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

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# Acronyms

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

Africa Lead continues to evolve in the services provided to support new, emerging challenges in food security and improve the overall policy system for agriculture at local, national, regional and continental levels. During Q2 of FY2019, this effort includes developing facilitative leadership skills for individuals working in influential organizations across the agricultural sector, providing backbone support to CAADP activities, strengthening inclusive dialogue processes for key value chains and sectors (such as mango, seed, and pesticide) and facilitating collaboration for improved resilience programming.

According to USAID’s Global Food Security Strategy, improved policy systems include the following elements:

- A prioritized policy agenda of key actions needed to reduce hunger, malnutrition, and poverty that are informed by evidence and committed to by partner country governments.

- An institutional architecture for predictable, transparent, inclusive, and evidence-based policy formulation and implementation. This approach deepens partner country and regional capacity for data collection and evidence-based policy analysis while building stronger platforms for inclusive policy dialogue, decision-making, and monitoring policy impacts.

- Mutual accountability through a transparent, inclusive, and continual process of managing for development results. This includes stakeholder commitment to align actions with the government’s national agriculture, food security, and nutrition investment plans — and reporting on the execution of those commitments and their joint impact on poverty and hunger. Within the context of CAADP, this includes the Biennial Review country scorecard to better present how well countries are performing on mutual accountability, which reflects the progress of multiple partners.

This report covers the program’s major accomplishments and outputs from January through March 2019, which is Quarter 2 of Africa Lead’s sixth 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 (NSAs) in policy processes. Africa Lead activities 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 through 6 of this report summarize project-wide progress during Quarter 2 (FY19 Q2) in the following areas:

- Developing Organizations and Leaders
- CAADP Backbone Support
- Inclusive Policy Dialogue
- Collaboration for Resilience Programming
- Management and Operations

Section 7 includes mission-level dashboards, which provide a snapshot view of FY19 Q2 activities and key data points for each of the project’s buy-ins.

II. Developing Organizations and Leaders

An important end goal of CAADP is to create networks of strong institutions that constitute strong systems. But many of Africa’s agriculture organizations are still comparatively weak. What is needed initially is a cadre of strong, facilitative leaders who will strengthen their organizations as well as their organizations’ relationships with a diverse group of other stakeholder organizations. Launched at the end of FY18, the “Leaders for Africa’s Food Security Training Activity” is a strategic training initiative to prepare high-potential individuals to lead their organizations in building and sustaining the lateral and vertical relationships among diverse organizations and sub-systems, transforming them into a more solid and cooperative base on which to build a stronger agricultural sector. There is an opportunity to significantly strengthen the leadership skills of the current and emerging leaders of key agriculture organizations. Unlike most training programs, which focus on technical or issue-
based topics, the executive training program focuses mainly on leadership skills.

Early in Q2, Africa Lead conducted a rigorous process of written exams and oral interviews to select a final cohort of 20 trainees for the “blended learning” Executive Leadership in African Food Security course in Q2. Africa Lead kicked the course off in February with a three-day in-person learning laboratory in Nairobi. Trainees paid for their own travel and about 80 percent of lodging costs for the event. Evaluations of the event showed a high level of satisfaction, as well as suggestions for improvement. The course continued in March with virtual learning opportunities. These included the first online “Masterclass” and facilitated meetings to support each of the Action Learning Projects (ALPs), in which trainees have identified major, practical leadership challenges to address during the six-month course period. During Q3, we will continue to deliver monthly Masterclasses and ALP meetings, as well as further deepen the program with discussions and information sharing via WhatsApp and other media.

Similarly at the continental level, Africa Lead is providing continued organization development and coaching support to the CAADP Non-State Actors Coalition (CNC), which is an apex organization that represents a wide range of non-state actors who share the vision and objectives of CAADP. The mission of the CNC is to facilitate policy advocacy and capacity development to enhance the engagement and collaboration of the non-state actors in inclusive CAADP processes, including: African private sector entities, farmer organizations/associations/networks, national and international NGOs, academic and research organizations, faith-based organizations, community-based organizations, labor unions, the media, youth organizations, and women’s organizations.

As a follow up to the stakeholder feedback exercise and in-person workshop facilitated with the CNC in Q1, Africa Lead continued to provide strategic guidance, planning, and facilitation to strengthen the coalition during Q2. Africa Lead met several times throughout Q2 with the CAADP Coordinator to facilitate planning exercises and provide guidance for both short and long-term goals, as well as help the CNC to self-reflect and reorient the organization to strengthen its focus on supporting country-level NSA to enhance their involvement in agricultural transformation and CAADP processes. One of the key action items identified was to establish a CNC advisory group (AG) as a consultative group that will help the CNC define its vision and agenda, and to jointly implement activities. As such, during Q2 Africa Lead reached out to several CNC stakeholders to generate interest in the AG and facilitated the first meeting. In Q3 Africa Lead will provide less support to the AG and will help the CNC to appoint a co-chair to more actively manage the AG.

Africa Lead is also providing organizational development support to Senegal’s Direction Générale de la Planification et des Politiques Économiques/General Directorate of Planning and Economic Policies (DGPPE). Situated within the Ministry of Economy, Finance and Planning (MEPF), the DGPPE was created in 2014 to provide oversight on the processes of economic integration as outlined in the Plan for an Emerging Senegal (PSE), which is the country’s national economic development and social policy strategic program. To promote cross-functional departmental collaboration and teamwork within the DGPPE, Africa Lead supported a strategic visioning and team-building workshop, in which participants discussed common concerns and learned techniques to help them work cohesively. The workshop helped all stakeholders to build team spirit, commit to the mandate of DGPPE, and develop a sense of responsibility and
accountability among team members. During the workshop, participants also developed a roadmap of major activities to be implemented in 2019.

In March Africa Lead also supported DGPPE in finalizing the directorate’s key indicators and 2019 Work Plan. Africa Lead facilitated a one-day in-house workshop for DGPPE’s ten units, including staff from administration, planning, human resources, monitoring and evaluation, and technical teams. The workshop served as a follow-up to the January workshop and provided the opportunity for different units to build a collective understanding of the organization’s key indicators. It also fostered a better overall understanding of DGPPE’s strategic documents, the strategic plan, and the performance contract. The activity provided an opportunity for the units to work in a collaborative manner, which had not been the case in the past.

Also in Senegal, during Q2 Africa Lead continued its collaboration with the Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE) to help organize and execute an annual high-level review and planning meeting for the unit. Adopted in 2014, the PSE is the national development, economic, social policy blueprint for Senegal to achieve the goal of becoming an emerging-market economy country by 2035. BOS serves as the PSE’s main steering and monitoring unit at the presidency, overseeing monitoring and evaluation and coordinating the implementation
of flagship projects and reforms. The annual meeting brought together representatives from key government divisions and a cross-section of stakeholders from the private sector, farmers organizations, community-based organizations, and research institutions.

The BOS/PSE Annual Review meeting fostered a participatory approach and encouraged dialogue among stakeholders to review the progress of the 27 flagship projects and 17 key reforms currently targeted in the PSE. For example, Africa Lead helped BOS/PSE to develop a project report that highlights the actions and results of the key PSE flagship projects and sector reforms. The report, "The Development Actions that are Transforming Senegal," showcased the successes of the PSE during its first phase (2014-2018) and was published in advance of the workshop. During the two-day workshop, participants reviewed and discussed performance against the key PSE monitoring indicators, identified factors of success and underperformance, and recommended solutions. This year’s annual meeting coincided with the end of the first five-year phase of PSE implementation, which allowed participants to discuss plans outlined in the second five-year phase (2019-2023) of the PSE. Africa Lead will continue to support BOS to follow up on the recommendations made during the workshop and progress into the second phase of PSE implementation.

The BOS/PSE Annual Review meeting fostered a participatory approach and encouraged dialogue among stakeholders. Photo Credit: Africa Lead.
CAADP is a complex, multi-year program that involves many partners. Africa Lead’s continued capacity support delivered largely through interactions with the African Union Commission’s Department of Rural Economy and Agriculture (AUC/DREA) – and to a lesser extent, the NEPAD Planning and Coordination Agency (NPCA) – has become and will continue to be an important part of our work in FY19. This section describes the elements of CAADP Backbone Support delivered during Q2, including high-level strategy and policy advice, design, facilitation and participation in key CAADP events, communications, and advocacy. In the last quarter, Africa Lead also continued to build on strategic relationships with the AUC and other key players. This work involved organizing regular online update meetings with the AUC and NPCA focused on general updates, strategy discussions, and joint activity planning.

In addition, as part of Africa Lead’s ongoing effort to grow and nurture local and regional resources for facilitating a transformational change process for agricultural reform, the project took a key step to activate a community of facilitators and trainers as a professional network for CAADP. Africa Lead consolidated its contact lists and launched a survey reaching 200 individuals in 40 countries. With a nearly 50-percent response rate (including 100 responses from professionals in 18 countries), the survey enabled Africa Lead to identify a critical cadre of professionals who can help food security and agricultural stakeholders assess, prioritize, and plan capacity investments to improve the policy reform system. Based on the information gathered, Africa Lead is now designing engagements to nurture the community’s continued professional development through information exchange.

93 respondents who professionally facilitate meetings are interested in joining and contributing to a network/community of practice for professional facilitators/trainers working in agriculture.

33 respondents can be described as a Core cadre of Trainer/Facilitators with Self-Assessed Advanced Skills AND Familiarity with CAADP Processes. They have the following attributes:

- describe their facilitation skills as advanced; and
- described their training skills as advanced; and
- are interested and potentially available to participate in webinars (IA-APP); and
- have participated in or facilitated CAADP processes; and
- have participated in or facilitated a C4C training.

Of these 33 respondents,

- 27 facilitate in English;
- 6 facilitate in French; and
- 10 reside in Kenya, 9 in Ghana, 7 in Tanzania, 2 in Nigeria, 2 in Senegal, 1 in Mali, and 1 in Burkina Faso and 1 in Liberia.
experience-sharing, and focused learning opportunities. As such, the community can serve as a resource for USAID Missions, the Africa Union, Regional Strategic Analysis and Knowledge Support System (ReSAKSS), and others to support policy and/or food security-related coordination process more broadly. The community’s first learning opportunity, planned for Q3, is an interactive webinar using co-design methodologies for the development of approaches to support strengthened CAADP country teams and participatory assessments of institutional architecture.

Biennial Review Communications and Advocacy

After the release of the CAADP Biennial Review (BR) Report in January of 2018, communications and advocacy became a key challenge. To trigger policy and investment responses that will drive the intended agricultural transformation – as intended by the BR process – it will be necessary to communicate the results of the scorecards across key audiences. Some of the communication and advocacy targets heads of state, governments, and other high-level position. For the most part, however, CAADP communication is designed for multiple audiences at the country level. Africa Lead, as part of the CAADP Malabo Communications and Advocacy Group (CAMCAG), is contributing to the communications and advocacy strategy for the BR, including message development.

Beginning in FY19, Africa Lead is designing and developing a CAADP Biennial Review communications and advocacy toolkit to provide presentation materials to non-state actors, government leaders, and CAADP focal points across the continent. During Q2, Africa Lead continued to make adjustments to presentation materials as a result of pre-release presentations, including finalizing the interactive version of the materials for review. Presentations were made to the CAADP and Malabo Communications and Advocacy Group (CAMCAG), one of eight working teams recognized by the Biennial Review Taskforce. Additionally, the toolkit was presented during Africa Lead’s Executive Leadership Course for Africa’s Food Security. In both instances, Africa Lead gained valuable feedback and insight for making final improvements on the toolkit. Throughout the quarter AUC DREA staff were briefed and consulted on progress. In Q3, Africa Lead will execute a co-created distribution and dissemination plan working hand-in-hand with the AUC DREA team.

CAADP Peer-to-Peer Meeting and Network

Also beginning in FY19, Africa Lead is working with the African Union to develop and launch a learning and collaboration platform for the CAADP Peer-to-Peer (P2P) Network to facilitate increased learning and sharing between and among practitioners and technicians working on CAADP at a country level. Africa Lead always seeks to enhance cross-learning and sharing of best practices to facilitate development. This area has been difficult for CAADP, as lessons from successful countries are disseminated too slowly – or often not at all. The CAADP P2P Network is an online environment that brings together CAADP practitioners from African countries – including CAADP focal points, M&E officers, and ministry officials – in an online collaboration and sharing platform.

Several key engagements during Q2 demonstrated that the P2P Collaboration Network has significant potential to activate and improve information-sharing between and among country stakeholders and practitioners charged with implementing CAADP in their respective institutions. During Q2 the P2P network grew to more than 100 participants. The Network was demonstrated to about 200 CAADP stakeholders in March 2019 through an introductory webinar. The Network has planned webinars in Q3 to educate members on new indicators in the Biennial Review and interact on topics that have been prioritized by members.

Biennial Review Process Support

Africa Lead supported the design of and facilitated two major continental training events for the 2019/2020 CAADP Biennial Review process, once again helping to drive technical and strategic leadership for the CAADP Biennial Review. The first event was a Training of Trainers on BR Technical Guidelines and Process in Kigali, Rwanda, which targeted about 50 technical experts from technical agencies across Africa. The purpose of the training was to ensure that the experts understood the 47 BR indicators, as they are expected to provide continuous technical backstopping in the leadup to the 2020 reporting cycle. In addition, working with the AUC and Trainers, Africa Lead facilitated the training of about 45 countries, comprising about 200 individuals who will implement the BR in their respective countries (a separate training exercise was later carried out for countries that were not present). The training covered various technical details of the BR indicators, data entry process, in-country roadmaps toward the final BR report, and country-REC consultations on the validation process.

Lastly during Q2, Africa Lead continued to participate in CAADP BR Task Force Meetings.
IV. Inclusive Policy Dialogue

Through the Policy Reform for Investment (PR4I) Activity, Africa Lead is supporting value chain-related policy improvement with NSA partners in Kenya, Tanzania, and Senegal. The objective of the PR4I activity is to promote private-sector investment in the agricultural sector to achieve CAADP goals and objectives at the national and continental level. With small grants, partners will be supported to coordinate with a multi-stakeholder advisory committee to improve the business-enabling environment and ultimately mobilize private sector investment for the agricultural sector.

During Q2, the Multi-Stakeholder advisory committees (MSACs) in Kenya, Tanzania, and Senegal evaluated several short-listed applications for their technical merit and recommended four organizations to be finalists. As part of the broader learning agenda for this activity, Africa Lead also shared the technical proposals with several USAID points of contact and Grow Africa for feedback and input to strengthen the technical approach and activity milestones. As part of the pre-award process, Africa Lead also conducted operational and technical due diligence with the finalist organizations. The Agricultural Council of Tanzania (ACT) and the Centre for International Trade, Economics and Environment (CUTS) in Kenya are well positioned to execute their awards and kickoff activities in early Q3.

In Senegal this quarter, Africa Lead supported the Senegalese Inter-Professional Mango Association (IAMS) to evaluate the 2017-2018 mango production season. Building on previous Africa Lead support to help establish the association in 2017, Africa Lead supported IAMS to carry out its first-ever comprehensive evaluation of the mango production season in Senegal and to organize a two-day workshop to share the results. The workshop was held in Ziguinchor in the Casamance region, the heart of Senegal’s mango production. The workshop brought together different stakeholders from the mango value chain, as well as government and various private sector stakeholders, to review the past year’s season, the value chain process, and operational issues to serve as lessons learned and to inform planning.

Some of the key points and critical issues that participants discussed included climate conditions; supply and demand; sales facts (i.e., volume, quantity, varieties, etc.); market opportunities and constraints; conditions for purchasing and sales; factors determining seasonal success; business opportunities and constraints; and institutional support to the sector. The participation of diverse technical and financial partners allowed participants to receive more information about potential opportunities in the mango sector. It also encouraged mango stakeholders to work more closely in finding solutions to improve the value chain and increase synergies.

In the East Africa region, Africa Lead is facilitating an important networking activity for the seed sector to address barriers to regional seed trade identified in its earlier study commissioned by USAID/KEA. The activity focuses on strengthening national seed certification systems, improving the efficiency of border operations, and strengthening the capacity of local seed companies to respond to issues that are major impediments to cross-border seed trade. In Q2, Africa Lead kicked off the activity by establishing an implementation task team (ITT) to refine the scope and timeline, and to identify opportunities for leveraging resources in the seed sector. ITT members include Alliance for Green Revolution in Africa.
AGRA, International Maize and Wheat Improvement Center (CIMMYT), African Agricultural Technology Foundation (AATF), Bayer-Monsanto, Kenya Plant health inspectorate Service (KEPHIS), The African Seed Access Index (TASAI), African Seed Trade Association (AFSTA), Common Market for East and Southern Africa (COMESA), ECI-Africa and Trade Mark East Africa (TMEA).

Some key outcomes of the first ITT meetings include clarifying the project context, goals, process and expected outcomes; agreeing on the implementation approach and plans for project activities; refining ITT roles and agreed-on working modalities; and identifying critical stakeholders/categories needed for the success of the project and composition of country-level task force teams.

In addition, Africa Lead engaged directly with national seed sector stakeholders to identify key issues and opportunities for sharing and joint implementation across the EA region. Lastly, Africa Lead also facilitated a webinar in Q2 for 17 seed-sector stakeholders to provide a regional landscape of seed-sector programs, discuss 2019 priorities and activities from different seed programs, agree upon follow on actions to support opportunities for coordination and leverage, and begin developing a 2019 calendar synchronized around programming events led by different partners that require joint action to avoid conflicting events. In Q3, Africa Lead will work with partners to conduct three webinars on the following topics: Digitization of Seed Certification Systems; Review and Status Updates on Regional Seed Policy Harmonization; and Status Updates and
Lessons Learned from National Leadership Dialogue.

At the continental level in Q2, Africa Lead continued to support the U.S. Government’s Fall Armyworm Task Force, led by USAID. The Q2 activities represented a notable and important shift, as Africa Lead supported the development of a strategy and framework for an East Africa Community Public-Private Partnership for Fall Armyworm Response. Specifically, this strategy targets achieving the implementation and domestication of the East Africa Community (EAC) harmonized pesticide guidelines. Africa Lead played a central role in leading the drafting of this strategy, as well as supporting the EAC with the planning of and the technical consultants to support the Technical Working Group Meeting for Pilot Testing of Harmonized Pesticide Guidelines for Efficacy Trials, held in mid-March in Arusha, Tanzania. In Q3 Africa Lead will deliver a final strategy document, support finalization of efficacy technical documents and agreements developed during the EAC Technical Working Group meeting, and ensure handover of any activity support to the Partnership for Inclusive Agricultural Transformation in Africa (PIATA).

In Q2 Africa Lead conducted a field visit to Seed Fertilizer, an enterprise specializing in the production of onion seeds and growing onions for local and export markets, located in the village of Sindia in the Thies Region of Senegal. Photo credit: Africa Lead.
V. Collaboration for Resilience Programming

In Kenya, Africa Lead is facilitating follow-up and mentorship visits this year that build on the Partnership for Resilience and Economic (PREG) Joint Work Planning Workshops in FY18. In Q2 Africa Lead led follow up visits with PREG partners to the counties of Garissa, Marsabit, Isiolo, and Turkana. The purpose of these visits was to strengthen PREG county leadership and address challenges faced by partners at the county level. In Q1, two visits were conducted in Samburu and Wajir counties. A summary report of the follow-up visits in all six counties identifying follow-up issues, gaps, and action steps has been shared with USAID and PREG Partners. Africa Lead will continue providing support to the counties next quarter to address identified gaps and challenges.

As a member of a PREG Task Force Team in Kenya, Africa Lead also helped to develop criteria for identifying locations for PREG interventions. This initiative developed from a key lesson that emerged during the PREG Learning Event in February 2018, which is that PREG partners should develop a standard criteria and procedures for the selection of sites for program interventions to complement the existing array of tools, data, and information from the GIS layering tools and other data sets. In Q2, Africa Lead began examining current targeting approaches partners use, and is in the process of developing a common targeting approach that uses data, tools, and other additional information sources to deploy across the partnership. Next quarter, Africa Lead will gather data from three counties (Turkana, Wajir and Marsabit), conduct analysis, and then use data to refine the targeting approach.

During Q2, Africa Lead also facilitated a PREG orientation workshop to on-board new PREG partners and reinforce PREG collaboration at both national and county levels. The workshop was attended by 20 participants from USAID and implementing partners. Outcomes of the orientation process included helping new partners and USAID staff understand the role of the partnership, processes of entry and exit for projects within PREG, how to engage PREG partners and structures at the national level and support their county teams, and the implementation of the PREG work plan. A final report has been submitted to USAID and will be shared with implementing partners in Q3.

In Somalia, Africa Lead facilitated field-level meetings for the Somalia Resilience Partnership in Q2. For example, Africa Lead facilitated three field-level meetings in Baidoa, Somalia for 49 representatives from implementing partners with programming in Bay and Bakool in January, February, and March. The overall objective of the meetings was to build a knowledge base among partners on partner activities in Bay and Bakool and to explore opportunities for collaboration. A major outcome of these meetings has been partners being able to identify possible areas of collaboration with clearly identified areas of convergence between their programs.

Africa Lead is also supporting resilience programming in South Sudan. In Q2, Africa Lead, in collaboration with USAID/South Sudan, the United Nations Development Programme (UNDP), the Food and Agricultural Organization (FAO), and World Vision, held technical planning sessions to develop a Partnership for Resilience and Recovery (PfRR) Strategy for
activating the partnership and operationalizing the Joint Programme on Recovery and Resilience in the seven Partnership Areas of the PfRR. Outcomes of the planning sessions included developing draft implementation frameworks, agendas, a joint work planning framework, and mapping tools to implement joint programming in the partnership areas. In Q3, Africa Lead will support PfRR technical working groups and focal points in each of the candidate profile areas to implement the Institutional Architecture for Recovery (IA4R) assessment and joint work planning in the remaining partnership areas.

Also in South Sudan during Q2, Africa Lead organized and co-facilitated an Institutional Architecture for Resilience (IA4R) self-assessment and Joint Work Planning workshop for 90 participants representing technical partners and stakeholders from the PfRR in Yambio, South Sudan. The objective of the workshop was to operationalize the Joint Programme on Recovery and Resilience in Yambio by merging the IA4R self-assessment and joint work planning to ensure that development partner objectives align with local stakeholder priorities to achieve shared commitments agreed upon for the next year. Participants included representatives from the UN entities, USAID, Netherlands Embassy, international nongovernmental organizations (INGOs), local nongovernmental organizations (LNGOs), local authorities, and traditional leadership from the state of Yambio. Africa Lead facilitated structured group work, panel discussions, and plenary sessions to focus convergence efforts around the PfRR’s four pillar areas: Re-establish Access to Basic Services, Rebuild Trust in People and Institutions, Restore Productive Capacities, and Nurture Effective Partnership. Next quarter, Africa Lead will support the PfRR to hold successive joint work planning workshops and IA4R assessments in three additional candidate partnership areas.
VI. Management and Operations

As of FY19, Africa Lead includes a brief “Management” section in each quarterly report. This section addresses important information, developments, and changes in the areas of staffing, procurement, budget, security, and other areas of administrative management.

**Staffing**

Africa Lead onboarded Chethana Biliyar as the BFS Operations Manager in Q2 to lead operational, financial, and contractual management for the BFS portfolio. Chethana has more than eight years of experience managing projects, most recently on USAID’s Global Preparedness and Response (P&R) Project, which is a large global cooperative agreement focused on building participatory multi-stakeholder platforms for the One Health sector in more than 10 countries. The BFS Operations Manager will also play a critical role in managing closedown activities for BFS and will provide support to project-wide budgetary and operational functions.

In addition, Africa Lead has contracted consultants to support implementation of activities from BFS and the two regional offices. Under BFS, we hired independent consultants to support private sector outreach and pesticide management under the Fall Army Worm activity. As the team ramps up BFS activities in the following quarters while simultaneously launching formal closedown preparations, continued investment in administrative and technical resources will help ensure a successful handover to project partners and long-term activity sustainability.

The Senegal Office added a part-time consultant during Q2 to facilitate the evaluation of the 2017-2018 mango campaign in support of the Mango Value Chain Association.

The ESA Office hired DAI consultants Daniel Deng and Tracy Mitchell to provide part-time support for the South Sudan activity.

Finally, two ESA communications staff left the project in Q2 for other opportunities. Africa Lead has hired two local consultants to step in to fill communications needs in videography, data visualization, and content writing. As other staff exit the project in future months, Africa Lead will continue to shift roles within the team and engage independent consultants as needed.

**Procurement, Subcontracts, and Grants**

During Q2, Africa Lead conducted final technical reviews and operational due diligence with selected grantees under the Policy Reform for Investment (PR4I) initiative in Kenya, Tanzania, and Senegal. Grant activities are expected to kick off in May in collaboration with national multi-stakeholder advisory committees (MSACs) composed of CAADP stakeholders, government representatives, and non-state actors. Technical activities include research, policy analysis and advocacy training, and facilitation of public-private forums to produce strategies for increased investment in high-priority sectors such as rice and cassava. Under the BFS portfolio, the team also continued to carry out preparatory work in support of upcoming procurement actions under the African Land Policy Centre (ALPC) initiative, the first of which will be a Coaching Clinic for the Intergovernmental Authority on Development (IGAD) early in FY19 Q3.
Africa Lead continues to work closely with USAID/East Africa and subcontractor Emerge Centre for Innovations – Africa (ECI-Africa) on the East Africa Seeds Systems Strengthening Activity. ECI-Africa’s primary role is facilitating learning visits and using their in-country relationships to support engagement with high-level seed trade and government officials.

**Closedown and Learning Series**

Africa Lead’s closedown process officially kicked off in Q2, with technical and administrative staff from across the project participating in management meetings in Nairobi, Kenya in early March to come to a consensus on closedown actions. As a first step, the Closedown Manager outlined a series of audits, including inventory, procurement, grant, and finance audits to be completed by the end of May – as well as an audit of project technical deliverables and major activity reports. The audits will serve as guidance for addressing findings and gaps in preparation for project closedown. In Q3, teams will also complete an analysis of local administrative requirements for closedown in order to prepare for actions such as property disposition and closure of remittance accounts with local authorities.

The management meetings in Nairobi were also focused on thought leadership and validating a revised theory of change for Africa Lead to better reflect the project’s evolution, distinctive approaches, and sustainability opportunities for institutionalizing and continuing our work after the end of the project. The results of the technical meetings will now feed into planning for Africa Lead’s end-of-project Learning Series and Final Reporting activities. In Q3, Africa Lead will finalize the Learning Series elements in collaboration with USAID and kick off virtual events in May.
Budget

Africa Lead continues to hold monthly project-wide budget projections exercises with the senior leadership team and financial leads for each portfolio. Designated points of contact overseeing the BFS, Senegal office, and Kenya office budgets work closely with other technical and administrative staff and the project’s home office management team to monitor and adjust technical and operations projections in real time. One of the three main purposes of the February internal meetings in Nairobi was to fine-tune standardized, detailed expenditures tracking and projections. We also brought a wider participation of Africa Lead staff into these budgeting processes, including technical activity leaders.

As of March 31, 2019, Africa Lead had approximately $6,779,502 in obligated funding remaining for the project. Projected expenditures through the end of the project exceeded this number by approximately $350,000. These projections included preliminary costs for the learning series and final report. We will continue to update our budget and share this information with USAID on a more regular basis starting in Q3. The senior management team will continue to develop activity-specific plans for closeout and handover to project partners to ensure smooth wrap up of technical activity, as well as reserving a minimal budget “cushion” in each office to address any final unexpected administrative and technical costs.

Security

Africa Lead continues to work with DAI Global Security colleagues to ensure appropriate security is provided to activity teams operating in Somalia and South Sudan. Africa Lead has security plans for both locations that identify security focal points in-country, lay out the security process that teams need to follow prior to implementation of any activity, and define actions that can be taken in event of any emergency.

In South Sudan, Africa Lead continues to rely on the support of MSI in providing security briefings, logistical support in Juba, safe accommodation for visiting staff, and office space. In Somalia, the current situation in Baidoa is more fragile. Africa Lead consultants of Somali origin travel to Baidoa monthly to facilitate the monthly partners meetings at the UNICEF compound. Africa Lead is currently seeking support from organizations that are members of the Somalia Partnership and that have an on-the-ground presence (e.g., Save the Children) to provide our consultants with security updates, briefings, and if needed, support their evacuation from the activity site in coordination with DAI Global Security.
VII. Mission Dashboards
**BFS**

**Quarter 2 | Fiscal Year 2019**

- **23** organizations supported
- **2** food security events
- **25** individuals engaged in food security policies or programs

**Key partners in Q2**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Organization Type</th>
<th>Africa Lead Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>African Union/Department of Rural Economy and Agriculture</td>
<td>RIGO</td>
<td>Organizational development, Backbone support</td>
</tr>
<tr>
<td>CAADP Non State Actors Coalition</td>
<td>NSA Network</td>
<td>Coaching, Organizational development</td>
</tr>
<tr>
<td>Intergovernmental Authority on Development (IGAD)</td>
<td>RIGO</td>
<td>Coaching, Organizational development</td>
</tr>
</tbody>
</table>
Activity Overview

- **Africa Lead Facilitator/Trainer Network.** This quarter, Africa Lead took a key step to reenergize a community of facilitators and trainers committed and equipped to facilitate transformational processes for agricultural reform. Africa Lead consolidated its contact lists and launched a survey reaching 200 individuals in 40 countries. With a nearly 50-percent response rate (including 100 responses from professionals in 18 countries), the survey enabled Africa Lead to identify a critical cadre of professionals who can help food security and agricultural stakeholders assess, prioritize, and plan capacity investments to improve the policy reform system. Based on the information gathered, Africa Lead is now designing engagements to nurture the community’s continued professional development through information exchange, experience sharing, and focused learning opportunities. As such, the community can serve as a resource for USAID Missions, the Africa Union, Regional Strategic Analysis and Knowledge Support System (ReSAKSS), and others to support policy and/or food security-related coordination process more broadly. The community’s first learning opportunity, planned for Q3, is an interactive webinar using co-design methodologies for the development of approaches to support strengthened CAADP country teams and participatory assessments of institutional architecture.

- **African Food Security Executive Leadership Course.** Early in Q2, after a rigorous process of written exams and oral interviews, Africa Lead selected a final cohort of 20 trainees for the “blended learning” Executive Leadership in African Food Security course that combines both virtual and in-person learning. Africa Lead kicked off the course in February with a three-day in-person learning laboratory in Nairobi. Trainees paid for their own travel and about 80 percent of lodging costs for the event. Evaluations of the event showed a high level of satisfaction, as well as suggestions for improvement. The course continued in March with several virtual learning opportunities. These included the first online “Masterclass” and facilitated meetings to support each of the Action Learning Projects (ALPs), in which trainees have identified major, practical leadership challenges to address over the six-month course period. During Q3, we will continue to deliver monthly Masterclasses and ALP meetings, as well as further deepen the program with discussions and information-sharing via WhatsApp and other media.

- **Policy Reform for Private Sector Investment Mobilization (PR4I) Activity.** During Q2, the Multi-Stakeholder advisory committees (MSACs) in Kenya, Tanzania, and Senegal evaluated several short-listed applications for their technical merit and ultimately recommended four organizations to be finalists. As part of the broader learning agenda for this activity, Africa Lead also shared the technical proposals with several USAID points of contact and Grow Africa for feedback and input to strengthen the technical approach and activity milestones. As part of the pre-award process, Africa Lead also conducted operational and technical due diligence with the finalist organizations. The Agricultural Council of Tanzania (ACT) and the Centre for International Trade, Economics, and Environment (CUTS) in Kenya are well positioned to execute their awards and kickoff activities in early Q3.
- **CAADP Biennial Review Communications and Advocacy Support to AUC/DREA.** In Q2, Africa Lead continued the design and development of a CAADP Biennial Review communications and advocacy toolkit to provide presentation materials to non-state actors, government leaders, and CAADP focal points across the continent. During this period, Africa Lead continued to make adjustments to presentation materials as a result of pre-release presentations, including finalizing the interactive version of the materials for review. Presentations were made to the CAADP and Malabo Communications and Advocacy Group (CAMCAG), one of eight working teams recognized by the Biennial Review Taskforce. Additionally, the presentation toolkit was presented for orientation of participants in Africa Lead’s Executive Leadership Course for Africa’s Food Security. In both instances, Africa Lead gained valuable feedback and insight for making final improvements on the toolkit. Throughout the quarter AUC DREA staff were briefed and consulted on progress. In Q3, Africa Lead will execute a co-created distribution and dissemination plan, working hand-in-hand with the AUC DREA team.

- **Institutional Architecture Assessment, Prioritization, and Planning (IA-APP) Toolkit.** Africa Lead facilitated technical onboarding workshops and discussions with Global Integrity, a learning partner on the IA team. Africa Lead and Global Integrity discussed the project’s theory of change as well as for the IA activity, and also held a brief “listening tour” to engage with various teams at USAID to better understand the usefulness of the IA-APP toolkit. The IA team met with David Jacobstein, an expert on governance and thinking and working politically; Shawn Wozniak from the Center for Resilience; and Kirsten Spainhower, who is the AOR for the SCALE+ project that uses a relevant “Whole System in the Room” approach. All three meetings provided excellent input for the development of Global Integrity’s think piece. Global Integrity also attended relevant sessions of a final learning event for the USAID Food Security Policy (FSP) project.

- **Executive Coaching for the CAADP Non-State Actors Coalition (CNC) Coordinator.** With start of the new year, Africa Lead has taken on the support for the CNC Coordinator with a primary role of providing strategic direction, execution, and leadership of CNC activities. Africa Lead sees the CNC Coordinator position as an important one and therefore committed the services of an (internal) executive coach to support the CNC Coordinator in planning and implementation of the workplan and facilitating a feedback process for developing effective leadership behaviors and conduct. This coaching process started with a rigorous 360° feedback assessment, establishing an evidence-based foundation that identified strengths to build on and key areas for growth and development. Based on this, coaching objectives were established, and the coach continues to work with the CNC Coordinator on an ongoing basis to identify opportunities for improvement and new approaches.

- **Onboarding and Facilitation of the CNC Advisory Group.** As a follow up to the stakeholder feedback exercise and in-person workshop facilitated with the CNC in Q1, Africa Lead continued to provide strategic guidance, planning, and facilitation to strengthen the coalition during Q2. Africa Lead met several times throughout Q2 with the CAADP Coordinator to facilitate planning exercises and provide guidance for both short- and long-term goals, in addition to helping the CNC self-reflect and reorient the organization to strengthen its focus on supporting country-level NSAs to enhance their involvement in
agricultural transformation and CAADP processes. One of the key action items identified was to establish a CNC advisory group (AG) as a consultative group that will help CNC define its vision and agenda, and jointly implement activities. As such, during Q2 Africa Lead reached out to several CNC stakeholders to generate interest in the AG and facilitated the first meeting. In Q3, Africa Lead will provide less support to the AG and will help the CNC appoint a co-chair to more actively manage the AG.

- **Executive Coaching for the Land Team at Intergovernmental Authority on Development (IGAD).** In Q2, Africa Lead provided organization and leadership development support in the form of executive coaching and training of both the land team at IGAD and their Steering Committee. During an initial scoping meeting in February 2019 in Djibouti between Africa Lead and IGAD, we developed a support plan that does not strictly focus on programmatic tasks and projects laid out in the business plan, but more on the people- and process-side of effective governance. Therefore, the objectives of this activity are to (1) support the IGAD land team coordinator in strengthening her leadership effectiveness in running an expanding partnership initiative that is embarking on an ambitious business plan; and (2) strengthen the governance processes and decision-making effectiveness of the IGAD Land Steering Committee. During Q2, Africa Lead initiated the formal executive coaching process by launching a rigorous 360° feedback survey, which will allow the IGAD land coordinator and the Africa Lead executive coach to establish meaningful and actionable coaching objectives. Subsequently, a training course in coaching and interpersonal skills for IGAD experts and partners in IGAD’s land network has been scheduled for Q3.

- **CAADP Development Partners Coordination Group (DPCG).** In Q2, two DPCG meetings were convened, one of which included African Union partners (AUC/DREA and NEPAD). Despite variable attendance, these meetings have served to inform donors about the AU’s CAADP plans and priorities, as well as providing the AU with an opportunity to build rapport and support from the development partner community. Some of the key outputs from the Q2 meetings include: a) donor sensitization and mobilization for the CAADP Partnership Platform (CAADP PP), which will include a DPCG-AU CAADP Business Meeting; b) donor engagement in the ongoing CAADP Biennial Review process; and c) continuing development of an CAADP ODA indicator, which is designed to track and report on donor commitments relating to the Malabo Declaration and agricultural transformation in Africa.

- **The CAADP Peer-to-Peer Network.** Several key engagements during Q2 demonstrated that the CAADP Peer-to-Peer (P2P) Learning and Collaboration Network has significant potential to activate and improve information-sharing between and among country stakeholders and practitioners, such as CAADP focal points, charged with implementing CAADP in their respective institutions. During Q2, the P2P network grew to more than 100 participants. The Network was demonstrated to about 200 CAADP stakeholders in March 2019 through an introductory webinar. The Network has planned webinars in Q3 to educate members on new indicators in the Biennial Review and to interact on topics that members have prioritized.

- **Strategic Facilitation for the CAADP Biennial Review Process.** Africa Lead supported the design of and facilitated two major continental training events for the 2019/2020 CAADP Biennial Review process, once again helping to drive the technical and strategic leadership for the CAADP Biennial Review. The first event was a Training of Trainers on BR Technical
Guidelines and Process in Kigali, Rwanda, which targeted about 50 technical experts from technical agencies across Africa. The purpose of the training was to ensure that the experts understood the 47 Biennial Review indicators, as they are expected to provide continuous technical backstopping in the lead up to the 2020 reporting cycle. In addition, working with the AUC and Trainers, Africa Lead facilitated the training of about 45 countries, comprising about 200 individuals who will implement the BR in their respective countries (a separate training exercise was later carried out for countries that were not present). The training covered various the technical details of the BR indicators, data entry process, in-country roadmaps toward the final BR report, and country-REC consultations on validation process. Lastly, during Q2 Africa Lead continued to participate in CAADP BR Task Force Meetings.

- **CAADP Partnership Platform (CAADP PP) Meeting.** During Q2, Africa Lead worked with AU partners to support basic program preparations for the CAADP Partnership Platform Meeting, which is now scheduled for 11-14 June 2019 in Nairobi. Specific planning activities during this quarter included two planning calls, during which the outlines of the CAADP PP were discussed in detail. These calls included a range of technical agencies and some development partners. The outcome was a revised draft Concept Note of the CAADP PP. Africa Lead also facilitated a two-day planning meeting in Addis Ababa, Ethiopia, which further developed the content of CAADP PP meeting, including the theme, sub-themes, main sessions, venue, dates, and participation.

- **Support to Africa’s Fall Armyworm Response.** In Q2, Africa Lead continued to support the U.S. Government’s Fall Armyworm Task Force, led by USAID. The Q2 activities represented a notable and important shift, as Africa Lead supported the development of a strategy and framework for an East Africa Community Public-Private Partnership for Fall Armyworm Response. Specifically, this strategy targets achieving the implementation and domestication of the East Africa Community (EAC) harmonized pesticide guidelines. Africa Lead played a central role in leading the drafting of this strategy, as well as supporting the EAC with the planning of and the technical consultants to support the Technical Working Group Meeting for Pilot Testing of Harmonized Pesticide Guidelines for Efficacy Trials, held in mid-March in Arusha, Tanzania. In Q3, Africa Lead will deliver a final strategy document, support finalization of efficacy technical documents and agreements developed during the EAC Technical Working Group meeting, and ensure handover of any activity support to the Partnership for Inclusive Agricultural Transformation in Africa (PIATA).
EA REGIONAL
Quarter 2 | Fiscal Year 2019

- 10 organizations supported
- 2 food security events
- 11 individuals engaged in food security policies or programs

Key partner in Q2

<table>
<thead>
<tr>
<th>Organization</th>
<th>Organization Type</th>
<th>Africa Lead Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>East African Community (EAC)</td>
<td>RIGO</td>
<td>Coordination, Facilitation</td>
</tr>
</tbody>
</table>
Activity Overview

- **Regional Seed Sector Strengthening Pilot Activity.** In Q2, Africa Lead kicked off a nine-month regional seed systems strengthening activity. Africa Lead and subcontractor Emerge Center for Innovation - Africa (ECI - Africa) held two meetings for the activity's implementation task team (ITT) to refine the scope and timelines, and to identify opportunities for leveraging resources in implementing the seed activity. Outcomes of the meetings included clarifying the project context, goals, process, and expected outcomes; agreeing on the implementation approach and plans for project activities; refining ITT roles and working modalities; and identifying critical stakeholders/categories needed for the success of the project and composition of country-level task force teams. Africa Lead also conducted a preliminary review to identify key issues and opportunities for national stakeholders dialogue, developed a roadmap and identified participants for the national dialogue, and formed and kicked off engagement with country ITTs. In Q3, national leadership dialogue and consultations with bilateral missions will begin. Subsequently, Africa Lead will facilitate two learning visits to provide opportunities for 30 country representatives and seed companies to share lessons and to deliberate on actions around seed trade barriers to improve regional seed trade and food security.

- **Facilitation of the EAC Technical Working Group Meeting on Pesticide Management and Registration Guidelines Harmonization.** Africa Lead supported the East African Community (EAC) to convene a four-day meeting in March 2019 in Arusha for the EAC Technical Working Group on pesticide management and registration guidelines harmonization. The meeting focused on the preparation of tools, procedures, and a roadmap for pilot-testing selected pesticide products under the approved EAC pesticide management guidelines. Outcomes of the meeting included EAC country representatives developing procedures and work plans for a trial test, a confidential business information framework, and criteria for selection and accreditation of testing centers. Pesticide companies also attended the meeting and gave presentations on the products they would like to pilot test and register in the region. Participating companies included Corteva, Syngenta, Provivi and Bayer-Crop Science, AgBitech, and Real IPM. Next quarter, Africa Lead will work closely with AGRA to launch the pilot efficacy trials and to develop a final strategy plan for pesticide harmonization. In addition, Africa Lead consultants will support the development of a Pesticide Testing and Registration Manual and Bio-Pesticide Manual.

- **Facilitation of East Africa Seed Networking Activities.** In February 2019, Africa Lead facilitated a webinar for 17 seed-sector stakeholders that provided opportunities for implementing programs to update each other on upcoming activities in 2019. The objective of the webinar was to provide a regional landscape of the seed sector program, discuss 2019 priorities and activities from different seed programs, agree upon follow-on actions to support opportunities for coordination and leverage, and begin developing a 2019 calendar synchronized around programming events led by different partners that require joint action to avoid conflicting events. In Q3, Africa Lead will work with partners to conduct three webinars on the following topics: Digitization of Seed Certification Systems, Review and Status Updates on Regional Seed Policy Harmonization; and Status Updates and Lessons Learned from National Leadership Dialogue.
Revision of the Horn of Africa Resilience Framework 2.0. In Q2, Africa Lead collected inputs from USAID bilateral Resilience Coordinators in the region to revise the Resilience Framework 2.0. The framework serves as a common reference for resilience programming throughout the region and informs program design to ensure programming is risk informed and shock responsive. It has three objectives: expanded and viable economic opportunities; strengthened institutions, systems, and governance; and improved and sustained human capital. Africa Lead will finish revising the framework next quarter.
KENYA
Quarter 2 | Fiscal Year 2019

- **35** organizations supported
- **4** food security events
- **61** individuals engaged in food security policies or programs

- **2** Private sector, community, & farmer organizations supported

- **37%** female
- **63%** male
Activity Overview

- **Facilitation of Policy Working Group Meeting.** Africa Lead facilitated the year’s first USAID/Kenya Policy Technical Working Group meeting for USAID Implementing Partners in March 2019. The meeting was attended by three USAID staff and 13 participants representing implementing partners. The meeting provided a forum for participants to discuss the changing agricultural policy and institutional environment in Kenya, review key policy issues that each program is addressing, and agree upon action points and emerging issues. Outcomes of the meeting included several partners finding opportunities for collaboration between their projects, and participants agreeing to initially use WhatsApp to communicate and share policy best practices.

- **An Assessment for Deeper Nutrition Programming for PREG Investments.** Africa Lead completed analysis of the primary and secondary data collected for an assessment on deeper nutrition programming to improve synergy and collaboration among the Partnership for Resilience and Economic Growth (PREG). Africa Lead presented findings of the assessment to USAID and members of the Nutrition Technical Working Group in January 2019 and a draft report was shared. Africa Lead will present recommendations to USAID and the Nutrition Technical Working Group in April 2019.

- **Onboarding of New PREG Partners.** Africa Lead facilitated a PREG orientation workshop in February 2019 to onboard new PREG partners at the national level to align and reinforce PREG collaboration and partnership at both national and county levels. The workshop was attended by 20 participants from USAID and implementing partners. Outcomes of the orientation process included helping new partners and USAID staff understand the role of the partnership, processes of entry and exit for projects within PREG, how to engage PREG partners and structures at the national level and support their county teams, and the implementation of the PREG work plan. A final report has been submitted to USAID and will be shared with implementing partners in Q3.

- **Development of PREG Targeting Guidelines.** Africa Lead supported the development of targeting process criteria to identify PREG program intervention locations as a member of a PREG Task Force Team. This initiative developed from a key lesson that emerged from the PREG Learning Event in February 2018 - that there is a need for PREG partners to develop a standard criteria and procedures for the selection of sites for program interventions to complement the existing array of tools, data, and information from the GIS layering tools and other data sets. In Q2 Africa Lead began to examine current targeting approaches partners use, and is in the process of developing a common targeting approach that utilizes data, tools, and other additional information sources to deploy across the partnership. Next quarter, Africa Lead will conduct a data-gathering exercise from three counties (Turkana, Wajir, and Marsabit). The data will be analyzed and feed into targeting process criteria to be developed.

- **Facilitation of PREG County Follow-Up and Mentorship Visits.** Africa Lead is facilitating follow-up and mentorship visits this year that build on the PREG Joint Work Planning Workshops in FY18. In Q2, Africa Lead led follow up visits with PREG partners to the counties of Garissa, Marsabit, Isiolo, and Turkana. The purpose of these visits was to
strengthen PREG county leadership and address challenges partners face at the county level. In Q1, two visits were conducted in Samburu and Wajir counties. A summary report of the follow-up visits in all six counties identifying follow-up issues, gaps, and action steps has been shared with USAD and PREG Partners. Africa Lead will continue supporting the counties next quarter to address the identified gaps and challenges.

- **Development of a PREG Learning and Adapting Together Toolkit.** In Q2 Africa Lead submitted a draft PREG toolkit to USAID. The purpose of the toolkit is to serve as an ongoing and continuous learning resource to strengthen USAID programming in Northern Kenya. The toolkit can also be applied beyond the Arid and Semi-Arid Lands (ASAL) counties, as it provides useful insights, lessons learned, practical tips, and embedded resources.
SENEGAL
Quarter 2 | Fiscal Year 2019

182 organizations supported
4 food security events
322 individuals engaged in food security policies or programs

59 Private sector, community, & farmer organizations supported
103 non-state actors
13 public sector / government
7 research / university / school

28% female
72% male

Key partners in Q2

<table>
<thead>
<tr>
<th>Organization</th>
<th>Organization Type</th>
<th>Africa Lead Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interprofession des Acteurs de la Mangue du Senegal (IAMS) / Senegalese Interprofessional Mango Value Chain Association</td>
<td>Private sector</td>
<td>Technical assistance</td>
</tr>
<tr>
<td>Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE)</td>
<td>Government</td>
<td>Faciliation, Technical Assistance</td>
</tr>
</tbody>
</table>
Activity Overview

- **BOS 2018 Annual Review and 2019 Planning Workshop.** Africa Lead supported the Bureau Opérationnel de Suivi du Plan Sénégal Emergent (BOS) with its fourth Annual Review and Work Planning Workshop. The meeting was held in Dakar on January 10-11, 2019 and brought together representatives from key government divisions and a cross-section of stakeholders from the private sector, community-based organizations (CBOs), and research institutions. During the two-day workshop participants discussed the evolution of the key Plan for an Emerging Senegal (PSE) monitoring indicators. They identified achievements, areas of underperformance, and recommended solutions. At this meeting, the plans outlined in the PSE’s second Five-Year Phase program, the Plan d’Actions Prioritaires 2 (PAP2) covering the period 2019-2023, were presented. There was also a presentation by representatives from Morocco and Malaysia, who shared their experiences in monitoring and evaluation of policy implementation.

- **DGPPE Strategic Visioning and Teambuilding Workshop.** Africa Lead facilitated and supported the Direction Générale de la Planification et des Politiques Économiques (DGPPE) to organize a Strategic Visioning and Team Building Workshop to help teams from different departments to work together more effectively. The three-day workshop was held from January 31-February 2, 2019 in Saly, Senegal. Participants included directors, technical advisors, and regional department heads. The workshop was designed to help build team spirit among all players, strengthen a shared commitment to the mandate of the DGPPE, and help increase a sense of responsibility vis à vis and accountability among team members. As a result of this workshop participants were able to increase their understanding and to take better ownership of the DGPPE’s mandate, mission, and vision. The participants also developed a roadmap highlighting the major activities to be implemented in 2019.

- **Connecting the USAID Senegal Mission with the Public-Private Business Platform in Senegal’s Northern Region.** In February, Africa Lead facilitated the USAID/Senegal Mission’s visit to the Territorial Investment Platform (PTI) in Saint Louis, Senegal and created an opportunity for private sector and service providers to showcase the importance of the PTI. The visit took place from February 5-7, 2019 and was part of the “Synergy Trip” organized to visit all projects funded by the Senegal Mission in Senegal’s Northern Zone. The Northern region of Senegal (composed of the regions of Louga, Matam, and Saint Louis) is attracting the most investment in the agricultural sector.

- **DGPPE’s Key Indicators and 2019 Work Plan Finalization Workshop.** In March 2019, in a follow-up to the Strategic Visioning and Team-Building Workshop held in January 2019, Africa Lead supported the organization and facilitated a one-day in-house workshop for DGPPE. Held on March 26, 2019 in Dakar, the workshop brought together 26 participants and included staff from administration, planning, human resources, monitoring and evaluation, and technical teams. During this workshop, the first half of the day was focused on reviewing and verifying that the selected key indicators were aligned with the definitions adopted by the DGPPE, including a review of certain key concepts and terminology, and the
The second half of the day was centered on completing indicators that were not filled in.

- **IAMS Evaluation of the 2018 Mango Production Season.** In March 2019, Africa Lead provided assistance to the Senegalese Mango Inter-professional Association (IAMS) to conduct an evaluation of the 2017-2018 mango production season and organize a two-day workshop where the results were shared. The workshop, held in Ziguinchor in the Casamance, the heart of Senegal’s mango production activity, brought together participants from across the mango value chain, as well as government and other private sector stakeholders, to review issues related to production, value chain organization and operational matters, and future prospects. As a result, participants developed proposals and an action plan to strengthen the sector as well as the association. As part of its continuing support to the mango sector, Africa Lead is expected to facilitate the strategic planning process for the IAMS to develop an IAMS strategic plan.

- **Field Visit to Seed Fertilizer Enterprise.** In March 2019, Africa Lead conducted a field visit to Seed Fertilizer, an enterprise specializing in the production of onion seeds and growing onions for local and export markets, located in the village of Sindia in the Thies Region of Senegal. Through the site visit, Africa Lead was able to follow up on the internship program that AL is supporting in partnership with grantee University Cheick Anta Diop (UCAD/ISAE). The farm supervisor expressed his satisfaction with the two UCAD/ISAE interns who have assumed tasks that are critical to daily operations. At the end of their 10-week internships, students will have gained practical experience to bolster their careers in the agribusiness sector.
SOMALIA
Quarter 2 | Fiscal Year 2019

- 12 organizations supported
- 3 food security events
- 31 individuals engaged in food security policies or programs

- 10% female
- 90% male

- non-state actors
- public sector / government
Activity Overview

- **Facilitation of Somalia Resilience Partnership Field Level Meetings.** Africa Lead facilitated three field-level meetings in Baidoa, Somalia for 49 representatives from implementing partners with programming in Bay and Bakool in January, February, and March. The overall objective of the meetings was to build a knowledge base among partners on partner activities in Bay and Bakool and to explore opportunities for collaboration. A major outcome of these meetings has been partners’ increased ability to recognize possible areas of collaboration with clearly identified areas of convergence between their programs.
SOUTH SUDAN
Quarter 2 | Fiscal Year 2019

- 50 organizations supported
- 1 food security event
- 97 individuals engaged in food security policies or programs

- 6 Private sector, community, & farmer organizations supported
- 25 non-state actors
- 19 public sector / government

Female: 14%
Male: 86%
Activity Overview

- **Development of a Joint Work Planning Strategy and Tools for the Partnership for Resilience and Recovery in South Sudan (PfRR).** In Q2, Africa Lead in collaboration with USAID/South Sudan, the United Nations Development Programme (UNDP), the Food and Agricultural Organization of the United Nations (FAO), and World Vision held technical planning sessions to develop a PfRR Strategy for activating the partnership and operationalizing the Joint Programme on Recovery and Resilience in the seven Partnership Areas of the PfRR. Outcomes of the planning sessions included developing draft implementation frameworks, agendas, a joint workplanning framework, and mapping tools to implement joint programming in the partnership areas. In Q3, Africa Lead will support PfRR technical working groups and focal points in each of the candidate profile areas to implement the Institutional Architecture for Recovery (IA4R) assessment and joint workplanning in the remaining partnership areas.

- **Facilitation of the Yambio Partnership for Recovery and Resilience Technical Joint Workplanning and IA4R Assessment Workshop.** Africa Lead organized and co-facilitated an IA4R assessment and Joint Workplanning workshop for 90 participants representing technical partners and stakeholders from the PfRR in Yambio, South Sudan in March 2019 in collaboration with the UNDP, FAO, and World Vision. The objective of the workshop was to operationalize the Joint Programme on Recovery and Resilience in Yambio by merging the IA4R and joint workplanning to ensure development partner objectives align with local stakeholder priorities to achieve shared commitments for the next year. Participants included representatives from the UN entities, USAID, Netherlands Embassy, international nongovernmental organizations (NGOs), local NGOs (LNGOs), local authorities, and traditional leadership from the state of Yambio. Africa Lead facilitated structured group work, panel discussions, and plenary sessions to focus convergence efforts around the PfRR’s four pillar areas: Re-establish Access to Basic Services, Rebuild Trust in People and Institutions, Restore Productive Capacities, and Nurture Effective Partnership. Next quarter, Africa Lead will support the PfRR to hold successive joint workplanning workshops and IA4R assessments in three additional candidate partnership areas.

Leveraging

- The PfRR is committed to a "New Way of Working" that shifts the focus from meeting needs to reducing needs, risks, and vulnerability in South Sudan. The PfRR is also supported by other non-USAID stakeholders and development partners such as the British, Netherlands, Swedish, Japanese governments; the One-UN in South Sudan (UN entities), and international NGOs represented by the NGO forum.

- Several Africa Lead partners (UNDP, FAO, World Vision, and the Netherlands Embassy) contributed funding for the design and implementation of the Joint Workplanning and IA4R Assessment Workshop in March 2019. Their contributions covered costs for the venue, food and conferencing for the four days, transportation, and accommodation for stakeholders from outside the capital.
Annex A. Performance Indicator Tracking Table (PITT)

<table>
<thead>
<tr>
<th>#</th>
<th>Indicator Type</th>
<th>Indicator</th>
<th>FY19 achieved by quarter</th>
<th>FY19 (Y6) Achieved</th>
<th>FY19 (Y6) Target</th>
<th>LOP Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1</td>
<td>Output (EG.3-2)</td>
<td>Number of individuals participating in USG food security programs</td>
<td>699</td>
<td>547</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% Women</td>
<td>30%</td>
<td>26%</td>
<td></td>
<td></td>
<td>28%</td>
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<td>1.2</td>
<td>Output (EG.3.2-1)</td>
<td>Number of individuals receiving USG-supported short-term agricultural sector productivity or food security training</td>
<td>96</td>
<td>0</td>
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<tr>
<td></td>
<td>% Women</td>
<td>33%</td>
<td>N/A</td>
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<td>33%</td>
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<tr>
<td>1.3</td>
<td>Outcome (EG.3.2-24)</td>
<td>Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% Women</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>1.4</td>
<td>Output</td>
<td>Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions</td>
<td>20</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Outcome</td>
<td>Percentage of institutions/organizations benefitting from targeted Africa Lead II capacity building activities that apply improved practices</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 This PITT aligns with Africa Lead’s recently revised PMELP, including revised targets and updated intermediate results and indicators structure.

2 Indicators marked with “N/A” for quarterly results are annual indicators to be reported in the FY19 annual report.
| 1.6 | Output (EG.3.2-4) | 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 | 170 | 76 | 246 | 315 | 2,164 |
| 1.7 | Outcome (EG.3.2-20) | Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that apply improved technologies or management practices as a result of USG assistance | N/A | N/A | N/A | 35 | 103 |

**Intermediate Result 2: Enhanced collaboration and effective coordination among food security and resilience stakeholders**

| 2.1 | Output | Number of organizations/institutions benefitting directly and indirectly from Africa Lead II programming | 384 | 312 | 696 | 660 | 5,920 |
| 2.2 | Output | Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa | 28 | 16 | 44 | 71 | 685 |
| 2.3 | Outcome | Percentage of members of CAADP Non-State Actors Coalition (CNC) that see improvement in mechanisms, processes and systems for effective coordination among non-state actors. | N/A | N/A | N/A | N/A | N/A |
| 2.4 | Outcome | Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation | 329 | 157 | 486 | 1,345 | 2,987 |
| % Women | 30% | 22% | 27% | 40% | 41% |

**Intermediate Result 3: More inclusive, African-led policy solutions and learning that empowers local stakeholders to contribute to improved food security and resilience policy outcomes**

| 3.1 | Outcome (EG.3.1-d) | Number of milestones in improved institutional architecture for food security policy achieved with USG support | N/A | N/A | N/A | 6 | 27 |
| 3.2 | Output/Outcome (EG.3.1-12) | Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Presented for legislation/decree; Stage 4: Passed/approved; Stage 5: Passed for which implementation has begun | N/A | N/A | N/A | 6 | 61 |
| 3.3 | Output | Number of knowledge products generated with support from Africa Lead II | 3 | 4 | 7 | 46 | 249 |
## Annex B. Key Partners and Collaborators in Q2 FY19

<table>
<thead>
<tr>
<th>Mission</th>
<th>Organization</th>
<th>Type</th>
<th>Africa Lead Support 1</th>
<th>Africa Lead Support 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senegal</td>
<td>Interprofession des Acteurs de la Mangue du Senegal (IAMS) / Senegalese Inter-professional Mango Value Chain Association</td>
<td>Private sector</td>
<td>Technical assistance</td>
<td></td>
</tr>
<tr>
<td>Senegal</td>
<td>Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE)</td>
<td>Government</td>
<td>Facilitation</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>East Africa</td>
<td>East African Community (EAC)</td>
<td>RIGO</td>
<td>Coordination</td>
<td>Facilitation</td>
</tr>
<tr>
<td>BFS</td>
<td>African Union/Department of Rural Economy and Agriculture</td>
<td>RIGO</td>
<td>Organizational development</td>
<td>Backbone support</td>
</tr>
<tr>
<td>BFS</td>
<td>CAADP Non State Actors Coalition</td>
<td>NSA Network</td>
<td>Coaching</td>
<td>Organizational development</td>
</tr>
<tr>
<td>BFS</td>
<td>Intergovernmental Authority on Development (IGAD)</td>
<td>RIGO</td>
<td>Coaching</td>
<td>Organizational development</td>
</tr>
</tbody>
</table>
Annex C. Environmental Compliance

On March 22, 2013, Africa Lead II received a categorical exclusion as part of its environmental compliance reporting requirement. There has been no change in the past quarter (or year) with respect to this status.