

SECTION IV

+ Annex



In 2014, Africa Lead developed and delivered a report writing course for Ghana's Ministry of Food and Agriculture.

Africa Lead USAID
Champions For Change

Acronyms

AATF	African Agricultural Technology Foundation		
AASN	Agriculture Advisory Services Network	AVCD	Africa's Development Accelerated Value Chain Development
ABMD	Agribusiness and Investment Support Service Division	AYNAT	African Youth Network for Agricultural Transformation
ACORD	Agency for Cooperation and Research in Development	BADECC	Business and Development Consultancy Centre
ACT	Agricultural Council of Tanzania	BAG	Budget Action Group
ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa	BFS	Bureau for Food Security
ADSP	Agriculture Sector Development Program	BFS/MPI	Bureau for Food Security Market and Partnership Innovations Office
AFR/SD	Africa Bureau, Office of Sustainable Development	BFS/CSI	Bureau for Food Security Country Strategy and Implementation Office
AgCK	Agricultural Council of Kenya	BFS/ARP	BFS Office of Agriculture Research & Policy
AGRA	Alliance for a Green Revolution in Africa	BOS	Bureau Operationnel de Suivi
A-LEAP	Agribusiness Leadership Internship Program	BPAT	Benchmarking Performance for Agricultural Transformation
ANSAF	Agriculture Non-State Actors Forum	BR	Biennial Review
APIX	Agency for Investment Promotion and Major Projects/Agence pour la promotion des investissements et des grands travaux	BSD	Bureau de Strategie et Developpement
APLE	Agriculture Policy Learning Event	CAADP	Comprehensive Africa Agriculture Development Program
ARD	Agricultural and Rural Development	CET	Common External Tariff
ARDDG	Agriculture Rural Development Donor Group	CFTA	Continental Free Trade Area
ASAL	Arid and Semi-Arid Land	CIMMYT	International Maize and Wheat Improvement Center
ASALDG	Arid and Semi-Arid Land Donor Group	CLA	Collaborating, Learning, and Adapting
ASDP-2	Agricultural Sector Development Program 2	CNC	CAADP Non-State Actors Coalition
ASTGS	Agriculture Sector Transformation and Growth Strategy	COMESA	Common Market for Eastern and Southern Africa
AU	African Union	CORAF/WECARD	Conseil ouest et centre africain pour la recherche et le développement agricoles/West and Central Africa Council for Agricultural Research and Development
AUC DREA	African Union Commission's Department of Rural Economy and Agriculture		
AUDA-NEPAD	African Union Development Agency's New Partnership for		

CUTS-CITEE	Consumer Unity and Trust Society—Centre for International Trade, Economics and Environment	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German development agency)
C4C	Champions for Change	GLIDEN	Ghana Livestock Development Network
DAI	Development Alternatives Inc.	GT9	Group Thematique 9
DASP	Department for Private Sector Support	IA	Institutional Architecture
DCHA/FFP	Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace	IAA	Institutional Architecture Assessment
DPCG	Development Partners Coordination Group	IA-APP	Institutional Architecture Assessment, Prioritization, and Planning
DRC	Democratic Republic of Congo	IAMS	Senegalese Inter-professional Mango Association
EA	East Africa	ICFAG	Inland Culture Fisheries Association of Ghana
EAC	East Africa Community	ICT	Information Communication Technology
ECOWAS	Economic Community of West African States	IFPRI	International Food Policy Research Institute
ECOWAS/DARD	Economic Community of West African States/Directorate of Agriculture and Rural Development	ILRI	International Livestock Research Institute
EGS	Early Generation Seeds	IPM	Integrated Pest Management
EMBRAPA	Brazilian Agricultural Research Corporation	IS&R	Implementation Strategy and Roadmap
FAANG	Fisheries and Aquaculture Alliance Network	JAS	Joint Agricultural Secretariat
FAO	United Nations Food and Agriculture Organization	JASCCM	Joint Agriculture Sector Consultation and Cooperation Mechanism
FAW	Fall Armyworm	JSR	Joint Sector Review
FMARD	Federal Ministry of Agriculture and Rural Development	KCDMS	Kenya Crops and Dairy Market Systems Project
FTF	Feed the Future	LGA	Local Government Administration
FTFMS	Feed the Future Monitoring System	MAER	Ministry of Agriculture and Rural Equipment
GCAP	Ghana Commercial Agriculture Program	MAFFS	Ministry of Agriculture, Forestry, and Food Security
GDP	Gross Domestic Product	M&E	Monitoring and Evaluation
GDSP	Political and Social Dialogue Group	MEFP	Ministry of Economy, Finance, and Planning
GFSS	Global Food Security Strategy	MEL	Monitoring, Evaluation, and Learning
GHS	Ghanaian cedi (currency of Ghana)	MFDI	Media for Development International

MoA	Ministry of Agriculture	P2P	Peer-to-Peer
MoALF	Ministry of Agriculture, Livestock and Fisheries	RAIP	Regional Agriculture Investment Plans
MoRD	Ministry of Rural Development	RBM	Results Based Management
MSI	Management Systems International	RECs	Regional Economic Communities
MVIWATA	National Network of Small-Scale Farmers Groups in Tanzania	ReSAKSS	Regional Strategic Analysis and Knowledge Support System
NAIP	National Agriculture Investment Plan	RIGOs	Regional Intergovernmental Organizations
NARC	Nigeria Agribusiness Resource Center	SIDA	Swedish International Development Cooperation Agency
NARS	National Agricultural Research Systems	SIRDA	Savanna Integrated Rural Development Aid
NHP+	Nutrition and Health Program Plus	SMEs	Small and medium-sized enterprises
NDMA	National Drought Management Authority	SOPs	Standard operating principles
NGO	Non-Governmental Organization	SP/CPSA	Secrétariat Permanent pour la Coordination de Secteur Agricole
NSA	Non-State Actor	SUCAM	Sugar Campaign for Change
OCA	Organizational Capacity Assessment	TOC	Theory of Change
ONC	National Coffee Office (DRC)	TOT	Training of Trainers
PIRR	Partnership for Recovery and Resilience	TRG	Training Resources Group, Inc.
PIATA	Partnership for Inclusive Agricultural Transformation in Africa	UCAD/ISAE	University Cheikh Anta Diop's Higher Institute for Agriculture and Entrepreneurship
PITT	Performance Indicator Tracking Table	UN	United Nations
PMELP	Performance, Monitoring, Evaluation, and Learning Plan	USAID	United States Agency for International Development
PMP	Performance Monitoring Plan	USG	United States Government
PNDA	National Agricultural Policy	VSLA	Village Savings and Loan Association
PNIASAN	Plan National d'Investissement Agricole, de Sécurité Alimentaire et de Nutrition	WA	West Africa
PP	Partnership Platform	WARMA/ARMAO	West African Regional Mango Alliance
PREG	Partnership for Resilience and Economic Growth	WIANG	Women in Agribusiness
PR4I	Policy Reform for Investment		
PSE	Plan Senegal Emergent		

Performance Indicator Tracking Table (PITT)

#	Indicator type and number	Indicator	Year	FY19 achieved by quarter				FY19 (Y6)	FY19 (Y6)	LOP	LOP
			1 - 5	Achieved	Q1	Q2	Q3	Q4	Achieved	Target	Achieved
Intermediate Result 1: Improved leadership and institutional effectiveness for agricultural transformation											
1.1	Output (EG.3-2)	Number of individuals participating in USG food security programs	21,594	685	551	1,313	842	3,073	2,060	25,971	23,654
		% Women	39%	30%	26%	33%	27%	31%	40%	36%	40%
1.2	Output (EG.3.2-1)	Number of individuals receiving USG-supported short-term agricultural sector productivity or food security training	6,161	97	19	586	0	695	645	6,755	6,806
		% Women	56%	33%	25%	38%	N/A	38%	40%	48%	55%
1.3	Outcome (EG.3.2-24)	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	798	N/A[1]	N/A	N/A	N/A	139	90	937	888
		% Women	N/A	N/A	N/A	N/A	N/A	30%	35%	N/A[2]	N/A
1.4	Output	Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions	144	20	7	15	13	33	35	177	179
1.5	Outcome	Percentage of institutions/organizations benefitting from targeted Africa Lead capacity building activities that apply improved practices	95%	N/A	N/A	N/A	N/A	90%	85%	94%	90%
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	1,849	169	86	182	217	565	315	2,867	2,164
1.7	Outcome (EG.3.2-20)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that apply improved technologies or management practices as a result of USG assistance	68	N/A	N/A	N/A	N/A	41	35	109	103

#	Indicator type and number	Indicator	Year	FY19 achieved by quarter				FY19 (Y6)	FY19 (Y6)	LOP	LOP
			I - 5	Q1	Q2	Q3	Q4	Achieved	Target	Achieved	Target
			Achieved	Q1	Q2	Q3	Q4				
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 programming	5,260	355	292	400	422	1,148	660	6,474	5,920
2.2	Output	Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa	614	29	17	49[3]	27	122[4]	71	742	685
2.3	Outcome	Percentage of members of CAADP Non-State Actors Coalition (CNC) that see improvement in mechanisms, processes and systems for effective coordination among non-state actors.	-	N/A	N/A	N/A	N/A	N/A	N/A	72[5]	N/A
2.4	Outcome	Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation	1,642	313	148	828	316	1,539	1,345	3,121	2,987
		% Women	41%	30%	22%	37%	33%	33%	40%	36%	41%
Intermediate Result 3: More inclusive, African-led policy solutions and learning that empowers local stakeholders to contribute to improved food security and resilience policy outcomes											
3.1	Outcome (EG.3.1-d)	Number of milestones in improved institutional architecture for food security policy achieved with USG support	21	N/A	N/A	N/A	N/A	19	6	40	27
3.2	Output/ Outcome (EG.3.1-12)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case Stage 1: Analyzed; Stage 2: Drafted and presented for public/ stakeholder consultation; Stage 3: Presented for legislation/ decree; Stage 4: Passed/ approved; Stage 5: Passed for which implementation has begun	55	N/A	N/A	N/A	N/A	3	6	58	61
3.3	Output	Number of knowledge products generated with support from Africa Lead	203	3	4	8	11	26	46	229[6]	249

Context indicators					
#	Type	Indicator	Disaggregation	2013	2019
GI.1	Context	Poverty Headcount Ratio at \$1.90 per day	Africa-wide	40.98%	34.45%
GI.2	Context	Prevalence of underweight children under five years of age	Africa-wide	20.53%	17.87%
GI.3	Context	Agriculture value added (% GDP)	Africa-wide	17.77%	15.2%
GI.4	Context	Percentage of national spending allocated to agriculture	Africa-wide	2.92%	3.23%
GI.5	Context	Domestic Private Sector Investment in Agriculture	Country	N/A[7]	N/A

[1] Indicators marked with “N/A” for quarterly results are annual indicators.

[2] We do not have LOP gender-disaggregated data for this indicator. We do have gender disaggregation for FY18 and FY19, but not for the prior data.

[3] 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.

[4] Due to delayed data entry for several events, our annual result is higher than the sum of the quarters.

[5] Per the CNC stakeholder survey conducted by Africa Lead in 2018.

[6] Several final learning products will be finalized in the remaining months of the project, so we are below target on this indicator at this time of this report.

[7] At the time of this report, this indicator has not been published yet.

Institutional Architecture (IA) Milestones

(FY18 and FY19)

Milestone	Mission	Policy Element	Fiscal Year
The CAADP Nonstate Actors Coalition is serving as a moderately effective platform to collectively engage nonstate actors in CAADP processes at the continental level and to raise the awareness of the importance of participation of non-government stakeholders in agricultural development and food security policy reform. While the capacity of the CNC remains limited to perform key roles in the CAADP system as a functional non-state actor apex organization at the continental level, the recent Biennial Review represented a significant milestone for the CNC to play an influential role in generating awareness and opportunity for NSA top participate in the exercise.	BFS	3	2018
With support from Africa Lead, the Kenyan Ministry of Agriculture and Irrigation (MoIA) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The pilot raised awareness and generated demand for using the IA framework and conducting Joint Sector Reviews at county levels, which will strengthen alignment and coordination between national and subnational policy processes for agriculture.	BFS	2, 5	2018
With support from Africa Lead, Senegal's Direction de l'Analyse de la Prevision et des Statistiques Agricoles (DAPSA) / Ministry of Agriculture and Rural Equipment (MAER) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The process strengthened open communication and improved collaboration between a multisectoral group of stakeholders, which will lead to efficiency, better alignment and trust to implement Senegal's second generation National Agricultural Investment Plan (NAIP 2.0).	BFS	2, 5	2018
With support from Africa Lead and the Agriculture Sector Policy and Institutional Reforms (ASPIRES) project, Tanzania's Policy Analysis Group (PAG) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The IA action plan was adopted for implementation by the PAG, which will strengthen the capacity of the PAG to serve as an effective coordination mechanism for agricultural policy reform in Tanzania.	BFS	3, 4	2018
With support from Africa Lead, the CAADP Development Partners Coordination Group (DPCG) is serving as an effective platform among Development Partners, international financial institutions, UN technical agencies, and research and technical partners to coordinate the implementation of the CAADP agenda. A functional donor coordination platform at the continental level that enhances a shared vision, accountability and open communication between government and donors on food security priorities will ensure that international aid donors provide funds and other forms of support to governments, NGOs, multilateral institutions, research institutions and others that encourage African agriculture transformation according to the CAADP agenda.	BFS	6	2018

Milestone	Mission	Policy Element	Fiscal Year
With Africa Lead support, the Sugar Campaign for Change (SUCAM) piloted an approach to improve public participation in planning and budgeting for food and nutrition security projects at the subnational level in three counties in Kenya (Kakamega, Kisumu and Homa Bay). The Budget Action Group (BAG) is now functional in Kisumu and has improved the capacity of farmer-based nonstate actor groups to engage county level budgeting committees.	BFS	3, 5	2018
With Africa Lead support, the Open Institute piloted an approach to improve public participation in monitoring, implementing and planning for food security and nutrition projects at the subnational level in Nakuru County. An online portal with agricultural data from 4,000 households was launched and has improved the capacity of the Nakuru government to prioritize budget allocations for agricultural projects, as well as farmer-based nonstate actor groups to engage county level planning.	BFS	3, 5	2018
The Africa Union's first inaugural Biennial Review was completed for the continent in January 2018, which provides a significant learning opportunity for to inform specific actions and recommendations for country level stakeholders. With Africa Lead support, the AU is collaborating with regional and country level stakeholders to ensure the BR findings are useful to trigger policy and programmatic responses within National Agriculture Investment Plans (NAIP) and other country-level processes.	BFS	6	2018
With Africa Lead support, the Agricultural Council of Kenya (AgCK) improved the capacity of its members to engage in policy dialogue on budgetary allocation and expenditure in the agricultural sector. By training members and extending the use of the NSA Advocacy and Consultation Tool (NSA-ACT), AgCK is strengthening the capacity of NSA to play a constructive role in the policy reform system, which also enhances the performance of AgCK has a functional apex organization at the national level.	BFS	3, 5	2018
Development of CAADP Toolkit to support communication and advocacy of the AUC's 2018 Biennial Review and preparation for 2020 Biennial Review.	BFS	6	2019
Funding and management support for the CAADP DPCG Secretariat toward an improvement in the effectiveness of the platform among development partners, international financial institutions, UN technical agencies, and research and technical partners for the coordination of implementation of the CAADP agenda.	BFS	6	2019
Facilitation of multi-stakeholder advisory committees (MSACs) in three countries to support the improvement of value-chain related policy dialogue to increase private sector investment in agriculture.	BFS	2, 4, 5	2019
Launch of an online community of practice for the CAADP Peer-to-Peer Network to exchange ideas, facilitate learning, and strengthen networks for peer review for CAADP implementation.	BFS	6	2019

Milestone	Mission	Policy Element	Fiscal Year
Development of a strategy and framework for an East Africa Community (EAC) Public-Private Partnership for Fall Armyworm Response that targets achieving the implementation and domestication of the EAC harmonized pesticide guidelines.	BFS	2, 5	2019
Refinement of Institutional Architecture Assessing, Prioritization and Planning (IA-APP) toolkit and pilot testing through country-level workshop; IA APP workshop in Uganda.	BFS	2, 4, 5, 6	2019
Strategic support to and participation in the CAADP Partnership Platform Meeting as continental dialogue platform for CAADP implementation.	BFS	6	2019
Capacity enhanced for Intergovernmental Authority on Development (IGAD) through trainings and guidance development, toward the realization of goals outlined in the five-year business plan for "IGAD Land Governance" and associated expansion of the IGAD land governance team.	BFS	2	2019
Effective platform established at the regional level in the Common Market for Eastern and Southern Africa (COMESA) region for seed sector actors to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.	East Africa Regional	3, 4	2018
Effective platform established at the regional level in the COMESA region for seed-sector actors to dialogue, coordinate, and harmonize policy based on evidence-based recommendations and learning.	East Africa Regional	3, 4	2019
Joint Agriculture Inter-Governmental Secretariat (JAS-IGS) is functional and is serving as an effective coordination platform between national and subnational level to ensure that agricultural programs, project, policies are harmonized. Through the JAS-IGS, both levels of government were engaged to develop Kenya's Agriculture Sector Transformation and Growth Strategy (ASTGS) and the National Agriculture Investment Plan (NAIP).	Kenya	2	2018
The AgCK performed the following key functions as an apex body to facilitate high levels of participation from private sector value chain actors, youth and farmer groups in Kenya's NAIP/ASTGS development process: coordinating NSA at various levels, organizing them along specific value chain segments, gathering feedback on relevant issues, representing them to communicate their needs and priorities. Performing these key roles in the policy reform system demonstrates that AgCK has improved capacity to serve as a functional non-state actor apex organization at the national level.	Kenya	3	2018

Milestone	Mission	Policy Element	Fiscal Year
The Agriculture Rural Development Donor Group (ARDDG) developed a donor investment mapping tool, which mapped all donor investments in the agricultural sector against the various Government of Kenya (GoK) agriculture priorities. This is improving the delivery of needs-based assistance and donor alignment to country priorities. The ARDDG is now serving as a functional and effective platform to enhance a shared vision, trust and open communication between government and donors on food security priorities.	Kenya	6	2018
Improved platforms for joint planning and coordination for resilience priorities has been established at national and county levels through the Partnership for Economic Growth and Resilience (PREG) partnership. This is leading to improved efficiency, better alignment and trust between government and donors to implement resilience priorities.	Kenya	6	2018
Facilitation of an inclusive process (NSA and government) that engaged both subnational and national levels of government to roll-out Kenya's Agriculture Sector Transformation and Growth Strategy (ASTGS).	Kenya	2, 3, 4	2019
Inclusive launch of the 2019/2020 Biennial Review process, which will serve as a mutual accountability mechanism for CAADP in Kenya.	Kenya	6	2019
A strong and technically-robust Joint Sector Review (JSR) process was conducted in Senegal for the third consecutive year. Chaired by the Ministry of Agriculture and Rural Equipment (MAER), the JSR served as an effective platform for key stakeholders to review achievements of the previous year, critically assess challenges encountered across the agriculture sector, and to make recommendations for the upcoming year.	Senegal	6	2018
Senegal's second generation National Agriculture Investment Plan was developed and technically validated by the Ministry of Agriculture and Rural Equipment (MAER) with constructive input from producer groups and civil society actors. A functional platform organized and consolidated feedback from NSAs, articulated a coordinated proposal to contribute to monitoring the implementation of the NAIP 2.0 and defined the role they intend to play to influence policy change around water, land, forest, and fishing to ensure food security and sustainable development.	Senegal	2, 3	2018
The Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE) is collecting and analyzing timely data from across Ministries to monitor specific and operational indicators for each PSE activity under implementation. Performing these key roles in the policy reform system demonstrates that BOS has improved capacity to serve as a functional feedback loop adaptive management and improved implementation of the PSE.	Senegal	4, 5	2018

Milestone	Mission	Policy Element	Fiscal Year
The first General Assembly of the West African Regional Mango Alliance (WARMA) was held, which included 32 participants representing public and private sectors from the eight countries in the region. Participants at the meeting validated the WARMA constitutional rules and procedures, elected the permanent Executive Board and developed a roadmap identifying priority actions to implement. The WARMA is serving as a function platform at the regional level in the West Africa for actors in the mango value chain to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.	Senegal	3, 4	2018
The Ministry of Agriculture and Rural Equipment (MAER) collectively endorsed recommendations provided by Africa Lead and began implementing an action plan to develop a monitoring and evaluation (M&E) and knowledge management platform to improve information sharing, communication and access to shared databases within the Ministry.	Senegal	4	2018
Improved leadership and change management capacity enabled Cellule de Lutte contre la Malnutrition (CLM) to better coordinate with other government departments in the development of the second generation NAIP. As a result of more effective intragovernmental, multisectoral coordination, the NAIP reflects now reflects both nutrition and agriculture priorities.	Senegal	2	2018
The Direction de l'Appui au Secteur Privé (DASP) within the Ministry of Economy and Finance now has a functional M&E system, which is serving a model for other institutions. Improved M&E capacity is enabling DASP to better identify business friendly reforms and play a constructive, evidence-based role in platforms for public-private dialogue.	Senegal	4, 5	2018
Improved platforms for joint planning, and coordination for resilience priorities has been reviewed and updated at national and county levels through the Partnership for Economic Growth and Resilience (PREG) partnership. This effort is leading to improved efficiency, better alignment, and trust between government and donors to implement resilience priorities.	Kenya	2, 5, 6	2019
A strong and technically-robust JSR process was conducted in Senegal for the fourth consecutive year. Chaired by the Ministry of Agriculture and Rural Equipment (MAER), the JSR served as an effective platform for key stakeholders to review achievements of the previous year, critically assess challenges encountered across the agriculture sector, and make recommendations for the upcoming year.	Senegal	6	2019
Senegal's second-generation National Agriculture Investment Plan was technically validated by the MAER with constructive input from producer groups and civil society actors.	Senegal	2, 3, 4	2019

Milestone	Mission	Policy Element	Fiscal Year
The Senegalese Inter-Professional Mango Association (IAMS) carried out its first-ever comprehensive evaluation of the mango production season in Senegal and held a two-day workshop to share the results. The workshop brought together different stakeholders from the mango value chain, as well as government and various private sector stakeholders, to review the past year's season, the value chain process, and operational issues to serve as lessons learned and to inform planning.	Senegal	3, 4	2019
Improved leadership and change management capacity enabled CLM to better coordinate with other government departments in the development of the second-generation National Agriculture Investment Plan (NAIP). As a result of more effective intragovernmental, multisectoral coordination, the NAIP now reflects both nutrition and agriculture priorities.	Senegal	5	2019
Improved integration of nutrition into district development plans.	Senegal	5	2019
Improved internal governance within Ministry of Water and Sanitation to implement flagship Water, Sanitation, and Health project under Senegal's national development plan, the PSE.	Senegal	5	2019
Development and pilot testing of a collaborative programming approach in Yambio, South Sudan under the Partnership for Resilience and Recovery (PfRR)	South Sudan	3, 6	2019

Definition Reference:

Institutional Architecture: broadly refers to “the entities and processes for policy formulation and implementation”

Milestone: “positive” change that marks a significant achievement in the development of better performing, more effective policy systems and describes how the change contributes to improved policies and policy outcomes within a GFSS country or regional plan

Food Security Policy: Includes policies that affect food security, such as policies in agriculture, nutrition, social safety nets, etc.

IA Policy Elements:

1. Policy Element 1: Predictability of Guiding Policy Framework
2. Policy Element 2: Policy Development and Coordination
3. Policy Element 3: Inclusivity and Stakeholder Consultation
4. Policy Element 4: Evidence-Based Analysis
5. Policy Element 5: Policy Implementation
6. Policy Element 6: Mutual Accountability

Financial Report

At this time of this report, Africa Lead is active and incurring costs. The report below reflects actual invoiced costs as of the close of FY19 with projections through the close of project on December 31, 2019. A final financial report will be provided separately after the close of the project.

Cost Element	Approved Budget Amount (per Mod 30)	Actual Invoiced	3 Month Projections	TOTAL (invoiced/Projected)	Remaining Approved Budget
		thru 09/30/2019	10/1/2019 – 12/31/2019	10/1/2013 – 12/31/2019	As of 12/31/2019
Direct Costs	\$ 70,990,760	\$ 60,490,201	\$ 2,737,479	\$ 63,227,680	\$ 7,763,080
Indirect Costs	\$ 21,807,998	\$ 20,867,354	\$ 736,740	\$ 21,604,094	\$ 203,904
Grants	\$ 2,200,000	\$ 1,785,576	\$ 11,225	\$ 1,796,800	\$ 403,200
Total	\$ 94,998,758	\$ 83,143,131	\$ 3,485,444	\$ 86,628,574	\$ 8,370,184

Obligated Funding	
Obligation as of Mod 30	\$ 86,837,920
Total Invoiced/Projected 10/1/2013 – 12/31/2019	\$ 86,628,574
Remaining Obligation as of 10/1/2019	\$ 209,346
Remaining Obligation Percentage	0%