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

QUARTERLY REPORT: OCTOBER–DECEMBER 2014



January 2015

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

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Cover photo: December 3 - 4, 2014: Dar es Salaam, Tanzania. A panelist engages in a discussion during the Tanzania National Agriculture Policy Conference convened by Agricultural Non State Actors Forum (ANSAF). Photo credit: Haak Neel Production (T) Ltd.

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# CONTENTS

- EXECUTIVE SUMMARY ..... VI**
- BACKGROUND..... 1**
- AFRICA LEAD II VISION AND APPROACH..... 1**
- YEAR TWO STRATEGY ..... 2**
- STRUCTURE OF THE QUARTERLY REPORT ..... 3**
- AFRICA LEAD II ACCOMPLISHMENTS..... 4**
- CONSULTATION, SENSITIZATION AND COORDINATION..... 4**
  - Task 0.1: Consult with Bilateral and Regional USAID Missions ..... 4
  - Task 0.2: Collaborate with Food Security Organizations and Programs ..... 4
  - Task 0.3: Establish and Support AUC–USAID Program Advisory Group (PAG) for Program Coordination And Alignment ..... 5
  - Task 0.4: Provide Sponsorship, Facilitation, Logistics and Technical Support to food Security Related Events ..... 5
- COMPONENT ONE: IMPROVING INSTITUTIONAL CAPACITY TO MANAGE AGRICULTURAL DEVELOPMENT ..... 6**
  - Task 1.1: Identify Key Food Security Institutions and Assess Institutional Capacity ..... 6
  - Task 1.2: Provide Assistance to Strengthen Performance of Key Institutions ..... 8
  - Task 1.3: Provide Customized Leadership and Management Training (“Champions for Change”)..... 9
  - Task 1.4: Support Mandela Fellows with Leadership/Management Training, Networking and Agribusiness/Agriculture Internships ..... 10
  - Task 1.5: Support Strengthening or Creation of Leadership Curriculum In Key Agricultural/ Agribusiness Tertiary Training Institutions ..... 10
  - Task 1.6: Support and Scale Up Agribusiness Internship Opportunities for Agribusiness Students and Mid-Career Experts ..... 10
- COMPONENT TWO: STRENGTHEN CAPACITY TO MANAGE AND IMPLEMENT THE POLICY CHANGE AND ALIGNMENT PROCESS..... 11**
  - Task 2.1: Design, Deliver and Facilitate Agriculture Policy Training Workshops..... 11
  - Task 2.2: Strengthen Institutional Architecture for Improved Policy and Evidence-Based Policy Reform ..... 11
  - Task 2.3: Facilitate Adoption/Improvement of Mutual Accountability Framework and JSR Processes At Country, REC and Continental Levels..... 14
- COMPONENT THREE: PROMOTE THE EFFECTIVE INCLUSIVE PARTICIPATION OF NON-STATE ACTORS (NSAS) IN THE POLICY PROCESS ..... 14**
  - Task 3.1: Identify and Select NSA Counterparts to Engage in the CAADP Policy Process..... 14
  - Task 3.2: Build Capacity of Key NSA Groups to Support CAADP Objectives ..... 15
  - Task 3.3: Facilitate NSA Support to CAADP Objectives ..... 15

<b>KNOWLEDGE MANAGEMENT, LEARNING AND COMMUNICATIONS .....</b>	<b>17</b>
Task 1: Buy-in Services.....	17
Task 2: Program Services .....	17
<b>MONITORING &amp; EVALUATION .....</b>	<b>18</b>
Task 1: Establish Baselines and Performance Targets.....	18
Task 2: Conduct Data Collection and Analysis .....	18
Task 3: Participate in Complexity-Aware Monitoring Pilot.....	19
<b>ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK.....</b>	<b>20</b>
<b>ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT) .....</b>	<b>21</b>
<b>ANNEX III: AFRICA LEAD II BUY-IN SUMMARY.....</b>	<b>24</b>

# ACRONYMS

Africa Lead I	Africa Leadership Training and Capacity Building Program
Africa Lead II	Feed the Future: Building Capacity for African Agricultural Transformation Program
ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa
AFAP	African Fertilizer and Agribusiness Partnership
AOR	Agreement Officer's Representative
APLE	Agriculture Policy Learning Event
ASWG	Agriculture Sector Working Group
AUC	African Union Commission
AUC-DREA	African Union Commission Department of Rural Economy and Agriculture
BOS/PSE	Bureau Opérationnel de Suivi du plan Sénégal Émergent / Office of the Plan Sénégal Émergent (PSE)
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel
CNC	CAADP Non-State Actors Coalition
COMESA	Common Market for Eastern and Southern Africa
CORAF/WECARD	West and Central African Council for Agricultural Research and Development/ Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles
DAEWR	Department of Agriculture, Environment and Water Management (ECOWAS)
EAC	East Africa Community
ECOWAS	Economic Community of West African States
ESA	East and Southern Africa
ESAFSF	East and Southern Africa Fertilizer Stakeholders Forum
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FIRM	Financial Inclusion for Rural Microenterprises

FTFMS	Feed The Future Management System
GNAFF	Ghana National Association of Farmers and Fishermen
IAA	Institutional Architecture Assessment
ICFAG	Inland Culture Fisheries Association of Ghana
IFPRI	International Food Policy Research Institute
IGAD	Inter-Governmental Authority on Development
IS&R	Implementation Strategy and Roadmap (Malabo Declaration)
JSR	Joint Sector Review
KAVES	Kenya Agriculture Value Chain Enterprise
KDAD	Knowledge-Driven Agricultural Development
METSS	Monitoring, Evaluation and Technical Support Services
MINAGRI	Ministry of Agriculture and Animal Resources (Rwanda)
MOFA	Ministry Of Food and Agriculture (Ghana)
MOFEP	Ministry Of Finance and Economic Planning
NAPP	National Alliance Partnership Program
NEPAD	New Partnership for Africa's Development (AU)
NARI	National Agriculture Research Institutes (Côte d'Ivoire)
NARS	National Agriculture Research Systems
NPCA	NEPAD Planning and Coordination Agency
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
PAG	Program Advisory Group
PMP	Performance Monitoring Plan
PPMD	Policy, Planning, Monitoring and Evaluation (MOFA)
PRC	Permanent Representatives Committee (AU)
PSE	Plan Senegal Emergent (PSE)
RAIF	Regional Agriculture Investment Forum (COMESA)
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems

RBM	Risk-Based Monitoring
ROPFA	Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de L'Ouest / Network of Farmers' and Agricultural Producers' Organisations of West Africa
SAKSS	Strategic Analysis and Knowledge Support Systems
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TAMIS	Technical and Administrative Management Information System (DAI)
WA	West Africa
WACSI	West Africa Civil Society Institute
YALI	Young African Leaders Initiative
YOA	Year of Agriculture (AU)

# EXECUTIVE SUMMARY

This document presents results from the fourth quarter (October – December) of 2014.

## AFRICA LEAD II KEY ACCOMPLISHMENTS

### EAST & SOUTHERN AFRICA (ESA) PROGRAM HIGHLIGHTS

1. Organized the Aflatoxin Steering Committee Consultative Roadmap meeting in Kigali, Rwanda.
2. Organized the East African Community (EAC) Institutional Architecture Assessment (IAA) for Food Security meeting in Kigali, Rwanda.
3. Developed and delivered Super Champions Leadership Training for 183 Tanzanian Members of Parliament in Dodoma, Tanzania.
4. Developed and delivered the Mandela Fellows training in Dar es Salaam, Tanzania including a short video production.
5. Provided technical, facilitation and logistical support to the COMESA Regional Agriculture Investment Forum (RAIF) in Livingstone, Zambia.
6. Provided technical, facilitation and logistical support for the Annual Agriculture Policy conference in Dar es Salaam, Tanzania.
7. Completed major revision of COMESA Biotechnology and Biosafety Implementation Plan.
8. Secured USAID approval along with signed grant agreement for \$275,000 grant to African Fertilizer and Agribusiness Partnership (AFAP) for establishment of the East and Southern Africa Fertilizer Stakeholders Forum (ESAFSF).
9. Developed a coffee sector strategy and project appraisal document for Burundi in conjunction with World Bank and USAID/EA.

### WEST AFRICA (WA) PROGRAM HIGHLIGHTS

1. Provided logistical and technical support to the African Union Commission (AUC) at the 2nd Agribusiness Summit in Kigali, Rwanda and also the Malabo Declaration Validation Summit in Addis Ababa, Ethiopia.
2. Co-facilitated the Federal Ministry of Agriculture and Rural Development (FMARD) strategic planning workshop in Abuja, Nigeria and developed a draft result framework for its capacity development plan.
3. Supported the establishment of 11 Champion Food Security Networks in Ghana.
4. Facilitated and organized International Rural Women's Day celebration for nearly 500 women in the Brong Ahafo region of Ghana.



5. Conducted rapid capacity assessments for the Ministry of Finance and Economic Planning (MOFEP) and the Ghana Commercial Agricultural Program (GCAP) for the development of capacity building plans for these institutions.
6. Designed and delivered a short writing course to five staff of Ministry of Food and Agriculture / Policy Planning Monitoring and Evaluation Division (MOFA/PPMED).
7. Facilitated Organizational Capacity Assessment (OCA) workshops for: (1) Heritage Seeds Company in Tamale, (2) Inlands Culture Fisheries Association in Tema and (3) Ghana National Association of Farmers and Fishermen (GNAFF) in Kumasi.
8. Facilitated Champions for Change leadership short course for 67 Women in Agriculture in Ghana.
9. Designed and delivered Grant Proposal Writing workshops to 53 champions in Tamale and issued Annual Program Statement calling for grant applications.
10. Finalized capacity development plans for CORAF, CILSS and ECOWAS.
11. Conducted training need assessment and finalized a training plan for ECOWAS.
12. Recruited and selected 7 candidates for the Young African Professional Internship program respectively 3 for CORAF/WECARD, 2 for CILLS and 2 for ECOWAS.
13. Finalized ROPPA Assessment Report conducted by Africa Lead in June 2014.
14. Met with USAID/ Senegal and key stakeholders involved in agribusiness investment facilitation to prepare for the implementation of the new Senegal buy-in program.
15. Continued discussion with International Institute of Tropical Agriculture (IITA) to finalize next steps in the implementation of the MOU.

## **WASHINGTON PROGRAM HIGHLIGHTS**

1. Supported the Consultation Process among CAADP Countries, RECs and Non-State Actors on the Malabo Declaration Implementation Strategy and Roadmap (IS&R) including supporting the Validation Workshop on IS&R of the Malabo Declaration in Addis Ababa.
2. Provided content and coaching support to the *Super Champions Leadership Training for Members of Parliaments: Leading the Change Process* in Tanzania.
3. Provided content and coaching support to the Young Champions for Change for the Mandela Washington Fellows Training Program in Tanzania.
4. Supported a refresher training and the design of the 6-month follow-up evaluation of the Tanzania Training of Trainers (TOT) participants.
5. Supported the design and facilitation of the joint CAADP Non-State Actors Coalition (CNC) – Africa Lead workplan.
6. Designed and released Request for Applications (RFA) for a grant to establish an Internship Partnership Network (IPN).

7. Facilitated analysis of 12 West Africa rice samples by Uncle Ben's Rice labs in Greenville, Mississippi as part of the Internship Program.
8. Converted green/yellow/red ratings for all policy element indicators across the 16 completed IAAs into numerical scores and completed basic analysis of scoring.
9. Completed summary report on action plans to strengthen JSR arising from joint IFPRI-Africa Lead assessments.
10. Defined conceptual approach to NSA engagement in Africa Lead activities.
11. Developed scope for NSA mapping approach and initial mapping in two countries (Ghana, Tanzania) and two regions (West, East).

## **KLC AND M&E**

1. Drafted Africa Lead II Program annual report and submitted to USAID.
2. Prepared Africa Lead II Year 2 work plan.
3. Convened a 2-day work planning session with the CAADP NSA Coalition (CNC) to develop a joint agenda for collaboration.
4. Managed Africa Lead website updates/interactive results map and social media.
5. Prepared Africa Lead II newsletter.
6. Supported the Champions for Change (C4C) Alumni surveys.
7. Prepared and delivered Complexity-Aware Monitoring presentation at American Evaluation Association Annual Conference.
8. Refined/revised the Africa Lead II PMP based on Year 1 lessons.
9. Completed submission of Africa Lead II Program results on FTF and custom indicators into the FTFMS.
10. Collected data through record-keeping and feedback survey and entered and managed data in TAMIS.

## **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 2 Work Plan. We anticipate completing the tasks below during the upcoming quarterly reporting period (January-March 2015).

## **CONSULTATION, SENSITIZATION AND COORDINATION**

1. Support the initiation of the Program Advisory Group (PAG) to ensure maximum alignment of the Africa Lead II work program with CAADP, especially in support of the implementation of the Malabo Declarations commitments.

2. Participate in efforts to coordinate the use of social media to improve communications and outreach to C4C, trainers, and other AL II stakeholders.
3. Provide support on training and capacity building designs and delivery to ESA and WA offices as requested.

## **EAST & SOUTHERN AFRICA PROGRAM**

### **Component 1:**

1. Support an agribusiness internship placement program for Mandela Washington Fellows (YALI) in Tanzania by hosting a maximum of three interns in our ESA office.
2. Provide design, logistics, implementation and follow-up support for USAID/Tanzania's Expanded FTF meeting.
3. Provide design, logistics, implementation and follow-up support for Regional FTF/Trade Africa meeting in Uganda.
4. Support the design and implementation of internship program for Sokoine University of Agriculture (SUA) graduates in Kenya and Tanzania.
5. Initiate activity to support Champions for Change Network in East Africa based on survey results assessment of capacity development needs and interests of C4C alumni.
6. Develop partnerships to assess, design and implement youth agribusiness/ entrepreneurship training programs, youth leadership training programs and women's agricultural leadership programs.
7. Conduct organizational capacity assessment for key institutions such as the Kenya Livestock Marketing Council (KLMC) and the Kenya National Farmer Federation (KENAFF) to identify capacity strengthening gaps and issues.
8. Provide design and strengthening support for counties implementing strategic investment plans under the FTF program for Kenya.
9. Design and deliver customized C4C trainings for selected participants from various national and county government stakeholders in Kenya.
10. Capacity Assessment for AFAP and sub-grant to support the establishment of an ESA Fertilizer Stakeholders Forum (ESAFSF).
11. Provide sub-grant and institutional strengthening support to AFSTA to develop and implement a seed information system.

### **Component 2:**

1. Finalize the institutional architecture assessment for East African Community (EAC) by sending a consultant to Burundi to carry out interviews with relevant stakeholders.
2. Finalize roadmaps and implementation plans for the COMESA-wide biotechnology/ biosafety policy agenda and support biotech validation meeting in Addis Ababa.

3. Assessment of policy landscape to identify processes, gaps and structures in national and county government in Kenya.

#### **Component 3:**

1. Conduct a needs assessment with target organizations and other entities working with women and youth networks in Tanzania.
2. Explore opportunities with the private sector such as Syngenta and the Kenya Seed Association to establish more appropriate standards and educational programs for agricultural professionals.

### **WEST AFRICA PROGRAM**

#### **Component 1:**

1. Design and conduct advocacy training for Champions for Change network members in collaboration with the West Africa Civil Society Institute.
2. Provide technical assistance to Heritage Seeds Company in Tamale, Inlands Culture Fisheries Association in Tema and Ghana National Association of Farmers and Fishermen (GNAFF) in Kumasi that were assessed using the OCA tool.
3. Provide grants to civil society, private sector and champion networks -- NSA's who meet AL grant application requirements.
4. Design and deliver Advanced Leadership and Team Building short course to 30 CORAF/WECARD staff in Senegal.
5. Facilitate an M&E and Risk Based Management (RBM) short course for 39 CORAF National Agriculture Research Institutes (NARI) Regional Program Coordinators in Cote d'Ivoire.
6. Provide technical assistance and training to CILSS to establish M&E platform.
7. Deliver legal advisory services to CILSS to help facilitate the merger with ECOWAS as well as new partnerships with technical and financial partners.
8. Design and conduct Proposal Writing and Program Design short course for ECOWAS/DARD.
9. Conduct orientation workshop for Young Professional Interns and place at post three in Dakar, two Niamey, and two in Abuja.
10. Provide capacity development services to FMARD in Abuja, Nigeria.
11. Finalize the work plan and budget for the Senegal buy-in program, establish program office in Dakar and recruit four staff.
12. Conduct a needs assessment for *Bureau Opérationnel et de Suivi* (BOS) of Plan Senegal Emergent (PSE) and develop a capacity development for BOS.
13. Conduct a needs assessment and a visioning exercise for the Rural Wells Office (OFOR) from the Ministry of Hydraulics and Sanitation of Senegal.

14. Meet with USAID/DRC to develop buy-in scope of work and lay groundwork for program start-up.

#### **Component 2:**

1. Conduct JSR planning meetings with MOFA/PPMED and other implementing partners in Ghana.
2. Facilitate implementation of policy advocacy plans with Champions for Change networks and non-state actor groups through the provision of advocacy training, technical assistance and grants.
3. Organize and facilitate Commercial Farmer's Roundtable meeting to engage government on agriculture policy.

#### **Component 3:**

1. Organize an Agribusiness convening to kick-off internship program.
2. Compile NSA handbook in Ghana.
3. Deliver Champions for Change in Agriculture Leadership short course to 34 youth and 33 women in Ghana.
4. Conduct follow-up 6 months survey of all short course participants including M&E/RBM, Youth and Women Leadership training.
5. Strengthen the capacity of Champions for Change food security networks through grants and technical assistance organizing capacity building of the network in advocacy and others areas.
6. Provide capacity development services to ROPPA and Hub Rural.

### **WASHINGTON PROGRAM**

#### **Component 1:**

1. Follow up and work planning support to the AUC /NPCA and USAID/BFS on the implementation of the Malabo Implementation Strategy and Roadmap.
2. Provide support to the Nairobi office to conduct the organizational capacity assessment of Africa Fertilizer and Agribusiness Partner (AFAP) and ESAFSF.
3. Conduct advanced leadership and team building training workshop for a total of 52 staff of CORAF/WECARD.
4. Assess progress made by (1) Heritage Seeds Company in Tamale, (2) Inlands Culture Fisheries Association in Tema, and (3) Ghana National Association of Farmers and Fishermen (GNAFF) in Kumasi on their organizational strengthening action plans developed during the OCA workshop.
5. Award Internship Partnership Network (IPN) grant and begin implementation.

6. Develop activity that involves business plan competition, business improvement training, and business matching grant for existing or aspiring agribusiness entrepreneurs.

#### **Component 2:**

1. Work with IFPRI RESAKKS to initiate planning for JSR Assessments in ten new countries.
2. Work with IFPRI RESAKSS to engage with seven countries who completed JSR Assessment in 2014 to help their implementation of JSR Strengthening Action Plans.
3. Provide curriculum design expertise to ESA office to design a customized Kenyan Champions for Change (C4C) leadership and management training (16 trainings targeting 30 participants each) from the Ministry of Agriculture, AFFA, KALRO, County Chief Agriculture Officers and County Directors of Agriculture/ Livestock.
4. Provide curriculum design expertise to ESA office to design a separate customized Kenyan Super Champion C4C training for governors and chairs of County Assembly Agriculture Committees drawn from 47 counties with a focus on the 27 FtF counties.
5. Provide facilitation expertise to USAID/EA mission to design the Regional Feed the Future and Trade Africa meeting in March 2015.

#### **Component 3:**

1. Support completion and roll-out of NSA workplan.
2. Develop NSA mapping system and conduct Phase 1 mapping.
3. Support CNC to secure resources for development of a Secretariat.
4. Support NSAs to effectively engage in anticipated JSRs at the country level.
5. Plan and secure support for Phase 2 NSA mapping.

#### **KLC and M&E**

1. Continue coordination efforts with AL team members (weekly check-in meetings).
2. Manage AL website and social media platforms: Facebook, Flickr, Vimeo, LinkedIn and Twitter.
3. Provide ongoing training to field staff on use of AL social media platforms.
4. Support field offices to foster and manage C4C food security networks.
5. Prepare program quarterly report.
6. Update program brochures and fact sheets.
7. Prepare results stories and Africa Lead newsletter.
8. Conduct performance data collection through records and surveys.
9. Perform data entry in TAMIS.
10. Conduct six-month training application follow-up survey in the ESA and WA regions.

11. Perform data analysis and complete IPTT on quarterly basis for submission to USAID.
12. Participate in the USAID-sponsored Complexity Aware Monitoring pilot.
13. Provide M&E support to ESA and WA field offices on Mission buy-in program activities.
14. Prepare for the Data Quality Assessment (DQA) that will be conducted by USAID Ghana.
15. Develop and kick off implementation of communication plan for WA Office.
16. Develop PMP for Senegal program buy-in.
17. Finalize all pre- and post-test reports for hosting in TAMIS.
18. Follow up with Champions and program beneficiaries to capture success stories.

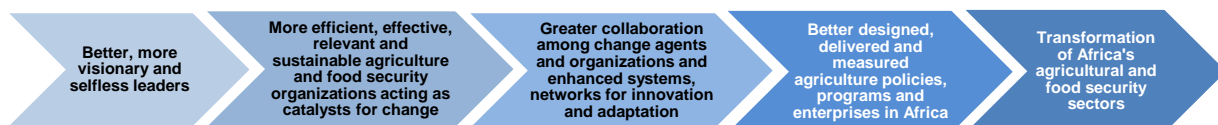
# BACKGROUND

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 plays 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. In particular, Africa Lead II builds 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. What distinguishes Africa Lead II most is 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:** Improving Institutional Capacity to Manage Agricultural Development
- **Component Two:** Strengthen Capacity to Manage and Implement the Policy Change and Alignment Process
- **Component Three:** Promote the Effective, Inclusive Participation of Non-State Actors (NSAs) in the Policy Process.

## YEAR TWO STRATEGY

Africa Lead II is an ambitious program from which USAID expects substantial impact on the capacity and performance of African institutions and networks that are key to bringing about transformation in agriculture and food security across the continent. For the program to meet these expectations, it is imperative that it relentlessly learns, improves and sharpens focus, and builds on accomplishments and lessons from year to year.

The theme of the first year of Africa Lead II can be thought of as a year of establishment and of transitioning from the individual “Champion” focus of Africa Lead I to developing a focus on the capacity of key African institutions and individuals within those organizations.

The strategy for Year Two is to systematically work with those institutions and networks – national, regional and continental – that are most critical to agricultural transformation and achievement of CAADP’s Malabo Declaration goals and commitments. During Year Two Africa Lead II aims to lay the foundation for sustained building of organizational (and network) capacity.

To do so, Africa Lead II will:

- Provide organizational support to the AUC/DREA for implementation of the Malabo Implementation Strategy and Roadmap.

- Harmonize leadership training across Africa Lead II and integrate face-to-face and e-learning techniques into curriculum design.
- Initiate establishment of an innovative platform to scale up agribusiness internships that can help expedite innovations in African agriculture.
- Pilot, refine and roll-out the Africa Lead II Organizational Capacity Assessment / Organizational Performance Index (OCA/OPI) tool to establish and reinforce a results-oriented and learning culture within critical African agriculture organizations.
- Pilot and roll-out cutting edge mapping of non-state actors involved in agriculture policymaking and programming.
- Create new and innovative partnerships and leveraging opportunities to expand scope and outreach of our programs.

Achievement of these goals will require a level of coordination that the program has not yet achieved, especially with its USAID Mission clients. Year Two will necessitate tight collaboration and consistency of messaging between the Africa Lead II team and the USAID project management team and will require regular communication and guidance from Washington to the USAID Missions.

During Year Two, Africa Lead II will constantly reflect and consider how every activity requested of the program contributes to strengthening institutional and network capacity for agricultural transformation. We will begin to answer the “so what” question – what difference is Africa Lead II making in achieving food and nutrition security and shared prosperity in Africa.

Africa Lead II will also institute incentives and processes to more creatively and effectively push for partnerships that leverage assets from private sector entities and individuals participating in capacity building initiatives with the program. We will measure the value added by partners more systematically and make leveraging indicators more central to our overall monitoring and reporting process.

## **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 activities that Africa Lead II has undertaken during this quarter.

During an earlier quarter, Africa Lead II received feedback from USAID on the draft PMP submitted in December 2013. Based on this input and engagement with the field, Africa Lead 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 II.

# AFRICA LEAD II ACCOMPLISHMENTS

## CONSULTATION, SENSITIZATION AND COORDINATION

Africa Lead proactively engages with other programs, donors and partners in pursuit of achieving its activities. To reach scale and have impact, consultation and coordination with others is essential. During this quarter Africa Lead engaged with the following partners.

### TASK 0.1: CONSULT WITH BILATERAL AND REGIONAL USAID MISSIONS

Africa Lead met regularly with both the Ghana and West Africa Missions including a management meeting with Africa Lead Chief of Party (COP) in December to discuss their priorities and upcoming activities.

To get a better understanding of the scope of work of the proposed **USAID/Senegal buy-in**, the COP and West Africa Regional Director met with key staff at the Mission including EG Director, Anne Williams, Moustapha Ly and front office Directors, Susan Fine and Lisa Franchette, as well as key stakeholders of the proposed agriculture investment facilitation program in Dakar. These included the COP of the USAID's PCE (Economic Growth Project), Secretary Generals of UNACOIS (Union Nationale des Commerçants et Industriels du Senegal/National Union of Merchants and Industrialists of Senegal), and CNP (Conseil National des Employeurs/National Council of Employers), the Managing Director of BOS/PSE, the Deputy Director of APIX (Agence Nationale Chargée de la Promotion de l'Investissement et des Grands Travaux/ National Agency for Promotion of Investment and Major Works), and the Directors of IPAR (Institut de Prospective Agricole Rurale/Institute for Rural Agriculture Development) and DAPSA (Direction de l'Analyse, de la Prévision et des Statistiques/Directorate of Analysis, Forecast and Statistics). USAID Senegal gave the team a full presentation on the proposed buy-in program and how it fits into the Mission's overall program.

Africa Lead also worked with the Knowledge Management Specialist of the Monitoring, Evaluation and Technical Support Services (**METSS**) of **USAID Ghana**, participating in a learning workshop as well as data migration training to enable knowledge sharing on a Ghana AID Tracker

### TASK 0.2: COLLABORATE WITH FOOD SECURITY ORGANIZATIONS AND PROGRAMS

Africa Lead is mindful of the need to ensure that the large number of related food security programs at least are aware of each other and, ideally, are working together to complement one another. In that regard, during this quarter Africa Lead met with, held conference calls with, and attended workshops and conferences with the following.

We participated in and presented at Food Security Policy Program meetings at the International Food Policy Research Institute, **IFPRI**, on October 22. Africa Lead contributions centered on Champions for Change lessons learned and our work on improving the Joint Sector Review process in 6 African countries during 2014.

To build capacity of Champions for Change Network members and other NSA partners, Africa Lead has signed a MOU with **West Africa Civil Society Institute, WASCI**, to collaborate together on advocacy and policy formulation training. Several members of the Africa Lead team in West Africa plus the COP met with the WASCI Executive Director to discuss WASCI's programs and mission which is to strengthen its institutional and operational capacities through capacity strengthening programs for increased and effective policy engagement and the promotion of development, good governance and democratic values in West Africa.

Africa Lead consulted with **national and county government in Kenya** and other non-state actors to inform the design of the program's scope of work for its Kenya portfolio. The key objective is to support effective functioning of the agriculture sector under the devolved system of governance. To this end we also participated in USAID's FIRM-supported Bomet County Strategic Investment Plan launch. We discussed possible Africa Lead collaboration for capacity building of county governments.

We also met with the new COP of USAID's **KAVES** project, Steve New, to discuss our Kenya work plans and explore possible areas for collaboration.

Africa Lead participated in a briefing by three Country Directors (Kenya, Tanzania and Uganda) of the **National Alliance Partnership Program (NAPP of the Alliance to End Hunger)** on its Partnership Program's progress to date. Plans for Phase II include identifying possible linkages between the AL NSA component and the NAPP programs. Baseline assessments were conducted to identify how open each country is for civil society organizations and identify capacity needs.

Africa Lead ensured its currency with developments in the field by contributing to a 3-day AgriLinks webinar and discussion session on "*AgExchange: Feeding the World in 2050: How Human and Institutional Capacity Development Can Support Agricultural Innovation Systems*", November 18-20, 2014. Similarly we participated in *TraiNet* training to master the data management system that captures and updates data on USAID's training and exchange programs.

### **TASK 0.3: ESTABLISH AND SUPPORT AUC–USAID PROGRAM ADVISORY GROUP (PAG) FOR PROGRAM COORDINATION AND ALIGNMENT**

Africa Lead discussed the idea of having a formal AUC-USAID **PAG** during a meeting with AUC in Washington and USAID has also suggested the same. This process did not move forward beyond initial discussions during the quarter, but we plan to expedite it in the first quarter of 2015.

### **TASK 0.4: PROVIDE SPONSORSHIP, FACILITATION, LOGISTICS AND TECHNICAL SUPPORT TO FOOD SECURITY RELATED EVENTS**

During this quarter Africa Lead provided sponsorship, facilitation, logistics and/or technical support for the events held by USAID and Africa Lead beneficiaries including participation in the **USAID/East Africa** Kenya partners meeting. In addition Africa Lead held a teleconference with **USAID/Tanzania** and Italian Embassy Cooperation to explore possible collaboration.

## COMPONENT ONE: IMPROVING INSTITUTIONAL CAPACITY TO MANAGE AGRICULTURAL DEVELOPMENT

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 shortcomings with planning, analysis, and decision-making capacity; (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 make tough decisions and guide the process through to completion.”

Target institutions include policymaking and policy-implementing government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private sector enterprises and associations, and the media. As part of this outreach, Africa Lead has initiated discussions with new prospective partners in this quarter. For example, Africa Lead team met with the **Mediae Company** to brainstorm on the use of media and/or other powerful outreach mechanisms to support youth and women agribusiness. Africa Lead also met with Henri Lambert of **Apsara Capital** (venture capital) to discuss a possible partnership in a new activity to support agribusiness entrepreneurs with Market Matters training and advisory services.

In addition, other core capacity-building results have been achieved in this quarter.

### TASK 1.1: IDENTIFY KEY FOOD SECURITY INSTITUTIONS AND ASSESS INSTITUTIONAL CAPACITY

Africa Lead completed a training needs assessment for the **Department of Agriculture, Environment and Water Management (DAEWR) of the Economic Commission of West African States (ECOWAS)** during this period. The analysis of the data collected led to identification of the following areas of interventions:

- Value Chain Approach and Marketing
- Strategic Planning and Program Management
- People Management
- Accounting and Finance
- Climate Change and Environment, and other topics such as
- Fisheries

Based on the results of the needs assessment and following a validation meeting with DAEWR, the Program and DAEWR are finalizing a capacity development plan that will be implemented during 2015.

Following a series of contacts and discussions with the **International Institute of Tropical Agriculture (IITA)** Africa Lead and IITA met in Ibadan, Nigeria and signed an MOU to guide the collaboration between the two organizations in the following areas:

- Innovation Platform and the Integrated Agriculture Research for Development (IAR4D) approach for CORAF NARS.
- Capacity development needs assessment and services for IITA staff.

Discussions are ongoing between the two organizations to agree on next steps to operationalize the MOU.

Africa Lead completed a rapid needs assessment on leadership and team building for the **Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/West and Central African Council for Agricultural Research and Development** (CORAF/WECARD). This led to the design a short course, which will be delivered to 32 CORAF senior staff and managers in January 2015 in Saly, Senegal.

Africa Lead designed and conducted a Training Needs Assessment for the **ECOWAS/ Department of Agriculture and Rural Development (DARD)**. The team, led by Africa Lead's Institutional Capacity Building Advisor, developed an on-line survey tool to collect data from the ECOWAS/DARD staff. During a visit to Abuja, the Africa Lead team presented the findings of the assessment to the ECOWAS DARD team, and validated and prioritized capacity needs with the group. The results and findings were used to finalize the 2015 capacity development plan for ECOWAS/ DARD.

The Program is currently initiating a new Organizational Capacity Assessment (OCA) tool in West Africa for the Regional Mission. The goal of OCA is to improve the performance of leading organizations in term of their effectiveness, efficiency, relevance and sustainability. Based on the results of the self-assessment OCA process, organizations are ranked on a continuum of organizational development from Founding (#1-#3) to Developing (#4-#6) to Sustaining (#7-#9) stages.

The team also initiated the OCA guided self-assessment tool with the **Ghana National Association of Farmers and Fishermen (GNAFF), Heritage Seeds Company and the Inland Culture Fisheries Association of Ghana (ICFAG)**. Simultaneously, Africa Lead identified a group of five trainers from the region (two French speakers and three English speakers) and trained them on how to facilitate the OCA process with partner organizations. Immediately after the trainers' orientation workshop, the trainers facilitated an OCA workshop for each of the three pilot organizations.

At the end of each capacity building workshop, a baseline and an organizational strengthening action plan was established. These plans, when implemented, will improve the performance of these organizations in terms of their effectiveness, efficiency, relevance and sustainability. Yearly monitoring of the action plans and the results achieved will be conducted internally by each organization with the support of Africa Lead.

In addition to the OCA workshops, AL conducted rapid capacity assessments of **MOFEP's Agriculture and Agribusiness unit and the Ghana Commercial Agricultural Project (GCAP)**. The team adapted the OCA tools to the unique context and organizational needs of

these two institutions. Rapid capacity assessment focus group sessions were held for 13 MOFEP staff on October 31<sup>ST</sup> and ten GCAP staff on December 3<sup>rd</sup> respectively. The team submitted the final draft of the MOFEP report, including recommendations and a capacity plan to both MOFEP and USAID for review and feedback. The GCAP Assessment report will be completed in January 2015.

Africa Lead provided support to the **AU/NPCA** on the design and advancement of the Implementation Strategy and Roadmap (IS&R). IS&R is meant to realize the CAADP goals of the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods. This includes:

- 3-day Task Force meeting with drafting team of the Implementation Strategy and Roadmap (IS&R) document
- 2-day Validation workshop for the Implementation Strategy and Roadmap (IS&R) (17-18 November)
- 3-day “writeshop” with Task Force members to revise the IS&R to be submitted for discussion during the January 2015 Heads of State Summit
- collaboration with the IFPRI team in Addis on the synthesis report of the consultation surveys from 17 countries submitted prior to the Validation workshop.

## **TASK 1.2: PROVIDE ASSISTANCE TO STRENGTHEN PERFORMANCE OF KEY INSTITUTIONS**

The Team secured USAID approval along with a signed grant agreement for a \$275,000 grant to the **African Fertilizer and Agribusiness Partnership (AFAP)**. The high level objective of this one-year grant is the establishment of the East and Southern Africa Fertilizer Stakeholders Forum (ESAFSF). Africa Lead will provide close support to AFAP in 2015 to ensure successful grant implementation and strengthened capacity of AFAP to make ESAFSF sustainable.

A team of Africa Lead trainers co-facilitated a capacity development planning workshop for approximately 30 **Federal Ministry of Agriculture, Nigeria (FMARD)** staff from across the Ministry from October 19<sup>th</sup> – 24<sup>th</sup>. Following the workshop, the team developed a results framework to enable the elaboration of a detailed capacity development plan for FMARD.

The Africa Lead West Africa team led by the Regional Program Manager developed, customized and tailored capacity development plans for CORAF, CILSS and ECOWAS. These plans were compiled with an accompanying budget and activity schedule. The final documents were presented to the West Africa Mission for review. Upon approval, these plans were shared with each partner organization to highlight the planned activities under the program for FY2015.

Africa Lead undertook an assignment for a joint **World Bank, USAID/East Africa and Burundi Government** effort to strengthen the coffee value chain in Burundi. Africa Lead provided one agriculture economist and the World Bank provided a second consultant.

There were 2 major tasks:

- (1) development of a coffee sector strategy.

- (2) development of a project appraisal document (PAD) for the World Bank (in collaboration with USAID).

The work took place in Burundi in October and December. The team developed a strategy and prepared sections of the Project Appraisal Document (PDO) to strengthen the coffee value chain in Burundi. These include the project development objectives, PDO-level results indicators, results framework, M&E, the sustainability analysis and the social analysis component.

During the past quarter Africa Lead completed the investment profiling for the pilot Muvumba irrigation site in Rwanda. Although data revealed that the site is not a candidate for privatization due to fragmented land ownership and a poor record of water fees collection, **Ministry of Agriculture and Animal Resources (MINAGRI)**, Rwanda's Minister and his key staff expressed admiration for Africa Lead's data collection and modeling process. Based on this experience and follow-on discussions with MINAGRI and the Mission, Africa Lead designed a follow-on activity to complete investment profiling for an addition 20 irrigation sites. The exercise will also focus on building the capacity of MINAGRI staff to carry out the data collection, modeling and analysis on its own. This activity began in December 2014 and will be completed in March 2015.

Africa Lead facilitated a work planning retreat at the **University of Cape Coast**, Department of Fisheries and Aquatic Sciences in Ghana for a newly awarded USAID grant. We helped to develop the Year One work plan for the department.

### **TASK 1.3: PROVIDE CUSTOMIZED LEADERSHIP AND MANAGEMENT TRAINING (“CHAMPIONS FOR CHANGE”)**

To strengthen the Members of Parliament's (MPs) knowledge, commitment and capacity to implement CAADP policies in support of Tanzania's food security and agriculture development, Africa Lead was tasked by USAID Tanzania to develop and deliver a 2-day course specifically designed for the MPs. The result was the **Super Champions Leadership Training for Members of the Tanzanian Parliament: Leading the Change Process**. This training contributed to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of a cadre of highly influential champions to learn and lead the change processes needed for the agricultural transformation process. This reinforces commitments the Tanzania Government made in signing the June 2014 Malabo Declaration on “Accelerated Agriculture Growth and Transformation for Shared Prosperity and Improved Livelihoods.”

The Super Champions Leadership Training, a customized version of Africa Lead's C4C curriculum was conducted in Dodoma November 22 – 23 and brought together 183 Members of Parliament from the mainland and Zanzibar. Female MPs represented 42% of attendees.

The Africa Lead team delivered a customized short course to five Ghana MOFA/PPMED staff on report writing. This training was in response to a sense that the quality of report writing was a major weakness of PPMED and its ability to convey information about its programs and successes. Neatly 60% of this course was spent on writing exercises during and outside of class time. The training focused on the use of language, grammar and punctuation, and on organizing the structure of written presentations.



#### **TASK 1.4: SUPPORT MANDELA FELLOWS WITH LEADERSHIP/MANAGEMENT TRAINING, NETWORKING AND AGRIBUSINESS/AGRICULTURE INTERNSHIPS**

President Obama launched the **Young African Leaders Initiative (YALI)** in 2010 as a signature initiative to support young African leaders to spur growth and prosperity, strengthen democratic governance, and enhance peace and security across Africa. In 2015, the name of the program was changed to the **Mandela Washington Fellowship Program**. The program invests in the next generation of African leaders, who will drive the success of Africa's democracies and economies through a program that identifies, empowers, and coordinates with this next generation of leaders, all of whom are below age 35.

Twenty-one young Tanzanian public servants, entrepreneurs and civil society members were selected this year by USAID/Tanzania to participate in the program that includes work in the US and follow-up leadership training (provided by Africa Lead) and internships for seven to eight Fellows who are working in agriculture and agribusiness. The selection of the Fellows was based on demonstrated leadership potential and initiatives in different sectors/disciplines.

On December 13-14, Africa Lead held a Champions for Change training in Dar es Salaam, Tanzania for 15 of the Fellows from Tanzania who had earlier travelled to Washington DC as part of the program. The training was designed to enable the fellows to further develop their individual leadership plans and to identify potential roles in championing change in their country. The 2-day course sessions were customized in response to the training needs assessment that was conducted by Africa Lead during the Strategic Planning Workshops carried out by the US State Department between October and November, 2014 following the return of the Fellows to Tanzania. The training workshop introduced the Mandela Fellows to the Champions for Change (C4C) transformational leadership methodology as well as strategies and concepts for designing successful projects and skills for leading and managing change in Tanzania. Africa Lead produced a short video about the Mandela Fellows program during the training that will be used to promote the program in the future.

#### **TASK 1.5: SUPPORT STRENGTHENING OR CREATION OF LEADERSHIP CURRICULUM IN KEY AGRICULTURAL/ AGRIBUSINESS TERTIARY TRAINING INSTITUTIONS**

Ultimately the goal of this task is to help ensure that the very well received C4C curriculum that has been a hallmark of Africa Lead can be institutionalized in a range of tertiary training institutions. Africa Lead is actively exploring how best to advance this process. It has already had some preliminary discussions with a range of organizations that could benefit from the curriculum.

#### **TASK 1.6: SUPPORT AND SCALE UP AGRIBUSINESS INTERNSHIP OPPORTUNITIES FOR AGRIBUSINESS STUDENTS AND MID-CAREER EXPERTS**

Started under Africa Lead I, the **Young Professional's Capacity Development Program** in West Africa recruited and selected seven young professionals to learn from and provide technical assistance and support to CORAF/WECARD, CILSS and ECOWAS/ DARD. Three Young Professional program participants have been recruited for CORAF/WECARD and will begin their assignment in Dakar in January 2015. At the request of ECOWAS, the current two Young Professional program participants working in areas of Monitoring and Evaluation, IT and

Telecommunication will be renewed for another 12 months as a result of their excellent performance. Two shortlisted candidates have now been presented to CILSS and the *Institut du Sahel* (INSAH) for final selection and placement by March 2015.

Africa Lead designed and released a Request for Applications (RFA) for a grant to establish an **Internship Partnership Network (IPN)**. The purpose of the IPN is fourfold: (1) expand Africa Lead's existing network of intern-hosting companies/organizations; (2) provide a matching service by recruiting, placing, and supporting interns in appropriate agricultural host companies/organizations; (3) build the capacity of companies and organizations to develop their own in-house internship programs; and (4) report on and publicize the results achieved by the IPN. The due date for grant proposals is February 27, 2015.

Africa Lead facilitated analysis of 12 West Africa rice samples by Uncle Ben's Rice labs in Greenville, Mississippi sent by Sali Atanga, Senior Director at the Africa Rice Center in Benin. The analysis completed by Uncle Ben's Rice will serve as the basis for continued consultations between Uncle Ben's Rice and the Africa Rice Center. Hope is still alive to send two West African interns (including Dr. Atanga) to Uncle Ben's Rice for a 6-week internship. Originally scheduled internships were postponed indefinitely due to concerns at Uncle Ben's Rice in Mississippi related to the Ebola outbreak in West Africa.

Africa Lead also met with Syngenta for an initial exploration of common objectives and possible partnerships and agreed to follow-up in January with an expanded group of agricultural companies, such as members of the Kenya Seed Association.

## **COMPONENT TWO: STRENGTHEN 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, we engaged in the following policy-oriented, capacity-building activities.

### **TASK 2.1: DESIGN, DELIVER AND FACILITATE AGRICULTURE POLICY TRAINING WORKSHOPS**

The Agriculture Policy Learning Event program, APLE, was put on hold last year in order to leverage opportunities associated with the AU's Year of Agriculture. Therefore in lieu of separate APLE events, Africa Lead devoted its attention to support for work advancing the Malabo Implementation Strategy.

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

Africa Lead was tasked by **USAID/Washington Bureau of Food Security and the African Union Commission (AUC)** with supporting the implementation of the *Consultation Process* to gather input from key stakeholders to inform the development of an Implementation Strategy and Roadmap (IS&R) for the commitments laid out in the Malabo Declaration.

Africa Lead used a web-based survey tool to probe the status of the seven Malabo Declaration commitments and ways to leverage 2014 as the Year of Agriculture and the 10th anniversary of CAADP. The survey was distributed to all country CAADP focal points under a cover letter from H.E. (Mrs.) Rhoda Peace Tumusiime, Commissioner, Rural Economy and Agriculture, African Union Commission (AUC). A total of 17 countries have responded to the survey. Responses were analyzed by IFPRI and initial results were presented during the **African Union Validation Workshop for Implementation Strategy & Roadmap** in Addis November 17-18. Africa Lead provided logistical support to this event in the form of organizing conference materials and bags, and overseeing participant travel, registration and meals for the 120 participants from across the continent.

Countries that initially responded to the survey included Botswana, Burkina Faso, Burundi, Chad, Cote d'Ivoire, DRC, Ethiopia, Gambia, Ghana, Kenya, Malawi, Mozambique, Niger, Rwanda, Senegal, Tanzania and Uganda. The AUC is currently requesting that those countries that have not responded do so as soon as possible. A draft IS&R was submitted to the Permanent Representatives Committee of the African Union (PRC) for review on Nov. 23, 2014.

To support the completion of these surveys in USAID Feed the Future countries, USAID authorized Africa Lead to identify and prepare facilitators to gather information from government, civil society, and agribusiness groups. The team identified 12 facilitators in West and East Africa and provided them to support the respective CAADP focal point persons in each country to complete the survey and then submitted the results. Facilitators were identified and trained in twelve Feed the Future countries (Burkina Faso, DRC, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Rwanda, Senegal, Tanzania, Uganda, and Zambia). We developed the SOW for local facilitators, briefed each facilitator on the tasks and deadlines, followed-up weekly with each facilitator on progress and provided day-to-day coaching on overcoming hurdles in the process.

The first **COMESA Regional Agriculture Investment Forum** was held on October 13-14 in Livingstone, Zambia. The forum brought together public and private stakeholders from the COMESA region to share information on food security, nutrition security and ideas about potential agriculture investment in the region. The meeting called for Public Private Partnerships (PPPs) in agriculture value chain investments for increased productivity and food security. The meeting was organized by COMESA with technical and logistical support from Africa Lead. Despite the diverse perspectives represented and the clear challenges in reconciling private capital with public interests, a general consensus on the strong promise for increased private sector investment emerged. COMESA's Deputy CAADP Coordinator Nalishebo Meebelo has already contacted Africa Lead to explore how to build on the momentum created by this inaugural event.

Africa Lead worked closely with **COMESA ACTESA** to help them produce a significantly revised and improved COMESA Biotechnology and Biosafety Implementation Plan. The document will be finalized in a validation workshop to be held in the first quarter of 2015. On the technical side, Africa Lead is completing further revisions of the draft biotechnology implementation plan incorporating private sector input and improving the structure of the document. Together with USAID/EA Africa Lead is reviewing next steps in light of concerns about AFSTA's capacity to implement the Seed Information System.

To harmonize efforts and guide the development of a consolidated roadmap for Aflatoxin, USAID/East Africa requested that Africa Lead organize and facilitate a consultative meeting of the **East Africa Community (EAC) Aflatoxin Steering Committee** and relevant stakeholders. The meeting was held on October 27-28, in Kigali, Rwanda, and brought together representatives from public and private organizations who are actively engaged in mitigating the effects of Aflatoxin in the region. Objectives of the meeting were to share policy guidelines, frameworks, programs/activities and focal areas of Aflatoxin control in the East Africa region. Additionally, the meeting discussed the framework for the development of a detailed Aflatoxin Roadmap and Implementation/Action Plan for the East Africa region. USAID East Africa is working with IITA and EAC to develop the actual roadmap, and will advise Africa Lead on possible and future roles.

Africa Lead organized and facilitated the **East African Community (EAC) Institutional Architecture Assessment (IAA) for Food Security** workshop to validate EAC IAA on October 29 -31 in Kigali, Rwanda. All the five member states (Kenya, Uganda, Tanzania, Rwanda and Burundi) were represented, as were private sector and regional organizations. The purpose of the validation workshop was to promote EAC (Secretariat and member countries) ownership of the IAA report.

The validation process involves highlighting and confirming the relevance, prioritization and adoption of the main findings and recommendations of the IAA. Additionally, the validation process seeks to ensure that the findings of the IAA are integrated with currently ongoing initiatives being addressed by the EAC and its member countries with regards to the food security agenda. An important deliverable that came from the IAA workshop is to help develop a capacity development strategy and framework action plan for the EAC Secretariat and each member country. However to have the recommendations adopted by EAC member states' Council of Ministers, we need to carry out consultations with relevant stakeholders from Burundi—possibly before end of January—as they were not consulted when interviews/discussions were carried out with other member states.

The **2nd African Agribusiness Forum of the AUC** themed, “Transforming Africa’s Agriculture for Shared Prosperity and Improved Livelihoods: Harnessing Opportunities for Inclusive Growth and Sustainable Development”, Kigali, Rwanda from November 5-7. Africa Lead provided technical and logistical support to AUC staff in areas of participant registration, lodging, as well as conference room set up, and management during the 3-day meeting that hosted over 150 people to ensure the successful execution of the event.

On 2nd - 4th December 2014, Africa Lead facilitated and participated in the annual **Agriculture Policy Conference** in Dar es Salaam organized by the Tanzania Policy Action Group. Attendees included participants from government ministries, academic institutions, private sector entities, youth entrepreneurs and youth groups, development partners, international agencies and other actors in Africa CAADP and the Tanzanian agriculture sector. The conference addressed the need for more evidence-based policymaking processes capable of contributing to enhanced food security and poverty reduction in Tanzania. It aimed at deepening the understanding among policymakers on the need for more evidence-based policymaking; the need for sustainable and inclusive growth, policy for the promotion of agricultural productivity; and the need for greater youth engagement in agriculture. The conference reaffirmed the need for involvement of all key stakeholders in policy formulation processes; a proactive approach

policy formulation; a focus on grassroots level, namely local government authorities, rather than on the national level when formulating policies; and revisiting land policies, an area that is becoming increasingly precarious in Tanzania.

Africa Lead converted the green/yellow/red assessment ratings for all policy element indicators across the 16 completed IAAs into numerical scores and completed basic analysis of scoring in line with request from USAID/Washington.

Following the external evaluation of the **Comité Inter-Etat de Lutte contre la Sécheresse au Sahel/ Permanent Interstate Committee for Drought Control in the Sahel (CILSS)**, a 2015–2019 work plan has been developed that addresses some of the issues identified in the external evaluation.

### **TASK 2.3: FACILITATE ADOPTION/IMPROVEMENT OF MUTUAL ACCOUNTABILITY FRAMEWORK AND JSR PROCESSES AT COUNTRY, REC AND CONTINENTAL LEVELS**

Africa Lead completed and sent to USAID/Washington a document summarizing the JSR strengthening action plans that came out of **JSR Assessment** process in early-to-mid 2014.

## **COMPONENT THREE: PROMOTE THE EFFECTIVE INCLUSIVE 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.

During this quarter the following activities were accomplished.

### **TASK 3.1: IDENTIFY AND SELECT NSA COUNTERPARTS TO ENGAGE IN THE CAADP POLICY PROCESS**

To begin to advance Africa Lead's NSA engagement strategy, the program has developed an approach to mapping NSAs at the country and regional level. This conceptual approach will allow Africa Lead to develop a picture of the relevant NSAs that exist in the project's geographic areas of focus, the relationships that exist among those NSAs, and the influence held by the various NSAs identified in the mapping. This approach was developed in collaboration with a key AL NSA partner, the CAADP NSA Coalition (CNC). The CNC is currently an informal coalition of NSAs working to formalize themselves to organize and support pan-African NSA participation in agricultural policy development and implementation processes. In the coming

quarter, AL will test and refine this approach so that it can be used more broadly across the continent to inform specific country- and regional-level strategies, such as leveraging key influential NSAs and supporting under-represented NSA groups to gain meaningful participation in advancing CAADP goals. The initial mapping will focus on two countries—Ghana and Tanzania—and two regions—West Africa and East Africa.

### **TASK 3.2: BUILD CAPACITY OF KEY NSA GROUPS TO SUPPORT CAADP OBJECTIVES**

Africa Lead is employing a variety of capacity building strategies that have significant potential to achieve long-term sustainability with regional, national and local institutions engaged in the CAADP implementation process. During the past quarter, Africa Lead advanced its conceptual approach to **NSA engagement** in mutual accountability processes and country-level advancement of CAADP goals. This entailed analysis of the opportunities for NSA engagement at all levels, the barriers to that engagement, and the ways in which the program can influence the realization of those opportunities by overcoming the identified barriers. Africa Lead developed a 3-stage approach to advancing NSA engagement in CAADP-related policy processes, especially at the country level. These three stages are:

- mapping NSAs.
- building NSA coalitions to organize themselves around common objectives.
- supporting key opportunities for engagement.

While the CNC's official roster of member organizations is currently fairly small, the members represent influential NSAs with multi-country representation. The CNC has also been able to successfully organize 100+ NSAs to articulate a common agenda to the AUC that supports the achievement of CAADPs goals. Due to the common interests of Africa Lead and the CNC, in December 2014, a 2-day joint work planning meeting was held to develop a plan for collaboration in the coming year. This collaboration will help ensure that NSA engagement activities are NSA-led and focused on developing the country-level support needed to succeed.

Apart from the Coalition, Africa Lead team finalized the report from the rapid capacity assessment it conducted of the *Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de L'Ouest/ Network of Farmers' and Agricultural Producers' Organizations of West Africa* (ROPPA) in June 2014. The rapid assessment identified specific organizational development needs and gaps for both ROPPA and its national platform member organizations. These findings and recommendations to strengthen ROPPA were incorporated into a capacity development plan.

Further promotion of NSA capacity took the form of an Africa Lead meeting with the President and CEO of **Private Enterprise Federation (PEF)**, Ghana to discuss capacity development needs and the scope of work for a resource mobilization consultant to assist them with proposal writing.

### **TASK 3.3: FACILITATE NSA SUPPORT TO CAADP OBJECTIVES**

On October 2nd, the Africa Lead facilitated a **Grant Proposal Writing** workshop in Tamale. The workshop introduced the Champions for Change from the Northern Regions to Africa Lead grant

proposal guidelines and covered project design and methods for writing high quality winning proposals. A total of 53 participants, 38 males and 15 females attended the one day workshop. In order to assess the degree to which the participants became familiar with grant proposal writing a feedback survey was conducted the end of the workshop where over 95% reported familiarity with the grants selection criteria and the minimum criteria for accessing a grant from Africa Lead.

Following the workshops in Accra and Tamale, Africa Lead issued an Annual Program Statement (APS) call for grant applications in October 2014. The **Grant Program** aims to provide small grants to build the local capacity of private sector groups and NSAs. During the first call for proposals, the Africa Lead team received a total of 21 proposals, which will be reviewed and short-listed in January 2015.

Following the **Champions for Change Youth in Agriculture** short course delivered in Ghana to 67 youth, several youth groups responded to the APS that the WA office issued. They developed proposals to establish youth networks and deliver cascade Champions training.

In addition to youth, Africa Lead places emphasis on the capacity development of women in agriculture. We delivered a five-day intensive **Champions for Change Leadership short course for women** in Akosombo, Ghana. These women were selected from institutions and women's groups across the country and brought together 67 women including three Queen Mothers.

The level of understanding of the main themes presented during the short course improved based on an analysis of the "before" and "after" assessments. For instance looking at "John Kotter's eight steps for transforming an organization", before the training the overwhelming majority of participants had "No understanding" at 68%. Only 4% reported "basic understanding", and only 5% reported "extensive understanding". At the end of the training, 70% of participants had "extensive understanding", 24% "moderate understanding" and 6% "basic understanding". The evidence suggests participants' level of understanding on John Kotter's eight steps improved significantly .

In October 2014, Africa Lead also supported the **World Rural Women's Day** for the Middle Zone of Ghana that took place in Techiman-Akrofrom, in the Brong Ahafo Region of Ghana. Nearly five hundred women from diverse organizations attended the program under the theme: *"Women as Guardians of Seed, Life and Earth"*. The Africa Lead team facilitated the event and provided logistical support.

Africa Lead is working with a range of non-state actors to explore whether the 'network structure' presents an opportunity to learn strategically about key issues identified by these groups in a focused and sustained manner. Eleven **Champion networks** targeting key policy and practice issues in agriculture in Ghana were identified in this quarter. These 11 networks are being supported to identify their key program activities and develop work plans. The networks have been invited to apply for support from Africa Lead to kick start planned activities. Seven networks have so far applied. Memoranda of Understanding (MOUs) have been developed with these networks outlining the key areas of work to be supported by Africa Lead and the expected network outcomes.

Alongside this activity, a memorandum of understanding was also developed and agreed with the **West Africa Civil Society Institute (WACSI)**. The objective of this MOU is to provide a relationship framework between WACSI and Africa Lead to enable the provision of capacity development services/support to Africa Lead staff and stakeholders by WACSI, as and when required. In particular, the advocacy training requests made by many members of the networks and other key stakeholders is seen as a major area of service provision in which WACSI can be engaged.

## **KNOWLEDGE MANAGEMENT, LEARNING AND COMMUNICATIONS**

Underpinning Africa Lead'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 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**

The KLC Manager supported all Africa Lead offices in the identification and preparation of needed communications products and platforms, and ensuring appropriate media coverage to Africa Lead organized events and C4C trainings. In addition, the KLC Manager provided **ongoing training** to field staff on how to use Africa Lead social media platforms and communication strategies virtually using skype and in-person through field trips.

To foster and manage C4C food security networks, the KLC manager supported a follow-up **survey of Champions in ESA** with the objective of assessing engagement with fellow champions and survey follow-up needs.

Africa Lead continues to focus part of its outreach on deepening **social media networks**. During this quarter, the KLC Manager continued to upload and manage content for all Africa Lead 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. .

### **TASK 2: PROGRAM SERVICES**

During Year One, Africa Lead created a new **website** to promote dynamic and interactive knowledge sharing. The website caters to a broad audience including, but not limited to: program beneficiaries, the public, USAID Missions, the private sector, and government ministries. It features video snippets to bring to life the transformative and innovative nature of the program. The site also demonstrates program results in a visually compelling way that is regularly updated and mapped by country and region. The KLC and M&E teams updated the content to keep the website current and engaging for visitors. In addition, the KLC Team developed the Africa Lead newsletter, brochures and short videos to capture the transformative and dynamic nature of Africa Lead and provide a space for continued engagement with program beneficiaries.

During the quarter, in collaboration with the COP, Regional Directors and technical staff, the KLC Manager led the development of **Africa Lead annual report and Year 2 Work Plan**



including drafting, editing and compilation. During a work planning retreat from October 7-9, the team reflected on Year 1 achievements, lessons and challenges. Based on the anticipated Mission buy-ins, the Year 2 strategy and broad activities were defined providing critical inputs to the work plan subsequently submitted to USAID.

During this quarter, Africa Lead in collaboration with the Knowledge Management Specialist of the Monitoring, Evaluation and Technical Support Services (METSS) project, developed a **database of the educational background** of all Africa Lead employees. This was done to determine the various area of specialization of employees and also how employees in the various implementing partner organizations can complement each other based on their area of their expertise.

Also during this quarter, Africa Lead submitted **annual report to USAID Ghana**.

## **MONITORING & EVALUATION**

In the reporting quarter, based on the lessons and experiences from the first year of the program implementation and in collaboration with the field M&E staff and program component leaders/ technical advisers, the Africa Lead M&E Specialist worked on revising the Program PMP including the indicators and targets. Another priority has been refining associated M&E methods and tools including developing new tools for monitoring and evaluation of program activities. The M&E accomplishments during the quarter are presented as follows.

### **TASK 1: ESTABLISH BASELINES AND PERFORMANCE TARGETS**

Africa Lead revised the Life of Project (LOP) targets that were established during the first year of the program when Mission buy-ins were not known for certain. The revisions performed in this quarter take into account the current and potential Mission buy-in activities, to the extent practicable disaggregated by Mission buy-ins. Given that Africa Lead activities are determined based on Mission buy-ins, this will be an ongoing task as new ones are secured.

### **TASK 2: CONDUCT DATA COLLECTION AND ANALYSIS**

The Africa Lead team worked on customizing and refining and developing data collection tools. This includes conducting data collection through record keeping, pre- and post-tests and feedback surveys on the interventions and events that were organized in the quarter.

The team entered activities M&E data into the TAMIS database. The team also compiled and entered activity results into FTF's Monitoring System with additional customized indicators for FY2014 and targets through FY2017. These can be disaggregated by Mission buy-ins.

During this quarter, Africa Lead also customized M&E tools to track short courses, workshops and meetings. For short courses, we conduct pre- and post-test surveys, and for all events the M&E team collects feedback and prepares reports.

Africa Lead routinely conducted data collection and analysis using quantitative and qualitative methods for the different workshops and short courses that Africa Lead organized during the quarter.

Earlier in 2014, USAIDS/Tanzania requested Africa Lead to create a cadre of Tanzanian trainers who would be available over the life of the project and beyond to facilitate upcoming USAID-funded training activities in Tanzania. After an intensive selection process, 25 potential trainers were identified and trained in May 2014. Several of the new trainers have since facilitated USAID-funded training for the Ministry of Agriculture, Food Security and Cooperatives; the Super Champions Leadership Training for the Tanzanian Members of Parliament; and the Young Champions for Change training for the returning Mandela Washington Fellows.

During the reporting quarter, Africa Lead conducted an initial 6-month follow-up survey of the new Tanzanian trainers using SurveyMonkey to begin to track their use of the new training methodology and assess their success in applying the knowledge and skills they had learned. The survey is also designed to identify lessons, successes, challenges and follow-up support needed. Of the 25 TOT participants, 18 responded to the survey.

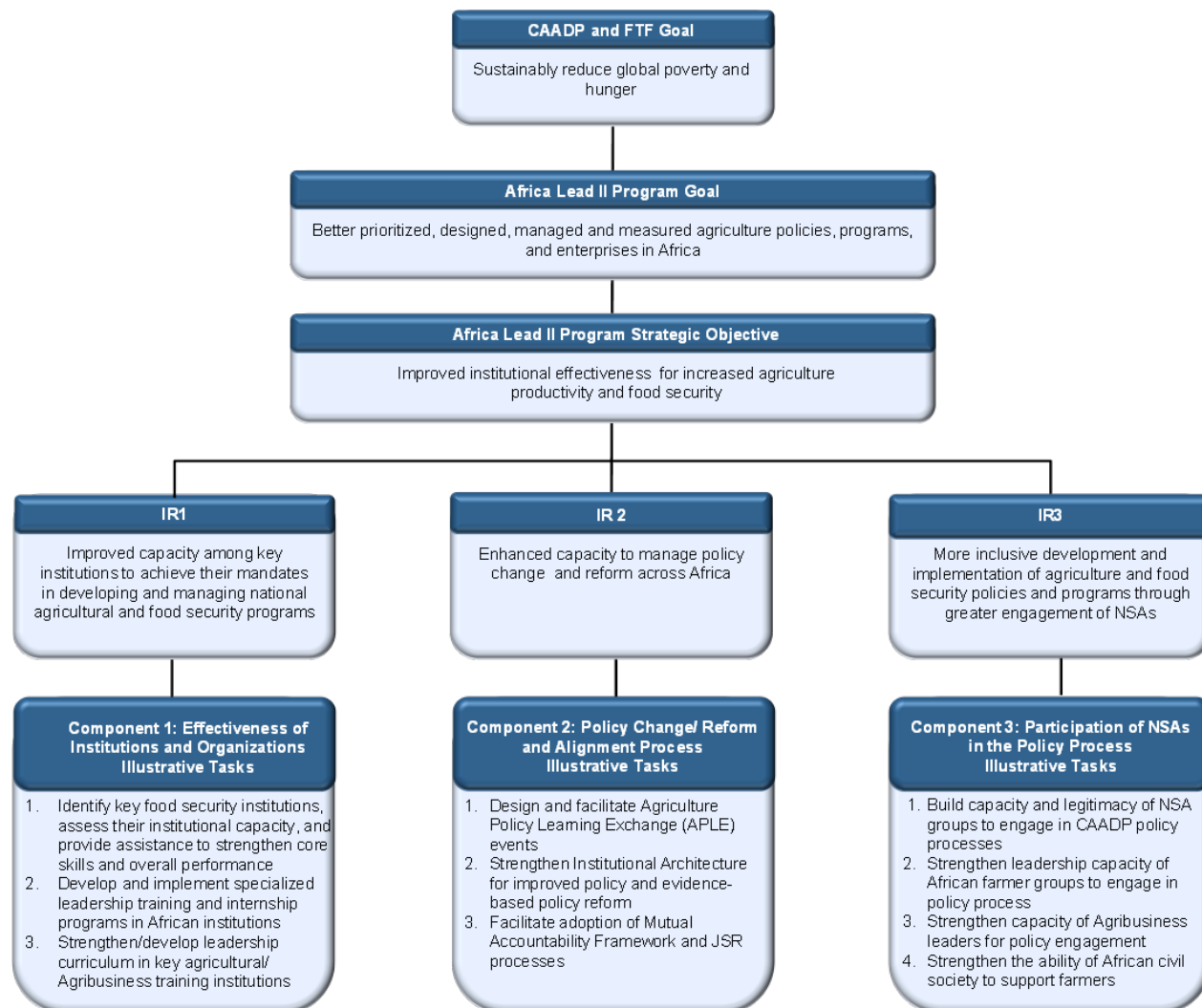
Seventy-eight percent (78%) of the respondents report that they are able to apply the knowledge and skills learned within the six-months following the initial TOT. Yet they also indicate a self-perceived need for further training and coaching. The findings suggest that a one-week Training of Trainers course is not adequate to develop the advanced facilitation and curriculum design expertise that will be required to make change happen in the agriculture sector in Tanzania in the long run. Thus analysis of the survey results will be used to suggest possible coaching and additional Training of Trainer sessions with the new trainers, to continue the skill building required for them to become Master Trainers.

The Africa Lead M&E data on output indicators and targets are tracked through records supported by a database. M&E staff, in close collaboration with technical team and training/workshop and events logistics coordinators, record all Africa Lead-supported individual and organizational event attendees. Data on event participants, type and numbers of institutions involved continued to be updated regularly in TAMIS this quarter. The M&E team continues to ensure that data are inputted accurately and in a timely manner, disaggregated by sex, organization type and other variables as needed in the analysis of the data, and used effectively for performance management and reporting.

### **TASK 3: PARTICIPATE IN COMPLEXITY-AWARE MONITORING PILOT**

As a designated pilot project of USAID's Complexity-Aware Monitoring approach, the KLC Manager shared the Africa Lead pilot to the American Evaluation Association (AEA) Conference that was held in October in Colorado.

# ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK



# ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)<sup>1</sup>

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
<b>Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa</b>										
G1.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA	-					NA	-
G1.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA	-					NA	-
G1.3	Impact	Percentage change in private sector investment in agriculture	NA	-					NA	-
<b>Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security</b>										
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA	-					NA	-
SO1.2	Outcome	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)	NA	-					NA	-
<b>Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs</b>										
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	60%	78% <sup>2</sup>					75%	78%
1.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	1,310	270					4,680	485
		% Women	35%	57%					35%	43%
1.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	35%	-					65%	-
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	14	7					59	10
1.5	Output	Number of knowledge products generated with support from AL II	10	3 <sup>3</sup>					75	9

<sup>1</sup> Not all Africa Lead II Goals, SOs or IR indicators are measured quarterly or annually and are included here for completeness only. Life of Program (LOP) targets are indicative and subject to significant changes depending on Mission's buy-ins.

<sup>2</sup> This figure reflects the 6-month follow-up survey result from the Tanzania TOT participants.

<sup>3</sup> Knowledge products during the quarter include the AL II Newsletter, the Mandela Fellows Video Clip and the IAA Methodology.

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
1.6	Output	Number of food security-related events supported by AL II	52	16 <sup>4</sup>					210	60
1.7	Output	Number of participants attending food security related events supported by Africa Lead II	3,540	996 <sup>5</sup>					9,100	3,346
		% Women	35%	40%					35%	32%
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	20	11					48	11
1.9	Output	Number of organizations/institutions supported by AL II	391	242					913	537
<b>Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa</b>										
2.1	Outcome	Number of countries with a strengthened JSR process as measured by milestones of a "Strong JSR"	5	-					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	-
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	24	-					25	-
2.4	Output	Number of countries receiving Africa Lead II assistance	15	6 <sup>6</sup>					20	11
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	3	1 <sup>7</sup>					TBD	1
2.6	Output	Number of JSR workshops conducted/facilitated	10	-					TBD	6
<b>Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs</b>										
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	47	-					188	-
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	201	155					534	214

<sup>4</sup> This figure reflects the number of food security events (training, workshops, conferences, meetings).

<sup>5</sup> This figure reflects the number of participants who attended the food security events that AL II supported during the quarter.

<sup>6</sup> In this reporting period, Africa Lead worked with Burundi, Ghana, Nigeria, Rwanda, Senegal and Tanzania.

<sup>7</sup> This is the EAC IAA that was validated in stakeholders' workshop during the reporting quarter.

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	975	457					2,502	642
		% women	35%	85%					35%	70%
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	30%	-					TBD	-
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	30%	-					TBD	-
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	30%	-					TBD	-
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	20%	-					36%	-
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	30%	-					70%	-