



# FEED THE FUTURE

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

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



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Scaling up for food security in Africa

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

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Cover photo: Participants gather around a thorn tree to discuss community-based planning and reflect on USAID/ Partnership for Resilience and Economic Growth in Kenya (PREG) partner interventions at a PREG Learning Visit in Turkana, Kenya on March 22, 2017. Attendees included county and national government, local partners, USAID implementing partners, and USAID representatives.

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# Acronyms

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



# I. Introduction

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

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

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

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

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

This report covers the program’s major accomplishments and outputs from January through March 2017, which is Quarter 2 of Africa Lead’s fourth year of implementation. It highlights the support, facilitation, and training that Africa Lead provides partners to improve institutional capacity and broader systems and institutional architecture to manage agricultural transformation as well to promote the effective, inclusive participation of non-state actors in policy processes. Africa Lead activities also promote and sustain a culture of learning and continue to build a process by which evidence can play a greater role in determining policy directions and programs in agriculture.

By design, Africa Lead activities are demand-driven, and the project serves as a flexible mechanism to support various USAID initiatives at the mission and continental level. Africa Lead is truly greater than the sum of its parts; to appreciate its full impact, individual activities must be viewed within the context of the continent-wide goals that drive them. To illustrate the program’s complex network of activities, Sections 2-4 of this report summarize project-wide progress during Quarter 2 (FY17 Q2) in the three cluster areas of capacity development, policy support, and knowledge sharing to align organizations, policies, and systems around CAADP. Section 5 includes mission-level dashboards, which provide a snapshot view of FY17 Q2 activities and performance indicators for each of the project’s buy-ins.



## II. Capacity Building

This section describes project-wide highlights and achievements for FY17 Q2 in capacity development services to institutionalize the four systems changes that Africa Lead seeks to support. Activities in this cluster provide support and training to change agents at the organizational and individual level to develop, lead, and manage agricultural transformation. For this quarter's report, we have organized our support according to the following results:

- More effective governance, policy, and institutions
- Improved skills for civil society and government actors
- Increased youth empowerment and livelihoods

### More Effective Governance, Policy, and Institutions

Africa Lead has become a trusted partner in facilitating organizational change and strengthening the capacities of a variety of actors engaging in agricultural issues – from research institutions and civil society groups, to local- and national-level government entities. Over the years, stakeholders working to tackle agricultural challenges, shore up capacities, and respond to a changing policy environment have looked to Africa Lead to balance sector expertise with an effective approach to building capacity and achieving organizational change.

During this quarter, Africa Lead worked with key national-level institutions in Senegal and regional institutions in West Africa to strengthen institutional capacity for developing and managing agricultural and food security policies and programs.

In Senegal, for instance, Africa Lead conducted a follow-up workshop with the Ministry of Agriculture and Rural Development (MAER) to

validate the findings and recommendations of the Knowledge Management and Communication Assessment that was completed by Africa Lead in 2017 Q1. This workshop also served as a platform for senior leadership at MAER to reflect on the opportunities and challenges posed by implementing an integrated knowledge and communication management framework across the organization. As part of the validation workshop, Africa Lead also discussed an action plan for operationalizing the system over the course of the next twelve months.

Africa Lead is also working closely with Senegal's Private Sector Support Directorate (DASP) within the Ministry of Finance to strengthen and enhance an institutional monitoring and evaluation (M&E) system. DASP assists the Ministry of Finance with the formulation and coordination of policies to promote private sector activities in the country. As part of Africa Lead's support to DASP, the project held a five-day M&E training in January 2017, training 17 staff of the directorate in basic M&E concepts and principles, including the difference between monitoring and evaluation, management for results, examples of tools available for achieving and demonstrating results, the utilization and reporting of performance data, and ensuring data quality. At the end of the training nearly all participants (97 percent) reported that they acquired at least basic notions of M&E, and many lauded the quality of the course as useful and responsive to their work. As part of Africa Lead's long-term partnership with DASP, the project will provide support to directorate staff to finalize and implement an action plan to operationalize an M&E system linked to the five-year development strategy for DASP.

Also in Senegal, Africa Lead initiated a partnership with the "Cellule de Lutte Contre la Malnutrition" (CLM) by meeting with the executive board and holding working sessions to discuss the nutritional situation in Senegal, including the new national



nutrition policy and strategic plan implemented by CLM. These meetings allowed Africa Lead to better understand the challenges facing CLM and to more effectively identify areas of support that would benefit the organization. Africa Lead plans to carry out a strategic visioning and team-building workshop for members of CLM's executive office in Q3.

As part of Africa Lead's process for continuous learning and adaptive management, the project M&E team followed up with CILSS during FY17 Q2 to assess the effectiveness of the project's support and technical assistance efforts. Through Africa Lead, Catalyst to Development (C2D), which is a knowledge-management agency based in Montréal, worked with CILSS to configure and implement a software solution to support an M&E system across the institution. Africa Lead provided technical assistance to integrate the system with the existing intranet platform at CILSS and to adapt it to support the dissemination of information to the public via online software known as Paradox Box.

As a result of our support, Africa Lead observed several organizational capacity changes. For example, the new system considerably reduced risks related to the transportation of physical documents, loss of data, and the deterioration of data storage items such as compact disks. In addition, the system has reduced the time needed for data entry and analysis. It also helped CILSS to establish linkages between activities, objectives, results, and indicators, which will allow the M&E team to measure achievements by activity and to track progress against performance indicators more effectively.

In a similar effort, Africa Lead is providing support to enhance the institutional capacity of the West and Central African Council for Agricultural Research and Development (CORAF/WECARD),

### **Capacity Building is more than Training: Coaching in Action with CILSS**

Africa Lead also provides continued support to the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), which is a regional organization that invests in research on food security and the fight against the effects of drought and desertification in the Sahel. This quarter, Africa Lead held a coaching session with the CILSS Human Resources team based in Burkina Faso to help develop a formal staff training and development plan. Africa Lead's 2016 review of CILSS' human resources function revealed the need for a training and professional development policy, plan, and budget. Africa Lead will continue to use the findings of the assessment to design and deliver customized coaching sessions and courses for staff.

which plays an integral role in agricultural transformation in the West Africa region. This quarter, Africa Lead presented the CORAF/WECARD governing board with revised findings and recommendations of an institutional audit Africa Lead conducted in 2015. The presentation highlighted major findings in the areas of governance, financial management and sustainability, human resources, technical service delivery, and knowledge management. It also proposed clear steps to assist CORAF/WECARD to manage the recommended changes. At the end of the meeting, the governing board officially approved the institutional audit report. In fact, CORAF/WECARD has already begun implementing some of the recommendations, especially those relating to strategic planning, financial sustainability, and organizational management.



### **Focus on Results: FMARD Staff Empowered through Results Based Management Training**

Nigeria's Federal Ministry of Agriculture and Rural Development (FMARD) regulates agricultural initiatives to improve agriculture and rural development integration for the transformation of the economy. In collaboration with the International Food Policy Research Institute (IFPRI), Africa Lead carried out a study in 2012 to assess the capacity needs of the Ministry to implement the Agriculture Transformation Agenda, which is the broad plan by which the Ministry envisioned promoting agriculture in the Nigeria. A key recommendation from the study was the need to build capacity of staff across regional and state offices, the Ministry's parastatals, and technical agencies in M&E and results-based management (RBM). To support this recommendation, Africa Lead has supported training of over 120 personnel in basic M&E/RBM principles in 2016. The project also provided assistance to help staff develop action plans and roadmaps to streamline and implement an M&E system

Dr. Ibrahim Bomoi, a Senior Veterinary Officer who participated in the course in 2016, can attest to the changes he has seen in his department was a result of the training. "I am now confident and detailed in analyzing data that I collect to make better decisions," he said. "I have learned that good data yields good information for decision-making. Thanks for the training and the trainers for the knowledge I received on data quality assessment and the logic model."

Prior to the training, Dr. Bomoi admitted that he and most of his colleagues did not understand why government projects fail. "I had no idea about how to put things right since I could not understand from where and what had gone wrong," he said. "The training I received from Africa Lead has taught me to have a different perspective in life and how to organize inputs and activities towards achieving specific objectives," he said. "It also taught me to be more realistic in setting my targets and not to be overly ambitious, as results usually take time to manifest." Now Dr. Bomoi is optimistic that FMARD's quality of work will improve and that the appreciation and trust in government policies from all its stakeholders and clients will increase.

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

Dr. Vincent Isegbe, Director of Agricultural Quarantine Services, now shows increased commitment to activities related to M&E/RBM since participating in the director's retreat. In fact, Dr. Isegbe has organized a session within his department to share knowledge and sensitize his staff on the importance of M&E. "The M&E retreat I attended gave me an extra eye," he said. "This new eye strengthened my ability to verify the information before making decisions. As director of a department, I have to make decisions, which requires good skills in control and analysis that I gained from the M&E retreat."

## Improved Skills for Civil Society and Government Actors

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

During FY17 Q2, Africa Lead facilitated three C4C leadership courses in Senegal, the Democratic Republic of Congo (DRC), and Sierra Leone. Following a recent restructuring, Senegal's Ministry of Agriculture and Rural Development (MAER) identified the need to enhance the capacities of its leadership to effectively lead under the new structure. As such, Africa Lead conducted two leadership trainings for the ministry in January and March, benefitting a total of 57 ministry staff from the Regional Directorate of Rural Development (DRDR) and the Service Départemental de Développement Rural (SDDR) involved in agricultural development and the promotion of food security. The training programs offered the opportunity for participants to explore and identify innovative ways to implement key agricultural initiatives. It also broadened participants' views on food security issues and showed them how to develop advocacy strategies to campaign for policies that will help boost the agricultural sector.

Similarly, in the DRC, Africa Lead is providing targeted support to the parastatal National Coffee Office (ONC). The Participatory Institutional Capacity Assessment and Learning Index (PICAL) that Africa Lead conducted for ONC last quarter revealed several challenges facing the organization.

For instance, the ONC has limited resources for professional development and faces systemic gaps including in its inadequate office space, human resource capacity, supervision, and leadership. In response to these gaps, Africa Lead conducted a C4C leadership course for 29 staff of the ONC during FY17 Q2.

Participants were trained on leadership and food security concepts, as well as approaches to leading change, management, goal setting, and M&E. In addition, the training also helped staff to better understand their roles and responsibilities in establishing an environment favorable to agricultural transformation and food security in the DRC. A post-training survey revealed that a majority of participants (91 percent) reported that the training content was relevant to their work and recommended a follow up training on the rapid results approach and project design.

In Sierra Leone, a pre-training survey showed that 40 percent of participants had no understanding of the concepts and principles related to RBM and M&E. At the close of the training, 71 percent of participants said they had extensive understanding of these concepts because of the training. Most participants (95 percent) rated the quality of the training as excellent and added that it involved an inclusive approach that encouraged the participation of all the trainees.

Additionally, in Sierra Leone this quarter, Africa Lead facilitated an M&E/RBM course for 41 staff selected from the Ministry of Agriculture, Forestry and Food Security (MAFFS). The five-day course covered the building blocks and key elements of RBM and results reporting. Participants learned how to use modern M&E/RBM tools, identify clear and measurable indicators, establish baselines and targets, and communicate results to stakeholders.

To further strengthen the skills of 18 professional facilitators, some of whom have been working with



Africa Lead since 2010, Africa Lead conducted a two-day intensive Coaching Clinic in Accra, Ghana during FY17 Q2. The clinic imparted coaching skills that are expected to further strengthen and empower Africa Lead's support to the CAADP and Malabo implementation throughout the Continent. To increase visibility of these trainers and facilitators in East Africa, Africa Lead launched an online [directory](#) that will help other organizations gain access to these experienced trainers and facilitators. This cadre of trainers and facilitators has a proven track record in delivering capacity building training programs for multiple stakeholders within the agricultural sector, and is able to facilitate complex discussions relating to agricultural transformation.

During FY17 Q2, Africa Lead also worked with two African universities in Sierra Leone and in Ghana

interested in integrating the C4C curriculum module into their syllabi for undergraduate and graduate students in the field of agriculture. In Sierra Leone, Africa Lead delivered the course to seven tertiary institutions including Fourah Bay College, Njala University, Milton Margai College of Education and Technology, Freetown Teachers College, and Eastern Polytechnic, where Africa Lead has formed partnerships aimed at institutionalizing the C4C leadership training program into their curriculum. In Ghana, Africa Lead delivered the course to 93 participants at the University of Ghana and to 78 students and lecturers from the University for Development Studies (UDS). Participants at the UDS training also included representatives from institutions such as the Non-Formal Education Division (NFED) Urban Agriculture Network (URBANET).



*Participants role play the coaching relationship during Africa Lead's Coaching Clinic held in Ghana with advanced trainers and facilitators from various countries in West Africa. Photo credit: Africa Lead.*

## Increased Youth Empowerment and Livelihoods

As part of Africa Lead’s mandate to usher in the next generation of change agents and leaders in the agricultural sector, the project provides opportunities for youth to gain practical experience and entrepreneurial skills. This work will in turn support youth-led agribusinesses and organizations to innovate, improve their commercial viability, and drive investment in the agricultural sector. For instance, to support the development of the youth workforce in Ghana, Africa Lead relaunched its Agribusiness Internship Program (A-LEAP Internships) in FY17 Q2. Through the program, Africa Lead reached out to over 100 agribusinesses, inviting them to participate in building Africa’s next generation of agriculture entrepreneurs, thinkers, and innovators by committing to creating critical and strategic youth employment opportunities through internships. The vision of the program is that these internships will offer unique leadership development opportunities for students and recent graduates that include training, on-the-job experiences, and specialized skills transfer.

During FY17 Q2, approximately 40 agriculture-oriented companies and organizations expressed interest in the A-LEAP Internship Program, including small and medium-sized agribusinesses involved in commercial production, processing, and distribution (e.g., Eden Tree, Samba Foods, Joekopan, Cluster Farming), input and machinery suppliers (e.g., Farmer’s Hope, Lasorex), trade associations (e.g., Federation of Associations of Ghanaian Exporters,

World Cocoa Foundation), business advisory service providers (Growth Mosaic, Farmerline, MDF West Africa), and nongovernmental organization (NGO) initiatives supporting agricultural ventures (iDe Ghana, IWAD, West Africa Resilience Innovation Lab). Africa Lead also participated in career fairs at Lancaster University and Ashesi University this quarter to showcase the project’s work and to establish a recruitment platform for the A-LEAP Internship Program. Africa Lead plans to place approximately 100 youth in internships by the end of the fiscal year.

Africa Lead further supports youth workforce development through its grant program in Ghana. For instance, the African Youth Network for Agricultural Transformation (AYNAT) officially launched its Growing Sustainable Horticulture (GrowS-Hort) Incubator during FY17 Q2. The launch served as a platform to raise awareness about start-up business opportunities in agriculture and to educate the public about a new business promotion model that is still relatively unknown in Ghana. AYNAT invited government officials, representatives from the Youth Employment Agency, students, recent graduates, the private sector, and the media to participate in the launch. The event also provided a networking opportunity for incubatees to meet and exchange ideas with business owners, the head of the Agribusiness Unit at the Ministry of Food and Agriculture, and other like-minded youth who are considering agribusiness ventures.



*University students in Ghana participate in the Champions for Change leadership course. Africa Lead is working with universities in Senegal, Sierra Leone and Ghana to integrate Champions for Change training into the curriculum for undergraduate and graduate students in agriculture. Photo credit: Africa Lead.*

**Table I: Key Partners and Collaborators in Q2 FY 2017**

Mission	Organization	Type	Africa Lead Support Provided
<b>BFS</b>	African Union/Department of Rural Economy and Agriculture	Gov	CAADP and Malabo implementation
<b>BFS</b>	CAADP Non-State Actors Coalition	NGO	Organizational development
<b>BFS</b>	PICO Eastern Africa	Private Sector	Technical Networks Activity
<b>BFS</b>	International Food Policy Research Institute (IFPRI)/Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	Research/Academic	Local systems strengthening for NAIP revision and Malabo domestication
<b>BFS</b>	Alliance for a Green Revolution in Africa (AGRA)	NGO	Technical collaboration and coordination for Malabo domestication process and Seize the Moment
<b>Burkina Faso</b>	Permanent Secretary for Agriculture Sector Coordination (SP/CPSA)	Govt	Policy development support for PNSR II
<b>DRC</b>	National Coffee Office (ONC)	Gov	C4C training
<b>DRC</b>	Multi-Donor Group on Agriculture and Rural Development (GIBADER)	Donor	Secretariat role and logistical support
<b>DRC</b>	Ministry of Agriculture, Livestock and Fisheries, Ministry of Rural Development, Ministry of Planning	Gov	Technical Assistance (JSR and GT9 meeting preparation)
<b>EA Regional</b>	African Union Inter-African Bureau for Animal Resources (AU-IBAR)	Gov	Workshop facilitation
<b>EA Regional</b>	Common Market for Eastern and Southern Africa/Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support for COMSHIP Mutual Accountability Follow on Meeting, capacity development
<b>EA Regional</b>	Intergovernmental Authority on Development / Intergovernmental Drought Disaster Resilience and Sustainability	NGO	Conference Facilitation
<b>Ghana</b>	Business and Development Consultancy Centre (BADECC)	NGO	Capacity enhancement
<b>Ghana</b>	Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity enhancement
<b>Ghana</b>	African Youth in Agricultural Transformation Network (AYNAT)	NGO	Capacity enhancement
<b>Guinea</b>	Ministry of Agriculture	Gov	Technical Assistance to Technical Writing Committee
<b>Guinea</b>	Ministry of Livestock and Animal Production	Gov	Technical Assistance to Technical Writing Committee
<b>Guinea</b>	Ministry of Fisheries	Gov	Technical Assistance to Technical Writing Committee
<b>Guinea</b>	Ministry of the Environment, Water and Forestry	Gov	Technical Assistance to Technical Writing Committee
<b>Kenya</b>	Agricultural Council of Kenya (AgCK)	Gov	Capacity building support
<b>Kenya</b>	Joint Agricultural Sector Steering Committee (JASSCOM)	Gov	Capacity building support, meeting facilitation



<b>Kenya</b>	Agriculture Rural Development Donor Group	Donor	Capacity building support
<b>Kenya</b>	Tegemeo Institute of Agricultural Policy and Development	Research/ Academic	Capacity building support
<b>Kenya</b>	National Drought Management Agency (NDMA)	Gov	Organizational development
<b>Nigeria</b>	Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Support to JSR steering committee and validation workshop
<b>Nigeria</b>	Tony Elumelu Foundation (TEF)	NGO	C4C training
<b>Nigeria</b>	Fresh & Young Brains Development Initiative (FBIN)	NGO	C4C training
<b>Nigeria</b>	Pan African Youth Network for Africa (PAYNA)	NGO	C4C training
<b>Nigeria</b>	All Farmers Association of Nigeria (AFAN)	NGO	C4C training
<b>Nigeria</b>	Nigerian Women Agro Allied Farmers Association (NIWAAFA)	NGO	C4C training
<b>Nigeria</b>	Grace Green Revolution Foundation	NGO	C4C training
<b>Nigeria</b>	LEAP Africa	NGO	C4C training
<b>Senegal</b>	Investment Promotion Agency (APIX)	Gov	Capacity enhancement
<b>Senegal</b>	Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Training in M&E
<b>Senegal</b>	Cellule de Lutte contre la Malnutrition (CLM)	NGO	Institutional Support
<b>Senegal</b>	Ministere de l'Agriculture et de l'Equipement Rural (MAER)	Gov	C4C training and institutional support
<b>Sierra Leone</b>	Ministry of Agriculture, Forestry, and Food Security (MAFFS)	Gov	Training on M&E/RBM
<b>Sierra Leone</b>	Fourah Bay College – University of Sierra Leone	Univ	C4C training
<b>Sierra Leone</b>	Njala University	Univ	C4C training
<b>Sierra Leone</b>	Milton Margai College of Education and Technology	Univ	C4C training
<b>Sierra Leone</b>	Freetown Teachers College	Univ	C4C training
<b>Sierra Leone</b>	Makeni University College	Univ	C4C training
<b>Sierra Leone</b>	Port Loko University College	Univ	C4C training
<b>Sierra Leone</b>	Eastern Polytechnic	Univ	C4C training
<b>Tanzania</b>	Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	Private Sector	Organizational development
<b>Tanzania</b>	Policy Analysis Group (PAG)	NGO	Conference facilitation



## III. Policy Support

This section describes project-wide highlights and achievements for FY17 Q2 in terms of support for specific policies and for strengthening the elements of the institutional architecture for policy change. Activities in this area support the enabling environment for developing, aligning, and managing the policy process – which includes the effective engagement of non-state actors (NSAs) – for agricultural transformation. For the purposes of this quarter’s report, we have organized our support along the following results:

- Fostering inclusive policy dialogue
- Facilitation of mutual accountability platforms
- Facilitation and fostering of technical networks

### Fostering Inclusive Policy Dialogue

Effective agricultural policy development depends upon the extent to which government entities coordinate their efforts around broadly shared goals – and the extent to which all stakeholders have a formalized and practical role in policy dialogue. To facilitate inclusive agriculture policy development in Burkina Faso, Africa Lead is working with the “Secretariat Permanent pour la Coordination de Secteur Agricole” (SP/CPSA) in its formulation of the “Plan National du Secteur Rural II” (PNSR II), which is also a version of the National Agriculture Investment Plan (NAIP) under the CAADP process. Africa Lead is supporting stakeholder consultation in 13 diverse regions of Burkina Faso to ensure that the priorities and unique needs of those living in these regions are incorporated into the PNSR II. The expected results of the consultation process will highlight agricultural investment opportunities throughout the country for the public and private sectors, as well as for donors.

Africa Lead also designed and delivered a two-day training of trainers workshop in Burkina Faso to

equip selected participants with key participatory and experiential learning techniques necessary to facilitate the regional workshops and to aid the consultation process for the PNSR II. The course brought together 46 participants from a range of sectors, including public and private institutions, women’s groups, civil society, and youth groups. The facilitators improved their knowledge and understanding of CAADP, the PNSR II and its implications, and their roles and responsibilities in the policy development and planning process.

In Tanzania this quarter, Africa Lead provided support to the Policy Analysis Group (PAG) to help foster inclusive multi-stakeholder policy dialogue around agricultural issues. The PAG conducted the Annual Agricultural Policy Conference (AAPC) in March on the topic of “The Role of Agri-Food Systems in Promoting Industrialization in Tanzania: Enhancing Linkages of Upstream and Downstream Value Chain Activities in the Context of Agriculture Transformation”.

The meeting served as the main policy dialogue forum for a wide range of issues. The Director of Policy and Planning of the MALF committed to working closely with the PAG to review, discuss, and agree on proposed recommendations to strengthen the agriculture policy environment. Next quarter, the Partnership Accountability Committee (PAC) and the representatives of PAG will have a follow up meeting to review and agree on proposed recommendations to feed into the dialogue process.

The Annual Agricultural Policy Conference was held in Dar es Salaam and brought together 199 key agricultural sector stakeholders, including 43 government officials, 35 private sector representatives, seven national farmer associations, 34 research institutions, 15 development partners, and 49 nonprofit organizations.



Africa Lead is also supporting an inclusive policy development process in Guinea this quarter by providing assistance and guidance to the technical writing committee responsible for drafting the new National Agriculture Development Policy (PNDA) and the National Agriculture Investment Plan for Food Security (PNIASA). In collaboration with IFPRI/Regional Strategic Analysis and Knowledge Support System (ReSAKSS), Africa Lead is providing support to the group to define the specific roles and responsibilities of each member, and to design and implement an innovative writing strategy. In addition, Africa Lead's technical assistance is helping to strengthen the writing capacity of the committee members, demonstrate the value of engaging a multi-stakeholder group, and ensure that evidence-based policy document drafts were elaborated efficiently.

Also in Guinea, Africa Lead co-facilitated a World Bank funded retreat to review and finalize the first draft of the PNDA. The retreat convened the 17 members of the technical writing committee, which included representatives from the Ministries of Agriculture, Animal Husbandry and Livestock, Environment, Water, and Forest, Fisheries and Aquaculture, and two national consultants. During the retreat, the technical writing committee reviewed and revised the first draft of the PNDA to ensure that it incorporated the vision of the National Economic Development Plan (PNDES) and was aligned to CAADP and Malabo principles, goals, and targets. Lastly, the group finalized a roadmap for the completion of the National Programme for Agricultural Investment and Food and Nutrition Security (PNIASAN) that will cover the period of 2016-2020. This process facilitated dialogue between the technical experts across the various ministries in charge of Rural Development, Finance, Trade and Industry, and Education. With Africa Lead support, this review process served to improving evidence-based planning, mutual accountability, and coordination among multi-stakeholder groups in Guinea.

In Ghana, Africa Lead is supporting the Business and Development Consultancy Centre (BADECC) to

serve as the host organization for the Agricultural Advisory Services Network (AASN), which aims to ensure that agricultural advisory service delivery is made accessible to resource-poor farmers and organizations in the agricultural sector through capacity building and dissemination of strategic information. Through a grant, Africa Lead is supporting BADECC's capacity as a network to improve the skills and knowledge of agricultural advisory service providers to carry out evidence-based advocacy and policy engagement for transformation of agriculture in Ghana.

This quarter, BADECC launched a new website that will increase the networks' visibility and function as a knowledge-sharing platform where members can access information to support evidence-based policy advocacy and policy engagement campaigns. To enhance the network's communications strategy, BADECC also produced a video documentary titled, "Research on Impact Assessment of Government Policies on Agricultural Extension Services in Ghana". This documentary targets elected officials and highlights farmers' and other non-state actors' recommendations on policy options to improve extension service delivery in the agriculture sector.

### Facilitation of Mutual Accountability Platforms

In Kenya, Africa Lead is supporting the national and county government to better coordinate in order to effectively implement agricultural policy and programs. The project provides support to this type of purposeful collaboration as a critical first step to establishing meaningful mutual accountability practices to improve Kenya's agricultural sector. In FY17 Q2, Africa Lead provided technical and logistical support to the convening of the first Joint Agricultural Sector Steering Committee (JASSCOM) held on 1 February 2017. This meeting brought together the Agricultural Committee of the Council of Governors (CoG) and the Cabinet Secretary from the Ministry of Agriculture, Livestock, and Fisheries (MOALF) to discuss key agricultural sector

priorities. Current priorities include the development of a taskforce to spearhead a new sector strategy and investment plan, appointment of an interim Joint Agriculture Secretariat (JAS) to operationalize the Joint Agricultural Sector Consultation and Cooperation Mechanism (JASCCM), and the development of a multi-stakeholder committee to address prevailing fertilizer and agricultural input challenges.

Based on JASSCOM recommendations in February, Africa Lead provided further technical support that led to the development of a JASCCM Action Plan on key agricultural priority issues. Africa Lead also provided technical support in partnership with GIZ and Kenya's Agriculture Sector Development Support Program (ASDSP) on the design of an overarching JASCCM Program Document that describes the mechanism's structure, roles, and responsibilities. Africa Lead will continue to provide institutional and technical support to JASSCOM this year to roll out the JASCCM Action Plan.

Africa Lead also helped to achieve significant progress during FY17 Q2 by facilitating mutual accountability platforms in the DRC and Nigeria. The Joint Sector Review (JSR) process in the DRC is still in the infancy stage and does not yet comply with the "strong JSR" principles set by the African Union Commission (AUC). In 2015, the DRC's JSR process did not involve all necessary stakeholders, and as such, fell short in several key components of the AUC guidelines. Although the Ministry of Agriculture carried out the JSR, it had not yet put in place a technical committee or secretariat to guide the process. In addition, the 2015 JSR final report was never made publicly available – which is also an important element to make the JSR process meaningful.

In response to these identified weaknesses and with support from Africa Lead, the Ministry of Agriculture has now set up its first multi-stakeholder JSR steering committee and functional JSR secretariat. The Steering Committee is made up of representatives of public, private sector, and civil society organizations involved in CAADP

implementation at the national level, while the JSR secretariat is led by the CAADP focal point. Africa Lead also held several meetings in FY17 Q2 to raise awareness among state and non-state actors on the JSR process and the importance of conducting a highly participatory review to enhance mutual accountability in the agriculture sector.

In collaboration with IFPRI/ReSAKSS, in FY17 Q2 Africa Lead further supported the inauguration of the JSR steering committee in Nigeria. FMARD inaugurated its JSR steering committee in February 2017. Forty-eight participants representing FMARD, the private sector, farmer and women organizations, development partners, civil society organizations, research institutions, and the media attended the event. The Minister of Agriculture chaired the steering committee along with a representative of the CAADP Non-State Actors Coalition (CNC) as co-chair. At the meeting, stakeholders learned about the AU/ECOWAS requirement for Nigeria to prepare its National Agricultural Investment Plan (NAIP 2.0) with the active participation of both state and non-state actors and to put together a strong JSR committee to conduct an annual review of the implementation of the investment plan. The committee developed the terms of reference, created a technical working group, set a date for the JSR national workshop, and determined the schedule for regular, ongoing meetings.

## Facilitate and Foster Technical Networks

Africa Lead is supporting the facilitation of Communities of Practice among established African and international entities that have demonstrated technical expertise and available resources that can be aligned to support AU member states as they implement Malabo and CAADP goals. Aligned to the seven main themes of CAADP under the Malabo Declaration, the Technical Networks include: 1) Agricultural investment financing; 2) Nutrition and food security; 3) Agricultural research and extension; 4) Agro-industry & value chain development; 5) Markets and regional trade; 6)



Resilience, risk management and natural resources management; and 7) Knowledge Management, policy analysis and accountability for results. During the quarter, the CAADP Technical Networks:

- **Coordinated learning and coordination meetings** among trainers for the Biennial Review process. The knowledge management, policy analysis, and mutual accountability technical network provided trainers for five biennial review regional training events planned across the continent and designed to ready countries for the Malabo process reporting. This technical network is the largest, comprising nearly 20 members. The committee held two meetings (March 2, 2017 and April 5, 2017), to coordinate, plan, and share lessons from the regional biennial review (BR) trainings and Malabo domestication meetings;
- **Sent representatives to NAIP domestication workshops** in two countries – Uganda (February 28-29, 2017) and Nigeria (February 22-24, 2017);
- **Developed a strategy** for receiving country requests for technical network support – part of which is the use of an online form ([www.caadp-tn.org/login](http://www.caadp-tn.org/login));
- **Held technical meetings:**
  - The agro-industry and value chain development network met on February 17, 2017 and March 15, 2017, and chose Alliance for a Green Revolution in Africa (AGRA) as their convener;
  - The agricultural research and extension (ARE) network, convened by Forum for Agricultural Research in Africa (FARA), held a Skype meeting on March 23, 2017;
  - The markets and regional trade network has met three times between January and March 2017, and appointed Alliance for Commodity Trade in East and Southern Africa (ACTESA) as their convener;
  - The CAADP nutrition task force held a meeting on February 16, 2017. The CAADP technical network on food security and nutrition is working synergistically with the nutrition task force, a preexisting institution

that had been developed with support from the Food and Agriculture Organization of the United Nations (FAO) and New Partnership for Africa's Development (NEPAD).

## Technical Support and Coordination for Malabo Implementation

Africa Lead provides organizational and capacity strengthening support to the African Union Commission's Department of Rural Economy and Agriculture (AUC/DREA) to enhance DREA's ability to support and coordinate with member states on the implementation of CAADP and the Malabo Declaration. Africa Lead's support includes providing five full-time staff members to AUC/DREA, including a full-time Special Advisor to the AUC/DREA Commissioner, a three-person team to coordinate the New Alliance for Food Security and Nutrition unit hosted within AUC/DREA, and an M&E specialist to coordinate development of the Biennial Review process. Africa Lead supported the following key CAADP/Malabo coordination and support events and achieved the following milestones during FY17 Q2:

- New members of the Africa Lead team visited AUC in February 2017 and met with the CAADP Coordinator and DREA Director to discuss DREA directions and Africa Lead support.
- Africa Lead conducted the first *Institutional Architecture Assessment Workshop* as part of the IFPRI NAIP Toolkit Taskforce. Held in Senegal from January 30 – February 1, 2017, this course was attended by 16 participants from eight countries – including CAADP focal points, national government M&E officers, and representatives of ECOWAS, COMESA, and the private sector. The workshop focused on best practices in producing and implementing a good NAIP, and how a robust institutional architecture contributes to successful NAIP implementation. At the country-level, this workshop will help contextualize the thrust of the NAIP; ensure that all stakeholders are on the same page; and contribute to a clear action

plan that delineates roles, responsibilities, and commitments of stakeholders in a successful NAIP implementation. The resulting action plan includes the institutional and other constraints identified, as well as the package of support needed to address constraints and improve the policy capacity process.

- The program supported NAIP domestication workshops in Nigeria, Ghana, Ethiopia, and Uganda, through provision of facilitators, rapporteurs, and logistical support.
- Africa Lead supported Biennial Review regional training courses in Ghana and Côte D'Ivoire. The Africa Union Commission (AUC) and ECOWAS organized this TOT program that is focused on data collection required for preparation of the first Biennial Review on the Malabo Declaration for the CAADP. Representatives from the English, French, and Portuguese speaking countries of ECOWAS participated.
- Africa Lead supported the activity by committing the services of facilitators and rapporteurs who facilitated discussions and drafted reports for the two training sessions.

The program supported finalization of the AUC/DREA business plan and development of an operational plan.

Africa Lead's involvement in the CAADP process further extends to its work during the past two years to join the CAADP Non-State Actors Coalition (CNC) in collaborating with other key stakeholders to strengthen NSA engagement on agricultural policy and investment plans at country, regional, and continental levels. The CNC now counts more than 200 affiliate NSA groups across Africa that have received support to participate in capacity development and advocacy activities related to Malabo and CAADP implementation. During FY17 Q2, the CNC worked to refine key strategic documents for the coalition with Africa Lead support, including a first draft of the CNC communications, outreach, and visibility strategy and a resource mobilization strategy. In addition, for the first time in more than a year, the CNC steering committee met in FY17 Q2 to review the secretariat activities over the course of 2016 and review plans for the coalition for the remainder of 2017.



*The USAID/East Africa Regional FTF and Trade Africa Conference in Kigali, Rwanda brought together seven USAID mission offices (Tanzania, Uganda, Kenya, Ethiopia, Rwanda, Burundi, and Somalia), USAID Washington, and Regional Intergovernmental Organizations to strengthen collaboration, communication and learning essential to our regional and national efforts. Photo credit: Africa Lead.*



The meeting was convened in Dakar, Senegal in March 2017, and attendees included steering committee members, USAID and Africa Lead partners, and several key members from the region.

An important outcome of the meeting was to reinforce the need for the Secretariat to guide the process of evolution of the national platforms in a non-prescriptive way, such that the platforms will organically evolve in relation to the context in which they operate. As a result, the CNC is committed to developing clear guidance to define the function and role of the CNC national-level platforms without prescribing a specific operational model, as each and every country context will be different. The CNC also participated in a planning meeting for the CAADP Biennial Review in February 2017 to ensure that NSAs are well-represented in the process. The objective of the meeting was to agree on the dates for the meeting with the Regional Economic Community (RECs), modalities for implementation of the regional trainings, review of the Biennial Review training tools and facilitation styles, as well as identification of participants for the trainings.

During FY17 Q2, the CNC also collaborated with Trust Africa on the development of the Terms of Reference for a report to review results and progress of the New Alliance for Food and Nutrition Security (NAFSN) from the perspective of small-holder farmers.

### Increased Private Investment in Food Security

Part of the support that Africa Lead provides AUC/DREA for achieving Malabo Declaration goals is the AUC/DREA New Alliance (NA) Unit. Africa Lead seconds a full-time, three-person team to lead the AUC/DREA support to the Grow Africa/New Alliance goals. The NA team engages with Grow Africa, G-7 development partners, and the 10 NA member states. Each NA/GA member state and development partners, as well as domestic and foreign companies who want to invest in the

country, have signed a Country Cooperation Agreement/Framework (CCA). CCAs promote the principle of mutual accountability in line with the CAADP Mutual Accountability Framework (MAF). All parties under the CCA at the national level have agreed to hold themselves accountable to progress made in implementing the commitments as part of the annual Agricultural JSRs implemented in the member states.

Through the CCAs, companies associated with Grow Africa commit to making investments in agriculture, while the cooperating countries commit to making policy changes that improve the business environment. Under the CCAs, development partners commit to supporting initiatives to improve the enabling environment for private sector-led agriculture development. The New Alliance team helps NA/GA countries undertake the agreed upon steps for mutual accountability and monitoring through development and stakeholder vetting of country-specific annual joint progress reports. The NA team develops relationships with country teams and Grow Africa and supports preparation of the annual NA/GA joint progress report. Additionally, the NA team has developed the draft of a new approach to promoting the enabling environment for agribusiness investment that could be adopted by all member states. The Country Agribusiness Partnership Framework (CAP-F) seeks to scale the principles and approaches of the NA.

In FY17 Q2, Africa Lead facilitated a staff retreat for the NA, which included participation by representatives from DREA and USAID, provided professional editing of the NA/Grow Africa joint progress report, and participated in regular check-in calls between the NA team and G-7 donors.

Additionally, the AUC/DREA New Alliance team in Ethiopia completed the following items:

- Developed a concept note on the future of NA team functions in DREA as well as a results framework for 2018-2022;

- Supported the domestication of Malabo Commitments into the NAIP processes in Ethiopia, Kenya, Rwanda, Malawi, and Uganda;
- Supported the NA impact assessment process through finalization of terms of reference for IFPRI consultants commissioned to undertake the NA impact studies in four countries (Burkina Faso, Nigeria, Benin, and Ghana);
- Engaged with the CAADP Non-State Actors Coalition (CNC) on operationalization of the Entebbe Accord and on the proposed impact study by civil society organizations;
- Contributed to the development of the CAADP-Malabo business and operational plan;
- Engaged with the Malawi Government, FAO, Grow Africa, and NA Coordinator on the NAIP appraisal and the need to ensure that the Country Cooperation Agreement (CCA) review aligns with Malabo;
- Engaged with key stakeholders of the NA, including embassies of NA member states based in Addis Ababa, Grow Africa, ReSAKSS, CNC, United Nations Economic Commission for Africa/Land Policy Initiative (ECA/LPI), New Alliance Working Group (NAWG), World Economic Forum (WEF), and NEPAD Planning and Coordinating Agency; and
- Participated in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) Centre Forum in Dar es Salaam and the Learning Journey in the Iringa Region of Tanzania.



*Participants on a site visit in Turkana, Northwest Kenya as part of the USAID/Kenya and East Africa's Partnership for Resilience and Economic Growth (PREG) Learning Visit for Turkana County from March 21-23. Participants included USAID PREG staff, USAID implementing partners, and government officials. Photo credit: Africa Lead.*



## IV. Knowledge Sharing

This section describes project-wide highlights and achievements for FY17 Q2 in knowledge-sharing to promote and sustain a culture of learning and to continue to build a process by which evidence can play a greater role in determining policy directions and programs in agriculture. These activities support learning events and exchanges, dissemination of policy-relevant research, M&E, strategy development, and the development of knowledge and learning products. By design, Africa Lead activities are demand-driven, and the project operates as a flexible mechanism to provide support to various USAID initiatives at the mission and continental level. As such, these activities are adapted to the needs of our stakeholders and partners. This quarter, Africa Lead's knowledge sharing activities concentrated in the areas of:

- Strengthened resilience by improved program learning
- Promotion of innovation in seed systems

### Strengthened Resilience by Improving Program Learning

Africa Lead supports resilience activities in Africa not only through capacity building work, but also through event support and knowledge-sharing activities. In FY17 Q2, Africa Lead facilitated four Partnership for Resilience and Economic (PREG) joint work-planning and team-building workshops in four counties in Kenya: Turkana, Marsabit, Wajir, and Isiolo. Participants included USAID implementing partners, county government officials, National Drought Management Authority (NDMA) representatives, and USAID officials. Africa Lead designed a curriculum that introduced more than 50 workshop participants to the PREG Standard Operating Principles and increased their understanding of the rationale for partnership and collaboration. At the end of each workshop, participants in each county singled out two sites

where they were already implementing different activities and identified ways to coordinate and integrate their activities to benefit the respective communities.

In Kenya, Africa Lead supported the USAID and African Union Inter-African Bureau for Animal Resources (AU-IBAR) Africa Regional Livestock Trade Stakeholder's Workshop, which was attended by 45 participants from regional and bilateral missions, development partners, experts, livestock trade associations, government officials, and private businesses. Participants carried out a stakeholder analysis to identify organizations, programs, livestock trade routes and markets, national and regional livestock policies and institutions, and regional issues and challenges affecting livestock trade. The conference identified key regional strategic interventions to improve livestock trade in the region and developed an action plan. Responses to emerging issues like the Somali livestock export ban by Saudi Arabia, the current drought in the Horn of Africa, diversification of livestock products for export and opportunities for investment in value addition (leather processing by countries) were also discussed and included in the action plan. Africa Lead will support USAID/East Africa as it begins to carry out aspects of the action plan next quarter.

### Promotion of Innovation in Seed Systems

Evidence that access to affordable, high quality seeds is critical to the performance of African agriculture is driving the Early Generation Seeds (EGS) systems partnership among USAID, the Gates Foundation, and participating countries. The EGS partnership work during FY 2016 and 2017 builds on an EGS systems analysis model developed by an Africa Lead grantee earlier in FY 2016. An Africa Lead contractor conducted four EGS country



studies, synthesized the outcomes of those studies, and performed technical reviews of similar studies done by other organizations also working under USAID and Gates Foundation guidance. In addition, Africa Lead developed an EGS investment plan guide for the use of seed stakeholders in each of the four EGS countries as well as other interested countries.

At the request of USAID/Rwanda, Africa Lead and Context Network implemented a series of engagements for the Ministry of Agriculture for its “EGS National Dialogue and Action Plan” to address supply and demand constraints to EGS for potato, common bean, and maize – three key food security crops. The engagements included three roundtables organized around three sets of stakeholders – i.e. researchers, seed multipliers and distributors, and donors and NGOs – cross-cutting the three food security crops. This highly intensive consultative process culminated in a national workshop to prepare an EGS action plan to move

from the Rwanda EGS country report to full-scale implementation of key policy and organizational recommendations for a stronger, viable private sector-led seed sector.

USAID/Rwanda also requested additional effort from Africa Lead to support the Rwandan Ministry of Agriculture in roundtables and a national workshop to develop an action plan to move from the Rwanda EGS country report to full-scale implementation of key policy and organizational recommendations for a stronger, more viable private sector-led seed sector. In addition, USAID/Zambia requested Africa Lead’s assistance to take the “next steps” to transform Africa Lead’s Zambia EGS Country Study (June 2016) into an investment plan to improve the supply of, and demand for, EGS for two critical food security crops – common bean and groundnut – for which in-country work is expected to occur in Q3.



Round table discussions of early generation seeds for potato, common bean and maize during a series of workshops that Africa Lead facilitated to support the government of Rwanda with its “Early Generation Seed National Dialogue and Action Plan”. Photo credit: Africa Lead.



# V. Mission Dashboards

# BUREAU FOR FOOD SECURITY

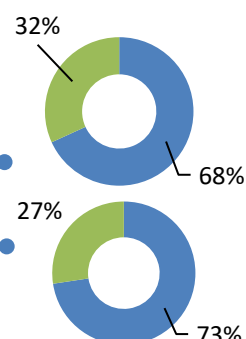
Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	147	214
Number of trainings conducted	1	2
Number of individuals trained	18	44
Number of food security event participants	281	442
Number of food security events	12	17

■ Male ■ Female



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
African Union/Department of Rural Economy and Agriculture	Gov	CAADP and Malabo implementation; support to Technical Networks
CAADP Non-State Actors Coalition	NGO	Organizational development
PICO Eastern Africa	Private Sector	Technical Networks Activity
International Food Policy Research Institute (IFPRI)/Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	Research/Academic	Local systems strengthening for NAIP revision and Malabo domestication
Alliance for a Green Revolution in Africa (AGRA)	NGO	Technical collaboration and coordination for Malabo domestication process and Seize the Moment

## ACTIVITIES

- Support to Development of AU CAADP Business Plan and AUC/DREA Operational Plan.** Africa Lead assigned a short-term consultant to support the AUC/DREA senior advisor in developing a business plan for the AU agencies, and an operational plan identifying the specific actions and outputs of AUC's Department of Rural Economy and Agriculture (DREA). The consultant worked with the AU CAADP team, including representatives from the NEPAD/NPCA Agency in finalizing the DREA business plan and operational plan.



- ❑ **Support to Technical Networks.** Africa Lead provided support to develop Technical Networks that will serve as communities of practice to provide training, technical advice, and other support for development, alignment, implementation, and reviewing the impact of countries' National Agriculture Investment Plans. In FY17 Q2, Africa Lead coordinated learning and coordination meetings among trainers for the Biennial Review process. The Knowledge Management, Policy Analysis, and Mutual Accountability Technical Network provided trainers for five Biennial Review Regional Training events planned across the continent to ready countries for the Malabo process reporting. The committee held two meetings to coordinate, plan, and share lessons from the Regional Biennial Review Trainings and Malabo Domestication Meetings.
- ❑ **Malabo Domestication.** Africa Lead supported the development of an AUC plan for “Domestication of Malabo,” which provides guidance and support to countries as they develop road maps for updating, aligning, and rapidly rolling out their National Agriculture Investment Plans (NAIPs). Africa Lead supported the NAIP domestication workshops in Nigeria, Ghana, Ethiopia, and Uganda through provision of facilitators and rapporteurs and overall logistical support. For several of these events, Africa Lead initiated and supported participation by representatives of various CAADP Technical Networks.
- ❑ **Support to Biennial Review preparation.** Africa Lead supported Biennial Review regional training courses in Ghana and Côte D'Ivoire. The Africa Union Commission (AUC) and ECOWAS organized a Training of Trainers (TOT) program focused on the data collection required for the first Biennial Review on the Malabo Declaration for the CAADP. Representatives from the English, French, and Portuguese speaking countries of ECOWAS participated. Africa Lead supported the activity by committing the services of facilitators and rapporteurs who facilitated discussions and drafted reports for the two training sessions.
- ❑ **Facilitation of New Alliance and DREA retreat.** Africa Lead facilitated a staff retreat for the New Alliance, which included participation by representatives from DREA and USAID, provided professional editing of the New Alliance/Grow Africa Joint Progress Report, and participated in regular check-in calls between the NA team and G-7 donors. This two-day event helped the NA team to talk through and appreciate the individuals' different strengths and styles and how to leverage them, and offered an opportunity for some strategic thinking about a possible future and integration of a NA function within DREA.
- ❑ **Support to CAADP Non-State Actors Coalition (CNC).** During FY17 Q2, the CNC refined key strategic documents for the coalition with Africa Lead support, including a first draft of the CNC Communications, Outreach, and Visibility Strategy and a Resource Mobilization Strategy. In addition, for the first time in more than a year, the CNC Steering Committee met in FY17 Q2 to review the Secretariat activities over the course of 2016 and to review plans for the coalition for the remainder of 2017. The meeting was convened in Dakar, Senegal in March 2017, and attendees included Steering Committee members, USAID and Africa Lead partners, and several key members from the region. An important outcome of the meeting was to reinforce the need for the Secretariat to guide the process of evolution of the national platforms, in a non-prescriptive way, such that the platforms will organically evolve in relation to the context in which they operate.
- ❑ **Learning Summit with Key NSAs in Senegal.** In collaboration with Africa Lead and Action Aid, the CNC held a learning forum in FY17 Q2 with various NSA groups in Senegal who participated in an online mapping activity called AgriNSA. The purpose of the forum was to review the status of the map in Senegal, generate learning from participants on how the map has helped them improve their work, and to determine the requirements for NSAs and decision makers to continue using a similar platform. The NSAs showed willingness to sustain the process, but ultimately identified additional needs and uses for the platform. For instance, groups expressed the need for a collaboration and communication tool to influence agricultural policies for boosting productivity in the sector.

- **Conducted Institutional Architecture Assessment Workshop (IAA) in Senegal.** Conducted the first Institutional Architecture Assessment Workshop as part of the IFPRI NAIP Toolkit Taskforce. Held in Senegal from January 30 – February 1, 2017, this course was attended by 16 participants from eight countries – including CAADP focal points, national government monitoring and evaluation officers, and representatives of ECOWAS, COMESA, and the private sector. The workshop focused on best practices in producing and implementing a good NAIP, and how a robust institutional architecture contributes to successful NAIP implementation. At the country level, this workshop will help contextualize the thrust of the NAIP, ensure that all stakeholders are on the same page, and contribute to a clear action plan that delineates roles, responsibilities, and commitments of stakeholders in a successful NAIP implementation. The resulting action plan includes the institutional and other constraints identified as well as the package of support needed to address constraints and improve the policy capacity process.
- **Delivered Advanced Training of Trainers.** Africa Lead conducted an Advanced Training of Trainers to further strengthen the skills of 18 professional facilitators, some of whom have been working with Africa Lead I and Africa Lead II since 2010. This Advanced ToT was a two-day intensive Coaching Clinic attended by 18 select trainers/facilitators and the Coordinator of the CNC. The clinic imparted coaching skills that are expected to further strengthen and empower Africa Lead’s support to the CAADP/Malabo process.
- **Early Generation Seed (EGS) National Dialogue and Action Plan.** In FY17 Q2, at the request of USAID Rwanda, Africa Lead and Context Network implemented a series of engagements for the Ministry of Agriculture for its “EGS National Dialogue and Action Plan” to address supply and demand constraints to EGS for potato, common bean, maize, three key food security crops. The engagements included three roundtables organized around three different sets of stakeholders – researchers, seed multipliers and distributors, and donors and NGOs – cross-cutting the three food security crops. This highly intensive consultative process culminated in a National Workshop to prepare an EGS action plan to move from the Rwanda ESG country report to full-scale implementation of key policy and organizational recommendations for a stronger, viable private sector-led seed sector.



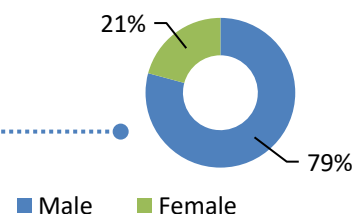
# EAST AFRICA MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	27	42
Number of trainings conducted	0	0
Number of individuals trained	0	0
Number of food security event participants	59	101
Number of food security events	3	5



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
African Union Inter-African Bureau for Animal Resources (AU-IBAR)	Gov	Workshop facilitation
Common Market for Eastern and Southern Africa / Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Capacity building, support for COMESA Seed Harmonization Implementation Plan (COMSHIP) Mutual Accountability Framework.
Intergovernmental Authority on Development / Intergovernmental Drought Disaster Resilience and Sustainability	NGO	Capacity building, conference facilitation

## ACTIVITIES

- Facilitation of the USAID East Africa Regional Feed the Future (FTF) and Trade Africa Conference.** Africa Lead facilitated the USAID East Africa Regional FTF and Trade Africa Conference from March 7-9 in Kigali, Rwanda. Seventy-four participants from USAID Washington, East Africa Regional and Bilateral missions, implementing partners, three regional intergovernmental organizations (RIGOs), and private sector actors (businesses and associations) participated in the meeting. The meeting focused on understanding the role and work of the USAID regional office and on identifying areas, mechanisms, and specific acts of collaboration, communication, and learning to improve regional programming, integration, and trade. Participants interacted with Rwanda businesses engaged in

regional export and visited the Rwanda Revenue Authority to learn about the challenges and opportunities for small businesses in regional and international trade.

- ▣ **COMSHIP Mutual Accountability Framework Development.** Africa Lead supported COMESA/ACTESA this quarter to develop a COMSHIP Mutual Accountability Framework (MAF). Working with ACTESA, Africa Lead facilitated a sensitization workshop, gathered initial input, and agreed on a roadmap for MAF development with the Seed Technical Committee (which coordinates and spearheads COMSHIP implementation) at the February annual meeting in Cairo, Egypt. Africa Lead supported consultations and helped to establish processes, structures and relationships that support COMSHIP implementation.
- ▣ **Institutional Strengthening for COMESA/ACTESA.** After completing the ACTESA organizational capacity assessment (OCA) during 2017 Q1, Africa Lead led discussions and a two-day joint work planning meeting for ACTESA this quarter with USAID/East Africa (EA). The meeting focused on ACTESA’s objectives for the next year, discussing quality issues, setting priorities and timelines for the next year, and enhancing coordination of seed, biotechnology, and organization capacity strengthening activities. ACTESA and USAID/EA also identified three areas of priority action and potential support (governance, strategic planning, and organizational management). Despite reminders to ACTESA, they have not provided scopes of work as agreed upon. As ACTESA could play a central role in coordinating regional policy, Africa Lead is hopeful they will redouble their commitment to organizational strengthening next quarter.
- ▣ **Inspiring Youth Agribusiness Entrepreneurship.** In FY17 Q2, Africa Lead in partnership with subcontractor Mediae completed the production of the reality TV series, “Don’t Lose the Plot”. The show will be broadcast in English and Swahili beginning in May this year and will be branded under Mediae’s popular “Shamba Shape Up” show that reaches 9 million people each week in Kenya, Uganda, and Tanzania. Africa Lead and Mediae began preparations this quarter for the launch of the show, including providing a private screening for USAID staff in Nairobi, messaging through social media, and starting an on-the-ground advertising campaign to boost publicity and viewership.
- ▣ **“Don’t Lose the Plot” Impact Evaluation.** Africa Lead and subcontractor TNS completed the evaluation methodology for “Don’t Lose the Plot”, which will assess impact of the show across 10,000 households in Kenya and Tanzania. After reviewing rough-cut episodes of the reality TV series, Africa Lead supported TNS to develop an evaluation matrix of the intervention effect that has been developed and will be used to assess behavior change and skills acquisition among youth as a result of watching the instructive reality TV show. TNS will begin conducting the impact assessment in June once the show begins its broadcast schedule.
- ▣ **Support for the USAID and African Union Inter-African Bureau for Animal Resources (AU-IBAR) Africa Regional Livestock Trade Stakeholder’s Workshop.** In collaboration with AU-IBAR, Africa Lead facilitated a Livestock Trade Stakeholders Workshop in February in Nairobi. Forty-five participants attended, representing regional and bilateral missions, development partners, experts, livestock trade associations, government, and private businesses. Participants carried out a stakeholder analysis to identify organizations, programs, livestock trade routes and markets, national and regional livestock policies and institutions, and regional issues and challenges affecting livestock trade. The conference also identified key regional strategic interventions to improve livestock trade in the region and developed an action plan. Responses to emerging issues like the Somali livestock export ban by Saudi Arabia, the current drought in the Horn of Africa, the diversification of livestock products for export, and opportunities for investment in value addition (leather processing by countries) were also discussed and included in an action plan. Africa Lead will support USAID/East Africa as it begins to carry out aspects of the action plan next quarter.
- ▣ **Online Collaboration Platform for Regional Seed and Biosafety and Biotechnology Harmonization.** As part of Africa Lead’s effort to promote constructive, ongoing regional policy processes, in FY17



Q2, we selected the online collaboration platform MangoApps after a rigorous month-long piloting process of five online systems. The MangoApps platform will allow ongoing communication, team collaboration, and information-sharing among stakeholders around key policy issues such as seed harmonization. Africa Lead introduced the platform to USAID and other colleagues in March at the USAID East Africa Regional FTF and Trade Africa Conference. Beginning next quarter, Africa Lead will coordinate with ACTESA and other regional stakeholders to pilot the application.

- **Needs Identification and Development of East Africa Resilience Workplan for Collaboration and Learning.** Africa Lead completed a scoping exercise for USAID/Kenya and East Africa (EA), which identified gaps and opportunities for enhancing collaboration, coordination, and learning among regional and bilateral missions and partners on building resilience in East Africa. Africa Lead consultants led a needs assessment and work planning exercise with USAID Regional and Bilateral Mission staff from Uganda, Kenya, Somalia, Ethiopia, and the Intergovernmental Authority on Development (IGAD). The exercise culminated in the design of an 18-month workplan that has been shared with USAID/EA and that will commence next quarter.
- **Intergovernmental Drought Disaster Resilience and Sustainability Initiative (IDDRSI) 5<sup>th</sup> Anniversary Event.** Africa Lead continued to support preparations for the Intergovernmental Authority on Development (IGAD)'s IDDRSI 5<sup>th</sup> Anniversary event in June. The program has two consultants supporting a reflection paper on the past achievements and lessons learned from the IDDRSI initiative. The reporting consultant reviewed relevant documents, held several consultations, and produced a draft reflection paper that will be finalized and distributed next quarter. The event management consultant is finalizing his consultations and providing guidance on final preparations for the event.

## LEVERAGING

- **COMESA Seed Harmonization Implementation Plan (COMSHIP) Mutual Accountability Framework Development.** Africa Lead supported ACTESA to develop a COMSHIP Mutual Accountability Framework (MAF). Working with ACTESA, Africa Lead facilitated a sensitization workshop, gathered initial input, and agreed on a roadmap for MAF development with the Seed Technical Committee (which coordinates and spearheads COMSHIP implementation) in the February annual meeting in Cairo, Egypt. Africa Lead supported consultations and helped to establish processes, structures, and relationships that support COMSHIP implementation. As part of the activity, ACTESA provided leverage in the form of staff time for preparation of the meetings and trainings.
- **Support for the USAID and African Union Inter-African Bureau for Animal Resources (AU-IBAR) Africa Regional Livestock Trade Stakeholder's Workshop.** In collaboration with AU-IBAR, Africa Lead facilitated a Livestock Trade Stakeholders Conference in February in Nairobi. Fifty-five participants attended representing regional and bilateral missions, development partners, experts, livestock trade associations, government, and private businesses. As part of the activity, AU-IBAR provided leverage in the form of staff time, equipment, and supplies for the workshop.



## KENYA MISSION

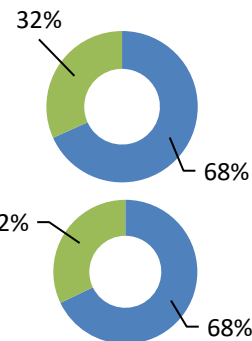
Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	57	157
Number of trainings conducted	1	1
Number of individuals trained	63	63
Number of food security event participants	304	545
Number of food security events	13	23

■ Male ■ Female



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
National Drought Management Agency (NDMA)	Gov	Organizational development
Joint Agricultural Sector Steering Committee (JASSCOM)	Gov	Capacity building support, meeting facilitation
Agriculture Council of Kenya (AgCK)	NGO	Capacity building support
Tegemeo Institute of Agricultural Policy and Development	Academic	Organizational development
Agriculture Rural Development Donor Group	Donor	Capacity building support

## ACTIVITIES

- Organizational Support to Tegemeo Research Institute.** Africa Lead facilitated a two-day validation workshop in January. Thirty-five senior technical staff attended from the Tegemeo Institute of Agricultural Policy and Development at Egerton University to review and validate the draft organizational capacity assessment (OCA) and Capacity Development Plan. Tegemeo and USAID approved and finalized the report and plan in February.
- Training of Trainers to Roll Out Champions for Change (C4C) Training throughout Kenya.** Africa Lead oversaw a four-day C4C Training of Trainers conference from March 20-24 in Nakuru, Kenya. Partnering with the United Nations Food and Agricultural Organization (FAO), the German Federal Enterprise for International Cooperation (GIZ), the Agricultural Sector Development Support Program (ASDSP), Swedish International Development Agency (SIDA), and the Ministry of



Agricultural, Livestock and Fisheries (MoALF), the ToT facilitated the handover of C4C to GIZ and ASDSP, who will now lead and cover the cost of C4C expansion to all 47 counties. Africa Lead had previously trained more than 500 beneficiaries in 22 counties.

- **Support for National and County Governments to Effectively Coordinate Agricultural Policy Implementation.** Africa Lead provided technical and logistical support to the convening of the first Joint Agricultural Sector Steering Committee (JASSCOM) held on February 1, 2017. The meeting brought together the Agricultural Committee of the Council of Governors (CoG) and the Cabinet Secretary from the MOALF to discuss key agricultural sector priorities. These priorities included: constitution of a taskforce to spearhead the development of a new sector strategy and investment plan, appointment of interim Joint Agriculture Secretariat (JAS) to operationalize the Joint Agricultural Sector Consultation and Cooperation Mechanism (JASCCM), and the development of a multi-stakeholder committee to address prevailing fertilizer and agricultural input challenges. Based on JASSCOM recommendations in February, Africa Lead provided further technical support that led to the development of a JASCCM Action Plan on key agricultural priority issues. Africa Lead also provided technical support in partnership with GIZ and the Agricultural Sector Development Support Programme (ASDSP) on the design of an overarching JASCCM Program Document that describes the mechanism's structure, roles, and responsibilities.
- **Support for the Agriculture Council of Kenya (AgCK).** Africa Lead continued to provide institutional and technical support to AgCK to further enhance its role in inclusive policy dialogue and decision-making at the county and national level. Africa Lead supported AgCK's steering committee to develop an activity workplan and establish a Secretariat to promote and strengthen membership. Africa Lead also supported representatives from Young Professionals in Agriculture and Rural Development (YPARD), an affiliate member of AgCK, to participate in countrywide consultations led by the MoALF to finalize the national youth in agribusiness strategy.
- **Strengthening of Agriculture Rural Development Donor Coordination.** Africa Lead provided targeted technical support this quarter to the Agriculture Rural Development Donor Group (ARDDG) to ensure their effective participation in several meetings – the first JASSCOM held on February 1, 2017; a separate planning meeting with the MoALF; and monthly meetings with the Arid and Semi-Arid Lands Donor Group (ASALDG). Africa Lead also designed a donor-mapping tool for ARDDG and the ASALDG that is now being rolled out to donor partners. The tool was developed to show the geographic and sector coverage of donor investment by county. Mapping analysis will guide future donor investment decisions as well as inform the Government of Kenya on the extent to which donors are aligned to national sector priorities.
- **Facilitation of the Partnership for Resilience and Economic (PREG) Joint Work Planning and Team-Building Workshops.** During the quarter, Africa Lead facilitated joint work-planning and team-building workshops in four counties, including Turkana, Marsabit, Wajir, and Isiolo. Participants included USAID implementing partners, county government officials, National Drought Management Authority (NDMA) representatives, and USAID officials. Africa Lead designed a curriculum that introduced more than 50 workshop participants to the PREG Standard Operating Principles and increased their understanding of the rationale for partnership and collaboration. At the end of each workshop, participants in each county singled out two sites where they were already implementing different activities and identified ways to coordinate and integrate their activities to benefit the respective communities.
- **Production of Videos to Enhance PREG Collaboration and Learning.** Africa Lead developed three learning videos this quarter to foster collaboration and learning among PREG county teams and partners. These videos focused on nutrition and hand-washing, community disease reporting, and best practices for county meetings. Africa Lead also developed an About PREG video, a PowerPoint presentation for USAID, updated the USAID PREG fact sheet and brochure, and circulated monthly

PREG Learning e-Updates. The PREG Communications Learning Group, facilitated by Africa Lead, also met monthly to discuss how different PREG partners are responding to the ongoing drought in Kenya. Information gathered in these meetings was shared with USAID to inform their internal and external drought-response communications.

- ▣ **Facilitation of a PREG Learning Event in Turkana.** Africa Lead partnered with USAID and three PREG partners (World Food Program [WFP], USAID/Kenya Resilient Arid Lands Partnership for Integrated Development, and Mercy Corps) to design and conduct a PREG Learning Event in Turkana County in March 2017. The learning event focused on experiences and insights from three thematic areas in the arid and semi-arid lands (ASALs) of Kenya: nutrition, peace-building and conflict mitigation, and transitioning from humanitarian assistance to development assistance. More than 60 participants from Nairobi, Wajir, Isiolo, and Turkana took part in field visits, plenary sessions, and presentations focused on lessons learned and best practices.
- ▣ **Organizational Capacity Assessment (OCA) with the National Drought Management Agency (NDMA).** Africa Lead facilitated data collection and the review of key documents as part of the OCA process for the Kenya NDMA. In collaboration with NDMA, Africa Lead held county-level consultations on the OCA in Isiolo, Kitui, and Baringo Counties and supported a stakeholder brainstorming session in Nairobi with county- and national-level participants. Africa Lead consolidated preliminary findings and recommendations from the consultative sessions into a draft report and presented the report to NDMA officials for their input.

## LEVERAGING

- ▣ **Training of Trainers to Roll Out Champions for Change (C4C) Training throughout Kenya.** Africa Lead oversaw a four-day C4C Training of Trainers (ToT) conference from March 20-24 in Nakuru, Kenya. Partnering with the FAO; the German Federal Enterprise for International Cooperation (GIZ); the Agricultural Sector Development Support Program (ASDSP); the Swedish International Development Agency (SIDA); and the Ministry of Agricultural, Livestock and Fisheries (MoALF), the ToT facilitated the handover of C4C to GIZ and ASDSP, who will now lead and cover the costs of C4C expansion to all 47 counties.



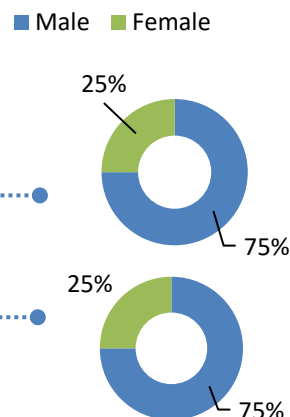
# TANZANIA MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	126	177
Number of individuals trained	24	52
Number of trainings conducted	1	2
Number of food security event participants	301	428
Number of food security events	4	7



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Ministry of Agriculture	Gov	Capacity building support, workshop facilitation
Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	Private Sector	Organizational development
Policy Analysis Group (PAG)	NGO	Conference facilitation

## ACTIVITIES

- Agricultural Sector Development Program-2 (ASDP-2) Socialization and Capacity Building Workshop for Local Government Authorities.** Africa Lead facilitated an ASDP-2 Training of Trainers for representatives from the Government of Tanzania and two USAID implementing partners – the ASPIRE project implemented by Michigan State University (MSU) and Public Sector Systems Strengthening (PS3) led by Urban Institute. AGRA provided additional support funded by the Bill and Melinda Gates Foundation. Twenty-seven participants attended the workshop in Kibaha from March 13-15. A final curriculum and agenda were finalized at these workshops, and the ASDP-2 Socialization and Capacity Building Workshop for Local Government Authorities workshops will take place next quarter for more than 800 local officials in five regions: Dodoma, Mbeya, Iringa, Morogoro, and Mwanza.
- Organizational Capacity Building Support to Sokoine University Graduate Entrepreneurs Cooperative (SUGECO).** Two consultants completed organizational capacity assistance to the Sokoine University Graduate Entrepreneurs Cooperative (SUGECO). The consultants supported

the design of an expanded skills scheme for agribusiness in January, and the development and operationalization of networking, partnership, and communication strategies.

- ▣ **KUMEKUCHA Film Screenings.** Africa Lead organized two screenings of the feature-length film, “KUMEKUCHA” – one at the USAID/Tanzania Mission and another with USAID/Tanzania implementing partners. KUMEKUCHA is a major, professionally-produced film celebrating the Tanzania farmer and a stable, productive agriculture sector. The purpose of these screenings was to share the final product and to encourage other implementing partners to use the film in their programmatic activities. Africa Lead and Media for Development International (MFDI) will oversee the film premier of KUMEKUCHA on April 21 in Dar es Salaam, followed by regional screenings in Morogoro, Mbeya, and Iringa in April and May.
- ▣ **Inclusive Multi-Stakeholder Policy Dialogue.** Africa Lead provided logistical and technical support to the Policy Analysis Group (PAG), a 15-member policy group established in 2013 to provide a platform for agricultural policy projects and initiatives, academia, and local policy think tanks. As a PAG member, Africa Lead was responsible for organizing the Annual Agricultural Policy Conference (AAPC), held on March 1-3 and titled “The Role of Agri-Food Systems in Promoting Industrialization in Tanzania: Enhancing Linkages of Upstream and Downstream Value Chain Activities in the Context of Agriculture Transformation”. The conference took place in Dar es Salaam and brought together 199 key agricultural sector stakeholders, including 43 government officials, 35 private sector representatives, seven National Farmer Associations, 34 research institutions, 15 development partners, and 49 nonprofit organizations.
- ▣ **Support for the Partnership Accountability Committee (PAC) to Engage Tanzania Agriculture Policy Making.** Africa Lead had consultative meetings with the Partnership Accountability Committee (PAC), created in 2013 to monitor and report on the Government of Tanzania’s (GoT) commitments made under the New Alliance Framework. It has representation from the GoT, donor working groups, and Non-State Actors (NSAs). Africa Lead facilitated the interview process for hiring a policy coordinator who is attached to Tanzania Private Sector Foundation as part of Africa Lead’s institutional support to PAC. The role of NSAs in directly contributing to policy and agricultural transformation in Tanzania is essential to entrench mutual accountability and provide issue-based input for policy reforms and implementation. Africa Lead will continue supporting PAC in future quarters and will attend their quarterly meeting in April.
- ▣ **3rd Annual USAID/Tanzania Development Partners Meeting.** USAID/Tanzania hosted their 3rd Annual Development Partner’s Meeting in Dodoma region from March 28th – 30th, 2017. The objective of this year’s meeting was for 130 participants from government, development partners, and USAID to learn: 1) how to build more resilient communities and households; 2) how to support and develop the natural environment to promote lasting economic and environmental sustainability; and 3) how businesses can respond to and prevent economic shocks. The meeting featured seven presentations and three panel discussions on resilience. Participants also viewed the Africa Lead-supported film, “KUMEKUCHA”. Africa Lead was responsible for logistics, communications, branding, and rapporteur support.
- ▣ **Support for the 6th Quarterly M&E Meeting.** In collaboration with ACDI/VOCA and the Tanzania Horticultural Association (TAHA), Africa Lead hosted the 6th quarterly M&E meeting for USAID/Tanzania’s Office of Economic Growth from February 27 – March 2 in Zanzibar for 50 participants from various implementing partner organizations supported by USAID/Tanzania. The theme of the meeting was the use of technology to enhance M&E. Participants were trained on the use of Geographic Information Systems (GIS) and its applications within M&E. There were also discussions on options for using technology to strengthen M&E and learning, as well as joint field monitoring of two USAID implementing partners activities in the field (TAHA and NAFAKA).



- ❑ **Mandela Fellows Business and Social Entrepreneurship Activity**, Africa Lead completed the design of this activity, which has the objective of supporting a select group of young Tanzanian leaders to strengthen their social and business entrepreneurship plans. Africa Lead will provide selected Young African Leaders Initiative (YALI) Fellows with individualized mentoring and technical advisory services to guide and support implementation of their business and social entrepreneurship projects in the areas of agriculture and nutrition. Africa Lead identified seven interested and eligible candidates this quarter from the three classes of YALI Fellows and performed an initial assessment of their business and social initiatives. Under this activity, Africa Lead will provide technical advisory and mentoring services to the Fellows and will begin providing technical advisory and mentoring services to the Fellows.

## LEVERAGING

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- ❑ **Annual Agricultural Policy Conference (AAPC) in Tanzania**. Africa Lead provided logistical and technical support to the Policy Analysis Group (PAG) to organize the Annual Agricultural Policy Conference (AAPC), held on March 1-3 in Tanzania. Africa Lead contributed resources for the event, leveraging funds from other PAG members including The World Bank and the Japan International Cooperation Agency (JICA).

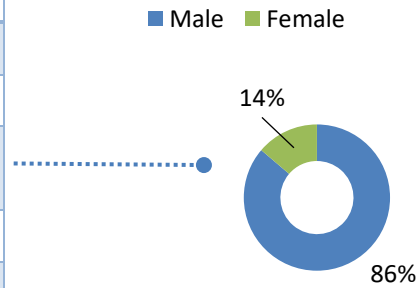
# WEST AFRICA REGIONAL MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	0	73
Number of food security events	0	4
Number of food security event participants	0	138
Number of trainings conducted	0	0
Number of individuals trained	0	0



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel (CILSS)	Research	Capacity development services
Central Africa Council for Agricultural Research and Development (CORAF)	Research	Institutional audit, including OCA

## ACTIVITIES

- Support for the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to Develop a Training Plan and Organizational Training Policy.** Africa Lead coached a two-person Human Resources team at CILSS to develop a formal training and development plan for staff of the organization. CILSS currently does not have an approved training policy, training plan or training budget in place. Africa Lead developed an action plan to roll out the training and staff development plan. Africa Lead will also organize customized managerial short-courses in Q3 and Q4 of FY 17.
- Assessment of Impact of Africa Lead M&E Technical Assistance to CILSS.** The Africa Lead Regional Monitoring and Evaluation (M&E) team visited CILSS Executive Secretariat from February 20-24, 2017 to assess institutional changes resulting from the technical assistance delivered over the last 15 months by Catalyst to Development (C2D), a sub-contracted knowledge management agency. The technical assistance consisted of configuring, implementing, and leveraging an optimal M&E solution adapted to feed CILSS’ intranet and to facilitate the dissemination of relevant information to the public via a website, known as the Paradox Box. The M&E team observed several organizational capacity changes. For example, the new configuration reduces considerable risks related to the



transportation of physical documents, loss of data, and the deterioration of data storage items such as compact disks. The Paradox Box has also reduced the time needed for data entry and analysis. It also establishes linkages between activities, objectives, results and indicators, allowing the M&E team to measure achievements by activity and to more effectively track progress against performance indicators.

- **Shortlisting of Young Professionals for Internships at West Africa Regional Organizations.** Africa Lead released a call for applications for the fourth cycle of Young Professionals for internships at West Africa regional partners (ECOWAS, CILSS, CORAF), and received more than 200 applications for positions ranging from M&E, communications, grants, and contracts management to program planning associates. The team shortlisted and interviewed 20 applicants, nine of whom successfully completed the first round of interviews. Once the interview and vetting process is complete, Africa Lead will provide selected interns with a complete orientation and work readiness training.
- **Presentation of Revised Findings and Recommendations of the West and Central African Council for Agricultural Research and Development (CORAF/WECARD) Institutional Audit to the Governing Board.** Africa Lead participated in the 22nd ordinary session of the Governing Board of the West and Central Africa Council for Agricultural Research and Development (CORAF/WECARD). During the board session, Africa Lead presented revised findings and recommendations from the institutional audit that Africa Lead conducted in 2015 – recently revised based on feedback and comments from CORAF/WECARD management and stakeholders. The presentation highlighted the major findings in Governance, Human Resources, Technical Service Delivery, Knowledge Management, Financial Management, and Sustainability as well as clear steps to assist CORAF/WECARD to manage the change process. The governing board officially approved the revised institutional audit report, and CORAF/WECARD has begun implementing some of the recommendations from the institutional audit. Africa Lead will continue to assist CORAF/WECARD in building the capacity of its staff and external partners to improve its performance.



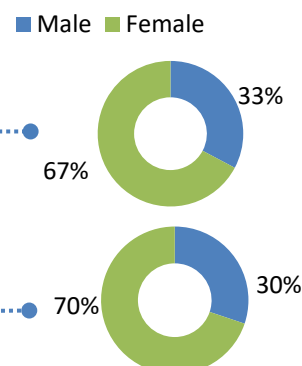
## DRC MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	0	16
Number of trainings conducted	1	2
Number of individuals trained	29	58
Number of food security event participants	29	63
Number of food security events	1	3



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Ministry of Agriculture, Livestock and Fisheries, Ministry of Rural Development, Ministry of Planning	Gov	Technical Support (Joint Sector Review and Groupe Thématique 9 [GT9] meeting preparation)
National Coffee Office (ONC)	Gov	Champions for Change (C4C) Leadership short course training
Multi-Donor Group on Agriculture and Rural Development ( <i>Groupe Inter Bailleurs de l'Agriculture et Développement Rural</i> [GIBADER])	Donors Group	Secretariat and logistical support for the monthly GIBADER meeting

## ACTIVITIES

- Champions for Change (C4C) Leadership Short Course for Senior Managers and Staff Members of the National Coffee Office (ONC).** Africa Lead conducted the Participatory Institutional Capacity Assessment and Learning Index (PICAL) for the ONC. In response capacity gaps identified through the PICAL, Africa Lead conducted a C4C short course for staff of the ONC. The training focused on leadership and food security concepts such as leading change, management, monitoring and evaluation, and goal-setting, in addition to sensitizing staff on their roles and responsibilities in establishing an environment favorable to agricultural transformation and food security.
- Support for the Ministries of Rural Development, Planning and Agriculture, Livestock, and Fisheries to Establish Joint Sector Review (JSR) Steering Committee and Secretariat.** In collaboration with Africa Lead, the Ministry of Agriculture has set up its first multi-stakeholder JSR Steering Committee and functional JSR secretariat. The Steering Committee comprises representatives of the public, private sector, and civil society organizations involved in the Comprehensive Africa Agriculture Development Programme (CAADP) implementation at the national level, while the JSR secretariat is



led by the CAADP focal point. Africa Lead also held several meetings in FY17 Q2 to sensitize state and non-state actors on the strengthened JSR process. These meetings allowed stakeholders to understand the importance of conducting a highly participatory review to enhance mutual accountability in the agriculture sector.

- **Coordination of the Multi-Donor Group on Agriculture and Rural Development (Groupe Inter Bailleurs de l'Agriculture et Développement Rural [GIBADER]).** As the current chair of the multi-donor group GIBADER, USAID hosted three donor meetings with support from Africa Lead. In January, the donor group met to review a proposal that the government developed in response to the World Bank call for proposals to implement the Global Agriculture & Food Security Program. The donor group also conducted an assessment of the “Centre de Développement Intégré” (Center for Integrated Development) financed by the Ministry of Rural Development. GIBADER developed a common approach around this concept, which was shared with the ministry.
- **Promotion of Inclusiveness and Mutual Accountability through the Groupe Thématique 9 (GT-9) .** In collaboration with the USAID DRC Mission, Africa Lead conducted consultations with the permanent secretaries of the Ministries of Agriculture and Rural Development to outline an agenda for the GT9 meeting scheduled for April 2017. The team collected priority themes both cabinets proposed; these themes will be validated and presented to the donor group at the next meeting of GIBADER.

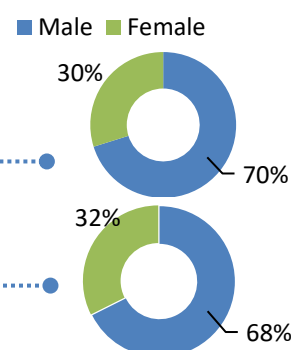
## GHANA MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	12	36
Number of individuals trained	171	171
Number of trainings conducted	2	2
Number of food security event participants	171	213
Number of food security events	2	4



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity enhancement
Business and Development Consultancy Centre (BADECC)	NGO	Capacity enhancement
African Youth in Agricultural Transformation Network (AYNAT)	NGO	Capacity enhancement

## ACTIVITIES

- Promotion of Youth Workforce Development through the Africa Lead Agribusiness Internship Program.** In February, Africa Lead relaunched its Agribusiness Internship Program (A-LEAP Internships) and invited more than 100 agribusiness related host entities to participate in the new youth workforce development strategy to shape and mold Africa's next generation of entrepreneurs, thinkers, and innovators and to create youth employment opportunities in Africa through internships. Africa Lead partnered with select universities (Ashesi University College, University for Development Studies, University of Ghana, and Lancaster University) to place talented students in agriculture-oriented companies and organizations to meet a critical strategic need. Approximately 40 host institutions responded favorably to our call for application. Through this demand-driven approach, Africa Lead intends to place 100 youth in internships by the end of the fiscal year.
- Establishment of Village Saving Loans Associations (VSLA).** With support from Africa Lead, grantee Savanna Integrated Rural Development Aid (SIRDA) is working with Village Saving Loans Associations (VSLA) groups in Ghana's northern region. The VSLA is a successful microfinance savings model under which community women's groups are formed make contributions to a joint savings process. The leaders of the groups have been trained in areas such as basic accounting, bookkeeping, and leadership principles. The women were also trained on group dynamics and on the VSLA methodology to enable them to self-manage the group, ensure a thorough understanding



of the models operating principles, and start the savings and loan activities with understanding of the models' operating principles.

- **Support to the Business and Development Consultancy Centre in Enhancing Agricultural Policy Information-Sharing.** In Ghana, the Business and Development Consultancy Centre (BADECC) is the host organization for the Agricultural Advisory Services Network, which aims to ensure that agricultural advisory service delivery is made accessible to resource-poor farmers and organizations in the agricultural sector through capacity building and dissemination of strategic information. Through a grant, Africa Lead is supporting BADECC to improve its capacity to engage and report effectively on NSA contributions to policy systems changes. This quarter, BADECC launched a new website that will increase the networks' visibility and create a knowledge-sharing platform where members can access information to support evidence-based policy advocacy and policy engagement campaigns. To enhance the network's communications strategy, BADECC also produced a policy research video documentary titled, "Research on Impact Assessment of Government Policies on Agricultural Extension Services in Ghana". This documentary highlights farmers' and other non-state actors' recommendations on policy options to improve extension service delivery and the agriculture sector. The target audience of this production is elected officials.
- **Launch of the Growing Sustainable Horticulture (GrowS-Hort) Incubator.** Africa Lead grantee African Youth in Agricultural Transformation Network (AYNAT) officially launched the Growing Sustainable Horticulture (GrowS-Hort) Incubator. The launch served as a platform to raise awareness about startup business opportunities in agriculture and to educate the public about a new business promotion model that is still relatively unknown in Ghana. AYNAT invited government officials, representatives from Youth Employment Agency, students, recent graduates, the private sector, and the media to participate in the launch. This event also provided a networking opportunity for incubatees to meet and exchange with business owners, the head of the Agribusiness Unit at the Ministry of Food and Agriculture, and other like-minded youth who are considering agribusiness ventures.
- **Organization of the Champions for Change Leadership Training for Target Universities and Non-State Actors.** Africa Lead delivered the Champions for Change leadership course to a total of 78 students and lecturers from the University for Development Studies (UDS) and non-state actor representatives, and to 93 participants at the University of Ghana. The course strengthened the leadership and management skills of participants, who are expected to influence the development path of agriculture and food security in Ghana. Participants were equipped with tools to implement food security initiatives, ensure mutual accountability, and engage in policy advocacy campaigns that will help drive agricultural transformation.
- **Recruitment of Graduating Talent for Internship Opportunities.** Africa Lead participated in the Lancaster University (Ghana) inaugural career fair as well as in the 11th Annual Ashesi University Career Fair this quarter to showcase the project's work, while also establishing a recruitment platform for the Agribusiness Internship Program. Africa Lead organized a total of 32 speed-interview sessions during the fairs to shortlist candidates for internship host entities. Host companies and organizations include Federation of Association of Ghanaian Exporters, Growth Mosaic, Eden Tree, Agrocenta, and Solidaridad West Africa. Participating in these events was part of Africa Lead's ongoing partnership with Ashesi and Lancaster Universities in support of promoting career and entrepreneurship opportunities for youth in agriculture.

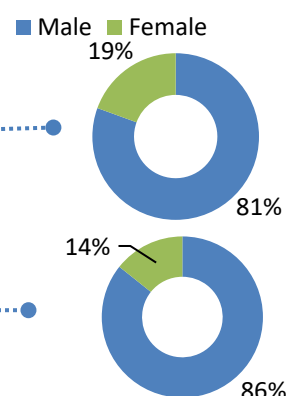
# GUINEA MISSION

## Q2|FY2017



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	4	20
Number of trainings conducted	0	1
Number of individuals trained	0	36
Number of food security event participants	13	49
Number of food security events	1	2



### KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Ministry of Agriculture	Gov	TA to Technical Writing Committee
Ministry of Livestock and Animal Production	Gov	TA to Technical Writing Committee
Ministry of Fisheries	Gov	TA to Technical Writing Committee
Ministry of the Environment, Water, and Forestry	Gov	TA to Technical Writing Committee

### ACTIVITIES

- Support to the Technical Writing Committee Responsible for Drafting the New National Agriculture Development Policy (PNDA) and the National Agriculture Investment Program for Food Security (PNIASA).** Africa Lead delivered technical assistance to the 17-member technical writing committee to strengthen the planning, coordination, and new agriculture policy development process. The technical writing committee includes staff from the Ministry of Agriculture; Ministry of Animal Husbandry and Livestock; Ministry of Environment, Water, Forest; and the Ministry of Fisheries and Aquaculture, as well as two national consultants.
- Co-facilitation of a World Bank Funded Retreat to Review and Finalize the First Draft of the National Agriculture Development Policy (PNDA).** Africa Lead co-facilitated a retreat convening the 17 members of the PNDA technical writing committee. During the retreat, the technical writing committee reviewed and revised the first draft of the PNDA to ensure that it incorporated the vision of the National Economic Development Plan (PNDES), the Comprehensive Africa Agriculture Development Programme (CAADP), and Malabo principle as well as six strategic and crosscutting themes. Lastly, the group finalized a road map for the completion of the PNIASA that will cover the period of 2016-2020.



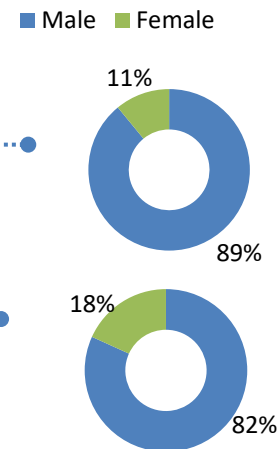
# SENEGAL MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	23	91
Number of trainings conducted	3	3
Number of individuals trained	73	73
Number of food security event participants	101	203
Number of food security events	5	6



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Investment Promotion Agency (APIX)	Gov	Capacity enhancement
Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Training in M&E
Cellule de Lutte contre la Malnutrition (CLM)	NGO	Institutional Support
Ministere de l'Agriculture et de l'Equipement Rural (MAER)	Gov	C4C training and institutional support

## ACTIVITIES

- Delivery of a Monitoring and Evaluation (M&E) Training for the Private Sector Support Directorate (DASP) of the Ministry of Finance.** Africa Lead conducted a capacity needs assessment of DASP in September 2015. Recommendations from the assessment showed the need for a strong M&E system. Africa Lead conducted a five-day training program from January 16 to 20, 2017 and trained 17 staff in basic M&E concepts and principles including the differences between monitoring and evaluation, management for results, examples of tools available for achieving and demonstrating results, the utilization and reporting of performance data, and ensuring data quality.
- Facilitation of the Champions for Change Leadership Course for the Ministry of Agriculture and Rural Equipment (MEAR).** Africa Lead delivered the Champions for Change (C4C) training to members of MEAR management from the regional offices for rural development. The first training,

from January 30 to February 3, 2017 benefited 24 participants from six Regional Directorates involved in agricultural development and the promotion of food security. The course was delivered again from March 20 to 24, 2017 to 33 participants from eight Regional Directorates. The training programs offered participants the opportunity to explore and identify innovative ways to implement key agricultural initiatives, broadened participants' views on food security issues, and equipped them with skills to develop advocacy strategies to campaign for policies to boost the agricultural sector.

- ▣ **Strengthening of the After-Care Services Department of the Investment Promotion Agency (APIX).** Africa Lead conducted a study to identify the institutional gaps and the support services required to enhance APIX's "after-care" department's capacity so that the organization can better support investor needs and better promote investment opportunities in Senegal. The findings from Africa Lead's assessment showed that the after-care services department is under-staffed, under-equipped, and under-funded. Some recommendations from the study include the need to furnish the agency with the equipment necessary to support its functions and to improve its customer care service delivery by building staff capacities.
- ▣ **Support for the Ministry of Trade's Local Mango Value Chain Initiative.** Following-up on key decisions made during "Mango Week" in Senegal from May 31 – June 3, 2016, Africa Lead conducted a study to identify ways to build a structured and sustainable mango initiative in Senegal. The findings of the study include the need to develop a roadmap for establishing and implementing the mango interprofessional network in Senegal as well as drafting regulatory statutes.
- ▣ **Delivery of Support Services to Cellule de Lutte contre la Malnutrition (CLM).** The vision of CLM is that each individual have a satisfactory nutritional status and adopt behavior beneficial to individual and community well-being. In the process of strengthening the capacities of this new partner, meetings and a one-day working session were organized between Africa Lead and the executive board of CLM. The interactive sessions enabled Africa Lead to obtain an overview of the nutrition situation in Senegal and to learn about CLM's nutrition programs as well as the new national nutrition policy and strategic plan to be implemented by the organization. The meetings served as an opportunity for Africa Lead to better understand the challenges of CLM and to brainstorm on areas of support. Africa Lead plans to carry out a strategic vision and team-building workshop for members of the national executive office in May 2017.
- ▣ **Knowledge Management and Communication Assessment Follow-Up Workshop for the Ministry of Agriculture and Rural Equipment (MAER).** To develop a strong, reliable learning and communication management system for the Ministry of Agriculture, Africa Lead conducted a study to examine the knowledge management, communications, and advocacy practices in the ministry. The study recommended strategies and actions that can contribute to the improvement and strengthening of ongoing initiatives related to knowledge management and communications management. Africa Lead also organized a feedback session during the quarter to validate the findings and recommendations of the knowledge management and communication practices within the MAER. This session further served as a platform to reflect on the development of an integrated knowledge and communications management framework considering the opportunities and challenges for its implementation. The team also shared and discussed the draft action plan for 2017-2018.



# SIERRA LEONE MISSION

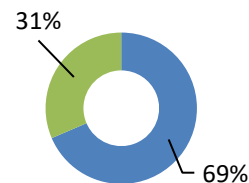
Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	7	34
Number of trainings conducted	2	3
Number of individuals trained	134	178
Number of food security event participants	134	178
Number of food security events	2	3

■ Male ■ Female



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Ministry of Agriculture, Forestry, and Food Security (MAFFS)	Gov	Training on M&E/RBM
Fourah Bay College – University of Sierra Leone	Univ	C4C training
Njala University	Univ	C4C training
Milton Margai College of Education and Technology	Univ	C4C training
Freetown Teachers College	Univ	C4C training
Makeni University College	Univ	C4C training
Port Loko University College	Univ	C4C training
Eastern Polytechnic	Univ	C4C training

## ACTIVITIES

- Facilitation of Monitoring and Evaluation (M&E)/Results-Based Management (RBM) Short Course.**  
 Africa Lead delivered an M&E/RBM short course to 41 staff selected from the Ministry of Agriculture, Forestry and Food Security (MAFFS). The training enhanced participants' skills and knowledge in M&E and knowledge management using an RBM approach and performance management plan (PMP). The five-day short course covered the building blocks and key elements of RBM as well as reporting.



- **Facilitation of Champions for Change Leadership Short Course for Tertiary Institutions.** Africa Lead formed partnerships with several universities in Sierra Leone to institutionalize its flagship Champions for Change (C4C) leadership training program into their curricula. AL organized a five-day C4C leadership training for 99 students and lecturers in Freetown, Sierra Leone from February 6 to 10, 2017. Participants represented tertiary institutions including Fourah Bay College – University of Sierra Leone, Makeni University College, Njala University, Milton Margai College of Education and Technology, Freetown Teachers College, Port Loko University College, and Eastern Polytechnic. The training enabled participants to build their capacities in leadership, team building, the Comprehensive African Agriculture Development Programme, the Malabo Declaration, and change management as well as their roles in food security.



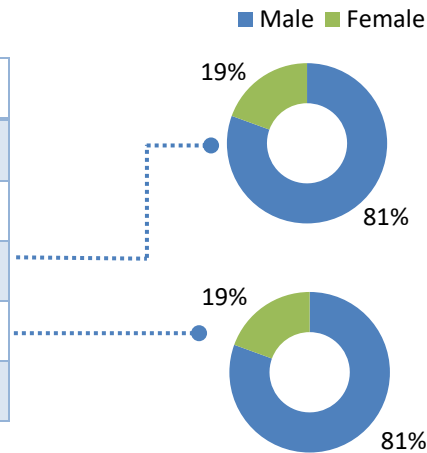
# BURKINA FASO MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	27	27
Number of food security events	3	3
Number of food security event participants	60	60
Number of trainings conducted	1	1
Number of individuals trained	46	46



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Secretariat Permanent pour la Coordination de Secteur Agricole (SP/CPSA)	Gov	Policy development support for PNSR II

## ACTIVITIES

- Consultative Meetings with Stakeholders and USAID/Sahel Regional Office (SRO) in Burkina Faso to Finalize FY 17 Workplan.** The USAID/SRO requested that Africa Lead assist the Government of Burkina Faso (GoBF), through the “Secretariat Permanent pour la Coordination de Secteur Agricole” (SP/CPSA), in its formulation of the “Plan National du Secteur Rural II” (PNSR II). The PNSR II is Burkina Faso’s version of the National Agriculture Investment Plan (NAIP) under the Comprehensive Africa Agriculture Development Programme (CAADP) process. Africa Lead met with more than fifty stakeholders in Ouagadougou and Ziniare in Burkina Faso from February 6 – 10, 2017 to discuss the proposed workplan and scope.
- Recruitment of 6 Senior Facilitators to Lead 3 Regional Consultation Workshops in Burkina Faso.** Africa Lead will support the SP/CPSA in holding regional workshops with various stakeholders to identify agricultural and rural livelihoods investment opportunities as well as to develop an operational investment plan aligned to the country’s PNSR II. This regionalization process will highlight activities that require investment from donors and the private sector. This quarter, Africa Lead identified and recruited six consultants to facilitate regional consultation workshops in the East, North, and Sahel test regions. In selecting facilitators, Africa Lead assessed facilitation skills, local language ability, background and knowledge in rural policy, and report-writing skills.

- **Organized a Training of Trainers (ToT) for Regionalization Workshop Facilitators.** Africa Lead designed and delivered a two-day ToT workshop in Ouagadougou to equip selected Regionalization Workshop Facilitators with key participatory and experiential learning techniques to facilitate the regional workshops to aid the regionalization process of the PNSR II in Burkina Faso. The ToT equipped facilitators with a common understanding of the approach and expected results, as well as prepared them to lead the regional workshops using a standard methodology. The course centered on topics related to the PNSR II and its implications, CAADP, the Malabo declaration, and the required tools and instruments for driving and facilitating the regional consultative workshops at the community level with key groups.



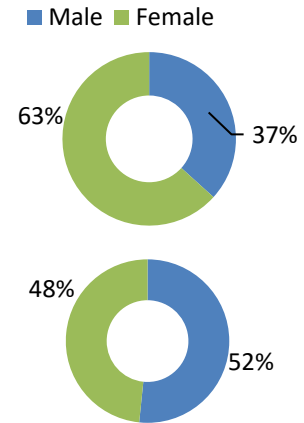
# NIGERIA MISSION

Q2|FY2017



## KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q2	PY4
Number of organizations supported	66	66
Number of individuals trained	79	79
Number of trainings conducted	1	1
Number of food security events	2	2
Number of food security event participants	122	122



## KEY PARTNERS

ORGANIZATION	TYPE	AL SUPPORT
Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Inauguration of JSR steering committee and validation workshop
Tony Elumelu Foundation (TEF)	NGO	C4C training
Fresh & Young Brains Development Initiative (FBIN)	NGO	C4C training
Pan African Youth Network for Africa (PAYNA)	NGO	C4C training
All Farmers Association of Nigeria (AFAN)	NGO	C4C training
Nigerian Women Agro Allied Farmers Association (NIWAAFA)	NGO	C4C training
Grace Green Revolution Foundation	NGO	C4C training
LEAP Africa	NGO	C4C training

## ACTIVITIES

- Facilitation of Women and Youth Champions for Change Leadership Course.** Africa Lead collaborated with eight organizations in Nigeria who competitively nominated and selected staff to participate in the Champions for Change leadership course. The organizations include the Tony Elumelu Foundation (TEF), Fresh & Young Brains Development Initiative (FBIN), ActionAid, LEAP Africa, and All Farmers Association of Nigeria (AFAN), the Grace Green Revolution Foundation,

Nigerian Women Agro Allied Farmers Association (NIWAAFA), and the Pan African Youth Network for Agriculture (PAYNA). Africa Lead delivered the four-day leadership course to 79 youth and women who are from various states of Nigeria and have proven their commitment to creative new approaches to achieving food security in Africa.

- **Support for the Inauguration of the Nigerian Joint Sector Review (JSR) Steering Committee.** With logistical support from Africa Lead, the Federal Ministry of Agriculture and Rural Development (FMARD) inaugurated its JSR Steering Committee on February 9, 2017. Representatives from FMARD, the private sector, farmer and women’s organizations, development partners, civil society organizations, research institutions, and media attended the event. At the meeting, stakeholders learned about the African Union (AU)/Economic Community Of West African States (ECOWAS) requirement for Nigeria to prepare its National Agricultural Investment Plan (NAIP 2.0) with active participation of both state and non-state actors and to put together a strong JSR Committee to conduct an annual review of the investment plan implementation.

## LEVERAGING

- **Women and Youth Champions for Change Leadership Course.** Africa Lead leveraged partner contributions in the form of participant travel costs, partner labor in recruiting participants, and course participation.
- **Inauguration of JSR Steering Committee and Inception Meeting.** Africa Lead leveraged funding in the form of 48 participants’ labor costs.



## Annex A. Passing the Torch: Building Capacity for Kenya's County-Level Agricultural Sector Transformation



*Participants draw up an action plan during group work sessions at the Champions for Change Training of Trainers workshop in Naivasha, Kenya. Photo credit: Africa Lead.*

In traditional African kitchens, the pot serves as an essential tool for the welfare of the family. Girls fetch water from the river, mothers brew porridge for the younger children, and cooked food is stored in a pot. A home with a pot on the stove or full of stored grains shows that no one will sleep hungry. It is and was a symbol of well-being. It's a cultural heritage. With expected wear and tear over the years, a pot will start to show cracks, letting some water or soup leak out. If the village potter mends a pot

in time, it can be salvaged; if neglected, it will continue to deteriorate.

The African pot as a symbol for African food security has been at the center of Africa Lead's "Champions for Change Leadership Training" since Africa Lead I, starting in 2010. During training, participants fill the pot of food security to ensure their commitment to being Africa's food security champions. With Africa Lead II ending in 2018, Africa Lead has undertaken sustainability measures in Kenya to ensure that

the efforts of food security champions are passed to even more people and that Kenya's pot of food security remains mended and filled.

“In the first phase of devolution, Africa Lead trained over 500 Champions for Change (C4Cs) in Kenya across 22 county governments,” recounts Dorcas Mwakoi, Africa Lead's Kenya Program Lead. “With the upcoming national elections in Kenya in August 2017, there will be a new crop of county and national leaders who will need to be trained to ensure that the ball keeps rolling and that previous efforts do not fall through the cracks.”

Africa Lead has established partnerships in Kenya with government and donor organizations to transition and institutionalize the C4C training curriculum. These organizations and donors have agreed to adopt the curriculum and cascade it to all 47 counties in Kenya. They include the Food and Agriculture Organization of the United Nations (FAO); the German Society for International Cooperation (GIZ); Kenya's Agricultural Sector Development Programme (ASDSP), supported by the Swedish International Development Cooperation Agency (SIDA); and the Ministry of Agriculture Livestock and Fisheries.

Speaking at the opening of the training, Shadrack Mutavi of GIZ described the workshop as a great milestone that will go a long way in addressing food security in Kenya through the counties. “Using the skills gained at the workshop, these new trainers will now cascade elements of the curriculum to the counties to ensure better county development plans are prepared in the new cycle of policy formulation,” said Shadrack.

Over a week-long training of trainers workshop in March 2017, Africa Lead in collaboration with these partners facilitated a training titled, “Building Capacity for Kenya's County-Level Agricultural Sector Transformation” for 64 participants from all 47 counties. The training imparted practical lessons on county

coordination, sector planning, and evidenced-based planning including effective policy formulation, domestication, and implementation to achieve food safety and security for Kenya's devolved agricultural sector. Chants of “fill the pot, mend the pot” rang throughout the training, reminding participants that everyone has a duty and role to play in promoting food security. Trainees who are now C4C facilitators will act as multipliers of the concepts within their counties.

“We saw this as a great opportunity to take advantage of existing knowledge [C4C Training curriculum] and build on it, as it aligns well with ASDSP's components of sector coordination, resilience, and social inclusion as well as value chain development,” said Kennedy Olwasi on behalf of ASDSP.

The final day of the training focused on work planning, with each county team developing action plans to approach stakeholders in their counties and share knowledge gained through the workshops. This exercise ensured that the knowledge participants gained and the commitments they made were actionable. More importantly, it helped ensure sustainability of Africa Lead's most heralded tool for food security and transformation of Kenya's agricultural sector.

“Our trainers focus on using the analogy of the African pot to tell trainees that our pot of food security is broken,” says Catherine Mbindyo, Africa Lead's Learning Programs Manager for East and Southern Africa. “If we, as communities - counties or nations - and as a continent are responsible for food safety and security, our pot needs mending, refilling, and regular maintenance. In our training, we emphasize that this can only be attained through active participation by all players across the agriculture value chain. With this activity, we've trained the next group to carry the torch of leadership in Kenya – and that is what African leadership is all about.”



*From left to right: Mr. Shadrack Mutavi – Policy Advisor at GIZ; Mrs. Ann Onyango – Director of Agriculture at the Ministry of Agriculture, Livestock and Fisheries; and Mrs. Phoebe Odhiambo – ASDSP National Coordinator fill the African pot with grains during the Champions for Change Training of Trainers workshop in Naivasha, Kenya. Their collective effort to fill the African food pot symbolizes the role everyone should play in filling the pot of food security. Photo credit: Africa Lead.*



# Annex B. Indicators Performance Tracking Table (IPTT)<sup>1</sup>

#	Indicator Type	Indicator	FY17 (Y4) Target	Y4 Achieved by Quarter				FY17 (Y4) 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>										
GI.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA	-	-	-	-	-	NA	-
GI.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA	-	-	-	-	-	NA	-
GI.3	Impact	Percentage change in private sector investment in agriculture	NA	-	-	-	-	-	NA	-
<b>Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security</b>										
SOI.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA	-	-	-	-	-	NA	-
SOI.2	Outcome	Percentage of countries with improved year over year “Ease of Doing Business in Agriculture Index” ranking (BBA)	NA	-	-	-	-	-	NA	-
<b>Intermediate Result I: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs</b>										
I.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	75%	100%	.2	-	-	100%	75%	91%
I.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	1,110	165	637	-	-	800	4,680	3,481
		% Women	35%	30%	31%	-	-	30%	35%	30%
I.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	55%	-	-	-	-	-	65%	100%

<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. FY 17 and Life of Program (LOP) targets are from the current Africa Lead PMP and will be updated in upcoming PMP revision.

<sup>2</sup> Insufficient response rate for representative sample.



#	Indicator Type	Indicator	FY17 (Y4) Target	Y4 Achieved by Quarter				FY17 (Y4) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	20	1	5	-	-	6	59	31
1.5	Output	Number of knowledge products generated with support from AL II	20	7	31	-	-	38	75	87
1.6	Output	Number of food security-related events supported by AL II	60	32	48	-	-	80	220	385
1.7	Output	Number of participants attending food security related events supported by Africa Lead II	3,325	934	1,575	-	-	2,509	9,100	14,190
		% Women	35%	27%	28%	-	-	28%	35%	35%
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	21	21	47	-	-	57	48	174
1.9	Output	Number of organizations/institutions supported by AL II	418	447	495	-	-	942	913	3,413
<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"	TBD	-	-	-	-	-	TBD	-
2.2	Outcome	Number of agriculture policies in countries' G-8 Cooperation Framework policy matrices that have been advanced along the policy development continuum	TBD	-	-	-	-	-	TBD	18
2.3	Output/ Outcome (FTF 4.5.1-24)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance	25	3	-	-	-	-	25	39
		Analysis	-	-	-	-	-	-	-	37
		Consultation	-	-	-	-	-	-	-	26
		Drafting/revision	-	-	-	-	-	-	-	14
		Approval	-	-	-	-	-	-	-	8
		Implementation	-	-	-	-	-	-	6	
2.4	Output	Number of countries receiving Africa Lead II assistance	20	7	23	-	-	27	20	27
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	TBD	-	-	-	-	-	TBD	4
2.6	Output	Number of JSR workshops conducted/facilitated	TBD	0	0	-	-	0	TBD	28
<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	96	-	-	-	-	-	188	19

<sup>3</sup> Africa Lead is reporting on 4.5.1-24 on annual basis, per the PMP.

#	Indicator Type	Indicator	FY17 (Y4) Target	Y4 Achieved by Quarter				FY17 (Y4) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
3.2	Output (FTF 4.5.2-11)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	226	125	156	-	-	270	534	1,178
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	1055	106	84	-	-	185	2,502	1,506
		% women	35%	30%	40%	-	-	34%	35%	60%
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	TBD	-	-	-	-	-	TBD	-
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	TBD	-	-	-	-	-	TBD	-
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	TBD	-	-	-	-	-	TBD	-
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	40%	-	-	-	-	-	36%	-
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	70%	-	-	-	-	-	70%	-