA stakeholders who participated in Africa Lead I, and meetings with the Ghanaian Hunger Alliance. In May, the West Africa Team organized and facilitated a Non-State Actors Consultative meeting to inform NSAs about the services Africa Lead II program can provide to strengthen NSA capacity, and to catalyze processes for effective policy engagement and change, while supporting vibrant interactive learning and exchange networks for NSAs. Twenty participants (13 males and 7 females) attended the meeting representing various agricultural related NSA institutions. Participants engaged in group discussions on the status of NSA activities, priorities, and capacity needs; and outlined challenges and opportunities for NSAs. Output from this meeting is serving as a basis for future AL II capacity strengthening support for NSAs.

Activity 3.1.1: Hold Consultations to coordinate Strategies for NSA Strengthening

Activity results:

- Organized and facilitated a Non-State Actors Consultative meeting in Ghana in May 2014.
- Collated list of challenges and opportunities from Ghana NSA Consultative Meeting to organize AL II interventions.
- Organized needs assessment on role of vulnerable groups in community development and challenges they face in training activities and decision-making processes in Ifakara and Morogoro, Tanzania.

Activity 3.1.2: Identify, prioritize, assess and select NSA groups

During the second quarter, the Africa Lead II Civil Society Advisor continued to systematically research African NSA networks active in agriculture and food security, and to identify NSA typologies and methodologies for NSA mapping and stakeholder analysis. Efforts focused on establishing a simple and practical set of NSA mapping and stakeholder analysis tools for Africa Lead II.

Activity results:

- Draft Concept Note for approach to NSA mapping as initial first step for working with NSA groups on food security policy at national, regional and continental levels.
- Continued learning from and coordination with the Partnership to Cut Hunger and Poverty in Africa a high level food security advocacy group.
- Held continuing meetings with the US Alliance to End Hunger, which runs an USAID program supporting national Alliances to End Hunger in Africa and elsewhere, to consider ways to collaborate.

Activity 3.1.4: Follow-up with NSA groups to facilitate progress on action plans

The CAADP Non-State Actor (NSA) group held a consultative workshop 3-5 May 2014 in Addis Ababa that led to the development of a draft strategic plan and action plan to boost the participation of NSAs in the African Union's (AU) Comprehensive African Agricultural Development Program (CAADP). Africa Lead II provided technical and logistical support to the organization and implementation of the workshop

The conceptualization of the workshop was led by the NSA Forum Task Team, composed of ActionAid International, the ONE Campaign, Oxfam, and the Pan African Agribusiness and Agroindustry Consortium (PANAAC) and established in March 2011 to increase the involvement of NSAs in the CAADP process at the country, regional and national levels. Africa Lead II supported the organization and facilitation of the NSA Forum workshop which included 23 NSA representatives from 20 different organizations across Africa including civil society organizations (CSOs), farmers and farmers' organizations, private companies, local and international non-governmental organizations (NGOs), and development partners (DPs).

The overall goal of the workshop was to develop a set of specific guidelines to enhance the inclusion of local, regional and continental NSAs in the CAADP consultation process. The workshop led to the development of a draft strategic plan and 18-month draft action plan to increase NSAs participation in the CAADP process across the continent.

Activity results:

- Developed CAADP Non-State Actor Strategic Planning Workshop Report.

TASK 3.2: STRENGTHEN BUSINESS LEADERSHIP CAPACITY OF AFRICAN FARMER GROUPS TO ENGAGE IN POLICY PROCESSES

WA collaborated with the Policy Planning, Monitoring and Evaluation Directorate (PPMED) of the Ministry of Food and Agriculture (MoFA) to organize and facilitate a roundtable on the key

challenges and bottlenecks commercial farmers face with regard to the agriculture regulatory environment. The meeting brought together 46 individuals (37 males and 9 females) from various commercial farmers, government and affiliated institutions. Participants share their experiences, views and concerns with an aim to provide feedback to the government on ways to streamline business regulations for large-scale farmers and promote increased investment in the sector. The Deputy Minister of Food and Agriculture (responsible for Crops), Hon. Dr. Yakubu Alhassan chaired the meeting.

Activity results:

- Organized and facilitated Ghana Commercial Farmers Roundtable in June 2014.

KNOWLEDGE MANAGEMENT, LEARNING AND COMMUNICATIONS

Underpinning Africa Lead II's strategic work program is a clear focus on knowledge transfer and learning that will enable the program to better manage interventions and bring about systemic and sustainable change across the continent. Africa Lead II will cull and disseminate lessons to solving complex problems and implementation challenges resulting from our locally-driven, evidence-based interventions in support of the CAADP.

TASK 1: BUY-IN SERVICES

Activity 1.2: Manage and promote Africa Lead II outreach platforms

Africa Lead II continues to focus part of its outreach on deepening social networks. During this quarter, the KLC Manager continued to upload and manage content for all AL II social media platforms, including FB, Flickr and Vimeo. In addition, the program is now experimenting with using Twitter as part of its social outreach arsenal. Africa Lead II will be utilizing DAI's Twitter page and follower base during a six-month pilot phase before determining whether we should launch a dedicated Africa Lead II Twitter page.

Activity results:

- Managed social media platforms: Facebook, Flickr, Vimeo.
- Uploaded photos from various program events to Flickr.
- Crafted several tweets for release on the DAI Twitter page.
- Trained field staff on use of Flickr and how to write compelling titles and descriptions for each photo.
- Commenced work on developing a strategy for collaborating with WA champions through networks.
- Facilitated a Champions meeting in Dakar with a total of 19 champions (16 males and 3 females) in attendance. AL II informed the champions about the new program and discussed capacity gaps that remain as well as progress made on implementing their action plans. The Champions intend to set up a network of Champions in Senegal including a website.

TASK 2: PROGRAM SERVICES

Strategic communications serve as a cornerstone of the Africa Lead II program. A combination of print, web and multi-media materials articulate clearly the transformative and dynamic nature of Africa Lead II and provide a space for continued engagement with program beneficiaries. As a follow-on program, learning efforts continue to build on past successes and mine stories yet to be written from Africa Lead I while ensuring new activities and results are captured and shared with a diverse audience in a timely fashion.

Activity 2.1: Develop and disseminate program publications

During this quarter, Africa Lead II launched our inaugural newsletter in April 2014. The newsletter went out to nearly 2,500 recipients and achieved a 41 percent 'open rate'. The results are striking; our 'open rate' is more than double the industry average of 18 percent for similar newsletters. The high level of engagement is reflective our beneficiaries' interest in learning more about our program and a willingness to stay engaged.

Activity Results:

- Drafted, edited and designed inaugural Africa Lead II newsletter.
- Drafted three results stories for website launch.

Activity 2.2: Design, develop and maintain an Africa Lead II website

Africa Lead II is updating the Africa Lead I website to promote dynamic and interactive knowledge sharing. The website will cater to a broad audience including, but not limited to: program beneficiaries, the public, USAID missions, the private sector, and government ministries. It will feature video snippets to bring to life the transformative and innovative nature of the program. The site will feature program results in a visually compelling way that will be continuously updated and mapped by country and region.

The website will also feature space for updated program information (mapped by country/region), training materials, technical publications/solutions, and a calendar. The program intends to engage with Champions for Change through a dedicated space on the site for blog entries or feature stories. Serving as a one-stop-shop for the program, the site will be updated on a regular basis and maintain high search optimization features to stimulate traffic and ensure that the site appears first in Google searches related to food security issues in Africa.

During this past quarter, much progress has been made in the design and development of all web pages. It is anticipated that a full launch of the website will occur in early August 2014.

Activity Results:

- Designed and developed all pages for Africa Lead II website.
- Drafted all content for site.
- Held training on site with ESA staff in Nairobi.

- Tested out site on multiple browsers to ensure users experience optimal engagement with site.

Activity 2.3: Reporting and Learning

In collaboration with the COP, Regional Directors and technical staff, the KLC Manager leads development of quarterly and annual reports. In addition, the KLC Manager led the development, planning and facilitation of Africa Lead's inaugural learning roundtable on Complexity Aware Monitoring. The event focused on building the knowledge base for our team on what complexity aware monitoring is and how we can benefit by including relevant tools in our monitoring and learning efforts. Follow-up meetings will be held in the next quarter with field and USAID staff to explore opportunities for Africa Lead II to engage in a USAID-sponsored pilot on complexity aware monitoring.

Activity Results:

- Drafted, edited and submitted second quarterly report to USAID.

MONITORING & EVALUATION

During the third quarter of the program, the M&E Specialist worked with the field and home office to finalize the draft PMP and associated program indicators. In addition to efforts on the M&E indicators and PMP, M&E staff worked to update and customize M&E tools, survey instruments and evaluation forms for all field activities. In addition, the M&E Specialist conducted a six-month follow-up survey with AL I training and internship participants, analyzed the findings and prepared a summary report to help drive efforts to capture results stories from the previous program.

TASK 3: ESTABLISH BASELINES AND ANNUAL PERFORMANCE TARGETS

The M&E Specialist worked closely with home office and field staff to carefully develop baselines and performance targets where applicable. The M&E WA Team also provided direct M&E support to the Ghana and WA missions.

Task results:

- Established baselines and performance targets for program indicators.
- Set baselines and targets for the Ghana and WA programs.
- Commenced work on developing PMPs for the Ghana and WA programs. These PMPs are expected to serve as guides for informing the various WA technical Team about the data requirements, data collection periods etc. to ensure that data is readily available for reporting on progress and performance of program activities. This activity will be completed in the upcoming quarter.

TASK 4: PRODUCE FINAL M&E PLAN INCLUDING PERFORMANCE INDICATOR DEFINITIONS, BASELINE DATA, IDENTIFICATION OF DATA SOURCES AND COLLECTION METHODOLOGY

A final M&E Plan has been submitted to USAID for review and approval. While not yet approved through an official modification, AL II has incorporated these changes into the IPTT table included as Annex I.

Task results:

- Finalized program indicators and targets.
- Finalized program PMP.

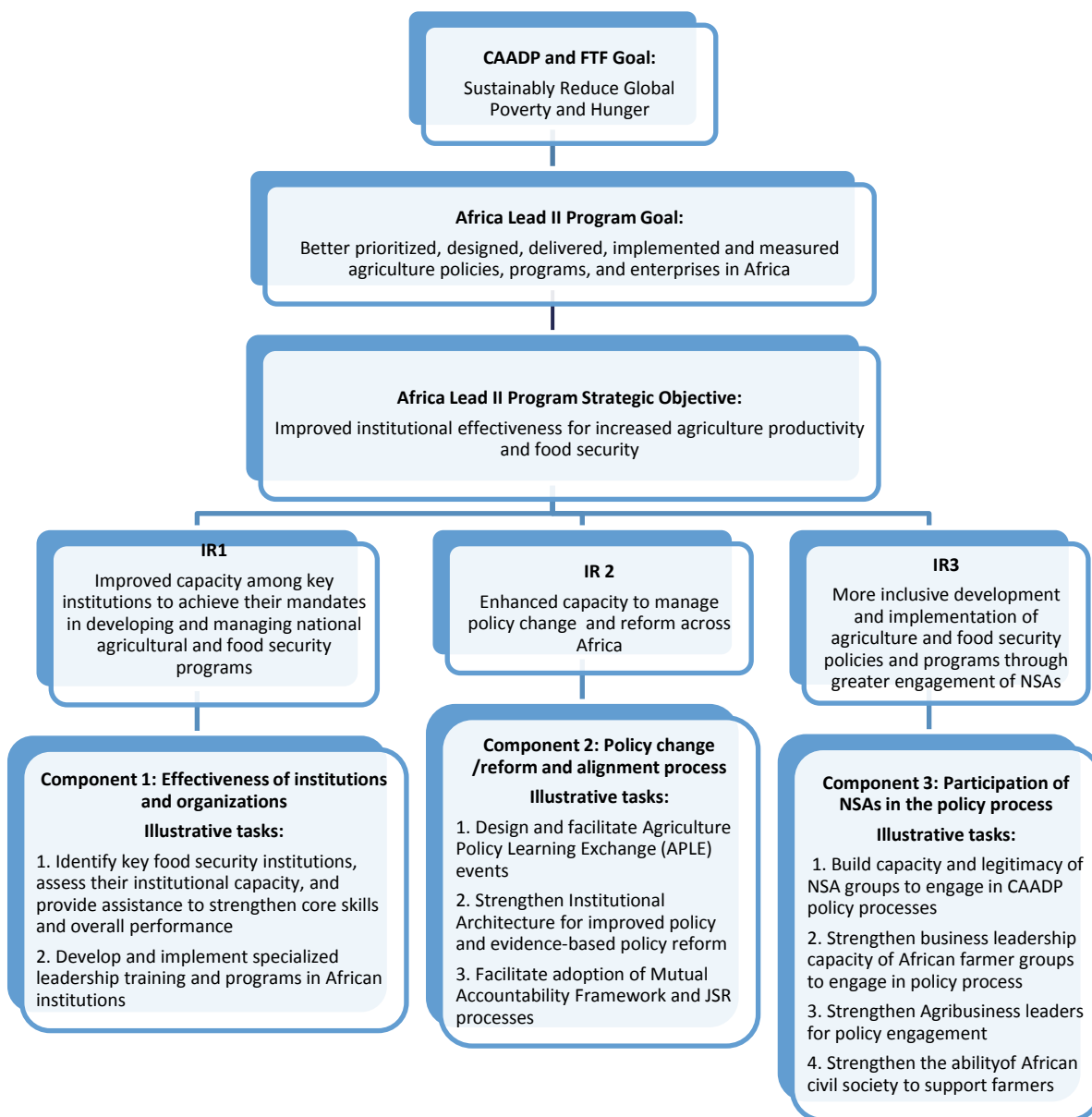
TASK 5: CONDUCT SURVEYS, COLLECT DATA AND REPORT PROGRESS AGAINST INDICATORS TO FEED PROGRAM LEARNING

The M&E Specialist worked with the field team to ensure surveys were completed in a consistent and timely fashion and that all data points were captured and analyzed for program learning.

Task results:

- Created program tracking tools and surveys instruments.
- Trained field based M&E staff.
- Collected M&E data including conducting feedback and follow-up surveys.
- Analyzed results from surveys and prepared summary reports on six-month follow-up survey.

ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK



ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)¹

#	Indicator Type	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
				Q1	Q2	Q3	Q4	
Africa Lead II Goal: Better prioritized, designed, delivered, implemented and measured agriculture policies, programs, and enterprises in Africa								
G1.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA					
G1.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA					
G1.3	Impact	Percentage change in private sector investment in agriculture	NA					
Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security								
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	TBD					
SO1.2	Outcome	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)	TBD					
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs								
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	50%			-		
1.2	Outcome	Percentage of individuals trained in OCA and/or OPI tools who apply principles and practices with little or no difficulty in their respective institutions/organizations	40%			-		
1.3	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	500	-	-	25 ²		
		% Women (Target 35%)	175	-	-	5 (20%)		

¹Not all Africa Lead II Goals, SOs or IR indicators are measured quarterly or annually. They are included here for completeness only. While not yet approved through an official modification, AL II has incorporated changes to the program indicators as requested by USAID that are reflected in the IPTT table.

² This figure reflects the number of participants in the Tanzania C4C TOT.

#	Indicator Type	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
				Q1	Q2	Q3	Q4	
1.4	Outcome	Percentage of institutions/organizations that show overall improvements in Organizational Capacity Assessments and Performance Index year over year	25%			-		
1.5	Output	Number of organizational/institutional capacity assessments completed with support from AL II	7	-	-	-		
1.6	Output	Number of knowledge products generated with support from AL II	10	-	3	1 ³		
1.7	Output	Number of food security-related events supported by AL II	20	-	11	20		
1.8	Output	Number of individuals engaged in Africa Lead II supported awareness raising or coalition building events other than training	1,500	21	1,494	1,411 ⁴		
		% Women (Target 35%)	525	4 (19%)	478 (32%)	378 (27%)		
1.9	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	14	2	4	4 ⁵		
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"	7	-	-	-		
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	-	-	-		
2.3	Output	Number of countries receiving Africa Lead II assistance	13	3	7	9 ⁶		
2.4	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	6	-	-	-		
2.5	Output	Number of JSR workshops conducted/facilitated	7	-	-	6		
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	15	-	-	-		
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	50	-	-	55		

³ This figure reflects the first issue of the AL II Newsletter.

⁴ This figure reflects the number of participants who participated in the 19 coalition and networking events noted above.

⁵ This figure includes support to AUC, ECOWAS, CORAF and CILSS.

⁶ In this reporting period, Africa Lead II worked with Ghana, Senegal, Burkina Faso, Tanzania, Rwanda, Uganda, Ethiopia, Malawi and Kenya.

#	Indicator Type	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
				Q1	Q2	Q3	Q4	
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	300	-	-	83		
		% Women (Target 35%)	105	-	-	18 (22%)		
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	30%	-	-	-		
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	30%	-	-	-		
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	30%	-	-	-		
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by NSA's policy agenda	20%	-	-	-		
3.8	Outcome	Percentage of constituents represented by agricultural policy-focused NSAs participating in the JSR process	30%	-	-	-		

