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

QUARTERLY REPORT: OCTOBER - DECEMBER 2013

JANUARY 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

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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:	January 31, 2014
Author:	Africa Lead II Team

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.

CONTENTS

- EXECUTIVE SUMMARY VI**
- BACKGROUND..... 1**
- AFRICA LEAD II VISION AND APPROACH 1**
- AFRICA LEAD I EXTENSION PERIOD ACCOMPLISHMENTS 3**
 - East and Southern Africa Program 3
 - West Africa Program 3
 - Washington Program..... 5
- AFRICA LEAD II ACCOMPLISHMENTS..... 6**
 - Consultation, Sensitization, and Establishing Program Oversight and Start up..... 6
 - Task 0.1: Consultation with bilateral and regional USAID Missions 6
 - Task 0.2: Consultation and Collaboration with Food Security Support Organizations and Programs..... 6
 - Task 0.3: Establishing and Operationalizing an AUC-USAID-led Program Advisory Group..... 7
 - Task 0.4: Integrating Africa Lead II Work into the Core of AUC’s DREA CAADP Work Stream 7
- COMPONENT ONE: ESTABLISHING AND IMPROVING EFFECTIVENESS OF INSTITUTIONAL AND ORGANIZATIONAL ARCHITECTURE..... 7**
 - Task 1.1: Develop an action plan for strengthening CAADP institutional capacity at the continental, regional and country level..... 8
 - Task 1.2: Identify key food security institutions, assess their institutional capacity, and provide assistance to strengthen core skills and overall performance..... 9
 - Task 1.3: Develop and implement specialized leadership training programs in African institutions 10
- COMPONENT TWO: STRENGTHENING CAPACITY TO MANAGE AND IMPLEMENT THE POLICY CHANGE AND ALIGNMENT PROCESS..... 10**
 - Task 2.1: Design and facilitate Agriculture Policy exchange and LEarning event (APLE) deliveries 10
 - Task 2.2: Strengthen institutional architecture for improved policy and evidence-based policy reform..... 11
 - Task 2.3: Facilitate adoption of mutual accountability framework and jsr processes..... 12
- COMPONENT THREE: PROMOTING THE EFFECTIVE PARTICIPATION OF NON-STATE ACTORS (NSAs) IN THE POLICY PROCESS 12**
 - Task 3.1: Build capacity and legitimacy of NSA groups to engage in the CAADP policy process 13
 - Task 3.4: Strengthen the ability of African civil society to support farmers..... 13
- KNOWLEDGE MANAGEMENT, COMMUNICATIONS AND MONITORING & EVALUATION..... 14**
- BUY-IN SUPPORT 14**
 - Task 1.1: Support program launch and other high level activities 14
- PROGRAM SUPPORT 15**

Task 1.2: Develop and implement a Communications Strategy	15
Task 1.3: Develop and disseminate program publications	15
Task 1.4: Manage and promote Africa Lead II social media platforms	15
MONITORING & EVALUATION	16
ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK	17
ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)	18
ANNEX III: AFRICA LEAD II BUY-IN SUMMARY	ERROR! BOOKMARK NOT DEFINED.

TABLES AND FIGURES

FIGURE

FIGURE 1: Theory Of Change For Increased Agricultural Productivity And Food Security 1

ACRONYMS

Africa Lead I	Africa Leadership Training and Capacity Building Program
Africa Lead II	Feed the Future: Building Capacity for African Agricultural Transformation Program
AOR	Agreement Officer's Representative
APLE	Agriculture Policy Learning Event
APLU	Association of Public and Land-grant Universities
ASWG	Agriculture Sector Working Group
AUC	African Union Commission
AUC-DREA	African Union Commission Department of Rural Economy and Agriculture
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CIP	Country Investment Plan
COMESA	Common Market for Eastern and Southern Africa
CORAF	Central African Council for Agricultural Research
CSO	civil society organization
DPTT	Development Partners Task Team
DREA	Department of Rural Economy and Agriculture
ECOWAS	Alliance for Commodity Trade in Eastern and Southern Africa
ESA	East and Southern Africa
FARNPAN	Food Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FAS	Field Accounting System
FSP	Food Security Portal
FTF	Feed the Future
IAA	Institutional Architecture Assessment
IGAD	Intergovernmental Authority on Development
IFPRI	International Food Policy Research Institute
JSR	Joint Sector Review

M&E	monitoring and evaluation
MA	Mutual Accountability
NAPP	National Alliance Partnership Program
NGO	nongovernmental organization
NSA	non-state actor
OCA	Organizational Capacity Assessment
PMP	Performance Monitoring Plan
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems
SAKSS	Strategic Analysis and Knowledge Support Systems
TAMIS	Technical and Administrative Management Information System
WA	West Africa
YoA	Year of Agriculture

EXECUTIVE SUMMARY

A newly awarded five-year program, Africa Lead II launched program implementation in October, 2013. This document presents results from the first quarter of the program: the period from October 1st to December 31st, 2013. The report will also cover results from the overlapping extension period of Africa Lead I as the program comes to a close.

AFRICA LEAD II ACCOMPLISHMENTS

EAST & SOUTHERN AFRICA (ESA) PROGRAM HIGHLIGHTS

1. Led SOW development and provided logistical support for the Market Linkages Initiative (MLI) project evaluation.
2. Supported IGAD with the production of key deliverables for the Drought Resilience March 2014 Summit including a video documentary, brochure and website.
3. Supported AUC efforts for the 2014 Year of Agriculture including secondment of logistics and program management consultant, website development, and hiring and training of facilitators (in 9 countries) for the 10th CAADP Partnership Platform meeting.
4. Held discussions with 9 bilateral and regional missions on program buy-ins.

WEST AFRICA (WA) PROGRAM HIGHLIGHTS

1. Developed strategy for providing support to the Agribusiness Unit of the Ghana Ministry of Finance.
2. Planned, organized and facilitated meetings and site visits for government of Ghana and international donor and development partner representatives on private sector engagement.
3. Held discussions with 4 bilateral and regional missions, and 2 regional organizations (ECOWAS and CILSS) on program buy-ins.

WASHINGTON PROGRAM HIGHLIGHTS

1. Maintained relationships with Africa Lead I intern host companies. Developed SOW and budget for internship program under Africa Lead II.
2. Consulted with continental, regional and national donor programs working in agriculture and food security capacity building to identify synergies and areas for collaboration.
3. Provided communication support to AUC Year of Agriculture events.
4. Prepared program marketing materials: 2-page flyer, service offering menu, PowerPoint presentation
5. Drafted Year One Program Workplan.
6. Drafted Program Performance Monitoring Plan.
7. Held kick-off/work planning meeting with USAID and program consortium in Washington.
8. Participated in workplanning session with bi-lateral and regional missions in Addis Ababa, Ethiopia.

9. Travelled to West Africa field office to provide staff with training on financial, administration and procurement systems.
10. Hired and mobilized all expat and local staff for both regional field offices, and home office.

UPCOMING ACTIVITIES

These upcoming activities are based on what has been articulated in mission buy-ins to date and what is reflected in the Africa Lead II FY 14 Workplan. We anticipate completing the tasks below during the upcoming quarterly reporting period (January 1-March 31, 2014).

EAST & SOUTHERN AFRICA PROGRAM

Upcoming activities: January-March, 2014

Component 1:

1. Engage and build consensus around the EAC Institutional Assessment Report and outline way forward.
2. Continue to work with IGAD on prep for Drought Resilience Summit in March 2014, including finalization of documentary video, program brochure and logistics.
3. Field evaluation team for MLI evaluation and provide logistical and management support for field visits, data collection and report drafting.
4. Provide continued support to Sokoine University of Agriculture (SUA) internship program (Tanzania).
5. Begin to work on curriculum development for leadership training to local government authorities in Manyara, Zanzibar, Dodoma, Morogoro, and Vomeru (Tanzania).
6. Continue to provide facilitation, logistics and sponsorship support for multiple AUC Year of Agriculture events.
7. Review applications and select candidates to participate in the Mars business-to-business internship program in the US.

Component 2:

1. Hold one-day meeting in JNB to discuss policy on fertilizer (as follow-up to Inputs meeting in Addis).
2. Hire consultant to work on the seed harmonization process.
3. Organize key meetings on the topic of Resilience for the Joint Planning Cell.
4. Organize policy assessment validation workshop around Institutional Architecture Assessments (Zambia).

Component 3:

1. Support to EAC/COMESA CAADP process with a focus on increased NSA involvement.
2. Facilitate private sector dialogue platforms for the CAADP Private Sector Consultative Roundtable leading up to launch of CAADP Compact 2 (Rwanda).
3. Organize NSA coordination meeting (Rwanda).

WEST AFRICA PROGRAM

Upcoming activities: January-March, 2014

Component 1:

1. Develop scope of work and identify consultants to lead CILSS program evaluation, and design CILSS new 5-year strategy development.
2. Provide short- and long-term technical assistance to CILSS (i.e. identify and place an institutional development advisor and legal advisor at the Executive Secretariat in Ouagadougou, Burkina Faso).
3. Implement Climate Smart Agriculture/Climate Change Assessment in seven additional ECOWAS countries.
4. Plan and organize Regional Climate Change conference to be held in May 2014.
5. Review applications and select candidates to participate in the Mars business-to-business internship program in the US.
6. Design new capacity development plans for CILSS, CORAF and ECOWAS after meetings and consultations with regional organizations and USAID/West Africa.
7. Provide facilitation and logistical support for USAID Ghana and West Africa Mission Partner meetings.
8. Conduct rapid capacity assessment for the Borderless Alliance and develop a capacity development plan which includes identifying a long-term technical advisor to provide technical assistance, coaching and mentoring.

Component 2:

1. Prepare Ghana and Senegal ASWG and CAADP country teams to participate in Year of Agriculture CAADP Stocktaking and Dialogue meeting in Addis Ababa, Ethiopia.
2. Develop and implement a technical assistance and capacity development plan for the Agri-business Unit of the Ghana Ministry of Finance.

Component 3:

1. Implement capacity strengthening plan for Private Enterprise Federation and its private sector member associations including transformational leadership and CAADP themes.
2. Organize and hold private sector/business roundtables and champion events in Ghana to assess capacity needs and design strengthening activities for private sector.

WASHINGTON PROGRAM

Component 1:

1. Facilitate placement of interns in agribusiness host companies and manage progress.
2. Develop simple methodology for periodically determining organizational improvement for institutions to which Africa Lead will provide capacity building assistance.
3. Develop specialized leadership training modules for grass roots leadership training.

Component 2:

1. Develop SOW and budget to continue development of APLE curriculum, especially related to Joint Sector Review/Mutual Accountability modules.
2. Provide planning, facilitation and technical support to the CAADP 10 years on: Dialogue to Improve Implementation, Coordination, and Alignment with National Agriculture Investment Plans (NAIPs) meeting in Addis Ababa, Ethiopia, February 11-13, 2014.
3. Coordinate the writing of the Technical Report that will highlight the core areas of concern for countries who attend the Dialogue; a summary of what is being proposed by the AU to deal with these issues; a crosswalk to identify gaps; and donor experiences, lessons and approaches on alignment.
4. Ensure coordination of 2014 YoA events, including the preparation and facilitation of meetings; identification of backstopping responsibilities for different parts of Africa; and provision of technical guidance on report preparation to maintain consistent format.

Component 3:

1. Finalize Year One SOW for national civil society/NSA capacity building to ensure substantial CSO/NSA involvement in the agriculture policy processes in each country.
2. Engage with CSO/NSA stakeholders in Africa (FARNPAN and the NSA Task Team) to gain their support for Africa Lead II activities to strengthen civil society engagement.
3. Together with the Alliance to End Hunger, finalize document on coordination between the NAPP and Africa Lead II programs on activities for civil society strengthening.
4. Support Africa Lead II regional staff's work with missions to develop detailed SOW for bi-lateral and regional buy-ins to strengthen civil society and include long-term strategic objectives for civil society engagement.

KMC and M&E

1. Work with WA office on Africa Lead II Launch activities.
2. Work with ESA and WA on communications needs for program buy-ins.
3. Design, develop and launch new Africa Lead II website (in consultation with USAID).
4. Launch program newsletter.
5. Revise PMP based on USAID feedback and submit final draft.
6. Conduct 6-month feedback survey with Africa Lead I training participants.
7. Deliver M&E training for field staff.
8. Work with Component leads to develop baseline assessments for select technical activities and update/refresh training surveys in conjunction with Training Team.

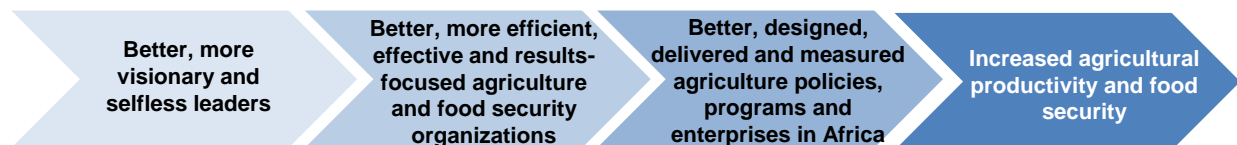
BACKGROUND

Africa Lead II—the Feed the Future: Building Capacity for African Agricultural Transformation Program—is a five-year Cooperative Agreement between USAID and a DAI-led Consortium. The Program runs from October 1, 2013 to September 30, 2018 and has an estimated maximum total funding amount (ceiling) of \$69,998,758. Other core members of the Consortium include Winrock International, the Training Resources Group (TRG), and Management Systems International (MSI).

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

Africa Lead II will build upon Africa Lead I’s capacity building achievements to cultivate a cadre of leaders across the spectrum of agriculture, food security and agribusiness stakeholders who will champion the cause of increased innovation in agriculture, greater agricultural productivity, and greater food security. As part of a larger network and within their organizations, these leaders will, in turn, create the critical mass required to transform key policies and practices, thus breaking the cycle of weak investment, low input, low output, and poor food security status for many Africans. As shown in Figure 1, the pathway for the intended impact is straightforward.

FIGURE 1: THEORY OF CHANGE FOR INCREASED AGRICULTURAL PRODUCTIVITY AND FOOD SECURITY



AFRICA LEAD II VISION AND APPROACH

Africa Lead II is guided by the understanding (“theory of change”) that better prioritized, designed, delivered, run and measured agriculture policies, programs and enterprises in Africa will lead to greater agricultural productivity and food security. Realizing these improvements requires stronger, more results-oriented public and private organizations (institutional architecture), led by champions —motivated, skilled, visionary team leaders and change agents—for food security. It requires clear and publicly accessible policy agendas that are subject to testing by evidence derived from various stakeholders. And it requires an open process by which stakeholders from across the agriculture spectrum are provided space to interact with one another and engage the government with articulated and evidence-derived positions with respect to existing and potential policies.

The role that Africa Lead II will play in this process will be as a **catalyst for the innovations** in individual leadership behavior, in institutional performance and in the policy process, especially

including supporting increased injection of evidence into policy debate and decision making and in strengthening engagement of civil society. Africa Lead II will, in particular, build upon the “community of practice” of Champions for Change—a “leadership brand” of agriculture change agents, increasingly recognized within Africa, who have the skills, the breadth of view and the motivation to initiate transformation in the way agriculture and food security are thought about and approached in their various institutions. But what will distinguish Africa Lead II will be its focus on the institutions in which these Champions work, together with the Champions and other supportive programs, helping to bring about the improvements in capacity—in systems, leadership and management—that will bring these institutions to maximum effectiveness.

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

- **Component One:** Establishing and Improving Effectiveness of Institutional and Organizational Architecture for African-Led Agricultural Transformation.
- **Component Two:** Strengthening Capacity to Manage and Implement the Policy Change and Alignment Process.
- **Component Three:** Promoting the Effective Participation of Non-State Actors¹ (NSAs) in the Policy Process and Providing Capacity Strengthening Support When Necessary.

Structure of the Quarterly Report

Below, we cover in greater detail the activities and outputs of each of the Components (or strategic areas of program intervention) that make up the Africa Lead II program. We begin and end with overall program support tasks and in between we highlight program tasks that Africa Lead II has undertaken during this quarter, organized by region. Additional highlights of Africa Lead I extension period activities are included at the start of the next section, just before a presentation of Africa Lead II first quarter results.

¹ In the context of this program, we use the term non-state actors to refer to individuals or groups representing civil society and/or the private sector.

AFRICA LEAD I EXTENSION PERIOD ACCOMPLISHMENTS

EAST AND SOUTHERN AFRICA PROGRAM

Provision of Logistical Support for the Horn of Africa Joint Planning Cell (JPC) meeting. USAID/EA and USAID/Kenya co-hosted the meeting in Nairobi, Kenya, November 18-20, 2013. Africa Lead II provided logistical support for the JPC meeting whose aim was to support the resilience initiative in the Horn of Africa. A total of 75 implementing partners from the region attended, of whom 35 percent were female and 65 percent were male.

Provision of Logistical Support for the Third Annual Feed the Future USAID/Tanzania Implementing Partners meeting. Africa Lead II provided logistical support for this meeting in Arusha, Tanzania, from November 19-22, 2013. A total of 90 participants attended, of whom 25 percent were female and 75 percent were male. Africa Lead directly supported the attendance of 31 people.

Provision of Facilitation and Logistical Support for the Technical Convening on Agricultural Inputs Policy in Africa. The main aim of this meeting was to achieve consensus on policy actions and models that work and that policymakers can understand, accept and implement. In total, 42 participants attended, of whom 25 percent were female and 75 percent were male. The program provided facilitation and logistical support for this meeting in Addis Ababa, Ethiopia, from December 5-7, 2013, which included the participation of 28 seed experts.

Engagement at the Regional Co-operative Value Chain Symposium. Africa Lead II's Regional Program Director for ESA and the Organizational Change/Development Specialist attended the symposium from December 13-15, 2013. Agri and Co-operative Training and Consultancy Service Limited (ATC) hosted the event in Nairobi, Kenya. The Regional Program Director made a presentation on "Enabling Co-operative Enterprises and Sustainable Linkages with Service Providers," and introduced Africa Lead II to the various stakeholders/champions present. The Regional Director also moderated one of the sessions.

Completion of Institutional Architecture for Policy Change Assessments for the East Africa Community (EAC), DRC, Rwanda, and Zambia. Africa Lead II provided technical assistance to the EAC to help ensure broader knowledge among strategic stakeholders on regional agricultural policy and implementation within the EAC, and capture how regional institutions, member governments and other stakeholders participate in the process. The assessment covered the following countries: Kenya, Tanzania and Uganda. The Africa Lead II Team also carried out Institutional Architecture Assessments for Policy Change in DRC, Mozambique, Rwanda, and Zambia.

Provision of Logistical Support for the Kilimo Trust Value Chain and Governance meeting. USAID/Uganda and USAID/ East Africa requested Africa Lead II support for the funding of the Youth in Agriculture session and the participation costs of 141 attendees.

WEST AFRICA PROGRAM

Assessment of the Private Enterprise Federation (PEF). At the request of the USAID/Ghana Mission, a team of two Africa Lead WA staff and one consultant completed a rapid capacity

assessment of PEF and its ten member associations. PEF is non-political, autonomous institution with its membership open to all private businesses and trade associations from both the formal and non-formal sectors of the Ghanaian economy. PEF also represents the private sector on the METASIP/CAADP steering committee. The assessment team evaluated the organizational structure as well identified the priority capacity needs and made recommendations to develop and strengthen the organizations.

Review of the CORAF-CILSS Capacity Development Program (BCDP). Africa Lead in coordination with MDF-West Africa performed a review of the progress, preliminary impacts and lessons learned from the BCDP's of CORAF and CILSS. The review identified how the menu of capacity development services contributed to change and documented institutional improvements in both organizations and recommendations for future programming. The team evaluated the customized training program, young professional internship, NARS visitors program and the coaching and technical assistance report and conducted key informant and focus group interviews in Dakar, Senegal, and Ouagadougou, Burkina Faso.

Finalization of Interactive Web-Based Application Development for Mapping of Donor Support for ECOWAP. The Africa Lead team facilitated a meeting of ECOWAS donors in Abuja, Nigeria and mapped regional agricultural development and food security projects by donor and country that contribute to the ECOWAP's Strategic objectives and outcomes. Africa Lead contracted an IT firm, OSTEC, who developed an interactive web-based database to facilitate easy upload, access and filtering of the data by the Agriculture & Rural Development Directorate of the ECOWAS Commission. The database will provide up to date information on donor funding and priorities in the region. During the previous quarter, the team presented the database to the ECOWAP donor group in Abidjan, Cote d'Ivoire and the OSTEC team provided user training to ECOWAS staff and interns in Abuja, Nigeria. Africa Lead also assisted in the recruiting of two interns who have been assigned to provide support services to ECOWAS in Abuja. The interns were selected from Cameroon and Burkina Faso.

Completion of Capacity Development Plan for the ECOWAS Bank for Investment and Development (EBID), Regional Agriculture Fund (RAF) and IT Assessment Report. Following the onsite assessment of staff and institutional capacity needs of the bank to manage and implement the RAF, a KPMG-led team facilitated a workshop at EBID headquarters in Lome, Togo. Together with the staff, the consultants elaborated a detailed capacity development plan and prepared the training materials. The capacity development plan recommended a set of tailor-made capacity strengthening interventions such as study visits and secondments, coaching and mentoring, and the development of an operations manual and action plans.

OSTEC also performed a review of EBID's information technology hardware and software platforms including their power infrastructure. Africa Lead submitted the final EBID IT Assessment report to both USAID/West Africa and EBID.

Presentation of Climate Smart Agriculture and Change Assessment. In November, the assessment team leader, Tom Erdmann, presented the findings and recommendations of the study at the ECOWAS Climate Change Technical Experts meeting in Abidjan, Cote d'Ivoire. Following the meeting, the team revised and re-submitted the final draft of the report to USAID/West Africa and the ECOWAS Agriculture Commission.

Technical Assistance on CILSS Knowledge and Database Management System. During the month of December, C2D, the Canadian consulting which had assessed CILSS knowledge management systems and trained their staff, elaborated an action plan and strategy to implement their specific recommendations and software “solutions”.

Preparation of Annual and Closeout Reports. The team prepared annual reports for USAID’s West Africa and Ghana missions that covered program activities and results achieved in FY 13. A final close out report covering all activities and accomplishments from the inception of the project in October 2010 until the October 31, 2013 was prepared and submitted to the home office.

WASHINGTON PROGRAM

Development of APLE Curriculum. Work continued on the redesign of the Agriculture Policy Exchange and Learning Event (APLE) curriculum, including the redesign of the JSR/MA module, compilation of all leadership modules from the Champions training material, revisions on the Institutional Architecture Action Plan template and integration of the results from the Technical Convening on Agricultural Inputs Policy In Africa into the module on Addressing Agriculture and Food Security Policy Constraints.

Planning and Strategy Development for ‘CAADP 10 Years On’ Meeting. Held discussions with USAID and AUC on ways to improve implementation, coordination and alignment with National Agriculture Investment Plans (NAIPs). Designed the agenda for the February in-country preparations for the Agricultural Sector Working Group meeting in Addis Ababa, Ethiopia, and provide support to the Permanent Secretaries who plan to attend. Briefed and provided support for 9 in-country facilitators who are conducting pre-planning meetings with those senior government officials and donor representatives that plan to attend the meeting. Provided guidance to local facilitators on the preparation of summaries from the pre-meetings that will be sent to AU and the ASWG. Africa Lead II will compile the summaries for use during the Addis meeting.

AFRICA LEAD II ACCOMPLISHMENTS

CONSULTATION, SENSITIZATION, AND ESTABLISHING PROGRAM OVERSIGHT AND START UP

TASK 0.1: CONSULTATION WITH BILATERAL AND REGIONAL USAID MISSIONS

During the first three months of the program, the Africa Lead II Team worked in partnership with the AOR to consult with bilateral and regional USAID Missions in order to generate buy-ins. Some buy-ins were driven by marketing to Missions in their host country, whereas other buy-ins were committed at the December 2013 work planning meetings during which USAID Mission staff from all across Africa congregated in Addis Ababa, Ethiopia, to discuss mission priorities and how to align them with the program's service offerings. The meeting in Addis also served as an opportunity for ESA missions to gather and review on-going and planned USAID support against AUC workstreams.

In marketing Africa Lead II to Mission staff, the program team encouraged our Mission partners to develop multi-year workplans with Africa Lead II, laying out a medium- to long-term vision for Africa Lead II's role in helping Missions achieve their FTF objectives.

Task results:

1. Organized and hosted kick-off/work planning meeting with USAID and program consortium on October 2-3, 2013.
2. Participated work planning meeting in Addis Ababa, Ethiopia, on December 6, 2013.
3. Provided organizational and logistical support for the work planning meeting that brought together representatives from 12 bi-lateral and regional missions.
4. Travelled to the West Africa field office to provide start-up training on financial, administrative and procurement systems.
5. Traveled to the West Africa office to install and operationalize the Field Accounting System (FAS), and provided field staff with requisite training on the system which links to DAI's global financial reporting and invoicing system.
6. Secured buy-ins from 7 bilateral and regional missions for a total of \$7,743,727(see Annex III for breakdown of buy-ins).

TASK 0.2: CONSULTATION AND COLLABORATION WITH FOOD SECURITY SUPPORT ORGANIZATIONS AND PROGRAMS

Starting from the first weeks of the program, Africa Lead II engaged with relevant actors at the continental, regional, national and sub-national levels. At the continental level, these included programs such as the Africa-wide Food Security Policy Program (FSP, also known as the Food Security Policy Innovation Lab, led by MSU, IFPRI, and University of Pretoria) and the Regional/National Strategic Analysis and Knowledge Support Systems ReSAKSS/ SAKSS) support programs (IFPRI-led). Africa Lead II also met with the US Alliance to End Hunger and the Partnership to Cut Hunger and Poverty in Africa to discuss joint support to non-state actor groups (NSA) to strengthen their engagement in the policy process. With IFPRI, Africa Lead II

has begun the process of developing a program paper that spells out the nature of the collaboration across a number of fronts, including JSRs and support to country SAKSS nodes.

Task results:

1. Consulted with continental, regional and national donor programs working in agriculture and food security capacity building including: IFPRI (FSP and SAKSS), Alliance to End Hunger and Partnership to Cut Hunger and Poverty in Africa, APLU.
2. Began draft of formal documents on nature of collaboration with IFPRI.

TASK 0.3: ESTABLISHING AND OPERATIONALIZING AN AUC-USAID-LED PROGRAM ADVISORY GROUP

Africa Lead II sought to develop a Program Advisory Group (PAG) co-chaired by the AUC and USAID. Africa Lead II, in consultation with the program AOR, has secured AUC agreement to serve on the PAG and develop a draft TOR for the PAG, including the organizational structure, membership, purpose, and nature/frequency of PAG meetings.

Task results: Per USAID request, this task will be delayed to end of Year 1.

TASK 0.4: INTEGRATING AFRICA LEAD II WORK INTO THE CORE OF AUC'S DREA CAADP WORK STREAM

For maximum impact and for sustainability, Africa Lead II's work will be fully integrated into the core of the AUC-DREA's CAADP work stream. This task is will be facilitated by having AUC on the PAG and holds the specific focus of ensuring cross-referencing of Africa Lead II activities against the AUC CAADP work stream and the work of other activities, programs and projects that are supporting CAADP's capacity building program for agricultural transformation.

Task results: This task has not yet begun.

COMPONENT ONE: ESTABLISHING AND IMPROVING EFFECTIVENESS OF INSTITUTIONAL AND ORGANIZATIONAL ARCHITECTURE

The purpose of Component One is to help establish “the institutional/organizational architecture to lead African agricultural transformation operating at the highest level of effectiveness...to assist in strengthening core competencies in the African institutions/organizations that are needed to advance agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (1) address planning, analysis, and decision-making capacity shortcomings; (2) increase the availability, applicability and use of high-quality evidence-based data for decision-making; and, (3) deliver training and mentoring

approaches that respond to the need for leaders who are willing to take to make tough decisions and guide the process through to completion.”² Target institutions will include policy-making and policy-implementing government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private sector enterprises and associations, and the media.

In this quarter, the AL II Team worked to review the results of previously conducted institutional assessments including the Institutional Architecture Assessments (IAAs) for Policy Change, and to consider what guidance they provide for subsequent institutional assessments. Critically important, because of the large amount of anticipated institutional capacity building activities anticipated under Africa Lead II, during this quarter the team began to develop metrics for tracking organizational improvement over time.

TASK 1.1: DEVELOP AN ACTION PLAN FOR STRENGTHENING CAADP INSTITUTIONAL CAPACITY AT THE CONTINENTAL, REGIONAL AND COUNTRY LEVEL

Activity 1.1.1: Support stocktaking and consultation for “CAADP 10 Years On: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs)”

The African Union Commission (AUC) designated 2014 as the “Year of Agriculture and Food Security in Africa.” In addition to the 2014 Year of Agriculture initiative, 2013 marks the 10th anniversary of the CAADP Framework which is designed to stimulate and rally Africa’s own resources and commitments to drive continent-wide growth of the agriculture sector. CAADP’s 10th anniversary and the 2014 Year of Agriculture initiative provide an excellent opportunity to take stock of CAADP’s progress and to consult on the approaches needed for the next 10 years. With this in mind the AUC, in conjunction with the NEPAD Planning and Coordinating Agency (NPCA), is convening a CAADP National Agriculture Investment Plan (NAIP) meeting entitled “CAADP 10 years on: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs) ”.

As part of the preparation for the meeting, Africa Lead identified and trained 9 country facilitators to administer two stocktaking assessments prior to the meeting in Addis. The first assessment (Changes in African Agriculture resulting from the implementation of CAADP approaches) was designed for senior government representatives who were identified to participate in the meeting. The Agriculture Development Working Group (ADWG) in each country completed the second assessment (Mutual Accountability, Donor Alignment, Coordination and Aid Effectiveness) with the help of the USAID-funded local facilitator. The facilitators summarized the results of the assessment process and shared them with the AU and DPTT so they could be used during the Addis meeting.

Activity results:

- Developed Post Business Meeting Guidelines to support implementation of NAIPs.

² USAID Africa Lead II Request for Application Program Description.

- Produced report that consolidates and summarizes key challenges that countries are facing and how countries are handling those challenges that directly align with options being proposed by the AUC and NPCA that will support country, regional and national efforts to sustain CAADP Momentum in the future.
- Prepared summary of the review of donor coordination and support of CAADP implementation, and identified options and actions to enhance donor engagement.

Activity 1.1.2: Direct capacity building assistance for AUC-DREA in support of CAADP implementation

The AUC-DREA is expected to be the main continent-level partner for Africa Lead II. With this in mind, Africa Lead II will begin to engage with the AU to assemble a multi-year work plan that will focus on capacity building assistance to AUC-DREA in support of CAADP implementation.

To date, Africa Lead II assistance to AUC-DREA focuses on planning, organizational, logistical and financial support for the Year of Agriculture events being led by AUC.

Activity results:

- Provided direct support to AUC-sponsored “2014 Year of Agriculture” events: secondment of a logistics and program management consultant at the AUC Addis office for 6 months; website development; fielding of consultants for in-country preparations for the CAADP 10 Years On Meeting of Ag Donor Working group representatives from 9 countries.
- Hired relationship manager in the ESA office to manage support and engagement with AUC. ESA staff has provided critical logistical and facilitation support to help plan the upcoming CAADP Partnership Platform meeting in Durban, South Africa, in March 2014. In addition to planning support, ESA has developed a website and various guidance documents for the technical teams in advance of the CAADP PP meeting.

TASK 1.2: IDENTIFY KEY FOOD SECURITY INSTITUTIONS, ASSESS THEIR INSTITUTIONAL CAPACITY, AND PROVIDE ASSISTANCE TO STRENGTHEN CORE SKILLS AND OVERALL PERFORMANCE

Activity 1.2.2: Conduct institutional assessments of selected African organizations and institutions

Africa Lead II worked with the AOR, Missions, the Africa Lead II Advisory Group, and RECs to identify key institutions for assistance. To date, we have identified, largely from the USAID work planning meeting held in Addis Ababa, Ethiopia on December 6, 2013, a substantial list of institutions which USAID missions would like Africa Lead to consider providing capacity building support to and some of which will require prior institutional assessments.

Activity results:

- Identified initial list of priority food security-related institutions from the December 2013 work planning meeting with USAID missions in Addis.
- Developed targets in the M&E Plan and under individual buy-in SOWs.

TASK 1.3: DEVELOP AND IMPLEMENT SPECIALIZED LEADERSHIP TRAINING PROGRAMS IN AFRICAN INSTITUTIONS

Activity 1.3.3: Support Young African Leadership Initiative and administer an internship placement program for YALI graduates

As requested by USAID regional missions, Africa Lead II reached out to program partners and beneficiaries to promote the inaugural announcement for the YALI program.

Activity results:

- Promoted YALI announcement and application process to Africa Lead II networks and contacts, including via mailing list and Facebook Champions for Change fan page.

Supplementary Component One-Related Activities:

Support to Market Linkages Initiative (MLI) project evaluation. Africa Lead II, on request from the USAID/EA mission, is leading the evaluation of the MLI project in Kenya, Uganda, Rwanda and Malawi. The MLI program sought to establish Grain Bulking Systems (GBSs) that integrate smallholder farmers' production into strengthened markets. ESA has hired the lead consultant and is providing critical oversight and logistical support to the multi-country site visits. ESA procured tablet survey tools and hired a trainer to load software and train the team. Results of the evaluation are expected within the next quarter.

Support to IGAD and March 2014 Summit. ESA is working with IGAD to provide several key deliverables for the summit including a video documentary on Resilience, color brochure and website. Africa Lead II sits on the Steering committee and is working closely on the event organization. This work is funded by USAID/East Africa.

COMPONENT TWO: STRENGTHENING CAPACITY TO MANAGE AND IMPLEMENT THE POLICY CHANGE AND ALIGNMENT PROCESS

The overarching goal of Component Two is to strengthen the capacity of government, business, and civil society leaders to manage the policy process and thus enhance the impact of agriculture and food security investments.

In this quarter, AL II continued to build off the successful Dakar APLE (Agriculture Policy Learning Event) platforms from AL I and refined curriculum for associated trainings that will draw heavily on the topics covered in the Dakar APLE and will be provided at regional and country level workshops still to be determined.

Africa Lead II also engaged in discussion with the Food Security Project (FSP) and with IFPRI to determine the nature of collaboration on efforts to strengthen country Strategic Knowledge Support Systems (SAKSS) and the Joint Sector Review (JSR) process in focus countries.

TASK 2.1: DESIGN AND FACILITATE AGRICULTURE POLICY EXCHANGE AND LEARNING EVENT (APLE) DELIVERIES

Africa Lead II worked in close coordination with FSP in designing and executing the technical modules of the latest APLE delivery. In the past quarter, the team updated the APLE curricula,

drawing heavily on the topics covered during the Dakar APLE and guidance from our USAID and IFPRI colleagues.

Activity 2.1.1: Revise and expand the APLE curriculum from Dakar for future APLE deliveries & produce a webinar to be used with country teams prior to their participation in the APLE

The Africa Lead II Team has been working to incorporate lessons from the Dakar APLE delivery into planning for future APLE events. The prototype conceptual design for a 4-5 day APLE builds and expands on experiences gained during the first APLE held in Dakar, Senegal, in May 2013. The purpose of the APLE is to discuss systemic policy challenges that may be blocking the achievement or effective implementation of NAIPs, to create a sense of urgency to solve some of these constraints, and to identify and agree on specific steps needed to overcome these constraints. With this in mind, Africa Lead II revised and expanded the existing APLE curriculum, incorporating lessons learned from Dakar.

Activity results:

- Collaborated with FSP Innovation Lab and IFPRI on the design of Joint Sector Review/ Mutual Accountability modules to be used in the APLE deliveries and as stand-alone modules.
- Adapted leadership training and guidance modules on managing organizational change to include in curriculum.
- Integrated the results from the Technical Convening on Agricultural Inputs Policy in Africa into the module on Addressing Agriculture and Food Security Policy Constraints.
- Drafted a revised Institutional Architecture Action Plan template to be used during the delivery of the APLE.

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

Under this task, which overlaps broadly with Component Three objectives, the Africa Lead II Team will provide customized support at the REC and country levels to work with government counterparts and NSAs to strengthen their capacity for evidence-based policy analysis, reform, and implementation. We will use the results of completed IAAs to determine where the systems need to be strengthened, which institutions need what kind of strengthening, what kind of support needs to be given for the process to work better and for specific policies (i.e. input policy change) to work.

Activity 2.2.1: Consult with and review work of other donor agencies and implementing partners to coordinate Africa Lead II's IAA Tool with other assessment tools and findings

At the request of USAID/BFS and the regional and bilateral USAID missions, Africa Lead, collaborating with the EAT project, developed a methodology for conducting initial, quick overview assessments of individual country or REC agriculture policy processes. These Institutional Architecture Assessments included mapping of the institutions involved in the various stages of policy formulation, implementation and measurement, and review of the quality of the policy process along 6 main policy components.

Activity results:

- Initiated discussions with IFPRI on policy capacity assessments including IAAs.
- Participated in IFPRI-hosted workshop on Approaches and Methods for Policy Process Research in November 18-20, 2013.

TASK 2.3: FACILITATE ADOPTION OF MUTUAL ACCOUNTABILITY FRAMEWORK AND JSR PROCESSES**Activity 2.3.1: Conduct rapid JSR readiness assessment of FTF and FTF-aligned countries**

We are starting this work by collaborating with IFPRI to understand their gap analyses that identify specific areas where country capacity is weak relative to the needs of a “Strong JSR.” Key questions include:

- At the highest levels, is the country committed to going through the JSR process? If yes, has the JSR steering committee been established and who is on it?
- If the country is committed to the JSR and has the steering committee established, have they also established working groups in line with the six areas of JSR review we've been discussing (public policy review, agriculture expenditure review, private sector review, civil society review, etc.)?
- If the steering committee and requisite working groups have been established, where is the country in the JSR process?

Activity results:

- Engagement with IFPRI in their efforts to measure select countries’ JSR readiness in the context of the “Strong JSR” model.

Supplementary Component Two-Related Activities:

Provision of Technical Assistance to Agribusiness Unit of the Ministry of Finance. The USAID Ghana mission has signed an agreement with the new Agriculture business unit of the Real Sector Division of the Ministry of Finance which includes technical and financial support. To operationalize the unit and to kick-off the implementation of the work plan, USAID/Ghana requested the services of Africa Lead II to identify a technical advisor and consultants who could support the unit. The Africa Lead II WA team identified an advisor and a strategy for providing support to the unit and plans to meet with MOF and to develop a comprehensive technical assistance plan in the next quarter.

COMPONENT THREE: PROMOTING THE EFFECTIVE PARTICIPATION OF NON-STATE ACTORS (NSAS) IN THE POLICY PROCESS

The purpose of Component Three is to bring dedicated effort and focus to address NSA challenges in the areas of capacity, credibility and legitimate representation of different civil society and private sector constituencies in the policy process that will determine the success of CAADP and bring about the needed agricultural transformation.

The full engagement of NSAs in the policy process is essential if CAADP is to achieve the goals currently being set by the AU and other continent-wide and regional stakeholders for its second 10 years. The CAADP process will provide opportunities for meaningful consultation between NSAs and government through the mutual accountability framework and JSRs. But before NSA groups can fully engage with government counterparts, they need to improve their capacity to understand and play their roles as stakeholders and partners in the policy process.

TASK 3.1: BUILD CAPACITY AND LEGITIMACY OF NSA GROUPS TO ENGAGE IN THE CAADP POLICY PROCESS

During Year One, the main focus of this task will be to develop and pilot an approach for building the capacity of national-level NSAs that builds on best practices identified in Lessons Learned on Africa Lead I Champions for Change program. Activities 3.1.2 – 3.1.4 describe a sequence that establishes a method for selecting NSA groups to participate in capacity building activities, develops and pilots the approach to NSA capacity building, and follows up with NSA groups to ensure they are linked into Champion networks. The overall goal of this task is to strengthen the capacity of key NSA stakeholders to organize themselves around strategic areas of common interest while strengthening their own internal systems, in order to facilitate stronger, issue based engagement with government. Africa Lead II's NSA capacity building strategy will provide key NSA groups with the support and technical assistance they need to participate in mutual accountability processes, including providing them with tools for improved accountability inside their own organizations.

Activity 3.1.1: Hold Consultations to coordinate Strategies for NSA Strengthening

Within the first quarter of program implementation, Africa Lead II has reached out to NSA stakeholders in the United States and in Africa to coordinate strategies for NSA strengthening. In the USA and Europe, this includes the Alliance to End Hunger, Action Aid and IFAD as well as other groups working on African NSA concerns (e.g. The Partnership to End Hunger in Africa, IFPRI and OXFAM). In Africa, Africa Lead II will meet with organizations such as FANRPAN and the CAADP NSA Task Team to work out terms of reference for their engagement in Africa Lead II trainings for civil society/NSA leaders.

Activity results:

- Consulted with continental, regional and national donor programs working in agriculture and food security capacity building to identify synergies and areas for collaboration. Meetings included: IFPRI (FSP and SAKSS), Alliance to End Hunger and Partnership to Cut Hunger and Poverty in Africa, Association of Public and Land Grant Universities (APLU), the World Bank/ IFC Benchmarking the Business of Agriculture (BBA) program team, and the Feed the Future Borlaug Higher Education Agriculture Research and Development Program (BEHEARD) being implemented for USAID by MSU.

TASK 3.4: STRENGTHEN THE ABILITY OF AFRICAN CIVIL SOCIETY TO SUPPORT FARMERS

Under this task, we will work with civil society and media organizations to increase awareness of CAADP, to increase activism around the cause of food security, and to build understanding of

agriculture issues and support for small-holder farmers among a broad base of African citizens. We will provide technical assistance and training to civil society and media organizations to encourage greater reporting on agriculture issues and will support scholarship, internship and networking opportunities for women and youth.

Activity 3.4.1: Mobilize Youth Leadership for and Involvement in Agriculture and Food Security

Activity results:

- Promoted YALI (Young African Leaders Initiative) announcement on the Champions for Change Facebook site and through program networks.

Supplemental Component Three-Related Activities:

Provision of Facilitation and Logistical Support to Ghana Donor Mission Trip: The West Africa Lead II team planned, organized and facilitated meetings and site visits for a group of government of Ghana and international donor and development partner representatives from November 4-8, 2013, in collaboration with USAID/Ghana. Government officials from MOFA, NDPC and the Ministry of Local Government and the following development partners and donors, DFID, AFD, IFAD, CIDA, AFDB, WFP, FAO, GIZ, AGRA, World Bank and the EU participated in this mission that started in Kumasi and ended in Tamale, with visits in Techiman, Buipe and other Northern Region communities. The objectives of the donor mission were to:

- Assess the level of Private Sector involvement in the agricultural value chain.
- Identify the constraints that challenge private sector operations and investment that may be addressed by the involvement of Development Partners.
- Assess the impact of decentralization on agricultural development and how best development partners can link their efforts at the metropolitan, municipal and district level.
- Identify the challenges to effective coordination in northern Ghana.
- Draft a package of recommendations to improve development partner investments and coordination.

KNOWLEDGE MANAGEMENT, COMMUNICATIONS AND MONITORING & EVALUATION

Strategic communications serves as a cornerstone of the Africa Lead II program. A combination of print, web and multi-media materials will articulate clearly the transformative and dynamic nature of Africa Lead II and provide a space for continued engagement with program beneficiaries and potential partners. As a follow-on program, communications efforts will build on past successes and mine stories yet to be written from Africa Lead I while ensuring new activities and results are captured and shared with a diverse audience in a timely fashion.

BUY-IN SUPPORT

TASK 1.1: SUPPORT PROGRAM LAUNCH AND OTHER HIGH LEVEL ACTIVITIES

Africa Lead II staff worked closely with USAID to plan for and deliver the program's kick off meetings (in the US) and workplanning meetings with missions (in Ethiopia). Marketing

materials were developed and featured at the workplanning meetings and subsequent meetings with potential partners. In addition, the KMC Manager in collaboration with the ESA office has provided communications support to the AUC in preparation for the 2014 Year of Agriculture. Support has included the identification of and preparation of needed communications products including a 2-pager on the YoA that is now featured on the home page for the CAADP Partnership Platform meeting website.

Task results:

1. Organized and participated in AL II kick off and workplanning meetings.
2. Prepared 2-pager on YoA.

PROGRAM SUPPORT

TASK 1.2: DEVELOP AND IMPLEMENT A COMMUNICATIONS STRATEGY

The KM & Communications Manager will develop (in close consultation with the COP, DCOPs and technical staff) a comprehensive communications strategy for the program. The strategy covers all aspects of outreach and engagement for the life of the program. The strategy will reflect the program's close partnership with the AU in its efforts to help realize goals of CAADP. Given the high-profile nature of the project, it is important to ensure all possible linkages to key partners and key milestones/events (such as the 2014 Year of Agriculture) are leveraged fully.

Task results:

1. This task has yet to begin. It is anticipated that work on this task will be closely coordinated with field staff.

TASK 1.3: DEVELOP AND DISSEMINATE PROGRAM PUBLICATIONS

The Communications Team is responsible for developing a wide range of publications such as a program flyer, thematic flyers, and success story submissions to USAID. To date, the program has prepared a number of initial marketing materials to help publicize the program. During the next quarter, a greater emphasis will be placed on producing success stories in print and video format.

Task results:

1. Prepared general program brochure, detailed brochure on service offerings per component, and detailed PPT presentation on AL II.

TASK 1.4: MANAGE AND PROMOTE AFRICA LEAD II SOCIAL MEDIA PLATFORMS

As part of the program's overall Communications Strategy, the team is focusing part of its outreach on deepening our social networks. This will include using new strategies for engaging champions on Facebook; introducing an Africa Lead II Flickr page to house and share all program photographs; and establishing a Vimeo account for program videos/podcasts.

Task results:

1. Consistently updated and engaged Champions through Champions for Change Facebook page. Engagement has jumped considerably during this quarter and we have added 85 new fans to the FB page.
2. Created and uploaded pictures to Africa Lead II Flickr page: <http://www.flickr.com/photos/africaleadff/>
3. Trained WA and ESA staff in the use of Flickr
4. Established Vimeo account for Africa Lead II: <https://vimeo.com/user23385092>

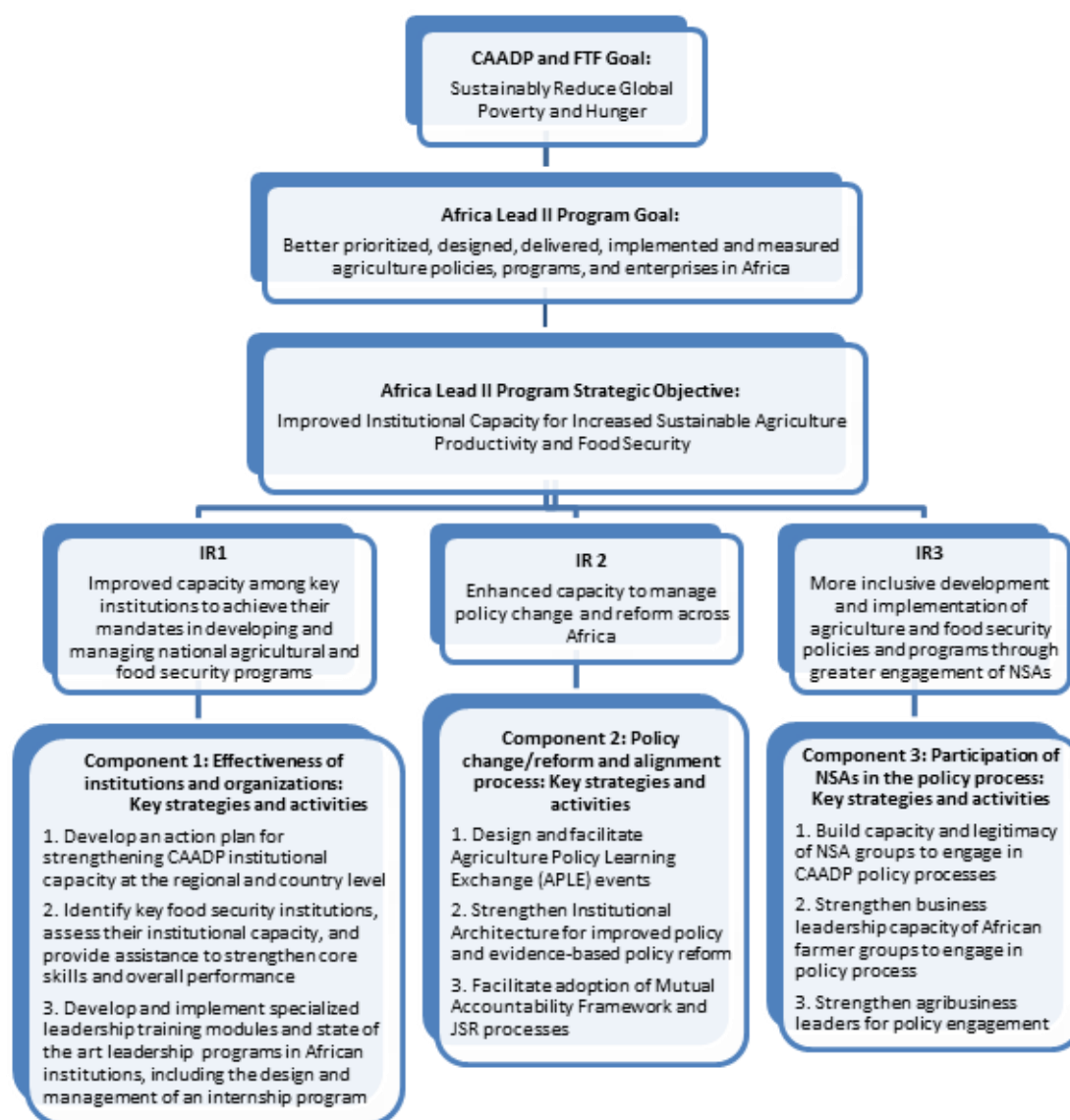
MONITORING & EVALUATION

During the first quarter of the program, Africa Lead II staff worked on drafting the program PMP, including a detailed methodology for M&E, and associated performance targets. A draft of the PMP was submitted to USAID for review on December 31, 2013.

Task results:

1. Developed/updated program results framework.
2. Developed performance indicators and associated performance targets.
3. Developed performance indicator reference sheets (PIRSs).
4. Prepared Draft Performance Monitoring Plan and submitted to USAID for review.

ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK



ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)³

#	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
			Q1	Q2	Q3	Q4	
Africa Lead II Goal: Better prioritized, designed, delivered, Implemented and measured agriculture policies, programs, and enterprises in Africa							
G1.1	Percentage of agricultural GDP growth	NA					
G1.2	Percentage of national spending allocated to agriculture	NA					
G1.3	Percentage of agriculture GDP composed of private sector investments in the agricultural sector	NA					
Africa Lead II Strategic Objective: Improved Performance of Individual Champions, Organizations and Institutions in Africa (at continental, regional, national and subnational levels) to achieve more inclusive economic growth and agricultural transformation.							
SO 1.1	Percentage of countries with up-to-date investment plans	TBD					
SO 1.2	Percentage of countries using outreach platforms to CSOs & private sector companies to inform NAIP development and implementation	TBD					
SO 1.3	Percentage of countries with improved “Doing Business” ranking	46%					
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs							
1.1	Number of individuals participating in training or mentoring programs	1,000					
	# of women (35%)	350					
1.2	Number of individuals engaged in awareness raising or coalition building events supported by Africa Lead II	2,000	21 ⁴				
	# of women (35%)	700	4 (19%)				
1.3	Percentage of individuals benefiting from training or mentoring in performance monitoring techniques who report little or no difficulty in applying new skills learned	50%					
1.4	Percentage of respondents who report greater use of evidence-based knowledge to promote effective practices	50%					
1.5	Percentage of respondents who report greater use of ethical principles and practices in their organization	50%					
1.6	Number of organizations at the national and regional level receiving technical assistance under AL II	14	2 ⁵				

³ Not all Africa Lead II Goals. SOs or IR indicators are measured quarterly or annually. They are included here for completeness only.

⁴ This figure reflects the number of participants that engaged in the Ghana Government and Development Partner Meetings.

⁵ This figure includes support to IGAD and AUC.

#	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
			Q1	Q2	Q3	Q4	
1.7	Percentage of organizational leaders using evidence-based recommendations to advance their annual work objectives	TBD					
1.8	Percentage of institutions/organizations that show overall improvements in Capacity and Performance Measurement Criteria	25%					
Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa							
2.1	Number of institutions participating in policy reform and alignment	5					
2.2	Percentage of institutions that have established corporate norms for mutual accountability	TBD					
2.3	Percentage of national and regional institutions' staff with capacity to identify and manage a robust policy reform and analytical agenda	TBD					
2.4	Percentage of national and regional structures with improved M&E systems	TBD					
2.5	Percentage of recommendations for policy reform and harmonization agreed to at the AU Head of State and Ministerial level implemented at the national level	25%					
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs							
3.1	Number of private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving Africa Lead II assistance	50					
3.2	Number of private enterprises, producer organizations, trade and business associations, women's organizations, and CBOs that have applied new technologies or management practices as a result of Africa Lead II assistance	TBD					
3.3	Number of countries/regions receiving Africa Lead II assistance	16	3 ⁶				
3.4	Percentage of countries that have articulated a plan of action for including NSAs in their compacts and mutual accountability frameworks (MAFs)	TBD					
3.5	Percentage of countries that have articulated a plan of action specifically for including women's/youth organizations/representation in their compacts and MAFs	TBD					
3.6	Percentage of countries achieving 80% implementation of their action plans	TBD					
3.7	Percentage of countries with investment plans that are supported by private capital	TBD					
3.8	Percentage of countries with an annual robust business meeting agenda	TBD					

⁶ In this reporting period, Africa Lead II commenced work with the Ghana Mission , East Africa Regional Mission and Bureau for Food Security (in support of the AUC 2014 Year of Agriculture).

