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

QUARTERLY REPORT: April–June 2015



July 2015

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**Cover Photo:** Youth Champion for Change and AgriBusiness Representative meet at the Business-to-Business Mentoring session Africa Lead hosted at the 2015 Agribusiness Investment Summit, Accra, Ghana April, 2015.

**Photo Credit:** Emmanuel Adu Boadu, Africa Lead.

# EXECUTIVE SUMMARY

Africa Lead II—the Feed the Future: Building Capacity for African Agricultural Transformation Program—is a five-year Cooperative Agreement between USAID and a DAI-led Consortium (2013-2018). Other core members of the Consortium include Training Resources Group (TRG), Management Systems International (MSI) and Winrock International.

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

Africa Lead is guided by the understanding (“theory of change”) that better prioritized, designed, delivered and measured agriculture policies, programs and enterprises in Africa will lead to greater agricultural productivity and food security. The Bureau of Food Security at USAID has established three priority areas of agriculture policy change: changes in policies themselves, changes in systems to formulate and implement policy changes, and laying the foundations for the next generation of policy change.

Africa Lead concentrates on the systems change priority. The role that Africa Lead plays in this process is as a **catalyst and connector for learning and innovations** in individual leadership behavior, in institutional performance and in the policy process, especially including supporting increased injection of evidence into policy debate and decision-making and in strengthening engagement of civil society.

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

- **Component One:** Improving Institutional Capacity to Manage Agricultural Development
- **Component Two:** Strengthen Capacity to Manage and Implement the Policy Change and Alignment Process
- **Component Three:** Promote the Effective, Inclusive Participation of Non-State Actors (NSAs) in the Policy Process.

This document summarizes results from the first quarter (April–June) of 2015.

## AFRICA LEAD KEY ACCOMPLISHMENTS

### EAST & SOUTHERN AFRICA PROGRAM HIGHLIGHTS

1. Designed and delivered a presentation on Agricultural Transformation and Food Security at the 2nd Annual Devolution Conference in Kisumu, Kenya which is held annually to review the progress of development in all 47 Counties in the country.

2. Facilitated and participated in a meeting in Kisumu with Western Agriculture Investment Platform (WAIP), attended by Governors from 13 Counties in the Western region, to discuss their economic blueprint with regards to agriculture development
3. Provided technical support to the Bomet and Taita Taveta County government teams in Kenya for the development, finalization and adoption of the Terms Of Reference for their Organizational Capacity Assessments (OCAs).
4. Participated in the launch of the Machakos County, Kenya 2020 Strategy by providing an information stand to enlighten on Africa Lead program as Machakos is a Feed The Future Country.
5. Delivered Super Champions for Change session on Leading Transformational Change to County Executive Committee members in Kenya.
6. Facilitated, provided technical support and participated in a two-day workshop with Taita Taveta County in Kenya to develop a road map/plan for capacity development to implement the County Development Integrated Program (CIDP).
7. Conducted Champions for Change Training for Bomet and Taita Taveta Counties for 90 senior County Executive staff on transformative leadership in agriculture.
8. Provided technical and facilitation support towards the toxic container recycling/disposal assessment for Rwanda.
9. Completed technical and capacity development assistance to Ministry of Agriculture and Animal Resources (MINAGRI) in investment profiling for 20 irrigation sites in Rwanda.
10. Facilitated further discussions with Sokoine University Graduate Entrepreneurship Cooperative in Tanzania (SUGECO) on way forward by offering organizational capacity development assistance.
11. Facilitated consultations to seek commitment and guidance on the design of activities for Capacity Building Support for the Ministry of Agriculture, Food Security and Cooperatives (MAFC) Policy Change Team, in Tanzania.
12. Agreed with USAID/Tanzania to conduct customized Champions for Change training for 247 Local Government Authority staff drawn from seven Feed the Future regions between August and December, 2015.
13. Agreed with USAID/Tanzania a two-pronged intervention of customized Champions for Change training for Community-Based Organizations (CBOs) and a multimedia (television and radio) campaign targeting women and youth in agriculture and agribusiness.
14. Agreed with USAID/EA to support two television shows, *Makutano Junction* and a new reality show entitled *Don't Lose the Plot*, both of which intend to spur youth participation in agribusiness entrepreneurship.
15. Participated in Tanzania multi-stakeholder Policy Advisory Group (PAG) meeting as part of the program's contribution to strengthening the policy process for agriculture and food security.

16. Provided design, logistics, implementation and follow-up support for a USAID Joint Planning Cell (JPC) meeting in Uganda to coordinate actions of donors along the broad spectrum of work in the Horn of Africa.
17. Supported an agribusiness internship placement program for Kenya Mandela Washington (former Young African Leaders Initiative) Fellows by hosting two interns in Strategic Communications and Technical Support respectively, for a period of three months in Africa Lead's ESA office.
18. Provided logistical support to African Fertilizer and Agribusiness Partnership (AFAP) by facilitating the Inaugural Consultation Meeting of the East and Southern Africa Fertilizer/Trade Platform Meeting in South Africa, attended by 31 participants, to recognize the need to increase private sector investment and engagement in the fertilizer industry.
19. Agreed with USAID/EA, Bill and Melinda Gates Foundation, Alliance for Green Revolution in Africa (AGRA), the consulting company AgriExperience, and the Board of Directors for African Seed Trade Association (AFSTA) to design and implement an Organizational Capacity Assessment (OCA), which will serve as the first step in determining potential follow-on capacity or technical support to the organization.
20. Supported Mozambique's private sector umbrella confederation, CTA (Confederation of Trade Associations) in efforts to repeal legislation which detrimentally affects pricing in the wholesale and retail markets.
21. Trained private sector negotiators on the political economy of minimum wage negotiations as agriculture had one of the lowest increases of 5.74%, and the sector faced the most difficult series of negotiations prior to the new minimum wages in Mozambique coming into effect April 1<sup>st</sup>, 2015.
22. Produced an analysis of the seed market in Mozambique and supported the development of a national seed platform as a formal institution.
23. Audited the existing legal framework and made recommendations for reform for the Ministry of Land and Rural Development, Mozambique. The analysis included the resettlement legislation with a view to reforming it to reduce land conflicts.

#### **WEST AFRICA PROGRAM HIGHLIGHTS**

1. Identified University of Cheik Anta Diop and the Ecole Nationale Supérieure d'Agriculture in Senegal as possible partners for the institutionalization of the Champions for Change (C4C) leadership course.
2. Provided technical assistance to the University of Ghana to develop their annual work plan to improve agricultural productivity and food security in the context of economic policy management in Ghana.
3. Evaluated Internship Partnership Network (IPN) grant proposals and selected the winning proposal submitted by Agribusiness in Sustainable Natural African Plant Products (ASNAAP) to establish a continent-wide internship partnership network and scale up agribusiness internship placements.

4. Evaluated 10 capacity building grant proposal submissions and selected the winning proposal of the Private Enterprise Federation to strengthen private sector engagement in Ghana.
5. Designed and delivered a Board Governance and Management Training to 14 Board of Directors members of the West and Central African Council for Agricultural Research and Development/Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles (CORAF/WECARD) in continuing performance building support.
6. Provided logistical support such as translation services, venue, media coverage and workshop materials to over 280 participants for the High Level ECOWAS Climate Smart Agriculture Forum in Bamako, Mali, designed to discuss the climate change agriculture challenges and programs in ECOWAS member countries.
7. Provided facilitation and rapporteur support for the Ghana Agriculture and Food Security Joint Sector Review (JSR), which was held in June as a continuing effort to strengthen mutual accountability in the sector.
8. Presented findings and recommendations of Institutional Development consultant to Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel (CILSS) at the CILSS Executive Secretaries retreat in Ouagadougou, Burkina Faso as part of ongoing performance improvement support to this key regional agriculture and food security organization seeking to redefine and strengthen its role in the region.
9. Coordinated CILSS M&E technical assistance with Catalyst to Development (C2D) agency to customize the Paradox Box™ M&E module to CILSS requirements and reviewed their Progress Report.
10. Designed brochure and participated in the ECOWAS Food Across Borders (ProFAB) launch in Accra, Ghana.
11. Met with the Inland Culture Fisheries Association of Ghana and Ghana National Association of Farmers and Fishermen to discuss progress since the completion of their Organizational Capacity Assessments (OCA).
12. Facilitated and organized selected Champions for Change (C4C) Network meetings with conference venue, lunch, accommodation and transportation for participants: C4C Youth Network, C4C Women's Agribusiness Network, Women's Network Management Group, Agriculture Financing Network, C4C Ghana Livestock Development Network.
13. Sponsored USAID- Financing Ghanaian Agricultural Project (FinGAP) 2015 Agribusiness Investment Summit and mentored 12 Youth C4C to participate in Business-to-Business Sessions.
14. Sponsored participants to Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de L'Ouest/Network of Farmers' and Agricultural Producers' Organisations of West Africa (ROPPA) Rice Value Chain Conference held in Ouagadougou, Burkina Faso.

15. Set up office in Dakar, Senegal to implement capacity building initiatives for the Bureau Opérationnel de Suivi du Plan Sénégal Émergent / Office of the Plan Sénégal Émergent (BOS/PSE), Promotion des investissements et grands travaux/Investment Promotion Agency, Senegal (APIX), Ministère de l'Agriculture et de l'Équipement rural/Ministry of Agriculture and Rural Equipment (MAER), and L'Office des forages ruraux/Office of Rural Wells (OFOR) as well as to help set up local-level regional agribusiness investment platforms.
16. Provided technical assistance to APIX, Senegal for the design of regional investment platforms.
17. Participated in JSR Senegal planning meeting hosted by the Directorate for Analysis, Forecasting, and Agricultural Statistics (DAPSA) to develop a road map for the national JSR.
18. Finalized the Savana Accelerated Development Authority (SADA) organizational capacity assessment report and submitted to USAID.
19. Designed and delivered a 3-day strategic visioning and Strategic Development and Team Building leadership short course to 31 staff members of the BOS/ PSE as part of overall capacity development support to Senegal's agribusiness investment promotion apparatus.

#### **WASHINGTON PROGRAM HIGHLIGHTS**

1. Participated in the planning, design, and facilitation of two-day Leadership Retreat for Permanent Secretaries/Heads of Ministries of Agriculture in Member States sponsored by the African Union Commission (AUC) and the NEPAD Planning and Coordinating Agency (NPCA) to discuss the operationalizing of the 2014 Malabo Declaration
2. Participated in discussions on Malabo implementation strategies with two senior AUC/DREA representatives and USAID/BFS, Bill and Melinda Gates Foundation and International Food Policy Research Institute (IFPRI) during a high level working mission to the US in June.
3. Developed a detailed rollout plan for AUC Department of Rural Economy and Agriculture (DREA) on six urgent action elements to ensure that Malabo commitments and the Implementation Strategy and Roadmap (IS&R) will be achieved by 2025.
4. Drafted concept note and work plan with DREA for a capacity strengthening activity to support the transition of the CAADP advisors and DREA staff into six designated cluster teams over the next 6-8 months.
5. Collaborated with the Knowledge-Driven Agricultural Development (KDAD) project on the design and delivery of three major policy-related sessions: Policy Systems Overview / Setting the Policy Agenda, Mutual Accountability, and Institutional Architecture Assessments presented during a new 5-day Agriculture Policy training course to the USAID/BFS Policy Team.
6. Provided updates, orientation and training to regional facilitators for the IFPRI/ Regional Strategic Analysis and Knowledge Support Systems (ReSAKSS)-led JSR Assessments being conducted in 11 countries – Benin, Burundi, Cote d'Ivoire, DRC, Kenya, Mali, Niger, Swaziland, Togo, Uganda and Zambia.

7. Supported development of training material for upcoming Non-State Actors (NSA) Sensitization Workshops designed to ensure that Non-State Actors will be well equipped to engage with government and donors in the JSR mutual accountability processes. This included draft design of content for workshops focused on NSA sensitization to CAADP/Malabo, country based NAFSIPs, and mutual accountability and joint sector reviews.
8. Developed an approach with Root Change, a strategic advisory firm and the CAADP NSA Coalition (CNC) on a program and timeline for conducting a mapping of Tanzanian NSAs engaged in agriculture and food security programming, advocacy and policy review.
9. Facilitated the gathering of documents/information from the Agency for Co-operation and Research in Development (ACORD) in preparation for a grant to support an interim CNC secretariat.
10. Reviewed, evaluated and selected winners of the mini-Grand Challenges grant competition for establishment of an agribusiness “Internship Partnership Network” to pilot a robust practical internship program in agribusiness that can be scaled across the continent and made sustainable.

#### **KNOWLEDGE, LEARNING AND COMMUNICATIONS (KLC) AND MONITORING AND EVALUATION (M&E) HIGHLIGHTS**

1. Designed new features for Africa Lead website to provide more timely information in English and French.
2. Provided editorial services to technical documents.
3. Conferred with USAID Complexity-Aware Monitoring team on factors to consider in selecting a pilot for this evaluation approach.
4. Organized three Africa Lead brainstorming retreats in West Africa, East and Southern Africa and the US to initiate the conceptual content and planning process for a consolidated team retreat to plan Year Three activities in September.
5. Developed new M&E tools and reviewed/refined existing ones.
6. Coordinated timely and accurate data entry and management in Technical and Administrative Management Information System (TAMIS, DAI).
7. Designed and implemented training follow-up surveys.
8. Analyzed performance data from TAMIS and feedback surveys and prepared M&E reports.
9. Conducted lessons learned review of the first year and half including how Africa Lead initiatives relate to one or more of the BFS’s four policy systems change “elements”.
10. Reviewed and finalized SPEED’s Performance Monitoring Plan following its integration with Africa Lead.
11. Completed quarterly report IPTT and key Results for Africa Lead Website update.
12. Reviewed and provided M&E inputs to Mission buy-in performance monitoring plans.



13. Carried out 6-month follow-up surveys for beneficiaries of the Africa Lead Champions for Change Women in Agriculture Leadership, Youth in Agriculture Leadership, and Report Writing short courses.
14. Participated in the Economic Growth Monitoring and Evaluation Specialists Workshop in Ghana.
15. Produced stand-up banners to showcase Climate Smart Agriculture themes for ECOWAS and general ones highlighting Africa Lead's work in West Africa.
16. Provided communications support to increase awareness, and publicity about the High Level ECOWAS Forum on Climate-Smart Agriculture Stakeholders in West Africa.
17. Created videos, policy briefs and informational material for 2<sup>nd</sup> Annual Devolution Conference, Kenya.
18. Hosted information booth, disseminated materials and displayed videos at Machakos County 2020 conference, Kenya.
19. Co-produced mini-documentaries with Mozambican TV broadcaster on key themes based on the G8 New Alliance for Food Security and Nutrition framework and competitiveness issues.
20. Maintain Facebook page, LinkedIn and Twitter accounts for SPEED encouraging a two-way dialogue around economic policy issues affecting Mozambique.

## **UPCOMING ACTIVITIES**

These upcoming activities are based on what has been articulated in Mission buy-ins to date and what is reflected in the Africa Lead II Year 2 work plan. We anticipate completing the tasks below during the upcoming quarterly reporting period (July-September 2015).

## **CONSULTATION, SENSITIZATION AND COORDINATION**

1. Meet with high profile stakeholder members such as the and Ministère de l'Agriculture et de l'Équipement rural/Ministry of Agriculture and Rural Equipment (MAER), la Nouvelle Alliance pour la Sécurité Alimentaire et la Nutrition/New Alliance for Food Security and Nutrition (NASAN), l'Union Nationale des Commerçants et Industriels du Senegal/National Commercial and Industrial Union of Senegal (UNACOIS), Promotion des investissements et grands travaux/Investment Promotion Agency, Senegal (APIX), Direction de l'Appui au Secteur Prive/ Private Sector Support Directorate (DASP) and Bureau Opérationnel de Suivi du Plan Sénégal Émergent / Office of the Plan Sénégal Émergent (BOS/PSE) in Senegal to develop detailed activities for the Senegal Program of Africa Lead.
2. Meet with the National Board for employers of Senegal (Conseil National des Employeurs du Senegal, (CNES) and the National Council of Employers (Conseil National du Patronat, CNP) to explore their agricultural related activities at the national and regional levels.
3. Meet with private sector support directorate (DASP) to identify areas of support towards the Senegalese private sector for the establishment of public private partnerships in the agricultural sector.

4. Consult with key agricultural policy makers and stakeholders in Conakry, Guinea to inform the elaboration of the Guinea buy-in program.

## **EAST & SOUTHERN AFRICA PROGRAM**

### **Component 1:**

1. Meet with USAID/EA to discuss and agree on pending issues involving planned C4C “Graduates Incubating Change” activity.
2. Finalize the Bomet and Taita Taveta County OCAs.
3. Facilitate and provide technical support for the donor round table meetings to get buy-in for capacity building interventions for Bomet and Taita Taveta counties.
4. Conduct 5-day Champions for Change Training for FTF Counties in Kenya: Makueni, Homabay, Meru, Isiolo, Kericho, Nyamira, Elgeyo- Marakwet and Tharaka Nithi.
5. Conduct Training of Trainers (ToT) for Tanzania.
6. Conduct Local Government Authority (LGA) C4C trainings in Tanzania for Morogoro and Iringa.
7. Conduct community-based organization C4C trainings in Morogoro for women and youth.
8. Facilitate two AFAP meetings in South Africa and Zambia.
9. Complete recruitment process for new Tanzania Country Lead.
10. Facilitate and provide technical support for AFSTA OCA.
11. Facilitate agriculture coordination meeting, Tanzania.
12. Facilitate LGA Local Revenue Meeting, Tanzania.
13. Facilitate PAG Consultative Meeting, Tanzania.
14. Finalize report on the impact of the toll fees in Mozambique to be presented to the main stakeholders in a workshop in the next quarter.
15. Complete study to estimate the impact of the mandatory use of international trade terminals and other services along international trade corridors focusing on fees (costs), delays, and efficiency in Mozambique towards improving competitiveness.
16. Receive initial draft of the Local Content bill from Ministry of Economy and Finance, Mozambique and support the design and delivery of the local content agricultural suppliers capacity-building program.

### **Component 2:**

1. Facilitate and provide technical support for follow-up discussions with ReSAKSS towards shared program activities and identifying several areas of potential collaboration in Kenya and regional program.
2. Facilitate IAA stakeholder meeting for Kenya.

3. Finalize recruitment, hire facilitators and deliver JSR workshop in Kenya and Uganda.

#### **Component 3:**

1. Begin the USAID /EA multi-media activity by identifying and engaging a research organization via RFP process for an Impact Assessment activity for East Africa media
2. Facilitate a RFP process for the media and youth activity in Tanzania.
3. Facilitate Western Agriculture Investment Platform (WAIP) meeting in Kisumu, Kenya.
4. Facilitate Tanzania agricultural NSA mapping workshop to be conducted July 2015.
5. Plan for future NSA mapping workshops based on NSA and USAID interests (possible countries under consideration: Kenya, Ghana, and Senegal as well as WA regional actors).
6. Conduct CAADP/Malabo Declaration Sensitization workshops in Tanzania (July 2015), Uganda, and Kenya (August 2015).
7. Support Tanzania NSAs to move forward on NSA action plans resulting from July workshop and provide support to the CNC and Tanzania NSAs on implementation of the Action Plan developed at the July workshop.

### **WEST AFRICA PROGRAM**

#### **Component 1:**

1. Organize Agribusiness Leadership Internship program Meet & Greet informational meeting.
2. Design curriculum and develop content for Program Design and M&E Systems short courses for the staff of the Ministry of Finance and Economic Planning (MOFEP) Agribusiness unit.
3. Conduct Organizational Capacity Assessment for Ghana Agricultural Associations Business and Information Centre (GAABIC).
4. Design and deliver Leadership and Change Management short course for MOFEP staff to improve their performance in the Real Sector Division.
5. Design and facilitate Trainer of Trainers Champions for Change leadership short course to scale up and cascade leadership training.
6. Support the delivery of cascade Champions for Change leadership short course to target increased numbers of youth and women beneficiaries.
7. Deliver Policy Advocacy, Alliance Building, Resource Mobilization and Proposal Writing short courses for 36 Champion for Change network members.
8. Award grant to the Private Enterprise Federation (PEF) to strengthen its organizational capacity and begin project implementation.
9. Award grant to the Agribusiness in Sustainable Natural African Plant Products (ASNAAP) for administering the IPN and begin project implementation.
10. Develop work plan activities for West Africa Regional Program for additional buy-in funds.

11. Develop capacity development assistance program for ROPPA.
12. Recruit and orient Young Professionals for CILLS internship program
13. Elaborate CILSS Transformational Capacity Strengthening Plan.
14. Sign and deliver a workshop for the PSE/ Bureau Operationel de Suivi (BOS) stakeholders to validate results frameworks and Performance Monitoring Plans (PMPs); expand team building to project chiefs and focal points of PSE key projects and reforms and identify respective roles and responsibilities.
15. Organize technical meeting with APIX to assess needs and develop a joint action plan, especially for M&E, capacity building and investor after-care management.
16. Organize technical meeting with Direction de l'Appui au Secteur Prive (DASP) to deepen understanding of their Public Private Partnerships Department and the support services provided to the private sector.
17. Design and deliver Monitoring and Evaluation Systems Operationalization, Results Based Management short course for the Knowledge Management technical committee of the Federal Ministry of Agriculture and Rural Development in Nigeria.

**Component 2:**

1. Provide technical assistance and support to the Directorate de l'Analyse et de la Prévision des Statistiques Agricole (DAPSA) for the implementation of the Joint Sector Review (JSR) roadmap.
2. Support JSR report validation workshops in Benin and Togo.
3. Facilitate the Ghana JSR meeting and prepare the report on JSR recommendations.

**Component 3:**

1. Facilitate network kick off meetings for the Ghana Livestock Development and Agricultural Financing networks.
2. Design and conduct NSA Mapping capturing office locations using Global Positioning Systems (GPS) in Ghana and Senegal.
3. Organize and facilitate Commercial Farmers' roundtable meeting.
4. Participate in NSA mapping kickoff workshop in Tanzania.
5. Provide technical assistance to Champions for Change networks in the implementation of their action plans.
6. Organize the Women in Agribusiness Network Ghana and African Youth Network for Agricultural Transformation planning meetings.
7. Develop capacity support plan for the Association Africaine des Femmes de l'Afrique de l'Ouest/West African Women's Association (AFAOMWAWA).
8. Meet with other USAID funded projects in Senegal to identify joint and synergistic activities with the Non-State Actors.

## **WASHINGTON PROGRAM**

### **Component 1:**

1. Participate in the planning and design of the Roundtable on Mobilizing Finances to Support Operationalization of Africa's Agenda on Accelerated Agriculture Growth and Transformation (July 2015).
2. Continue strategic planning sessions, retreats and coaching with CAADP Senior Advisors to begin implementation of clusters within DREA to implement priority actions for 2015/16 as part of DREA capacity strengthening program.
3. Convene retreat with AUC/DREA, NEPAD/NPCA, ReSAKSS and Africa Lead on roles/ responsibilities for Mutual Accountability and other CAADP support efforts (Sept)
4. Planning support for Permanent Secretaries/ AU Specialised Technical Committee on Agriculture, Rural Development, Water and Environment meeting in October.
5. Finalize concept note for institutionalizing the Leadership and Change Management Curriculum into the African Post Secondary Agriculture and Agribusiness program working with University of Cheik Anta Diop in Dakar and the Ecole Nationale Supérieure d'Agriculture in Thiès, Senegal.

### **Component 2:**

1. Coordinate Africa Lead support to facilitate JSR Assessment Validation Workshops Zambia, Kenya, Benin, Togo, and Cote D'Ivoire.
2. Support up to 10 validation workshops for New Alliance and Grow Africa Summary Reporting.

### **Component 3:**

1. Support NSA Sensitization Workshops in Uganda and Kenya.

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

1. Launch website enhancements: Updates posts on Home Page, French language page.
2. Organize Year Three team retreat and translate outcomes into work planning.
3. Provide editorial and design support across the program.
4. Explore candidates for the USAID-sponsored Complexity Aware Monitoring pilot.
5. Perform M&E data collection through records and surveys.
6. Provide M&E support on Mission buy-in activities and sub-grants.
7. Design and implement six-month training follow-up surveys.
8. Perform data analysis and complete Quarterly IPTT.
9. Prepare M&E data for Africa Lead Website update.
10. Develop Performance Management Plan for Senegal Program and provide backstopping support.

11. Develop communications materials such as brochures and banners for Senegal team.
12. Produce newsletters, results stories, data analysis for electronic and print distribution.