This publication was produced by the Feed the Future: Building Capacity for African Agricultural Transformation Project (Africa Lead II) for the United States Agency for International Development.
FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)

Program Title: Feed the Future: Building Capacity for African Agricultural Transformation (Africa Lead II)

Sponsoring USAID Office: USAID Bureau of Food Security

Award Number: AID-OAA-A13-00085

Awardee: DAI

Date of Publication: July 2019

Author: Africa Lead II Team

This publication was prepared by DAI and funded by the U.S. Agency for International Development under Cooperative Agreement No. AID-OAA-A13-00085. The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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<td>ACTESA</td>
<td>Alliance for Commodity Trade in East and Southern Africa</td>
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<td>AgCK</td>
<td>Agricultural Council of Kenya</td>
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<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</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>CORAF</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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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 the third quarter (Q3) of fiscal year 2019 (FY2019), this effort included 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 April through June 2019, which is Q3 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 strengthen policy systems for managing agricultural transformation as well to promote the effective, inclusive participation of non-state actors (NSAs) in policy processes. Africa Lead activities are also designed to promote and sustain a culture of learning and contribute to 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 II through VI of this report summarize project-wide progress during FY19 Q3 in the following areas:

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

Section VII includes mission-level dashboards, which provide a snapshot view of FY19 Q3 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' 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, as well as build institutional effectiveness between and among a diverse group of food security policy stakeholder organizations at the national, regional, and continental level.

At the regional level, Africa Lead is supporting the Intergovernmental Authority on Development (IGAD) in East Africa, which was created in 1996 to mitigate the effects of the recurring severe droughts and other natural disasters that resulted in widespread famine, ecological degradation and economic hardship in the region. Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda - took action through the United Nations to establish the intergovernmental body for development and drought control in their region. IGAD recently launched a five-year business plan for “IGAD Land Governance” for the period 2019-2023. With an anticipated expansion in the land team at IGAD and increased need for focused and effective leadership to realize the goals in the business plan, USAID recognized a relevant and meaningful opportunity to invest in targeted support by Africa Lead in the implementation of the African Union Declaration on Land Policy.

Building on specific expertise within Africa Lead, and addressing immediate opportunities within IGAD, in Q3 Africa Lead delivered a Coaching Clinic training in Djibouti, where IGAD is based, as a first tangible deliverable in a broader set of organization and leadership development services for the land team at IGAD and their Steering Committee. The Coaching Clinic brought together the core land governance team plus key colleagues who support the land agenda within IGAD, along with country representatives who constitute the land governance network of IGAD. In total, Africa Lead trained 17 participants from six organizations in five countries (South Sudan, Sudan, Ethiopia, Kenya, and Djibouti). During two dynamic training days, participants engaged in 11 coaching sessions as a coach, as a coachee, and/or as an observer.

In parallel, Africa Lead commenced executive coaching services for the IGAD Land Team Coordinator. To kickstart this process, Africa Lead facilitated a rigorous 360° feedback assessment of current leadership effectiveness, strengths, and areas for growth – before using these insights to help the Coordinator establish a clear and informed coaching action plan. In this reporting period, there have been close interactions between the coach and the Coordinator, with regular check ins and coaching sessions (both virtual and face-to-face) on an ongoing basis.

A third element of Africa Lead’s support to IGAD is to facilitate renewed guidance and capacity building for effective governance and decision-making for the Land Governance
Project Steering Committee (PSC). In Q4, Africa Lead will use the results of a PSC performance evaluation to design and facilitate a capacity building workshop to internalize the new business plan and establish a common vision, in combination with skills-training in dialogue, engagement, and effective decision-making in Uganda in Q4.

At the national level, Africa Lead continues to support the Government of Kenya in the development of a guiding national agricultural framework following devolution. Africa Lead has supported the coordination, drafting, and development of Kenya’s Agricultural Sector Transformation and Growth Strategy (ASTGS) and National Agriculture Investment Plan (NAIP) over the past four years. In Q3 Africa Lead supported the Ministry of Agriculture, Livestock, Fisheries, and Irrigation (MoALFI) to roll-out the ASTGS by facilitating a two-day Champions for Change (C4C) training for 35 participants, including senior MoALFI Directors and County Executive Committee members. The objectives of the training were to sensitize senior leadership on the ASTGS process, to create a cadre of champions who understand the importance of agriculture for the country’s socioeconomic development, and to support the

Participants at a Manual Dissemination Workshop in Senegal, June 2019. Africa Lead supported Senegal’s Ministry of Water and Sanitation to develop a manual of procedures that will provide the ministry with an effective internal governance system in compliance with West Africa Economic and Monetary Union (UEMOA) standards. Photo Credit: Africa Lead.

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implementation of the ASTGS at county and national levels. In Q4 Africa Lead plans to facilitate a similar training for the MoALFI Permanent Secretaries and other key ministry officials.

In Senegal during Q3, Africa Lead also strengthened policy implementation capacity of two key public sector institutions: the Ministry of Water and Sanitation and the Cellule de Lutte contre la Malnutrition (CLM) housed in the Office of the President, which is responsible for coordinating all nutrition-relevant projects and overseeing policy implementation. Africa Lead supported Senegal’s Ministry of Water and Sanitation to develop a manual of procedures (Manuel des Procédures Administratives, Opérationnelles, Financières et Comptables; MPAOFC), which will provide the ministry with an effective internal governance system in compliance with West Africa Economic and Monetary Union (UEMOA) standards. The manual will also enable the ministry to improve its effectiveness in implementing the flagship Water, Sanitation and Health project under the Plan Senegal Emergent (PSE). The PSE is Senegal’s national development plan, and many of the key initiatives and flagship programs support CAADP-related objectives in agriculture and food security.

During the quarter Africa Lead also organized a dissemination workshop to share the final revised version of the newly developed manual with all concerned ministry units prior to final editing and publication. As a result of the workshop, participants developed an action plan for the institutionalization and sharing of the MPAOFC and identified follow-up training activities for the Ministry of Water and Sanitation. In addition, the Ministry collected feedback from participants about the importance of the manual and its use in relation to funding from either the government or donors.

Lastly, in Q3 Africa Lead worked to strengthen the capacity of CLM at the subnational level to integrate the Multisector Strategic Plan for Nutrition (Plan Stratégique Multisectoriel de Nutrition; PSMN) into the District Development Plan (Plan de Developpement Communautaire; PDC) of two regions, Kolda and Kedougou. Nutrition is a crosscutting topic that requires a concerted commitment and involvement from different stakeholders, such as technical ministries, civil society, the private sector, and local communities. Senegal has adopted a multisector approach as a key principle to effectively address the major determinants of malnutrition by developing and implementing a multi-sectoral PSMN, which was the result of a planning process that involved representatives of 12 key ministries and stakeholders.¹

As part of this effort, during Q3 Africa Lead supported CLM in two of priority regions of Kolda and Kedougou, selected because 68 percent of children under age 5 in Kolda and 69 percent of children under age 5 in Kedougou are anemic². Also, 40 percent of children within the regions are stunted³. CLM requested Africa Lead’s support to develop the skills of nutrition champions within each of the technical ministries and the communes with the necessary management tools. The first activity included a training of trainers (TOT) for 24 facilitators who will support and train communes


² EDS 2012-2014.

³ EDS 2015.
on how to integrate the nutrition component into their development plans. This group of facilitators will deliver support services in French and the indigenous languages of the region (Malinke, Pulaar, and Wolof). This core group of facilitators will also support CLM in the implementation of its strategy to expand nutrition programs into the 27 of the 40 communes of Kolda and all 19 communes in Kedougou.

Africa Lead also facilitated the development of the PDC of the commune territoriale of Medina Cherif in the Kolda region. Two of the trainers who completed the TOT facilitated the program with support from three local facilitators who participated in a two-day course to help with translation into the Pulaar language. Sixty participants attended the workshop, representing the elected body of Medina Cherif, district technical services, civil society organizations (CSOs), the private sector, womens associations, and youth organizations. During the workshop participants reviewed the draft local development plan (PDC), integrated nutrition components into the PDC, and identified key actors responsible for the nutrition component of the PDC and defined their roles and responsibilities, as well as the functional relationship between them. Participants also explored possibilities to strengthen the efficiency of the existing local coordination platform in terms of configuration, roles, and responsibilities.
Finally, a main tenet of Africa Lead’s strategy to support capacity building to transform African agriculture is fostering youth engagement in farming and agribusiness as a viable livelihood option, and nurturing and cultivating the next generation of leaders and entrepreneurs as they enter the agricultural sector workforce. The new partnership between two Africa Lead partners, the Higher Institute for Agribusiness and Entrepreneurship of Cheikh Anta Diop University of Dakar (ISAE/UCAD) and the Movement for Development in Senegal (MSD), seeks to grow Senegal’s next generation of agricultural entrepreneurs.

The two-year partnership agreement was signed in Q3 and calls for ISAE/UCAD and MSD to collaborate, within the framework of their respective missions, on the development and implementation of joint projects in the fields of education, training, research, and development. Africa Lead facilitated the linkage between the two organizations to forge a partnership that would provide opportunities for young people from both entities to engage and learn from each other.

In June the first of two initial trainings emanating from this new collaboration was organized. Africa Lead supported ISAE/UCAD to facilitate a training workshop on “Optimal Production and Transformation in the Agricultural and Fisheries Sectors” for MSD Youth Division members in Koussanar, in Senegal’s Southeast region. The training focused on the processing of juice and cereal grains, hygiene standards, measurements, and storage, with hands-on application. Participants produced a variety of juices and cereals. MSD youth left with skills and knowledge to immediately apply once back home. The experience also demonstrated ISAE’s ability and need to take its knowledge beyond the university walls.

The second ISAE/UCAD-facilitated training workshop for members of MSD’s Youth Division addressed “Good Practices for a Healthy and Sustainable Agriculture” and “Vegetable Farming.” Again the format combined in-class theory with hands-on practice. In addition to learning about technical agricultural matters such as soil, seeds, and yields, participants learned how to set up and nurture a market gardening plot. They also learned about sowing and transplanting a plot for production, maintaining a nursery, and developing a market garden. In addition, participants had the chance to visit local market gardens, try planting and tending a garden, and share their experiences with each other.
III. CAADP Backbone Support

Africa Lead’s CAADP Backbone Support function provides strategic, technical, communication, coordination, and facilitation support in the implementation of CAADP, especially at continental level. CAADP is a multi-stakeholder, African Union (AU)-led process that requires multiple players delivering on diverse activities to achieve collective impact. In addition, CAADP emphasizes shared measures and commitments to leverage and coordinate efforts across sectors, organizations, and geographies. Therefore, Africa Lead provides critical CAADP Backbone Support “to make things happen” better and faster. As a key implementation partner with the AU, Africa Lead supports strategic and technical planning and brainstorming with AU teams on process design issues across a range of initiatives.

During the past year, Africa Lead has evolved beyond merely reacting to AU’s needs, and now proactively engages with them based on a joint analysis of priorities.

While Africa Lead has contributed to and facilitated AU planning processes for CAADP as an external, neutral (but close) partner, we have also provided direct technical assistance through the placement of Mr. Ernest Ruzindaza within DREA as Head of CAADP and Senior Advisor to the Commissioner of the Department of Rural Economy and Agriculture. This four-year support concluded at the end of June, and the impact has been immense. Mr. Ruzindaza’s contributions were recognized through a standing ovation by about 500 stakeholders during the CAADP Partnership Platform.

This section describes the following CAADP Backbone Support activities from Q3 in detail:

- Facilitation of an online platform for the Peer-to-Peer (P2P) network
- Strategic support to and participation in the CAADP Partnership Platform Meeting
- Support to the DPCG
- CAADP Biennial Review communications and advocacy toolkit
- Institutional Architecture Assessing, Prioritization and Planning (IA-APPs) Tools and Learning
- Country-level support to the Kenyan Ministry of Agriculture, Livestock, Fisheries, and Irrigation (MoALFI) on the 2019-2020 Biennial Review (BR) process

The CAADP P2P Network

The CAADP Peer-to-Peer (P2P) Network is a collaboration and sharing network that joins CAADP practitioners in a platform where they share experiences, documents, plans, and contacts. Whereas face-to-face meetings are held once a year, Africa Lead developed an online platform to ensure continued engagement throughout the year. Apart from regular sharing and discussions, during Q3 Africa Lead designed and produced two P2P webinars. Held on 4 April, the first webinar engaged the African Union’s Commission for Rural Economy and Agriculture (AUC/DREA), the African Union Development Agency (AUDA-NEPAD), the Partnership for Aflatoxin Control in Africa (PACA), and independent food safety experts (led by Dr. Jean Kamanzi) to help participants understand the Africa Food Safety Index, its rationale, and components. The second webinar held on 22 May, engaged...
experts from AUC-DREA (led by Professor Ayalneh Bogale) and the Food and Agriculture Organization of the United Nations (FAO; Genevieve Theodorakis) to help 61 participants understand how resilience is addressed in the Malabo declaration and specifically how it is measured in the CAADP Biennial Review. More webinars and online discussions are planned for Q4.

**CAADP Partnership Platform Meeting**

The CAADP Partnership Platform (PP) is the main annual CAADP event for coordinating the complex multi-stakeholder program that is CAADP. The 15th CAADP PP meeting was successfully held from 11-14 June 2019. Africa Lead provided overall facilitation support for the event, including the Malabo Policy Learning Event (MAPLE) held on the first day of the forum. The PP brought together diverse actors to discuss and formulate recommendations to transform agriculture through trade. The audience for the event’s launch included Kenya’s Deputy President Dr. William Ruto, Ministers of Agriculture from 15 countries, senior representatives from the development community, non-state actors, and Regional Economic Communities. A Final **Communique** of the 15th CAADP PP was released at the end of the event, outlining agreed upon priorities of the Partnership Platform.

During Q3 Africa Lead also developed feedback for and with the AU to improve how these events are organized in future. This effort reflects the fact that Africa Lead technical and facilitation support is optimal if there is supportive logistics, sufficient time, and responsiveness from all partners. The points below form a high-level summary of the feedback provided to the AU:

- Significant improvements in logistics
- Very early and inclusive planning
- A balanced and doable agenda
- Guidelines for specific sessions including the ‘County Moment’
• Space, time, and consideration for thorough speaker and moderator briefings
• More thought about layout within and distance between meeting rooms
• The CAADP Business Meeting should be held outside the PP
• High-level involvement of leadership of the two AU institutions is critical

CAADP Development Partners Coordination Group (DPCG)

The DPCG is responsible for achieving progress in the alignment and harmonization of aid resources and other forms of external assistance to CAADP. The DPCG provides a single point of contact for African institutions as they support countries across the continent to meet the goals they are committed to achieve in the Malabo Declaration. The DPCG comprises Development Partners that support the CAADP agenda to transform African agriculture. It includes the international aid donors that in turn provide funds and other forms of support to governments, NGOs, multilateral institutions, research institutions, and others that encourage African agriculture and the CAADP agenda. The DPCG also includes international financial institutions, UN technical agencies, and research and technical partners supporting implementation of the agenda.

The secretariat of the DPCG was managed by Africa Lead through a contractor, Wasafiri Consulting. This contract will lapse at the end of July, a month after the World Bank handover to facilitate smooth transition.

Highlights of DPCG support from Q3 follow:
• Wasafiri Consulting held regular discussions with the Chair of the DPCG to develop a strategic and practical approach to move forward main items with the AUC, NEPAD Planning and Coordination Agency (NPCA), and development partners.
• DPCG calls were held almost monthly to coordinate DPCG activities. The primary focus was the planning of DPCG engagement at the CAADP Partnership Platform and the CAADP Business Meeting, which coordinates donor-AU priorities for CAADP.
• The Department for International Development (DFID) signaled greater interest in CAADP and the DPCG during Q3. GIZ, on the other hand, indicated that German engagement with CAADP would decline as German Federal Ministry for Economic Cooperation and Development (BMZ) are likely to stop supporting NEPAD through GIZ for the CAADP Policy work in either December 2019 or June 2020. The position of NEPAD also seems to indicate a longer-term detachment from CAADP that is likely to change CAADP in the future.
• The CAADP business meeting (AU and DPCG) was held on the sidelines of the CAADP Partnership Platform (on 12 June 2019).
• USAID handed over leadership of the DPCG to the World Bank.

CAADP Biennial Review Communications and Advocacy Toolkit

In January 2018, the African Union released the Inaugural Biennial Review (BR) Report on the Implementation of the Malabo Declaration. This report, which also included country and regional scorecards based on 47 indicators to measure progress on the Malabo Commitments, was a significant milestone for all CAADP stakeholders. While this report was a significant moment in CAADP’s history, following the release of the report the African Union’s Commission for Rural Economy and Agriculture (AUC/DREA) and the African Union Development Agency (AUDA-NEPAD) encountered challenges in communicating the findings of the report.
Through a deeply consultative and collaborative process, which included consultations with country-level CAADP focal points, engagements with other communications staff across stakeholder organizations, and work with AUC/DREA and AUDA-NEPAD technical staff, Africa Lead developed a communications and advocacy toolkit that advocates of CAADP at any level could use to inform the public and decision-makers about the importance of CAADP and the results of the first Biennial Review of CAADP. Available in English and French, the toolkit provides an online interactive application to navigate and explore the results of the 2018 Biennial Review. It also provides a powerful interactive PowerPoint presentation slide deck. The interactive toolkit is available for download on the AUC/DREA website at www.au.int/caadp/toolkit. Technical leads driving this continental process, Africa Lead, and its partners were able to produce an advocacy and communications tool that truly reflects the intentions of CAADP as an African-led policy process.

During Q3 Africa Lead also deepened its work with the AU in reflecting on the 2018 BR and planning for the future process in 2020. For example, Africa Lead supported the consolidation of lessons and development of indicators for the 2020 BR process, which is ongoing. We also facilitated the TOT in the BR process and the training of AU Member States (which included 200 people from 47 countries) to implement the BR. Africa Lead further facilitated a meeting to agree on key communications tools and overall reporting structure for the BR in South Africa and will design and run a follow-on meeting during Q4 in Nairobi. The output of the Nairobi meeting will be a detailed communications plan involving all relevant partners for the 2020 Biennial Review process.

**Institutional Architecture Assessing, Prioritization and Planning (IA-APPs) Tools and Learning**

During Q3 the Africa Lead team undertook a thorough review of the IA-APP tools. The purpose of the review was to reflect on learning from pilot IA-APP workshops in Kenya, Tanzania, and Senegal; and leverage evolved understanding of the support needed to strengthen countries’ institutional architecture. The review included in-depth interviews with each of the three facilitators of the IA-APP pilot workshops; structured discussion and inputs from the Facilitator Network on application of the IA-APP toolkit; and internal team discussions with Global Integrity on country support needs to strengthen their institutional architecture and approaches for providing support.

Key learning surfaced during the review in three broad areas. Firstly, facilitative leadership of the IA-APP process and workshop results is critical to ensure its value in strengthening institutional architecture. Optimally leadership comes from the CAADP country and focal point or other representatives from the Ministry of Agriculture. For this reason, tools should be cognizant of their vantage point and create the space for inclusive, collaborative decision-making with other ministries, civil society, and the private sector.

Secondly, agreements made at the IA-APP are structured to represent the commitments of multiple stakeholders and sectors. Implementation, however, depends on the ability of those commitments to be incorporated into ministry and organizations’ budgeted plans. This work can be facilitated by identifying where and how IA-APP can feed into CAADP and other parallel processes. Countries’ Steering Committees can also help determine optimal timing to ensure uptake of outputs.

Thirdly, following up on workshop commitments in the IA Improvement Plan presents a
significant challenge for facilitators and Steering Committees alike. Integrating messages on the role of Steering Committees in monitoring the Improvement Plan and tools for monitoring the plan could increase the likelihood of implementation of IA Improvement Plans.

As a result of the review, the toolkit will be targeted toward uptake by CAADP country teams, focal points, and/or other members of the Ministry of Agriculture. The toolkit is also being expanded to incorporate a user guide and an array of additional tools such as a tool for stakeholder mapping and another for team pause and reflection. Some of the newly developed tools were to be piloted in Q4 during the Uganda IA-APP workshop.

Support to the Kenyan MoALFI on the 2019-2020 BR Process

Africa Lead has played an integral role in supporting the development of the inaugural CAADP Malabo Biennial Review Report, which was launched at the AU Heads of State and Government Summit in January 2018. Mutual Accountability to Results and Actions is one of the commitments within the Malabo Declaration of 2014, and involves tracking, monitoring, and reporting on individual country progress toward commitments agreed to by heads of state and government.

With that goal in mind, in Q3 Africa Lead supported the Kenyan Ministry of Agriculture, Livestock, Fisheries, and Irrigation (MoALFI) in facilitating an inception meeting prior to the 2019-2020 Biennial Review process. The meeting was attended by 61 participants from the Ministry, nongovernmental organizations (NGOs), and the private sector. The meeting aimed to familiarize stakeholders with the themes and indicators of BR reporting, develop a final country roadmap for the BR process, discuss data needs for BR reporting and allocate data collection responsibilities, and kick-off the 2019-2020 BR data collection process. In Q4, the Kenya MoALFI will organize a validation workshop, and Africa Lead will facilitate the event.
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.

Earlier in the year, the multi-Stakeholder advisory committees (MSACs) in Kenya, Tanzania, and Senegal evaluated short-listed applications for their technical merit and recommended four organizations to be finalists. Subsequently in Q3, Africa Lead issued three grant agreements – one in Kenya, one in Tanzania, and one in Senegal. In Kenya, Consumer Unity and Trust Society – Centre for Agricultural Council of Tanzania (ACT) Meeting in Tanzania. Photo credit: Africa Lead.
International Trade, Economics, and Environment (CUTS-CITEE) will study and advocate for reforms in the cassava sector. This quarter CUTS convened a national reference group in Nairobi, including the Permanent Secretary of Agriculture, and carried out field work evaluating issues in the Cassava Value chain. In Tanzania, the Agricultural Council of Tanzania (ACT) will study and advocate for several value chains in three regions. In Senegal, Entreprise Aissatou Gaye (EAG) will organize a trade fair on the rice sector with forums and workshops on the promotion of private investments in the agricultural sector, planned for Q4.

In the East Africa region, Africa Lead is facilitating an important dialogue activity for the seed sector to address barriers to regional seed trade. To enhance regional seed trade in East Africa, it is critical to have the buy-in and support of key national leaders in order to strengthen seed-certification systems and cross-border operations. Dialogues with national leaders help deepen their understanding of the importance of access to quality seed to achieving their national objectives, and the systemic and strategic changes needed to facilitate trade and strengthen their border operations. Since March 2019 Africa Lead has been implementing a pilot regional seed activity that seeks to elucidate the specific barriers to cross-border trade and how to overcome them, enhance coordination between national seed agencies and regional and bilateral USAID missions, and put in place interventions and coordination mechanisms that countries can implement for enhanced seed trade.

In Q3 Africa Lead supported activities to improve national seed-certification systems and border operations to facilitate cross-border seed trade. Some of these activities included national leadership dialogues in Ethiopia, Kenya, Tanzania, and Uganda, as well as follow-up meetings to support the implementation of national action plans. Nearly 50 national leaders participated in the meetings in their respective countries, which were held with the objective of enabling leaders to reflect on the performance of the seed sector and to identify and commit to specific actions to improve seed trade. In Q4 Africa Lead will organize and facilitate two joint learning visits for 30 participants from across six participating countries. This cross-country engagement process will expose leaders to different seed-certification processes and border operations to enable them to learn, identify, and commit to specific actions to improve seed quality and efficiency in their respective countries.
V. Collaboration for Resilience Programming

There is growing international recognition that donors and implementing partners must integrate short-term emergency humanitarian aid approaches with long-term socioeconomic development strategies. USAID’s approach is to strategically coordinate humanitarian response and longer-term development assistance in ways that elevate country- and regional-led plans and subsequently catalyze sustainable, transformational change. Interdependent and multisectoral approaches that combine strong technical solutions with new operational approaches will be required to reduce chronic vulnerability and build resilience.4

As an extension of this approach, USAID developed the Regional Resilience Framework to serve as a common reference for resilience programming in the Horn of Africa. From 2012 to 2016 the Horn of Africa Resilience Network (HoRN) used the Regional Resilience Framework 2.0 to guide resilience investments. In Q3 Africa Lead started revising the Framework to respond to current USAID resilience programming. The HoRN network has expanded to include countries in fragile states such as South Sudan and Somalia; as such, the framework will take into consideration different operating contexts. With combined input from USAID Resilience Coordinators, bilateral missions, and USAID/Washington, Africa Lead incorporated revisions into a draft framework that has been shared with USAID. The framework will then be presented to the HoRN network for adoption into future programming.

Also in Q3 Africa Lead jointly facilitated a four-day Horn of Africa Resilience Measurement Workshop with USAID/Kenya and East Africa, the Center for Resilience, the HoRN Network, and the Resilience Evaluation, Analysis, and Learning (REAL) Associate Award. More than 100 participants – including resilience analysts, policy makers, and program staff best placed to translate emerging resilience evidence from the Horn of Africa into concrete action – attended the workshop. The workshop’s objectives were to help participants understand evidence from resilience research within the Horn of Africa, explore common resilience trends and themes across countries, and translate learning into country-specific action plans. At the end of the workshop each represented country developed a country-specific action plan that will inform the future learning agenda.

The Partnership for Recovery and Resilience in South Sudan (PfRR) which consists of donors, UN entities, and NGOs, is an all-encompassing, unified approach to reduce vulnerability and build resilience through multi-actor and cross-sector collaboration. The PfRR targets seven geographic areas of South Sudan: Yambio, Torit, Aweil, Wau, Rumbek, Bor, and Yei,

4 USAID, “Building Resilience to Recurrent Crisis.”
and builds on community-identified strengths and priorities while tapping into the remarkable survival abilities of local populations.

In Q3 Africa Lead organized and facilitated Institutional Architecture for Recovery (IA4R) Assessment and Resilience Profiles Validation workshops for 50 PfRR stakeholders in Aweil. During the IA4R workshop, participants assessed the capacities and efficiency of institutions within Aweil that are critical to the success of the PfRR agenda. For both workshops, Africa Lead facilitated structured group work and plenary sessions to focus resilience capacities around the PfRR’s four pillars: Re-establish Access to Basic Services, Rebuild Trust in People and Institutions, Restore Productive Capacities, and Nurture Effective Partnerships. The outcomes of these workshops will inform the Joint Work Planning exercises scheduled for Q4, which will form the foundation for the partnership’s operations in Aweil and other focus areas.

In FY18 USAID/Somalia decided to further explore possibilities for layering, integrating, and sequencing humanitarian and development efforts with the goal of building the resilience of Somali communities. In this process, USAID/Somalia found a need to develop a resilience partnership for its implementing partners. To improve collaboration by partners, Africa Lead has facilitated monthly field-level meetings to provide a platform for communication, information-sharing, exploration of areas for leverage, and identification of potential areas for collaboration.

In Q3 Africa Lead facilitated two meetings in Baidoa that brought together 30 USAID
implementing partners from the Bay and Bakool regions. The overall objective of the meetings was to strengthen collaborative engagement based on partners' enhanced understanding of their activities in Bay and Bakool. To ensure that the field meetings are effective, Africa Lead and USAID also developed this quarter a meeting framework that will provide structure and guidance. The monthly meetings have provided an entry point for new USAID partners and resulted in joint activity implementation by partners. For example, World Vision and Catholic Relief Services (CRS) are now implementing joint gender-based violence (GBV) programming in the region.

This quarter Africa Lead also continued working with the Partnership for Resilience and Economic Growth (PREG), which brings together humanitarian and development partners to build resilience among vulnerable pastoralist communities in northern Kenya. PREG works to build local systems in livelihoods, WASH, agriculture and livestock value chains, governance, conflict mitigation, conservation, and inclusion.

USAID PREG works with the Kenya National Drought Management Authority (NDMA) and county governments to coordinate resilience and economic growth activities in nine arid and semi-arid land (ASAL) counties. It builds on community-identified strengths and priorities, tapping into the remarkable survival abilities of local populations.

PREG is not a mechanism; it's simply a partnership of like-minded organizations seamlessly working together in the ASAL region. This collaborative partnership has grown to include 26 USAID implementing partners, 21 USAID staff from seven USAID offices, the National Drought Management Authority (NDMA), and county officials in nine ASAL counties.

Since FY16, Africa Lead has been providing facilitation and coordination support to PREG in order to enhance learning, share information and leverage joint-activities. Along those lines, in Q3 Africa Lead conducted a data-gathering exercise in three PREG counties: Turkana, Wajir, and Marsabit, to develop PREG targeting guidelines. This effort was necessary because PREG partners often select target sites based on pre-determined parameters that are partner specific, but PREG lacks an agreed upon approach for targeting sites for sequencing, layering, and integrating activities. For data collection, Africa Lead met with PREG county teams, county government officials, and community members. In Q4 Africa Lead will hold key informant interviews with selected PREG Chiefs of Party/Program Managers and their USAID counterparts to complete the exercise. Data will then be analyzed and used to develop targeting criteria and guidelines.
VI. Management and Operations

Staffing
At the end of Q3 Africa Lead’s long-term Senior Advisor for Rural Economy and Agriculture to the African Union, Ernest Ruzindaza, departed to pursue other professional opportunities. Africa Lead staff are coordinating closely with the AU to provide technical assistance during this transition period.

In preparation for project closure later this year, Africa Lead is also developing learning and knowledge management products to capture core concepts such as facilitative leadership and collaborative governance in the agriculture policy sector. The project accordingly increased the level of effort from staff and consultants dedicated to cross-cutting communications and digital content development in Q3. In Q4 more resources will be added to design and execute planned Learning Series events, as well as to compile content for final project reports, toolkits, and other thought leadership materials.

The Africa Lead project also recruited facilitators and other on-site short-term technical assistance for key workshops such as the CAADP Partnership Platform meeting held in June in Nairobi, and IA-APP workshops planned in Uganda and Ghana.

Lastly, in anticipation of upcoming field office closedown, Africa Lead has secured the support of an experienced DAI recruiter to provide guidance on CV writing, interviewing, and the job search process as a whole to staff in Senegal and Kenya.

In Dakar, one of the Program Officers left Africa Lead to join another project. His responsibilities will be assumed by other current staff.

In Nairobi, the Project Driver left the project to venture into his own farming activity. No other staffing changes occurred there.

Procurement, Subcontracts, and Grants
During Q3 Africa Lead launched implementation of grant activities funded under its Policy Reform for Investment initiative in Kenya, Tanzania, and Senegal. During Q3 grantees in Kenya and Tanzania concluded field data collection in preparation for the development of policy advocacy materials and organization of dissemination meetings in Q4. In Senegal the grantee completed preparatory meetings and logistical arrangements for a Rice Fair in St. Louis that will bring together local producers, private investors, and other key industry actors in early Q4 to highlight opportunities for increased investment. All three grants will conclude in August with a meeting highlighting lessons learned and next steps to improve private investment in high-priority value chains.

The Africa Lead ESA office signed a new office lease agreement this quarter that allows the project to work from the same office location through November 2019. Africa Lead reached agreement with the property owner to pay a reduced monthly rate for a reduction of about half the original office space.

This move coincides with the move to a smaller project team in the final months of the project.
Finally, early in the upcoming quarter in Senegal we will execute a small subcontract with a firm to support CLM to integrate agriculture and food security into its nutrition programs.

**Closedown and Learning Series**

Africa Lead continues to implement administrative and technical closedown activities in anticipation of the end-of-October and mid-November closures of its offices in Senegal and Kenya, respectively. The team is auditing project activity and operational files and is complying with administrative procedures to audit and close local service agreements and statutory remittance accounts. These actions will ramp up significantly in the final months of Q4.

Leveraging reallocated staff and consulting resources, the team is also refining materials that will reflect the project’s technical approaches over the past six years of implementation, highlighting opportunities for continued institutionalization of best practices in agricultural policy leadership for future implementing partners. In Q3 the project kicked off Learning Series activities in June with a side event at the CAADP Partnership Platform meeting, as well as a webinar organized in collaboration with Agrilinks, attended by 186 participants. In Q4 the project will continue to implement Learning Series events, including webinars and in-person events. Planning is also underway for FY2020 Q1 learning events to be held in Washington, DC.

**Budget**

Building from Q2 improvements to project-wide monthly budgeting exercises, the team continues to coordinate closely across the three offices to accurately track remaining projections based on spending patterns to date. Regular monitoring of commitments to subcontractors and consultants has allowed for efficient, ongoing reallocation of financial resources to important activities, such as support for IA-APP workshops in Uganda and Ghana, learning events, and knowledge management experts who can maximize the impact of project thought leadership initiatives.

As of June 30, 2019, Africa Lead had approximately $5,062,758 in obligated funding remaining for the project. Projected expenditures through the end of the project fall within this pool of remaining funds, including a reserve for any unexpected expenses that may come up during the final months of implementation. Budget updates take place on an ongoing basis and will inform activity planning for Q4 and FY2020 Q1.

**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 the team needs to follow prior to the implementation of any activity, and define actions to be taken in the event of an emergency. In South Sudan Africa Lead continues to rely on the support of MSI in providing security briefings, logistical support in Juba, and 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 on a monthly basis to facilitate partners meetings at the United Nations Children’s Fund compound.
Africa Lead hired a security consultant for Somalia to advise on the security situation for ongoing activities. Africa Lead has also sought 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 3 | Fiscal Year 2019

228 organizations supported
22 food security events
765 individuals engaged in food security policies or programs
433 individuals trained

144 Private sector, community, & farmer organizations supported
- non-state actors: 43
- public sector / government: 35
- research / university / school: 6

61% female, 39% male
58% female, 42% male

KEY PARTNERS - FY2019 Q3
- Community Based Organization
- NSA Network
- Private Sector
- RIGO

Consumer Unity and Trust Society – Center for International Trade, Economics, and Environment
Agricultural Council of Tanzania
CAADP Non State Actors Coalition
Entreprise Aissatou Gaye (EAG)
African Union/Department of Rural Economy and Agriculture Intergovernmental Authority for Development (IGAD)

Africa Lead Support
- Backbone Support
- Coaching and Mentoring
- Inclusive Policy Dialogue
- Organizational Development
Activity Overview

- **CAADP Biennial Review Communications and Advocacy Toolkit.** The African Union Commission’s Department of Rural Economy and Agriculture (AUC/DREA) and the African Union Development Agency (AUDA-NEPAD) launched a new communications toolkit for CAADP advocates, leaders, and focal points, developed with support from Africa Lead. Available in English and French, the “Catalyzing Action & Agricultural Transformation in Africa: Understanding CAADP & the Biennial Review” toolkit provides an online interactive application to navigate and explore the results of the 2018 Biennial Review and is available for download on the AUC/DREA website at [www.au.int/caadp/toolkit](http://www.au.int/caadp/toolkit). In the coming months, Africa Lead will conduct additional dissemination efforts including webinars, and will work with AU partners to design a new process that will leverage the experience gained in this activity to inform and propel the process for development of the upcoming Biennial Review report and accompanying communications tools, to be released in January 2020.

- **Institutional Architecture Assessing, Prioritization, and Planning (IA-APP) Toolkit.** During Q3 the Africa Lead team undertook a thorough review of the IA-APP tools in order to reflect on learning from pilot IA-APP workshops in Kenya, Tanzania, and Senegal – and to leverage evolved understanding of the support needed to strengthen countries’ institutional architecture. The review included in-depth interviews with each of the three facilitators of the IA-APP pilot workshops; structured discussion and inputs from the Facilitator Network on application of the IA-APP toolkit; and internal team discussions with Global Integrity on country support needs to strengthen their institutional architecture and approaches for providing support. As a result of the review, the toolkit will be targeted toward CAADP country teams, focal points, and/or other members of the Ministry of Agriculture. The toolkit is also being expanded to incorporate a user guide and additional tools, including one for stakeholder mapping and another for team pause and reflection. Some of the newly developed tools are to be piloted in Q4 during the Uganda IA-APP workshop.

- **Support to Africa Lead’s Trainer/Facilitator Network.** Africa Lead continued to develop the relationship with the Network of Facilitators in two ways: hosting two webinars on relevant topics of interest, and exploring opportunities to enable access of the Network to the Africa Food Security Network. The first webinar on the IA-APP tools featured the three country facilitators and was designed to orient participants to the framework and tools, share learning, and generate feedback. The second webinar on co-design was designed in response to facilitator interest in the topic and Africa Lead’s interest in expanding the cadre of facilitators who can employ co-design methodologies in support of country-led processes. Africa Lead took away several lessons, including that use of co-design can increase stakeholder ownership of decisions and increase likelihood of commitment to follow-up activities. An additional avenue for engaging with the Network could facilitate greater sharing and learning, and the Africa Food Security Network may present such an avenue. The team is engaging with Network members to encourage their registration on this platform and engagement in online sharing and networking.

- **Support to the Consumer Unity and Trust Society – Centre for International Trade, Economics and Environment (CUTS-CITEE) to Conduct Evidence-based Advocacy.** In
Kenya this quarter, Africa Lead awarded a grant agreement to CUTS-CITEE to study and advocate for reforms in the cassava sector under the Policy Reform for Private Sector Investment Mobilization (PR4I) Activity. Also in Q3, CUTS convened a national reference group (NRG) in Nairobi, where the Permanent Secretary of Agriculture provided opening remarks and comments on his vision for the cassava sector. CUTS also carried out field work evaluating issues in the Cassava Value chain in Nairobi, Makueni, and Busia Districts.

- **Support to the Agricultural Council of Tanzania (ACT) to Conduct Evidence-based Advocacy.** Under the PR4I activity in Tanzania, the ACT received a grant to study and advocate in value chains in three regions. During Q3, ACT received governmental approvals to commence field research and coordinated with the local governmental authorities in each location. ACT interviewed more than 30 stakeholders in researching the grape value chain in Dodoma county, the sunflower value chain in Singida Rural district, and the beef and maize value chains in Kongwa District. Lack of land registration and resulting inability to meet collateral requirements to obtain financing was a constraint across all three locations, as was the need for improved joint marketing and purchase of inputs by farmer associations. Other constraints were value chain specific.

- **Leaders for Africa Food Security Executive Training.** After launching the six-month blended leadership training course in Q2, Africa Lead conducted three monthly master classes on leadership and three group coaching sessions to support the 20 participants in developing and executing their leadership Action Learning Projects (ALP). During Q3 many participants showed significant progress in their commitment to leadership learning and in putting their leadership projects at the top of their professional priorities. Africa Lead also supported participants by facilitating a voluntary weekly discussion group on a powerful new book by Daniel Goleman, titled, "Primal Leadership." Next quarter Africa Lead will complete the course with a three-day in-person learning laboratory in Nairobi and will complete an intensive 360-degree feedback exercise to capture the impact of the course.

- **Organizational and Leadership Development for the Land Team and Steering Committee at the Intergovernmental Authority on Development (IGAD).** In Q3 Africa Lead collaborated with IGAD as a first tangible deliverable in a broader set of organization and leadership development services for the land team at IGAD and their Steering Committee. The Coaching Clinic brought together the core land governance team plus key colleagues who support the land agenda within IGAD, along with country representatives who constitute the land governance network of IGAD. In total Africa Lead trained 17 participants from six organizations in five countries (South Sudan, Sudan, Ethiopia, Kenya, and Djibouti). During this period Africa Lead also provided executive coaching services for the Land Coordinator at IGAD and commenced a sub-activity for renewed guidance and capacity building for effective governance and decision-making of the Steering Committee.

- **Support in the Implementation of Harmonized East Africa Community (EAC) Pesticide Management Guidelines to Support a Regional Response to Fall Army Worm in East Africa.** Africa Lead, Africa Agricultural Technology Foundation (AATF), AGRA, and Crop Life have been supporting the implementation of harmonized EAC pesticide management guidelines. In Q3 Africa Lead provided technical input and participated in a meeting to review the confidential business information framework. Africa Lead supported the EAC by facilitating Interim Technical Committee (ITC) meetings to review efficacy trials and sensitize
pesticide production companies on their roles in efficacy trials. To support a smooth transition of this activity to AGRA, Africa Lead also held sensitization and orientation meetings with AGRA in Q3. In the next quarter, Africa Lead will continue to work with USAID and AGRA to finalize an 18-month Strategy Plan for implementation by AGRA.

- **End-of-Project Learning Series.** Launched in Q3, Africa Lead’s Learning Series is designed to facilitate the exchange and sharing of experience, knowledge, best practices, and lessons learned among our key counterparts through online and in-person events, online materials, and thought-leadership pieces. In Q3, Africa Lead facilitated two Learning Series events. Africa Lead co-hosted a webinar with Agrilinks to update a broad set of agriculture sector stakeholders on the current status of CAADP and reflect on with panelists from the AUC, NEPAD, and Economic Community of West African States (ECOWAS). Also in Q3 Africa Lead facilitated a panel discussion on the use of data for local policy engagement by NSA partners from the Small Grants Program (SGP) in partnership with the CAADP Nonstate Actors Coalition as a side event at the CAADP Partnership Platform (PP). Panelists presented on evidenced-based advocacy tools and other models. Additional learning events are planned for Q4, including an in-person learning event in Nairobi on facilitative leadership and a webinar via the P2P network on the IA-APP and Biennial Review communications toolkit.

- **CAADP Development Partners Coordination Group (DPCG).** This quarter marked the successful handover of the DPCG leadership from USAID to The World Bank. The secretariat of the DPCG was managed by Africa Lead through a contractor, Wasafiri Consulting. This contract will lapse at the end of July, one month after the WB handover, to facilitate a smooth transition. Wasafiri Consulting held regular discussions with the Chair of the DPCG to develop a strategic and practical approach to move forward main items with the AUC, the NEPAD Planning and Coordination Agency (NPCA), and development partners. Also during Q3, DPCG calls were held almost monthly to coordinate DPCG activities, with a focus on planning DPCG engagement at the CAADP PP and the CAADP Business Meeting, which coordinates donor-AU priorities for CAADP. The CAADP business meeting (AU and DPCG) was held on the sidelines of the CAADP PP on 12 June 2019.

- **Facilitation of an Online Platform for the CAADP Peer-to-Peer Network.** The CAADP Peer-to-Peer (P2P) Network is a collaboration and sharing network that brings CAADP practitioners into a platform where they share experiences, documents, plans, and contacts. Face-to-face meetings are held once a year, so Africa Lead developed an online platform to ensure continued engagement throughout the year. Apart from the regular sharing and discussions, Africa Lead designed and produced two P2P webinars. Held on 4 April, the first webinar engaged AUC-DREA, AUDA-NEPAD, the Partnership for Aflatoxin Control in Africa (PACA), and independent food safety experts (led by Dr. Jean Kamanzi) to help participants understand the Africa Food Safety Index. The second webinar, held on 22 May, engaged experts from AUC-DREA (led by Professor Ayalneh Bogale) and the Food and Agriculture Organization of the United Nations (Genevieve Theodorakis) to help participants understand how resilience is addressed in the Malabo declaration. More webinars and online discussions are planned for Q4.

- **Strategic Support to and Participation in the CAADP Partnership Platform Meeting.** The 15th CAADP PP meeting was successfully held between 11- 14 June 2019. Africa Lead
provided overall facilitation support for the event, including the Malabo Policy Learning Event (MAPLE) held on the first day of the forum. The PP brought together diverse actors to discuss recommendations to transform agriculture through trade. The audience for the event’s launch included Kenya’s Deputy President Dr. William Ruto, Minsters of Agriculture from 15 countries, senior representatives from the development community, non-state actors, and Regional Economic Communities. A Final Communique of the 15th CAADP PP was released at the end of the event, outlining agreed upon priorities of the PP.
EA REGIONAL
Quarter 3 | Fiscal Year 2019

53 organizations supported
7 food security events
124 individuals engaged in food security policies or programs

Private sector, community, & farmer organizations supported:
- non-state actors
- public sector / government
- research / university / school

Female: 31%
Male: 69%

KEY PARTNERS - FY2019 Q3

RIGO
Common Market for Eastern and Southern Africa (COMESA)
East African Community (EAC)
Intergovernmental Authority for Development (IGAD)

Africa Lead Support
- Facilitation
- Technical Assistance
Activity Overview

- **Continued Implementation of the East Africa Pilot Seed Sector Strengthening (Support) Activity.** Africa Lead, in partnership with the USAID/Kenya and East Africa mission, is implementing a regional pilot seed activity with a facilitative leadership approach to enhance learning, coordination, and operationalization of regional policies, and to unlock specific barriers to regional seed trade. In Q3, Africa Lead supported activities to improve national seed certification systems and border operations to facilitate cross-border seed trade. Some of these activities included national leadership dialogues in Ethiopia, Kenya, Tanzania, and Uganda, as well as follow-up meetings to support the implementation of national action plans. Forty-nine national leaders participated in the meetings. In Q4, Africa Lead will organize and facilitate two joint-learning visits for 30 participants from across six participating countries. This cross-country engagement process will expose leaders to different seed-certification processes and border operations to enable them to learn, identify, and commit to specific actions to improve seed quality and efficiency in their respective countries.

- **Revision of the Horn of Africa Resilience Network (HoRN) Regional Resilience Framework 2.0.** The Regional Resilience Framework was developed by USAID to serve as a common reference for resilience programming in the Horn of Africa. From 2012 to 2016, the Horn of Africa Resilience Network (HoRN) used the Regional Resilience Framework 2.0 to guide resilience investments. In Q3, Africa Lead commenced the revision of the Framework to respond to current USAID resilience programming. The HoRN network has expanded to include countries that are in fragile states such as South Sudan and Somalia; as such, the framework will take into consideration the different operating contexts. With combined input from USAID Resilience Coordinators, bilateral missions, and USAID/Washington, Africa Lead incorporated revisions into a draft framework that has been shared with USAID. The framework will then be presented to the HoRN network for adoption into future programming.

- **Facilitation of the Development of IGAD’s Drought Disaster Resilience and Sustainability Initiative (IDDRSI) Annual Work Plan.** In Q3 Africa Lead supported the IDDRSI teams to develop an annual work plan. IDDRSI is IGAD’s plan and commitment to end drought emergencies, build drought resilience, and achieve growth and sustainable development in the IGAD region. The annual work plan is aligned to the milestone-based commitments outlined in IGAD’s Implementation Letter #2, which serves as a strategic guide to IGAD’s priority areas of focus within the resilience agenda for the next four years. To support the development of the work plan, Africa Lead facilitated consultations between the IDDRSI teams and USAID, and facilitated a three-day meeting in Nairobi for IGAD and USAID to draft the work plan. The work plan will be used to implement year one activities that align with the milestone-based commitment outlined in the Implementation Letter.

- **Facilitation of the Horn of Africa Resilience Measurement Workshop.** In Q3 Africa Lead jointly facilitated a four-day Horn of Africa Resilience Measurement Workshop with USAID/Kenya and East Africa, the Center for Resilience, the HoRN Network, and the Resilience Evaluation, Analysis and Learning (REAL) Associate Award. More than 100
participants attended the workshop, including resilience analysts, policy makers, and program staff best placed to translate emerging resilience evidence from the Horn of Africa into concrete action. The workshop’s objectives were to help participants understand evidence emerging from resilience research within the Horn of Africa, explore common resilience trends and themes across countries, and translate learning into country-specific action plans. At the end of the workshop, each country represented developed a country-specific action plan as a way of translating lessons learned during the workshop and informing a future learning agenda.
KENYA
Quarter 3 | Fiscal Year 2019

- 72 organizations supported
- 7 food security events
- 130 individuals engaged in food security policies or programs
- 33 individuals trained

Private sector, community, & farmer organizations supported:
- 43 non-state actors
- 12 public sector / government
- 6 research / university / school

Male and female participation:
- 75% female
- 25% male
- 66% female
- 33% male
- 25% female
- 75% male

KEY PARTNERS - FY2019 Q3
- Government
- Ministry of Agriculture, Livestock and Fisheries (MoALF)

Africa Lead Support
- Facilitation
Activity Overview

- **Facilitation of the African Union’s (AU) Comprehensive Africa Agriculture Development Programme (CAADP) Biennial Review Reporting Process.** In Q3 Africa Lead supported the Ministry of Agriculture, Livestock, Fisheries, and Irrigation (MoALFI) in facilitating an inception meeting prior to the 2019 – 2020 Biennial Review (BR) process. The meeting was attended by 61 participants from the Ministry, nongovernmental organizations (NGOs), and the private sector. The meeting was held to familiarize stakeholders on the themes and indicators of BR reporting, develop a final country roadmap for the BR process, discuss data needs for BR reporting and allocate data collection responsibilities, and kick-off the 2019 – 2020 BR data collection process. In Q4 the MoALFI will organize a validation workshop, and Africa Lead will facilitate the event.

- **Facilitation of Policy Technical Working Group Meetings.** In Q3 Africa Lead organized and facilitated two meetings in April and June for the Kenya Policy Technical Working Group. Africa Lead has supported USAID/Kenya the last two years to organize and convene policy working group meetings. In each meeting, participants shared their priorities and identified potential areas for complementary action. In the June meeting, participants reviewed Terms of Reference (ToRS) that will guide the Working Group’s activities. Africa Lead will organize and facilitate the meetings on a monthly basis in Q4.

- **Facilitation of Champions for Change Training for Ministry of Agriculture, Livestock, Fisheries, and Irrigation (MoALFI) Technical Directors.** To support the rollout of Kenya’s Agricultural Sector Transformation and Growth Strategy (ASTGS), Africa Lead organized and facilitated a Champions for Change (C4C) training in April for 35 participants, including senior MoALFI Directors and County Executive Committee members. The objectives of the training were to sensitize senior leadership on the ASTGS process, to create a cadre of champions who understand the importance of agriculture for the country’s socioeconomic development, and to support the transformative implementation of the ASTGS at both county and national levels. In Q4 Africa Lead plans to facilitate a similar training for the MoALFI Permanent Secretaries and other key ministry officials.

- **Revision of the PREG Learning and Adapting Together Toolkit.** In Q3 Africa Lead finalized and submitted to USAID a revised PREG Learning and Adapting Together toolkit. Feedback on the toolkit from USAID/Kenya and the Center for Resilience has since been received, and Africa Lead will make revisions to the toolkit in Q4. Once approved, the toolkit will serve as a learning platform for strengthened USAID programming in Northern Kenya.

- **Production of PREG Samburu Video and Case Study Reports.** In Q3 Africa Lead produced communications products including a video and written case study highlighting PREG partner collaboration and the role of local leadership in building community resilience in Samburu County. This work follows from similar communications products in FY2018 that highlighted PREG partner collaboration in Moruese, Turkana County. In Q4 Africa Lead will continue to document good practices and lessons learned from joint interventions at PREG sites and develop case studies for Garissa and Marsabit Counties.
Development of Partnership for Resilience and Economic Growth (PREG) Targeting Guidelines. In Q3 Africa Lead conducted a data-gathering exercise in three PREG counties – Turkana, Wajir, and Marsabit – to develop PREG targeting guidelines. When it comes to targeting of PREG interventions, PREG partners often select target sites based on pre-determined parameters that are partner-specific. At the same time, PREG lacks an agreed-upon approach in targeting sites for sequencing, layering, and integrating their activities. For data collection, Africa Lead met with PREG county teams, county government officials, and community members. In Q4 Africa Lead will hold key informant interviews with select PREG Chiefs of Party/Program Managers and their USAID counterparts to complete the exercise. Data will then be analyzed and used to develop targeting criteria and guidelines.
SENEGAL
Quarter 3 | Fiscal Year 2019

- 63 organizations supported
- 9 food security events
- 257 individuals engaged in food security policies or programs
- 120 individuals trained

KEY PARTNERS - FY2019 Q3
- Government
  - Agency for Investment Promotion and Major Projects (APIX)
  - Cellule de Lutte contre la Malnutrition (CLM)
  - Ministry of Trade
  - Ministry of Water and Sanitation
  - Mouvement Sénégalais pour le développement (MSD)
- NGO
- Africa Lead Support
  - Agribusiness & Entrepreneurship Development
  - Capacity Building
  - Organizational Development
  - Strategic Development
  - Team Building
  - Technical Assistance
Activity Overview

- **Integration of part of the Multisector Strategic Plan for Nutrition / Plan Stratégique Multisectoriel de Nutrition (PSMN) into the District Development Plan / Plan de Développement Communautaire (PDC) of Two Regions in Senegal.** In Q3 Africa Lead collaborated with the Cellule de Lutte contre la Malnutrition (CLM) to conduct a local Training of Trainers (ToT). The five-day training was held in the Kolda region and brought together 24 regional government staff from four CLM priority action regions. During the training, participants practiced how to facilitate events, using adult learning principles. The ToT is a first step to build local capacity and improve the leadership skills of stakeholders in charge of the development, implementation, and monitoring and evaluation of local development plans.

- **Integration of Nutrition into Local District Development Plans Planning Process.** Africa Lead collaborated with the CLM to organize a leadership workshop for actors involved with the implementation of nutrition policies at the local level. The four-day workshop was held from June 13-16, 2019 in Medina Cherif, a town in the region of Kolda. Fifty-nine people participated – including representatives of all stakeholders involved in the development and management of the local development plan (PDC), from the heads of villages to the regional government staff by way of women’s groups – and increased their understanding and took more ownership of their local development plan (PDC). This activity contributed to Africa Lead’s goals of promoting mutual accountability, strengthening institutional capacity, and promoting the participation of non-state actors (NSAs) in the policy process. Another leadership workshop has been planned for Q4, in the second targeted pilot town.

- **APIX Teambuilding Workshop.** Africa Lead facilitated and organized a strategic visioning and teambuilding workshop for the Agency for Investment Promotion and Major Projects / Agence pour la promotion des investissements et des grands travaux (APIX) and its partners involved in the implementation of the North Zone Investment Platform activities. A three-day workshop was held from May 15-17, 2019 in Saint Louis and was attended by 14 participants including three women. Participants represented national agencies, directorates, financial institutions, and private sector institutions such as the Saint Louis Chamber of Commerce and the Saint Louis Chamber of Craft. The workshop allowed participants to develop a common vision, assess the elements of an efficient investment platform, and clarify roles. Participants also discussed the need to build relationships with various actors and stakeholders in the implementation of the platform as well as the development of a new mechanism that will ensure greater collaboration, more efficient implementation of activities, and sustainability.

- **Youth Training with MSD and ISAE/UCAD.** Africa Lead supported Institut Supérieur d’Agriculture et Entreprenariat to organize a training workshop on “Optimal Production Transformation in the Agricultural and Fisheries sectors” for the Youth Division of the Movement for Development in Senegal / Mouvement Sénégalais pour le Développement (MSD). The training was held in Koussanar (South East region) from June 15-17, 2019. Some of the sessions were facilitated some sessions were facilitated in local languages (Wolof and Fulani). The workshop had 50 participants, including 14 females, and provided a
combination of theory and hands-practice that allowed the participants to gain skills in processing cereal grains and fruits. Also in Q3, Africa Lead supported *L’Institut Supérieur d’Agriculture et Entreprenariat (ISAE)/Université Cheikh Anta Diop (UCAD)* to organize the second of two training workshops on “Good Practices for a Healthy and Sustainable Agriculture” and “Vegetable Farming.” The training, conducted over a three-day period, was divided into two parts, from June 25-27 and June 28-30, 2019, in Mboro (Thies Region), Senegal. Forty-eight participants, including 13 women, attended the training session on vegetable farming. Another group of 46 participants, including 13 women, participated in the training on “Good Practices for a Healthy and Sustainable Agriculture.”

- **Capacity Building for the Ministry of Water and Sanitation to Streamline Guidelines and Reference Procedures and Achieve Regional Compliance.** Africa Lead supported the Ministry of Water and Sanitation in the organization of a Dissemination Workshop to share its recently completed, first agency-wide Administrative and Operational Policies and Procedures Manual (Manuel de Procedures Administratives, Opérationnelles, Comptables et Financières; MPAOFC), developed with the support of Africa Lead. Held June 27 – 28, 2019, the Dissemination Workshop brought together 40 participants from various operation units of different directorates and national agencies of the ministry. Participants got a better understanding of rules, procedures, and authorities, and they committed to effective implementation of the manual.

- **Support to the Ministry of Trade to Implement Its Strategic Policy Document for 2019 – 2021.** Africa Lead supported the Ministry of Trade’s annual planning workshop for the implementation of its strategy document. The workshop, held June 19 – 21, 2019, brought together 30 heads of national directorates and agencies of the ministry. Through the workshop, participants (i) finalized the activities prioritization process; (ii) developed performance measurement framework for each program (iii); developed the performance evaluation framework for each program; and (iv) developed an action plan for all activities to be carried out by the department during the 2019 – 2020 period.
SOMALIA

Quarter 3 | Fiscal Year 2019

13 organizations supported

2 food security events

23 individuals engaged in food security policies or programs
Activity Overview

- **Facilitation of USAID Somalia Resilience Partnership Approach Field-Level Meetings.** In Q3 Africa Lead facilitated two meetings in Baidoa that brought together 30 USAID implementing partners from the Bay and Bakool regions. The objective of the meetings was to strengthen collaborative engagement based on an enhanced understanding by partners of their activities in Bay and Bakool. The meetings also provided a platform for communication, information sharing, exploration of areas for leverage, and identification of potential areas for collaboration.
SOUTH SUDAN
Quarter 3 | Fiscal Year 2019

- 23 organizations supported
- 3 food security events
- 34 individuals engaged in food security policies or programs
Activity Overview

- **Development of Joint Work Planning Tools for Identified Partnership Areas of the Partnership for Resilience and Recovery in South Sudan (PfRR).** In Q3 Africa Lead – in collaboration with USAID/South Sudan, the United Nations Joint Recovery and Stabilization Programme (UNJRSP) in Aweil, and the United Nations Mission in South Sudan (UNMISS) – held technical working meetings and sessions to refine Africa Lead’s Institutional Architecture Assessment for Recovery (IA4R) tool and methodology for Aweil partnership area. During the sessions held in April and May, partners developed a revised IA4R tool and agenda outline, assessment frameworks, and the Resilience Index Measurement Analysis II, which complements the IA4R tool. Africa Lead also supported PfRR focal points and technical working groups to conduct a Resilience Profiles Validation exercise in Aweil. Next quarter, Africa Lead will support technical engagement in the remaining Partnership Areas of Torit and Wau.

- **Validation of Resilience Profiles and Institutional Architecture for Resilience (IA4R) Assessment Workshops.** Africa Lead organized and facilitated validation workshops for the PfRR Resilience Profiles alongside of the IA4R Assessment for 50 PfRR stakeholders in Aweil. During the IA4R workshop, participants assessed the capacities and efficiency of institutions within Aweil that are critical to the success of the PfRR agenda. For both workshops, Africa Lead facilitated structured group work and plenary sessions to focus resilience capacities 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 Partnerships. The outcomes of these workshops will inform the Joint Work Planning exercises scheduled for Q4, which will form the foundation for the partnership’s operations in Aweil and other areas of focus.
## 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>1,323</td>
<td>2,410</td>
</tr>
<tr>
<td></td>
<td>% Women</td>
<td></td>
<td>30%</td>
<td>26%</td>
<td>33%</td>
<td>32%</td>
</tr>
<tr>
<td>1.2</td>
<td>Output (EG.3.2-1)</td>
<td>Number of individuals receiving USG-supported short-</td>
<td>96</td>
<td>0</td>
<td>586</td>
<td>695</td>
</tr>
<tr>
<td></td>
<td>% Women</td>
<td>term agricultural sector productivity or food security training</td>
<td>33%</td>
<td>N/A</td>
<td>38%</td>
<td>38%</td>
</tr>
<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>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>% Women</td>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</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>15</td>
<td>32</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>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

---

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

6 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

<p>| | | | | | |</p>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>170</td>
<td>76</td>
<td>174</td>
<td>383</td>
</tr>
<tr>
<td></td>
<td></td>
<td>315</td>
<td></td>
<td></td>
<td>2,164</td>
</tr>
</tbody>
</table>

### 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

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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>35</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>103</td>
</tr>
</tbody>
</table>

**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

<p>| | | | | | |</p>
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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>384</td>
<td>312</td>
<td>405</td>
<td>910</td>
<td>660</td>
</tr>
<tr>
<td></td>
<td>5,920</td>
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</tbody>
</table>

### 2.2 Output
Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>28</td>
<td>16</td>
<td>50</td>
<td>96</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>685</td>
<td></td>
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</tbody>
</table>

### 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.

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<thead>
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</thead>
<tbody>
<tr>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td></td>
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<td></td>
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<td>N/A</td>
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</tbody>
</table>

### 2.4 Outcome
Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation

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</thead>
<tbody>
<tr>
<td></td>
<td>329</td>
<td>157</td>
<td>839</td>
<td>1,259</td>
<td>1,345</td>
</tr>
<tr>
<td></td>
<td>2,987</td>
<td></td>
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</table>

**% Women**

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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30%</td>
<td>22%</td>
<td>37%</td>
<td>34%</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>41%</td>
<td></td>
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</tr>
</tbody>
</table>

**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

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</thead>
<tbody>
<tr>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>27</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 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

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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>61</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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7 In FY19 Q3, we are including 17 events from the NSA Small Grant Program that were actually held late in FY18. Due to the inherent delay in capturing data through the grant reporting cycle, we were not able to record this data in our M&E database until FY19.

8 Due to delayed data entry for one event from Q1 and one event from Q2, our year-to-date result of 96 is higher than the sum of the quarters (94).
| 3.3 | Output | Number of knowledge products generated with support from Africa Lead II | 3 | 4 | 8 | 15 | 46 | 249 |
## Annex B. Key Partners and Collaborators in Q3 FY19

<table>
<thead>
<tr>
<th>Mission</th>
<th>Organization</th>
<th>Type</th>
<th>Africa Lead Support Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senegal</td>
<td>Agency for Investment Promotion and Major Projects / Agence pour la promotion des investissements et des grands travaux (APIX)</td>
<td>Government</td>
<td>Team Building</td>
</tr>
<tr>
<td>Senegal</td>
<td>Mouvement Senegalais pour le Développement</td>
<td>Civil Society</td>
<td>Agribusiness and Entrepreneurship Development</td>
</tr>
<tr>
<td>Senegal</td>
<td>Ministere de l'Eau et de l'Assainissement</td>
<td>Government</td>
<td>Organizational Development</td>
</tr>
<tr>
<td>Senegal</td>
<td>Ministere du Commerce</td>
<td>Government</td>
<td>Strategic Development</td>
</tr>
<tr>
<td>Senegal</td>
<td>Cellule de Lutte contre la Malnutrition (CLM)</td>
<td>Government</td>
<td>Capacity Building</td>
</tr>
<tr>
<td>Kenya</td>
<td>Ministry of Agriculture, Livestock and Fisheries</td>
<td>Government</td>
<td>Facilitation</td>
</tr>
<tr>
<td>East Africa Region</td>
<td>COMESA</td>
<td>RIGO</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>East Africa Region</td>
<td>East Africa Community (EAC)</td>
<td>RIGO</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>East Africa Region</td>
<td>Intergovernmental Authority on Development (IGAD)</td>
<td>RIGO</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; Backbone Support</td>
</tr>
<tr>
<td>BFS</td>
<td>CAADP Non State Actors Coalition</td>
<td>NSA Network</td>
<td>Coaching and Mentoring; Organizational Development</td>
</tr>
<tr>
<td>BFS</td>
<td>Intergovernmental Authority on Development (IGAD)</td>
<td>RIGO</td>
<td>Coaching and Mentoring; Organizational Development</td>
</tr>
<tr>
<td>BFS</td>
<td>Agricultural Council of Tanzania (ACT)</td>
<td>NSA Network</td>
<td>Inclusive Policy Dialogue</td>
</tr>
<tr>
<td>BFS</td>
<td>Entreprise Aissatou Gaye (EAG)</td>
<td>Private Sector</td>
<td>Inclusive Policy Dialogue</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.