

FINAL February 14, 2014

**Feed the Future Innovation Lab**  
**For**  
**Food Security Policy**

REVISED WORKPLAN

*1 November 2013 – 30 December 2014*



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA



MICHIGAN STATE  
UNIVERSITY



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## LIST OF ACRONYMS

|           |                                                                              |
|-----------|------------------------------------------------------------------------------|
| APES      | Agricultural Production Estimate Statistics                                  |
| CAADP     | Comprehensive Africa Agriculture Development Programme                       |
| CILSS     | Permanent Inter-State Committee for Drought Control in the Sahel             |
| DAI       | Development Alternatives Incorporated                                        |
| ECOWAP    | Agricultural Policy of the Economic Community of West African States         |
| ECOWAS    | Economic Community of West African States                                    |
| ESA       | Eastern and Southern Africa                                                  |
| FAO       | Food and Agriculture Organization                                            |
| FSP       | Food Security Program (Feed the Future Innovation Lab)                       |
| FTF       | Feed the Future                                                              |
| GISAIA    | Guiding Investments in Sustainable Agricultural Intensification in Africa    |
| GIZ       | German Society for International Cooperation                                 |
| GoT       | Government of Tanzania                                                       |
| HESN      | Higher Education Solutions Network                                           |
| IFPRI     | International Food Policy Research Institute                                 |
| INVC      | Integrating Nutrition into Value Chains                                      |
| JSR       | Joint Sector Review                                                          |
| LGA       | Local Government Authority                                                   |
| LGAF      | Land Governance Accountability Framework                                     |
| LSMS-ISA  | Living Standards Measurement Study-Integrated Surveys on Agriculture         |
| MAFS      | Modernizing African Food Systems                                             |
| MaSSP     | Malawi Strategy Support Program                                              |
| MDG       | Millennium Development Goals                                                 |
| MDRI      | Myanmar Development Research Institute                                       |
| MicroCLIR | Micro Commercial Legal and Institutional Reform framework                    |
| MLFRD     | Ministry of Livestock, Fisheries, and Rural Development (Burma)              |
| MSU       | Michigan State University                                                    |
| NEPAD     | New Partnership for Africa's Development                                     |
| ReNAPRI   | Regional Network of Agricultural Policy Research Institutes                  |
| ReSAKSS   | Regional Strategic Analysis and Knowledge Support System                     |
| ROPPA     | Network of Farmers' and Agricultural Producers' Organizations of West Africa |
| SAKSS     | Strategic Analysis and Knowledge Support System                              |
| UP        | University of Pretoria                                                       |
| USAID     | United States Agency for International Development                           |
| WA        | West Africa                                                                  |
| WAEMU     | West African Economic and Monetary Union                                     |
| YAU       | Yezin Agricultural University (Burma)                                        |

## 1. Introduction

The Feed the Future Innovation Lab for Food Security Policy (FSP) was awarded to a consortium comprised of Michigan State University (MSU), the International Food Policy Research Institute (IFPRI) and the University of Pretoria (UP) on July 15, 2013. Representatives of all three institutions met together with representatives of USAID's Bureau of Food Security at IFPRI in Washington DC July 22-23 to establish a common understanding of the project's goals and to discuss geographic and thematic priorities for the new program. An initial draft workplan describing a set of activities to respond to the priorities identified at this planning meeting was submitted September 10, 2013. Extensive consultations on country-level and regional components with priority USAID missions in West Africa and Eastern and Southern Africa were held in September/October, and consultations on global components were held with USAID Bureaus in Washington DC October 22-24, 2013. Workplan implementation for approved components began concurrently with the revision process, including detailed planning of activities, support to USAID Burma on the government's new rural development strategy, preparations for an input sector reform technical convening in Addis Ababa, and preparation of a draft FTF Policy Agenda monitoring and evaluation plan. A detailed Performance Monitoring Plan (PMP) for the revised FSP workplan is under development.

### 1.1 FSP goal and objectives

The overall goal of the FSP program is to promote inclusive agricultural productivity growth, improved nutritional outcomes, and enhanced livelihood resilience for men and women through improved policy environments. Taking a broad view of agriculture, including the farm and off-farm parts of the food system, this goal will be achieved through increased capacity to generate policy-relevant evidence and gender-sensitive analysis that is utilized by stakeholders throughout the food system to improve policy formulation and implementation. This overall goal for the FSP will be achieved by focusing on two integrated objectives:

- *Objective 1:* Address critical evidence gaps for informed policy debate and formulation at country, regional and global levels. FSP will generate, synthesize and disseminate new knowledge on targeted policy issues for which the current evidence base is insufficient or inadequately understood to permit confident formulation and implementation of effective policies at country, regional and global levels.
- *Objective 2:* Foster credible, inclusive, transparent and sustainable policy processes at country level. The FSP will strengthen the building blocks for national policy systems in their regional contexts, promote inclusion of and dialogue among all stakeholders around critical policy issues, and disseminate globally sourced examples of successful innovation and best practice in policy system capacity building.

As FSP accomplishes these two complementary objectives, improved policies will accelerate and deepen the FTF-wide intermediate results (IRs) of increased agriculture productivity, improved market access, increased public and private investment, new rural farm and non-farm employment, and improved resilience.

## 1.2 FSP workplan structure, target geographies and approach

The FSP workplan is organized into five components developed by blended teams from all three consortium members:

- C1: Field-Level Collaborative Research (on Farms, Firms, and Markets) and Formulation/Analysis of Policy Options
- C2: Capacity-Building for Policy (Data, Analysis, Advocacy, Formulation, Consultation, Coordination, and Implementation)
- C3: Global Collaborative Research on Support to the Policy Process and Policy Capacity
- C4: Engagement in Global Policy Debates on Food and Nutrition Security
- C5: Strategic Analytical Agenda and Support to Donor Policy and Strategy

Country-level components C1 and C2 are highly interdependent and geographically specific. These two components are designed jointly for target countries in each of three regions: West Africa (WA), Eastern and Southern Africa (ESA), and Asia. The revised workplan gives increased emphasis to supporting the implementation of New Alliance framework commitments. In terms of geographical priorities the country focus for Asia is Burma. For Eastern and Southern Africa the country focus is Malawi and Tanzania. For West Africa, the focus is expected to be on supporting implementation at country level of regional policy agreements, especially as they intersect with New Alliance framework commitments, and possible country-level support to Mali and Liberia. Proposed country-level activities have been developed taking into account USAID mission priorities and through close consultation with consortium representatives in Mali, Malawi and Tanzania, who in turn consulted with other local policy stakeholders and analysts. For Burma, consultations were held through conference calls with USAID (Washington DC units and Burma mission), follow up meetings with Myanmar Development Resource Institute (MDRI) staff in Yangon and Washington DC, and with USAID Burma staff in Yangon and the Asia Re-SAKSS conference in Siem Reap, Cambodia, in October.

Global component C3 has been revised to build explicitly on institutional architecture assessments undertaken to date and to interface with the new Africa Lead II project. Global component C4 has been revised to give more emphasis to policy engagement based on available results to take advantage of the window of opportunity presented by the Africa Union Year of Agriculture and the expressed willingness by several countries to ensure policy environments are more effectively supporting CAADP investment plans. Preparation for engagement events began during the workplan revision phase. Design teams for the global components continued to interact with country-level component teams during workplan revision to strengthen potential synergies.

## 1.3 Summary of first year activities

The following highlights activities to be undertaken in each component during the first full calendar year of FSP. A summary table of activities and results by component can be found in Appendix 1.

### 1.3.1 Key activities for components 1 and 2 for West Africa

Three key results will be achieved under components C1 and C2 for West Africa. First, the case study comparisons of effective and poor implementation of regional agricultural and trade policies will lead to improved understanding of key factors affecting national implementation of regional policies. From this understanding, the team will work with USAID/WCA to develop tools and approaches for improving regional policy implementation at the national level. Second, the team will develop a simulation model for regional rice economy that will improve capacity to evaluate the impact of policy and investments on rice production, price, trade, and consumption. Third, the new government in Mali, and the new institutional architecture for food policy, will receive technical support through FSP during the transition from the existing MSU associate award (ended November 2013) to a new FSP associate award.

### 1.3.2 Key activities for components 1 and 2 for Eastern and Southern Africa

The first year of country-level collaborative policy research and capacity building in Eastern and Southern Africa will focus on Malawi and Tanzania. Malawi has seen its economic growth plummet in recent years, undermining incipient attempts at policy reform and greater economic openness. Tanzania is a major population center in the region that has undergone extensive policy change and shows signs of transformation, but continues to suffer from broad and deep poverty. In each country, FSP's proposed work is demand-driven, based on priorities identified in key national ministries, the CAADP country process, the country cooperation framework for the New Alliance for Food Security and Nutrition, and the USAID mission. In Malawi, the major focus of the project in the first year will be to provide dedicated technical support to the government in formulating an implementation strategy for achieving the policy objectives of its New Alliance framework. In Tanzania, the focus will be on deepening the existing institutional architecture assessment to focus on policy capacity gaps. In response to GOT priorities an initial analysis of alternative fiscal policies to local government crop levies that run counter to the New Alliance framework agreement will be undertaken. In both countries FSP will maintain dialog with national agricultural statistical system agencies and stakeholders to assess whether the project has a comparative advantage in contributing to their needs, and will conduct training for male and female journalists to enhance informed reporting about agricultural development and policy.

### 1.3.3 Key activities for components 1 and 2 for Asia

The first year of country-level collaborative policy research and capacity building in Asia will focus on Burma. The opening of a new USAID mission in November 2012, ongoing political and economic reforms, and a new institutional architecture following the establishment of a Ministry of Livestock, Fisheries and Rural Development in September 2013, create an urgent need for strong policy analysis, outreach and capacity building. FSP will support USAID/Burma and the Myanmar Development Resource Institute (MDRI) in helping the new Ministry and its stakeholders to formulate food, agriculture and rural development policies and strategies that result in broad-based rural economic growth, poverty reduction and food and nutrition security. The FSP team will work with USAID to develop an associate award to respond to critical evidence and capacity gaps identified by the USAID-funded food security and agricultural sector diagnostic completed in June 2013, and to build enduring policy architecture for inclusive, evidence-based policy making. Additional partners, particularly Yezin Agricultural University, will be important for self-sustaining policy capacity in the long run.

#### 1.3.4 Key activities for component 3

The primary objective of this global component will be to understand the policy process that leads to effective policy change, the nature of capacity required for generating evidence, and the institutional architecture which enables transparent, gender-responsive and inclusive policy changes. Activities under this component will be implemented in close consultation with country-level components in Eastern and Southern Africa, West Africa, and Asia. An in-depth literature review, including institutional architecture assessments completed to date, will guide the development of a conceptual framework that will be applied to case studies of policy change on a range of policy issues and triggers (e.g., food crises, political transitions, stakeholder-led change). Case studies of innovations in institutional architecture (e.g., Ethiopia's Agricultural Transformation Agency model, Rwanda's Joint Sector Review approach) will also be undertaken. The set of results obtained from this work, a conceptual framework informed by state-of-the-art research and validated through case studies of policy change and institutional architecture innovations, will inform subsequent capacity building efforts at country level.

#### 1.3.5 Key activities for component 4

This component contributes to key global policy debates on the evolving role of agriculture in development, and the effects of government policies on transformation pathways, food and nutrition security and poverty reduction outcomes for men and women given demographic trends, climate change, technology and other major drivers. In year 1 of FSP, heavy emphasis will be placed on engagement with African policy makers in the context of the Africa Union Year of Agriculture and the renewed vision for CAADP. Engagement and supporting analysis will focus on three major FTF policy themes during the first year of FSP: (1) sustainable agricultural intensification and input policy, (2) land dynamics in transformation and land governance/policy, and (3) agrifood system transformation and policies to enable private sector investment along the value chains. The goal will be to produce concrete guidance at the country and regional level on how investment programs and policies need to adapt in order to manage the potential impacts of drivers of transformation, and how international partners can support those investments and policies. Synthesis studies prepared to support guidance will pay close attention to the gender and nutrition dimensions. The analysis will also feed into a foresighting conference, funded by an associate award, that assesses the expected impact of five major food system transformations, from urbanization and diet change through post-farm value-added to farm-level transformation and factor market transformation, using analysis of extensive data sets combined with CGE model simulation.

#### 1.3.6 Key activities for component 5

FSP has formed rapid response policy support teams for each of the seven areas in the FTF policy guide. Under this component FSP will provide USAID with technical analysis and outreach products in response to specific requests. FSP will also be represented at key USAID sponsored or co-sponsored policy meetings to provide analytical input to policy debates.

## **2. Components 1 and 2: Collaborative Policy Research, Analysis and Capacity Building for West Africa**

Three key results will be achieved under components C1 and C2 for West Africa. First, the case study comparisons of effective and poor implementation of regional agricultural and trade policies will lead to improved understanding of key factors affecting national implementation of regional policies. From this understanding, the team will work with USAID/WCA to develop tools and approaches for improving regional policy implementation at the national level. Second, the team will develop a simulation model for regional rice economy that will improve capacity to evaluate the impact of policy and investments on rice production, price, trade, and consumption. Third, the new government in Mali, and the new institutional architecture for food policy, will receive technical support through FSP during the transition from the existing MSU associate award (ending November 2013) to a new FSP associate award.

### Activity 1: Assessing uneven implementation of regional agricultural and trade policies

West African political leaders have long recognized the tight interdependencies among countries within the region. The droughts of the 1970's vividly underlined the importance of cross-border movements – of people and food -- in managing regional food security. Given the importance of cross-border flows of pastoralists and their livestock, water basins, labor migration, agricultural technology and trade in staple food commodities, both agricultural productivity growth and regional food security depend critically on successful models for managing cross-border relationships. For this reason, regional leaders have developed a series of regional agricultural and trade agreements to help foster more rapid agricultural growth and enhance regional food security collectively.

In 2001, the 8 primarily francophone countries of the West African Economic and Monetary Union (WAEMU) launched the regional agricultural policy of WAEMU, known as PAU (la Politique Agricole de l'UEMOA). Four years before the launch of the broader ECOWAP, the PAU called for the preparation of regional development plans for key value chains (rice, maize, livestock-meat, poultry and cotton), strengthening the union's common market for agricultural commodities by harmonizing standards for production, marketing, food safety, and agricultural taxation; management of cross-border livestock transhumance; and the management of shared water resources.

In January 2005, the 15 Anglophone and Francophone members of the ECOWAS region launched the ECOWAS Agricultural Policy (ECOWAP). ECOWAP provides a common framework for agricultural policy and programs in the region, involving internal market integration, harmonized external protection, and joint promotion of specific priority value chains (rice, cassava, maize, livestock, meat products and fish). Policy reforms involve harmonization in internal and external trade, taxation, investment codes, regulatory frameworks for seeds and other agricultural inputs, and industrial and monetary policies. Two new regional institutions, the ECOWAS Agricultural Development Fund (ECOWADF) and the Regional Technical Agency for Agriculture and Food, will coordinate implementation.

Despite broad agreement in many areas, actual implementation of agreed-upon reforms remains uneven. Seed policy reforms, for example, have progressed well in Benin, in contrast to poor implementation in Ghana. Regional rice policy likewise remains a work in progress.

In order to help advance harmonization of regional trade and agricultural policy, Activity 1 of Components 1 and 2 in West Africa will assess reasons for uneven implementation of selected regional policies. Ousmane Badiane (IFPRI) and Steven Haggblade (MSU) will lead this theme, supported by a research team including IFPRI researchers (Ismael Fofana and Sunday Odjo) and MSU researchers (Boubacar Diallo and Abdramane Traore). The research under this activity will provide empirical evidence on comparative implementation of specific regional policies to inform and influence the following carrier policy processes: CAADP/ECOWAP Regional and country investment plans; Food Crisis Prevention and Management Charter; Zero Hunger Program; Global Alliance for Resilience in the Sahel; and New Alliance cooperation frameworks. The anchor organizations for this component are ECOWAS, CILSS, WAEMU and ROPPA. Operational actors include ReSAKSS-Africa and country SAKSS nodes, the country CAADP teams, universities, the JSR teams and civil society organizations. Three sub-activities are planned to implement this research.

Sub-Activity 1.1: Selection of a few agricultural policies with high potential for regional spillovers but uneven implementation across countries.

As part of FSP's broader inventory of policy change episodes under Component 3, the West Africa team will interview key informants at ECOWAS, CILSS, CORAF, USAID, IFDC, WAEMU, and ROPPA to prepare a West-Africa-specific listing of key policies reforms and an associated matrix categorizing countries that have achieved high and low levels of compliance. The initial policy inventory will be broad, including seeds, regional trade, or any number of cross-border policies to which countries have agreed. From this listing, the team, in consultation with USAID's regional West Africa office, will select a cluster of paired case studies comparing instances of good implementation cases with sluggish responders.

Sub-Activity 1.2: Case study field investigations of effective and ineffective policy implementation.

The team will conduct field work with concerned stakeholders in each of the selected country locations using the analytical framework developed in Component 3 for the study of agricultural policy change. We anticipate one to two-week missions to each country for this purpose. This research aims to help understand what is impeding national uptake and implementation of ECOWAS regional policies agreed on by heads of state. Operationally, the West Africa case study research should prove useful input to ECOWAS, USAID and others by suggesting what key factors drive successful policy implementation and what tools or approaches might be helpful in securing broader compliance in the future.

Sub-Activity 1.3: Identify tools and approaches to speed national implantation of regional policies.

Using insights from the comparative policy implementation case studies, the team will identify tools and approaches to overcome these impediments and speed up national level implementation.

- Milestones
  - Selection of a few agricultural policies with high potential for regional spillovers but uneven implementation across countries followed by case study field investigations of effective and ineffective policy implementation.

- Outcomes
  - Tools and approaches for improving regional policy implementation at the national level made available to ECOWAS and USAID/WA

### Activity 2. Modeling the impact of regional rice policy.

Rice is the most widely traded food staple in West Africa. Given long-standing structural deficits, rice imports contribute roughly half of regional rice consumption. In response, in order to boost regional production, ECOWAP has designated rice as one of five priority commodities.

Given the importance of trade policy issues and the ECOWAP regional rice initiative, policy makers will need to find ways to track the impact of various trade and production initiatives – on local production, domestic and regional trade, and consumption. Both ECOWAS and USAID WCA have stressed the importance of having a tool to simulate and monitor regional trade policies.

Therefore, the IFPRI modeling team in Dakar will develop a regional rice model building on the ECOWAS simulation model. IFPRI's modeling team will work closely with ECOWAS counterparts in identifying key policy changes, key investments, key parameters and key outcomes of importance to regional policy makers. The team will consult to identify key simulation scenarios of interest and develop a simulation model that can help to inform ongoing policy and investment decisions. Ousmane Badiane of IFPRI will manage this activity.

- Milestones
  - Develop a regional rice model building on the ECOWAS simulation model'
- Outcomes
  - Impacts of potential policy measures and investment programs to improve the competitiveness of West African rice sectors identified and disseminated through ECOWAS

### Activity 3: Policy research and analytical support at the country level

Activity 3 of Components 1 and 2 in West Africa will provide policy research and analytical support to specific countries. This work will initially start with Mali and will be expanded to other countries as associate awards permit. Ousmane Badiane (IFPRI) will provide overall coordination for this theme, while the in-country work in Mali will be led by Boubacar Diallo and Steven Haggblade (MSU).

Mali is in the transition to a new political leadership; agriculture-related policies are being reformed, and public investment in agriculture and rural development are to be increased. This is a strategic moment in the policy process where the FSP team can play a key role through working in Mali with the new Government of Mali to devise new strategies for the agricultural sector. On September 8th, 2013, MSU's country director in Mali, Nango Dembélé, was appointed by the President of Mali as Deputy Minister for Livestock, Fisheries and Food Security with cabinet rank. To support the new leadership in Mali, the FSP will conduct demand-driven analysis which will directly support formulation of new agriculture policy. During initial discussions, the ministry has requested assistance in preparing a concept note on prospects for introducing a Land Grant model integrating agricultural education, extension and research in Mali. Ongoing consultations will identify further areas for long-term policy research.

- Milestones
  - Demand-driven policy research and analytical support to agricultural policy development in Mali
- Outcomes
  - Improved empirical and analytical research available for use by policy makers in the new government.

### **3. Components 1 and 2: Collaborative Policy Research, Analysis and Capacity Building for Eastern and Southern Africa**

FSP proposes to focus its country-level collaborative policy research and capacity building in Eastern and Southern Africa on two countries: Malawi and Tanzania. Malawi has seen its economic growth plummet in recent years, undermining incipient attempts at policy reform and greater economic openness. Tanzania is a major population center in the region that has undergone extensive policy change and shows signs of transformation, but continues to suffer from broad and deep poverty. In each country, FSP's proposed work is demand-driven, based on priorities identified in key national ministries, the CAADP country process, the country cooperation framework for the New Alliance for Food Security and Nutrition, and the USAID mission. FSP will collaborate with local researchers in a way that builds capacity by including targeted short-term formal training and innovative outreach efforts.

Five activities in the region are planned under C1 and C2 in the first year of the FSP Project: dedicated assistance to the government of Malawi in developing an action plan for achieving the policy objectives under its country cooperation framework for the New Alliance for Food Security and Nutrition, a deepening of the institutional architecture assessment in Tanzania to focus on policy capacity gaps, initiate a policy study in Tanzania on local government revenue options as alternatives to crop levies, innovative training of male and female journalists and their editors to promote informed reporting about agricultural development and policy, and agricultural statistical system strengthening.

#### Activity 1: Advancing efforts in Malawi to achieve the objectives of its New Alliance country cooperation framework

In Malawi, the major focus of the project in the first year will be to provide dedicated technical support to the government in prioritizing activities and formulating an implementation strategy for achieving the policy commitments laid out in its New Alliance country cooperation framework. The secretariat for the New Alliance in Malawi is in the Office of the President and Cabinet (OPC). Subject to availability of funding through an associate award from USAID Malawi, FSP intends to post a long-term senior technical advisor either to the OPC or within the Ministry of Agriculture and Food Security to provide technical support specifically as the government of Malawi designs and implements activities under the New Alliance framework, while more generally providing policy research inputs into broader policy dialogues on agriculture, gender, food security, and nutrition issues. However, approval for such a posting first must be obtained from the government of Malawi and its development partners involved in the New Alliance initiative, for which discussions are now beginning. Until this senior technical advisor is in place in Lilongwe, FSP will provide dedicated remote support (with regular in-country work visits) to the New Alliance secretariat.

This work will be coordinated with and draw upon research and information resources available through IFPRI's parallel program, the Malawi Strategy Support Program (MaSSP). The program's current policy research work plan is designed to be closely aligned to the New Alliance and will be reviewed regularly to ensure that outputs remain relevant to the implementation of the New Alliance framework as information needs change over time. FSP will also be responsible, as part of any associate award, for undertaking research that falls outside of the scope of research of MaSSP but is necessary to fill knowledge gaps and provide the information needed for successfully achieving the objectives of the framework. To do so, FSP researchers will work in collaboration with local researchers, potentially with the Centre for Agricultural Research and Development (CARD), a research and training institution affiliated with Bunda College of Agriculture of the Lilongwe University of Agriculture and Natural Resources. As part of a broader in-country FSP communication strategy, the outputs from this policy research will be discussed in dissemination and other outreach events targeted at participants in the policy processes linked to the implementation of the New Alliance Framework.

This proposed effort will result in the following outputs, which will be developed in collaboration with and under the direction of the New Alliance secretariat:

- a) A road map and implementation calendar for actions that will lead to the achievement of the policy commitments laid out in the New Alliance framework for Malawi;
- b) Studies and policy briefs that will be generated to fill important knowledge gaps constraining the implementation of the framework.

One specific area of policy reform highly relevant to the New Alliance Framework where MaSSP and FSP will collaborate using core resources is on policy reform options for the farm input subsidy program (FISP). MSU researchers have prior experience with the evaluation of FISP as well as extensive analysis of input subsidy programs in other countries (e.g., Zambia). Under component 4, FSP researchers will be participating in a technical convening on policy options for input markets that is intended to inform input subsidy reform initiatives in two to three countries in Africa in 2014. Malawi would be a high priority country for FSP and MaSSP to collaborate on to make joint contributions to the input subsidy reform process in the context of the New Alliance framework.

- Milestones
  - Initial scoping visit and report on placing long-term senior advisor to advance implementation of New Alliance framework policy commitments
  - Revision of IFPRI country program and identification of additional FSP analytical studies in support of New Alliance Framework implementation roadmap
  - Consultation with CARD on capacity building to undertake analytical studies in support of New Alliance Framework implementation roadmap
- Outcomes
  - Agreement by GoM to the roadmap and demonstrated progress on selected items.
  - MaSSP 2013/14 work plan in support of New Alliance approved and operationalized
  - Improved research and writing capacity among selected CARD analysts, greater knowledge among policy makers, and improved quality of NA roadmap execution.

### Activity 2: Deepen the institutional architecture assessment to focus on policy gaps

At the request of the USAID mission in Tanzania a blended FSP team will first review in detail the current institutional architecture assessment and then undertake field visits to local organizations and stakeholders to identify capacity gaps in the policy system in more depth and make recommendations on how to address those gaps. This activity will be undertaken in conjunction with FSP team members from component 3. In Malawi a similar assessment will be undertaken focusing on policy advocacy gaps and the extent to which training for journalists would be relevant.

- Milestones
  - Review the Institutional Architecture Assessment in Malawi and Tanzania and work with local stakeholders to identify gaps in the policy system and make recommendations on how to address those gaps.
- Outcomes
  - Improved definition of roles, responsibilities, and relationships among stakeholders in the policy environment in each country, resulting in improved policy making.

### Activity 3: Study of the economics and political economy of local government authority (LGA) levies in Tanzania

Local government taxes in agriculture have recently become a contentious issue in Tanzania. The 5 percent levy on crops, also known as the crops cess, was introduced in the early 2000s. The crops levy was identified by the MicroCLIR study (USAID, 2011) as one of the current disincentives to smallholder farmers and agribusiness. However, opinions on the crops levy differ across constituencies. Farmers and agribusiness complain that the levy is making the agricultural sector uncompetitive. In contrast, Local Government Authorities (LGAs) would like to keep the levies as they claim they are an important source of revenue that is used to fund investment in rural roads and other infrastructure and services, thereby contributing to agricultural sector growth.

Under the country cooperation framework for the New Alliance for Food Security and Nutrition for Tanzania, the government committed to abolish the levy by July 2013. Implementation of the Framework is spearheaded by the Prime Minister, who has reiterated the government's commitment to abolish "nuisance taxes" to agriculture and improve incentives for the private sector to invest in agriculture. The issue of crop levies has attracted debate in the Tanzanian parliament and in the media. In a recent study tour for Parliamentary Committees organized by USAID, the crop levy was among the main issues raised by farmers and agribusinesses. The Ministry of Agriculture has prioritized analysis of the crop levy to inform its decision on the issue. The Permanent Secretary in the Ministry of Agriculture, through the Director of Planning and Policy, is requesting FSP to assist in carrying out the analysis.

With concurrence from USAID Tanzania, this activity aims to highlight the fiscal benefits and the market performance costs of the system of local government levies that have been present in Tanzania's domestic trading environment for many years, and to provide feasible alternatives for generating the fiscal revenue while improving market performance. The proposed study will:

- a) Assess the tax structure of selected crops and their contribution to LGA revenues,
- b) Assess the benefits arising from investments made by LGAs using crop levy revenue,

- c) Synthesize the opinion of various stakeholders and draw conclusions on the costs and benefits of the levy,
- d) Strategize on how to build consensus among stakeholders regarding the current crops levy policy,
- e) Make suggestions on a road map for how the levy could be phased out, if deemed necessary, and replaced with alternative sources of revenue for local government authorities; and
- f) Prepare policy briefs for policy makers and carry out broader dissemination of findings.

FSP will work in collaboration with the USAID funded SERA policy program and, together with them, identify a local counterpart institution to carry out the research in order to build capacity and ensure local ownership of research results.

- Milestones
  - An assessment of the tax structure of selected crops, their contribution to LGA revenues, the benefits arising from investments made by LGAs, and alternative revenue mechanisms in the event of reduction or elimination of some LGA crop levies.
- Outcomes
  - Policy decisions by government that reduce the fiscal burden on farmers, traders, and other supply chain participants and improve market integration through more efficient trade; improved fiscal mechanisms implemented at local level, replacing local cess and other taxes.

#### Activity 4: Training for male and female journalists to promote informed reporting about agricultural development and policy

The institutional architecture assessment for Malawi speaks at length of the importance of the media in promoting accountability and open dialogue on policy matters, notes that it is widely used by civil society to pressure government on such matters, and recommends support to improve “the reporting standards of the economics and business press.” The Tanzania IA assessment does not explicitly address the role of the media but does focus extensively on the need for more “predictable, transparent, and inclusive” policy processes. The role of the press is crucial in ensuring such policy processes in modernizing economies. Journalists are key stakeholders in bridging the gap between research, policy makers, and civil society. They are also an important pressure group for keeping policy makers accountable and transparent. Yet in Eastern and Southern Africa, many journalists have little familiarity with agriculture or with agricultural policy, and their reporting is seldom informed by empirical information and analysis. At the same time, policy analysts too often have little understanding of how to frame their policy messages in ways that resonate with the typical reader – and the typical voter. Policy messages that have major importance for the welfare of poor farmers and consumers are too often misunderstood or their relevance is not grasped. This mutual incomprehension, combined with the role that journalists play in conveying important information and providing opinion leadership on policy-related issues, provides a major opportunity for improved communications that feed a more informed policy process and improved policy outcomes.

This project activity aims to build stronger professional relationships between policy analysts and journalists reporting on agriculture and agricultural policy. The objective is to create an environment of on-going interaction among technical and media personnel on important agricultural and food system policy matters that results in better-informed reporting and, eventually, improved policies. To identify the

journalists of focus, editors of leading public and private news agencies (radio, television and print) will be invited to identify their lead writers, commentators and reporters on agriculture and poverty-related issues in the core countries. Communications units from the relevant government departments will also be invited to nominate staff to participate in the program. FSP will strongly encourage the identification of female candidates.

Training will feature intensive interaction between technical analysts, reporters, and communications specialists. Training modules will be led by local research centers with active support from the FSP consortium. Modules will likely be built around basic requirements for sound agriculture and food policy, on FSP's main research topic for that year (for example inputs, nutrition, gender etc.), and on the CAADP and the New Alliance initiatives and will use participatory training methods. The training activity will form the basis in the countries to bring together the demanders of the policy information to work with the suppliers of the policy information. Each workshop will be designed to include learning activities to engage the participants in practical applications of the topic (group activities, site visits, brainstorming, ranking, scoring, role plays etc.) relevant to their particular media form (radio, television or print) for each section of the module, enabling us to develop materials as we go that can be released directly into public domain. As part of this training the participants of the program will identify a policy issue relevant to the research program that they will cover as part of their reporting over a period of one year. They will be guided to develop and write about the emerging policy problems and major issues that require debate and dialogue, to interview specific actors involved and to use research results to report on the solutions that policy makers could implement. We expect two-way learning. Policy researchers through this process will develop a better sense for how to communicate their ideas clearly and compellingly to journalists who, in turn, will have a stronger grasp of the issues and an enhanced ability to communicate them to the reading and listening public. Each cohort of the journalist will be followed up after a year to assess the progress they make using the policy issues they were introduced during the training. In the second year the effort will be replicated through the network of policy think tanks in the region.

This team of journalists will be alerted to each project output and provided with regular updates on the project progress. A mid-term and project-end events will be arranged to provide structured feedback and work hand-in-hand with the journalists to develop media reports on the project progress and outcomes. Lessons from imparting policy related training to the journalists will be documented as case studies from each of the countries to develop global public goods that can be used by other policy researchers and organizations.

The University of Pretoria has a sound track record of short course training on a number of topics related to agriculture policy, food security, agriculture sector leadership and communication. Materials used in Africa Lead Challenge for Change modules for Southern Africa, CAADP Pillar three capacity building and communications modules offered in collaboration with FAO and GIZ, the Collaborative Masters in Agricultural economics Agriculture and Food Policy modules and the trainers associated with these modules will complement trainers from IFPRI who also have extensive experience in this field. UP trainers include staff from the Marketing and Communications Department. In both countries a local institution will also take part in delivering the training in an effort to build stronger linkages between agricultural policy researchers and local media.

- Milestones
  - Training of journalists in food, agricultural and nutrition policy issues, with a focus on the New Alliance activities
- Outcomes
  - Well informed journalists in the two countries reporting on the policy issues in food security, nutrition, agriculture trade and natural resource sectors; training materials that would be available on the web for other journalists to use as self learning materials.

Activity 5: Training and capacity building needs for national statistical agencies.

FSP will coordinate closely with USDA, FAO, the USAID Mission and other actors involved in improving agricultural statistics in these two countries, and will tailor specific FSP inputs accordingly and in consultation with these other actors. In doing so, FSP will collaborate with the Gender, Assets and Agriculture Program to better integrate the gender dimension. In Tanzania, these efforts will primarily focus on collaborative activities with the National Bureau of Statistics and will build on the earlier analysis of the USDA National Agricultural Statistics Service (NASS) and Economic Research Service (ERS) to support improved collection and analysis of agriculture and food security related data. In Malawi, the focus of capacity building efforts will be in the Ministry of Agriculture, Agricultural Production Estimate Statistics (APES) in collaboration with the National Statistical Office, based on an earlier project under IFPRI's MaSSP. In both countries, the FSP will work with the Ministries of Agriculture to jointly identify and address the capacity constraints faced by the Ministries for sampling frameworks, data collection methods, and data analysis and dissemination. Our efforts with the national statistical agencies and the Ministries of Agriculture will be undertaken in coordination with the Living Standards Measurement Study-Integrated Surveys on Agriculture (LSMS-ISA) project of the World Bank, which is working in both countries to improve agricultural production estimates and the implementation of rural livelihood surveys.

FSP's in-house capacity in this area is especially strong with regard to high quality questionnaire design and pre-testing, survey procedures to ensure high quality data, management of data entry and cleaning, and training in software packages for data analysis. FSP will promote the integration of the gender dimension in the design, collection, analysis, and interpretation of the data. FSP also has long experience in engaging sampling experts to ensure the statistical quality of sample design. The FSP implementing partners all bring detailed on-the-ground knowledge to planned collaborations on statistical system reform with international statistical agencies, particularly FAO which has recently been mandated to conduct a methodological audit of the agricultural production system, to ensure that these efforts result in sustainable systems for the collection of high quality agricultural and rural household data.

FSP will design this work in more detail following site visits to each country in which rural survey experts consult with all local and international stakeholders to identify where needs are most acute that FSP can fill.

- Milestones
  - Review of existing Ag Stat reviews followed by training needs assessment for national statistics agencies to improve questionnaire design, survey procedures, data entry and cleaning, and software packages in Malawi and Tanzania

#### **4. Components 1 and 2: Collaborative Policy Research, Analysis and Capacity Building for Asia.**

Given the urgent needs for agricultural and rural development policy support in Burma, the work of components 1 and 2 on Asia will focus on providing immediate assistance in FY 2013-14 on rural development strategy in Burma, drawing on lessons from other countries in the region. For FY 2013-14, the following activities are planned drawing existing core funding:

##### Activity 1: Short-term advisory services

To support the USAID Mission and the Government of Burma in developing rural development strategies and agricultural and food policies that provide broad-based growth, poverty alleviation, and competitiveness, using the general approach of market liberalization, technology development, and promotion of community institutions, the FSP team will undertake a series of short-term activities in 2013/14.

a) The team will undertake a rolling set of missions (with substantial time in-country) primarily by Thomas Reardon, Paul Dorosh, Steve Haggblade and Duncan Boughton, and selected other experts, depending on the theme. The missions will focus on short-term support for rural development and agricultural policy and strategy via support of Myanmar Development Research Institute (MDRI) in work on a rural development assessment to support the new Ministry of Livestock, Fisheries, and Rural Development (MLFRD).

b) The team will undertake a rapid reconnaissance study on one (selected based on further discussions with the mission) of the key value chains (with associated upstream services such as mechanization) that we plan to study with “stacked surveys” in a longer presence in Burma; the candidates are rice, horticulture, pulses, fish, and poultry. This will give rise to a report and a set of questionnaires for the formal survey in the years after, depending on whether an associate award is forthcoming.

c) The team will present seminars and policy discussions focusing on the three research theme pillars (value chains, rural employment/livelihoods for farm households and landless households, and agricultural productivity/farm services and inputs). These will focus on rural development strategy and agricultural and food policy, and will be done by the visiting experts for the USAID mission in Yangon, the ministries at Nay Pyi Taw, and researchers at the Myanmar Development Research Institute (MDRI) and Yezin Agricultural University (YAU) and other forums. To the extent feasible the talks will be recorded for web based videos so that the audience in Burma can be extensive after the talks.

Working with the USAID mission in Yangon and researchers at the Myanmar Development Research Institute, the team will provide support to USAID and the new Ministry of Livestock, Fisheries, and Rural Development, as well as other government and non-government stakeholders.

##### *Associate Award*

In parallel with this core activity, the FSP team is exploring a multi-year rural development strategy and food and agricultural policy support project with the USAID mission to be funded through a mission buy-in to FSP (associate award). Such a long term project could involve research, capacity building and outreach/advisory activities related to 1) increasing agricultural productivity (including analysis of machine, land, and credit markets and policies); 2) promoting value chains, trade and markets; and 3)

enhancing household livelihoods/employment (in farm labor markets and rural nonfarm employment) and poverty reduction. Cross-cutting themes would include gender and nutrition. Such a long term project would likely involve establishment of an FSP project office including 4 internationally recruited staff resident in Burma working collaboratively with various Burmese research, training, and development partners. If this additional associate award is secured, the following activities would be undertaken:

- I) Establishment of an FSP Office in Burma;
  - II) Establishment of a solid evidence base for policy formulation through:
    - a. Three substantial rural household (farm households and landless) surveys in panel form, with attendant analysis and reporting;
    - b. Five substantial value chain “stacked surveys” (with full surveys of each segment of the value chain from input supply to farming to processing to distribution to domestic and export markets) focused on rice, horticulture, fish, poultry, and pulses and with gender disaggregated data;
  - III) Rural development strategy and agrifood policy analyses, both for sectoral and for macro and trade policy, using econometric and simulation methods;
  - IV) Establishment of an agrifood and rural development policy research forum for transparent and inclusive policy debates;
  - V) Capacity building for rural development strategy and agricultural and food policy analysis and advocacy for civil society, government and academic researchers and analysts.
- Milestones
    - Calendar of FSP TDYs for demand-driven policy research and analytical support to agricultural policy development

## **5. Component 3: Global Collaborative Research on Policy Process and Capacity**

This component will address issues, constraints and challenges facing policy makers and stakeholders in the private sector and civil society in translating research and evidence into effective agriculture, food security, and nutrition policies. The primary objective of this component is to understand policy processes that lead to effective policy change, the nature of capacity required for generating evidence, effective policy advocacy and the institutional architecture which enables transparent and inclusive policy changes. The early outputs from this component will be fed into the AU effort on the policy institutions and the phase II of the Africa LEAD. The discussion below outlines three sets of activities designed to meet this objective.

These efforts will draw on and contribute to a rich body of past and ongoing work on policy systems by IFPRI, MSU, Africa-LEAD, USAID, AGRA, other donors and a wide range of academics studying public policy, public administration and political science. USAID’s Feed the Future Policy Plan and ongoing institutional assessments of policy capacity undertaken by partners under Africa-LEAD offer a valuable body of experience on which to build and to whose future efficacy FSP can contribute. Effective ongoing communication with these key partners will be critical to FSP’s effectiveness, efficiency and impact. Within the broader FSP team, Component 3 will contribute a conceptual framework and research findings that will help to refine and inform the activities under Components 1 & 2, especially beyond year 1. This framework will build on existing political economy models as well as the existing FTF Policy

Guide and associated policy agenda, institutional architecture and mutual accountability concepts. To ensure effective cross-fertilization of efforts, the Component 3 team will implement activities in close consultation with the other FSP components in Eastern and Southern Africa, West Africa, and Asia as well as with Africa-LEAD and other institutions actively engaged in building understanding and capacity in food and nutrition policy systems. Component 3 will assemble multidisciplinary research teams ranging from political scientists to nutritionists to generate knowledge on broader policy issues as well as those which are relevant to a sub-system such as agricultural input or trade policies. This will require collaboration with a wide range of partners in selected countries, and effective use of existing and innovative channels for policy outreach.

#### Activity 1: Develop a conceptual framework for studying policy process and change

The objective of this activity is to develop a conceptual framework for the analysis of policy processes for agricultural and rural development, food security, and nutritional improvement. Building on the large body of prior evidence and efforts, the team will develop a comprehensive analytical framework to guide the study of policy processes. Key elements of the analytical framework will include specification of the key actors by gender, their behavior (motivation, mode of operation and relative effectiveness in influencing policy decisions), the institutional architecture within which they operate, data sources and the credibility of available empirical evidence used in policy debates, environmental factors shaping outcomes, and key triggers enabling policy change. As a first step, the team will review the literature on policy processes as it applies to agriculture, food security and nutrition policy in developing countries. Relevant work will include the political economy and policy sciences literature, which document policy processes and successful policy change in agriculture and other sectors. This work will begin with FSP participation in the CGIAR workshop on policy processes in November 2013 with the participation of representative from Africa LEAD II. The review will provide an initial set of hypotheses, a range of possible analytical constructs and possible indicators, all of which will help to inform the formation of the conceptual framework. The team will interact extensively with colleagues and peer groups in order to vet, assess and strengthen the framework. The team will prepare a draft conceptual framework for discussion further with the developing country partners and the other members of the FSP research team, before its application as an analytical tool under activity 2.

The outputs of this activity will include a review of the literature on policy processes as they apply to agriculture, food security, and nutrition policy issues and a conceptual framework to study policy processes in the developing countries. The team aims to develop a flexible yet powerful analytical framework that will generate insights and gain wide acceptance and use in the agricultural, food and nutrition policy community. Suresh Babu (IFPRI) and Steve Haggblade (MSU) will co-lead this activity.

- Milestones
  - Development of a framework that defines key actors, behavioral assumptions, environmental factors affecting policy debate and formulation, key triggers enabling policy change.
- Outcomes
  - The conceptual framework will help to guide policy system research.

### Activity 2 Conduct case studies of policy process and change

The team will conduct a broad inventory of policy change episodes in food and nutrition policy over the past several decades. From this inventory, the team will categorize, classify and select case studies of policy change in order to gain insights across a diversity of a) arenas of policy change (agricultural input, production and trade policies, food security policies, and nutrition policies), b) triggers which enable policy change (food crises; political transitions; farmer-initiated change; research-induced policy change), and c) institutional architectures. From this constellation of policy change experiences, the team will select 3-4 case studies showcasing a range of policy processes. This comparative analysis of policy processes aims to help understand how policy change occurs in different component areas of agricultural production, food security and nutrition and what conditions shape outcomes that prove more inclusive, gender-responsive, and transparent. In the long-term, we expect that lessons from the case studies will help to produce better policy systems that, in turn, improve food security policy making in developing countries, particularly the FTF countries.

In conducting this work, the FSP team will form collaborative partnerships with local researchers based on the country and regional focus as well as the technical skills required to execute the selected case studies. Each policy case study will form the basis for a stand-alone working paper to be presented at a joint team comparative policy workshop. The final results will contribute to the first FSP Global Learning Event. Sheryl Hendriks (UP) and Steve Haggblade (MSU) will co-lead the work under this activity.

- Milestones
  - Selection of four case study countries to identify systemic weaknesses in policy processes and measures to strengthen them. Possible candidates include Senegal (West Africa), Malawi (East Africa), Cambodia/Burma (Southeast Asia), and Bangladesh (South Asia)
  - Completion of case studies in four countries to identify systemic weaknesses in policy processes and measures to strengthen them.
- Outcomes
  - Improved knowledge about how policies change and what actions might improve the structure, responsiveness and effectiveness of policy systems.

### Activity 3: Innovative approaches to capacity development and policy systems

Several examples of innovative institutional approaches have emerged in recent years to revitalize agricultural policy development and effectiveness. One set of innovations within Africa's CAADP framework revolves around new institutional structures and processes for improving mutual accountability through joint sector reviews and the involvement of civil society, farmer-based

organizations, women's cooperatives and NGOs in policy implementation, monitoring and evaluation. These efforts build on the premise that improved institutional architecture can improve the accountability, transparency and equity of policy outcomes. Bangladesh's Food Policy and Monitoring Unit offers an innovative institutional alternative from outside of Africa. A second set of innovations revolves around development of policy champions through systematic screening, training, mentoring and coaching. These efforts, by Africa-LEAD, IFPRI, FAO, University of Pretoria, AGRA and others, implicitly assume that suitably motivated and entrepreneurial policy champions can successfully effect policy change even in the presence of serious flaws in the policy architecture. A third wave of innovations centers around a coordinated expansion of state policy and public investments aimed at triggering structural transformation in key value chains and ultimately entire agro-food systems. Examples of these recent transformation agendas include Ethiopia's Agricultural Transformation Agency (ATA), Nigeria's Agricultural Transformation Agenda (ATA), President's Delivery Bureau (PDB) in Tanzania, and Uganda's Plan to Modernize Agriculture (PMA). This activity aims to facilitate learning across locations in the application of these innovative institutional approaches.

Under this activity, the FSP team and partners including Africa- Lead will begin with a review past policy capacity interventions, outlining major categories of intervention, the implicit hypotheses they embody, and identifying archetype examples of each set of innovations. This review will highlight current knowledge about best practices and assessment tools for evaluating and enhancing the effectiveness of capacity development efforts. As a next step, the FSP team will work with local partners and interested stakeholders to conduct a series of case studies investigating the operation and outcomes of recent policy capacity support and institutional innovations. These analyses aim to help inform a series of important operational questions: (a) what kind of capacity is required for evidence based research, policy making, policy implementation, and effective monitoring systems in terms of both human and institutional capacity development; (b) how can stakeholders improve coordination among different government agencies and enhance partnership between the government, the private sector, and civil society; (c) what is the nature of the consultation process among all these parties; and (d) what flaws in policy architecture can champions overcome?

Throughout these efforts, consultations with collaborating institutions in study countries will help in documenting lessons and approaches for enhancing the effectiveness of different capacity development efforts. The team will encourage opportunities for knowledge sharing across countries and institutions through collaborative research, workshops and regular, informal consultations. Suresh Babu and Paul Dorosh will lead this activity.

- Milestones
  - Review current approaches to studying policy systems and institutional architecture, and conduct 3 country-specific studies (Ghana, Tanzania & Ethiopia)
  - Review of past policy capacity interventions; identification of best practices to improve policy system capacity
- Outcomes
  - A common set of simple indicators will enable governments, civil society and development partners to more easily and effectively track the performance of policy systems.

- Improved knowledge about the effectiveness of past interventions in policy systems and lessons learned about how best to support effective policy systems going forward.

## **6. Component 4: Engagement on Global Policy Debates on Food Security**

What role will agriculture play in future development paths? How will agriculture evolve over time in Africa and Asia and what will be the role of smallholder farmers, notably women, in this process? How will globalization, climate change, and agrifood system transformation affect future agriculture and food security outcomes at national and household levels? What will be the impacts of alternative government policies and expenditure patterns on the pathways and speed of transformation of agricultural and food systems, poverty reduction and food security outcomes?

These and related issues are being debated among policy makers and researchers, and within development agencies. Providing a solid evidence base on these issues can guide global discourse and influence policy as well as private and public enabling investments. The activities planned under Component 4 will contribute to the debate with rigorous research and engagement at global and regional levels with policymakers, researchers, and development experts.

Research and engagement will focus on three major FTF policy themes. The goal will be to provide and effectively communicate concrete guidance at the country and regional level on how investment programs and policies may need to adapt in order to manage the potential impacts of drivers of transformation, and how international partners can support those investments and policies. This research will also support the preparation of a global foresighting conference to be funded through an associate award from USAID's Office of Science and Technology. In addition, these C4 activities for Year 1 have been conceived within a long-term global research engagement vision that identifies emerging priority issues for Years 2-5 of the FSP.

The three policy areas include (1) sustainable agricultural intensification and input policy, (2) land dynamics in transformation and land governance/policy, and (3) value chains in food system dynamics and the enabling environment for the private sector. These three policy themes and their research activities will be further expanded below. Given the window of opportunity provided by the AU Year of Agriculture (2014) year 1 outputs of this activity will include engagement with policymakers through a series of events as well as supporting analytical synthesis reports on policy themes (1) and (2) and a draft report on theme 3 to be finalized before the foresighting conference in year 2. Synthesis studies, drawn from existing research products of MSU and IFPRI and complemented by review of secondary data to fill knowledge gaps will be the main outputs of this activity. Consultations at the regional level will further ensure that concerns and perspectives of policy analysts and stakeholders in Africa and Asia are integrated into the global debate. Policy themes 1 and 2 will be led by Thom Jayne (MSU), Xinshen Diao and Ousmane Badiane (IFPRI), with participation of other MSU, IFPRI, and UP researchers. Policy theme 3 will be led by Dave Tschirley and Thomas Reardon with participation by other MSU, IFPRI, and UP researchers

The analytical and outreach activities associated with these three policy themes will be explicitly cast within a structural and agricultural transformation framework that recognizes the role of policy and government expenditure patterns in the process. Doing so will also require recognition of broader national

and global economic systems and factors that are outside agriculture but will play important roles in the effectiveness of agricultural policy, such as rural-urban migration, the development of non-farm sectors in the rural area, and factors shaping food and input prices in regional and world markets both now and in the future. Regional consultation will be conducted with African and Asian analysts and policy makers, USAID country missions, the World Bank and other development partners, and other national and regional stakeholders involved in CAADP and ReSAKSS-Asia and other national agricultural development activities. The specific activities around the three policy themes are discussed below. The work will be designed to provide concrete guidance for ongoing CAADP activities and other national policy initiatives.

### *Theme 1: Sustainable agricultural intensification and input policy*

Input subsidy programs (ISPs) have once again become a major plank of agricultural development strategies in both Africa and Asia. Ten African governments spend roughly US\$1 billion annually on ISPs, amounting to 28.6 percent of their public expenditures on agriculture. Since the 2006 Abuja Declaration, increased fertilizer use has been singled out as the main avenue for raising the yields and incomes of smallholder farmers, improving national food security, and capturing the benefits of “green revolutions” that have been achieved in Asia and other parts of the world outside Africa. However, there is cause for increasing concern that the absence of a more holistic strategy involving the adoption of complementary inputs such as seeds and management strategies on farmers’ fields and that the promotion of higher fertilizer application rates in isolation may be not cost-effective, profitable for farmers, or sustainable. This policy theme intends to lay out major components of a more holistic and sustainable agricultural intensification strategy, with a recognition of major drivers and mega-trends: rising population densities leading to declining fallows and continuous cultivation in Africa; increased market access and production incentives driven by vigorous local economic growth and rising world and domestic food prices since 2008; major land constraints and limited potential for crop land expansion in areas of longstanding smallholder settlement, requiring new attention to the strengthening of land and labor markets to promote agricultural production growth in newly settled and sparsely populated areas in Africa.

This activity will build on recent reviews of the micro-level evidence on input subsidy programs undertaken since the mid-2000s. These reviews examine the characteristics of subsidy beneficiaries, maize response rates to fertilizer application in Africa and rice in Asia, and their influence on the performance of subsidy programs, the impacts of subsidy programs on national fertilizer use, the development of commercial input distribution systems, food price levels, and poverty rates in selected countries both in Africa and Asia. The weight of the evidence from Africa indicates that the costs of the programs generally outweigh their benefits. Findings from other developing areas with a higher proportion of crop area under irrigation and with lower fertilizer prices -- factors that should provide higher returns to fertilizer subsidies than in Africa -- indicate that at least a partial reallocation of expenditures from fertilizer subsidies to R&D and infrastructure would provide higher returns to agricultural growth and poverty reduction. However, because input subsidy programs enable governments to demonstrate tangible support to constituents, they are likely to remain for the foreseeable future. Hence, the synthesis report will focus on identifying ways in which benefits can be enhanced

through changes in implementation modalities and complementary investments within a holistic agricultural intensification strategy.

Several countries in Africa, through the New Alliance, have committed to making the administrative and regulatory changes necessary to incentivize private sector participation in seed and fertilizer markets. In addition to new modalities of fertilizer subsidy implementation, several countries have committed to creating the regulatory framework to allow for market pricing and multiplication and distribution of seeds by the private sector through the simplification of protocols for variety testing, release, and registration. This also includes, in some countries, strengthening intellectual property rights and establishing trade regulations that conform to regional agreements.

FSP will build on engagement activities to provide guidance to three African countries committed to reforming fertilizer and seed policies that require attention to private sector alternatives as specified in their New Alliance commitments. FSP will also work with RENAPRI, ReSAKSS-Africa, University of Pretoria and other African partner organizations to extend global policy messages through local African policy platforms. In Asia, building on the ReSAKSS-Asia 2013 regional conference on agricultural transformation and food security, in which input policy, particularly those on seed and fertilizer, have been studied in 12 Asian countries including four FTF countries and Burma, two synthesis papers for seed and fertilizer policy are already planned by ReSAKSS-Asia using other funding sources. Following completion of these studies a possible cross region comparison will be considered for implementation in year 2.

The policy engagement plan for Theme 1 is to capitalize on the AU's 2014 focus on agriculture to create consensus on effective solutions to (a) increase input use and efficiency of use; (b) reduce the cost of supplying fertilizer to the farm gate; and (c) put seed policy "reforms" into implementation action. The specific engagement events being planned in Year 1 of FSP (which are subject to further refinement as AUC planning is finalized January 2014) are as follows:

1. Dec 5-7 Addis Ababa: informal technical convening to come to consensus practical solutions and division of labor. Agree on a vehicle for delivering the set of practical solutions identified into the AU and CAADP policy processes.
2. Early March: JAG technical meeting for AU Ministerial prep; also donor meeting to build consensus.
3. March 19-21: Durban: CAADP PP/AU event – focus on input policy. June AU agribusiness event to engage private sector on policy options.
4. July 2014: ReNAPRI regional futures/foresighting conference for ESA, Lusaka, Zambia.
5. October 2014: Washington DC global futures/foresighting conference.

One of the anticipated outcomes of this process is to achieve at least one policy "early win" in priority countries in 2014 and 2015.

- Milestones
  - Regional consultations/policy engagement completed in West Africa and East Africa on the theme of sustainable intensification and agricultural input policy

- Outcomes
  - The AU commission and country leaders will have a greater understanding of the policy options and implementation mechanisms available to improve input policies.
  - (1) a set of practical solutions and implementation mechanisms to be vetted with, and considered by, national governments in at least 6 countries in East/Southern Africa. (2) general consensus on major trends and drivers of inputs policies affecting food security and economic transformations for feeding into the Global Foresighting Conference in October 2014

*Theme 2: Land tenure, land dynamics and structural transformation*

Despite the fact that sub-Saharan Africa in 2012 contains much of the world's unutilized and underutilized arable land, a significant and growing share of Africa's farm households live in densely populated areas. Based on the latest spatial databases capable of estimating populations at the level of one square kilometer, we find that 25 percent of Africa's rural population resides in areas exceeding 500 persons per square kilometer, estimated by secondary sources as an indicative maximum carrying capacity for areas of rain-fed agriculture in the region. Moreover, 1% of sub-Saharan Africa's rural areas hold 16% of its rural people; 20% of its rural land contains 76% of its rural people. Hence future trends in agricultural growth and the speed of Africa's transformation processes will be disproportionately driven by what happens in these 20% of rural areas. Ironically, there has been little recognition of the potential challenges associated with increasingly densely populated and land-constrained areas of rural Africa, despite the fact that the majority of its rural population live in such areas.

Research for this theme aims to anticipate the future challenges facing such areas and to identify and communicate the policy implications for national agricultural development and poverty reduction strategies. Many of the insights will be drawn from a forthcoming special issue of Food Policy devoted to land dynamics, smallholder agriculture and structural transformation in sub-Saharan Africa. Among the key insights: (1) African agriculture is intensifying in response to population pressures, but in ways that are jeopardizing sustainable intensification, such as continuous cultivation with insufficient restoration of nutrients, resulting in declining soil fertility; (2) unlike other developing areas where agricultural intensification is associated with increased irrigation, much greater use of fertilizer and cereal yield growth, agricultural intensification in much of Africa is primarily being driven by shifts to higher-value cash crops, and not by increases in land under irrigation or by increased intensity of fertilizer use on cereal crops; (3) most rural households in Africa are expected to experience shrinking farm sizes for the foreseeable future, with adverse impacts on future agricultural growth; (4) with respect to fertility rates, African households appear desire fewer children in land constrained settings, though they do not achieve these desired fertility rates because of inadequate access to family planning services. Finally, (5) we find relatively weak evidence of successful non-farm diversification in response to land pressures in most of sub-Saharan Africa.

Since the rise in world food prices after the mid-2000s, many African governments have made concerted efforts to transfer land out of customary tenure systems (where the majority of rural people reside) to the state or to private individuals who, it is argued, can more effectively exploit the productive potential of the land to meet national food security objectives. Such efforts have nurtured the growth of a relatively well-capitalized class of "emergent" African farmers side by side with foreign investors to establish large scale commercial farmers in some African countries. The growing focus on how best to exploit unutilized

land in Africa has arguably diverted attention from the more central and enduring challenge of implementing agricultural development strategies that effectively address the continent's massive rural poverty and food insecurity problems, which require recognizing the growing land constraints faced by much of its still agrarian-based population.

In response to these challenges, regional and global organizations have engaged in processes that aim at strengthening land governance. The African Union (AU) issued a Declaration on Land Issues and Challenges in Africa in 2009, and—in partnership with the United Nations Economic Commission for Africa (ECA) and the African Development Bank— started the Land Policy Initiative (LPI). Endorsement of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VG) by the Food and Agriculture Organization of the United Nations (FAO), in May 2012 has also marked a milestone for land governance issues globally (including at the G8 – with the New Alliance for Food Security and Nutrition, an effort by African heads of state, corporate leaders and G8 members to increase food security and nutrition in sub-Saharan Africa). These partnerships between G8 member states and developing countries are designed to support governments in aligning their country frameworks with the globally agreed-upon Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests and to improve rural land governance and the security of land tenure for individuals, communities, and investors. Thus, the joint World Bank and IFPRI project on Land Governance Assessment Framework (LGAF) was developed in 2011 to support such regional and global initiatives for good land governance through research, policy dialogue and consensus building on diagnostic tools, frameworks and methods that can be applied to assess the quality of land governance and monitor changes in land governance over time. The program has developed a set of indicators to assess countries' land governance systems across a range of thematic areas which identifies critical areas for policy intervention in the land sector. FSP will partner with LGAF to engage with New Alliance countries so that, in meeting their commitments, a sound institutional architecture is in place to ensure that the process of registering land is equitable (across incomes and gender) and transparent and that mechanisms to enforce land rights are established.

In addition, a FSP, the World Bank-IFPRI LGAF, and ReSAKSS-Africa in partnership with NEPAD-CAADP will jointly organize a workshop on land governance and policy in Africa, possibly in Dakar, Senegal. The workshop will provide an opportunity for FSP to communicate and dialogue with policy makers from African countries on a set of key policy issues in land governance including (a) how public resources will be mobilized and allocated to strengthen property rights and boost both business investors' and farmers' own investment in the agricultural sector, (b) what are possible tradeoffs and outcomes associated with different land policies faced with the complexity of land problems that often cover a wide range of cross-cutting issues, some of which are highly gender sensitive; and (c) could the ready-to-implement toolkit and a set of diversified indicators that have been piloted in six African countries be adapted to monitor the progress of land policy over time?

The policy engagement plan for Theme 2 is to capitalize on the AU's 2014 focus on agriculture to raise awareness in African policy circles about the how agricultural and national development strategies in many African countries may need to be modified in light of higher rural population densities and associated land constraints. The specific events being planned in Year 1 of FSP could include, depending on final AUC and other partner priorities:

1. March 24-27: FSP presentation of research and outreach activities at World Bank Land Conference, Washington, DC.
2. July 2014: ReNAPRI regional futures/foresighting conference for ESA.
3. October 2014: Washington DC global futures/foresighting conference.

One of the anticipated outcomes of this process is to raise concrete awareness in 2014 of the need for greater harmonization of land policies with smallholder-led agricultural strategies and poverty reduction strategies.

- Milestones
  - Reviews and consultations completed on land tenure, land dynamics and structural transformation
- Outcomes
  - Process and methods for quantitative indicators to monitor progress in land governance overtime agreed upon;
  - AU/ECA/AfDB Land Policy Initiative adopt the quantitative monitoring indicators in its regular reporting on land governance to the African Heads of States;
  - Through FSP research and engagement the AU commission, country leaders, and development partners will have a greater understanding of the policy options and implementation mechanisms available to improve land governance and policy framework.

*Theme 3: Food systems dynamics in Africa and Asia: Implications for FTF policy and value chain investments*

The dynamics of food system change intersect with all seven FtF policy areas and have major implications for the agency's value chain investments. Our research under this theme will highlight all of these linkages while prioritizing implications for two FTF policy areas. First, it will illuminate the private sector dynamics that are taking place in African and Asian food systems and provide concrete guidance on how to improve the enabling environment for private sector investment. In doing so, it will clarify the implications of the transformations for FTF's value chain investment priorities. Second, by identifying the transformations taking place in factor markets and farm technology, it will provide critical context for the evaluation of concrete policies and programs to improve the performance of input systems, thus tying directly to Theme 1 of this activity.

At the intersection of the inputs and enabling environment policy areas, both the USAID country mission policy matrices and the New Alliance (NA) policy commitments in each country broadly emphasize the need to create input policies and strategies that result in competitive private sector input distribution channels that make needed inputs (the focus is primarily on seed and fertilizer though pesticides are sometimes mentioned) accessible to smallholder farmers. Related themes in several of the matrices and NA policy commitments are more clarity in the definition of roles of government and private sector in input systems, harmonized regional trade in inputs, increased investment in seed variety development and distribution, and reduction of input subsidies to levels that leave room for other important investments in the agricultural sector. The enabling environment components of the policy matrices and NA policy commitments focus on enabling private sector investment throughout the food system through a broad array of policy and regulatory changes. These include clarification and simplification of investment

procedures (typically “one-stop” windows), clarification and simplification of import procedures, review and reform of tax regimes, and investment in public goods such as roads. Some countries also focus on public-private investment in large-scale irrigation, land policy including improved land titling and release of defined amounts of land to large-scale investment. Overall, the primary focus of both these areas is using government policy and selected active collaboration with private sector to facilitate private sector investment and improved domestic- and regional trade to the benefit of smallholder farmers while also encouraging commercial investment throughout the food system.

This activity will add value to USAID’s investments in policy (especially enabling environment and inputs) by placing these investments in the context of dynamics of change and explicitly examining how these dynamics might play out in coming years and what this implies about the highest payoff investments for the agency. Specifically, we will examine value chain and food system dynamics in the context of the five transformations currently taking place in Asia and Africa. Rapid urbanization and per capita income growth over the next one- to two decades in many countries of developing Africa and Asia are expected to drive dramatic changes in the patterns of consumer demand for food. This diet transformation will move diets simultaneously towards more fresh and perishable products (meat, dairy, fresh produce) and more processed products, and away from minimally processed basic staples such as cassava and maize meal. The diet transformation will in turn drive related and simultaneous transformations upstream in the post-harvest food systems in rural factor markets, and in the scale and technology of production at farm level. These are the five transformations referred to above, and all will be strongly mediated by policy and investment decisions taken by governments and private sectors. The work will also touch on factors that will condition these five transformations, including climate change and its impact on energy prices and potential water scarcity and on stakeholders that will be more likely affected such as women through the impact on their workload and income-generation opportunities.

Knowledge of the pace and nature of such food system transformations remains scarce, incomplete, mostly descriptive, and not sufficiently generalizable to adequately guide policy and investment (private and public) in such rapidly changing systems. This research will draw on several current activities: Within MSU, these activities include - work in Africa under Modernizing African Food Systems (MAFS), work also in Africa under theme 2 (Land dynamics, structural transformation and land governance), and work in Africa and Asia under HESN as well as ongoing work of IFPRI in both Africa and Asia and that of the University of Pretoria. Current work by IFPRI in Ethiopia and other countries on supply chain transformation in the context of urbanization and income growth will also be a rich source of insight for this activity, which will use these work streams to generate a cross-continent (Africa-Asia) comparative assessment of ongoing transformation of food systems. Most countries of Asia are ahead of Africa in these transformations. By bringing together new and detailed information on countries from both continents (including very heterogeneous countries *within* each continent), we will generate a deeper understanding of the drivers and likely future trajectories of change especially in the poorest countries, which will provide a stronger basis for policy and public investment program design to promote the investment by private and public sectors.

To help missions bring this knowledge to bear on their programming decisions, we will organize at least one video conference that brings together mission personnel from SSA and Asia (perhaps one session for each region). Key findings from the work will be presented, these will be linked to issues identified in the country policy matrices and NA commitments, and discussion will be facilitated regarding potential

future focus of mission investments. A key objective of this session will be to help missions “look around the corner” and anticipate what they need to be doing now to help the country ensure robust and inclusive agricultural growth over the next 10-15 years.

- Milestones
  - Synthesis of current work on food system transformation drivers to assess implications for forward-looking FTF investments
- Outcomes
  - Contribution toward improved knowledge among development partners (USAID, multilaterals, national governments, private sector, NGOs) of dynamics of change in these food systems, resulting in improved design of policies and programs for this changing environment.

#### Global Foresighting Conference (with associate award)

Foresighting or futures analysis techniques have been increasingly used to envision likely alternative futures in developing countries through a wide range of techniques, from qualitative scenario building to mixed-methods that combine qualitative scenario building with formal quantitative projection exercises. This research has implications for current USAID programming to shape the future.

This activity will produce three outputs: a major synthesis paper based on ongoing research on changing food systems within FSP and other research organizations, a Global Foresighting Conference, and a plan for on-going engagement with missions on the basis of the foresighting work to assist them in (a) generating insights from the foresighting work that are specific to their country and regional context, and (b) taking action on the basis of these insights to improve the impact of the mission investment portfolios on inclusive agricultural growth in the country. Together, these outputs will strengthen the dynamic of broad foresight leading to context-specific insight, which drives action tailored to local needs.

Analysis for the synthesis paper will focus on future scenario-building exercises through strategic collaboration with other ongoing foresighting activities and bringing together a broad set of stakeholders in Africa and Asia to generate deeper insights into processes of change and their implications for present and near-term future agricultural policy, development strategies and public investment. This activity will be led by David Tschirley and Tom Reardon from MSU, Ousmane Badiane and James Thurlow from IFPRI, and Lorenzo Fioramonti from UP. These leads will be supported by a research team with staff from FSP member institutes.

Specifically, five transformations will be analyzed under this activity either as critical drivers to or dynamics in food systems transformation in the medium to longer term. These transformations will be explicitly linked to each of the seven FTF policy priorities. The five transformations are:

1. Urbanization and income growth: key variables here are the rate and spatial pattern of growth in urban populations, the overall rate of growth in incomes, and its distribution across gender income groups and across rural- and urban areas;
2. The diet transformation: driven by urbanization and income growth, diets change over time towards more overall consumption and a substantially greater share in consumption of processed and fresh perishable products. This change in the level and pattern of food demand has major

- implications for women, since they are usually responsible for growing and/or preparing most of the food consumed at home, for nutritional outcomes, and for the rest of the food system;
3. The downstream and midstream transformations of the food system: changing technology and scale of operation in processing, packaging, wholesaling, storage, transport, and retail distribution of food;
  4. The factor market transformation: This includes transformations in markets for physical inputs (seed, fertilizer, chemicals), for agricultural services (e.g. land preparation including tractorization, spraying services, veterinary services), and for labor. The changes in labor markets include those for agricultural labor, rural non-farm labor, and urban employment in the food system (e.g. supermarkets, warehousing, food processing).
  5. Farm-level transformation in farm size (scale) and technology: The starting size distribution of agricultural enterprises and the rate of consolidation have major implications for the types of technologies that will be most productive, and technology change itself feeds back to influence the nature of farm consolidation.

Research on these five transformations, with explicit links made to the seven FTF policy priorities, will generate several background papers, including diet transformation projection exercises using household level data (i.e., LSMS) available in selected Asian and African countries, and future scenario simulation analysis using country level CGE models that have been developed by IFPRI in its technical support in the CAADP process (Diao et al. 2012). Both household data and CGE modeling analysis will be combined with better understanding of the dynamic processes of change that have begun over the past one- to two decades in the African and Asian countries in which IFPRI and MSU have had long-term policy engagements. These background papers and the papers on the four themes in Activity 1 of this component will all be drawn on for the synthesis paper that is the first deliverable under this activity.

We anticipate carrying out the above activities in Ghana, Nigeria, Malawi, Mozambique, Tanzania, Ethiopia, and Uganda in Africa, and Bangladesh, China and Vietnam in Asia.

The second output of this activity is the Global Foresighting Conference, a two-day event with broad and diverse participants including policy makers from African and Asian countries, development practitioners and development partners, and development researchers. Through this event, FSP will influence global debates on the role of agriculture and the evolution of smallholder agriculture in African and Asian countries in the future. The conference is planned for late 2014. Possible collaborative partnerships that will be formed around this conference include MSU's Global Center for Food System Innovation (GCFSI) under HESN, the MSU Food Security Group's GISAIA program funded by the Bill & Melinda Gates Foundation, the quantitative projection exercises being carried out under the CGIAR's Policies, Institutions, and Markets program (PIM) housed within IFPRI, MSU's Modernizing African Food Systems program (MAFS), the Future Agricultures Consortium, and the International Growth Centre.

The conference, through its forward-looking perspective over the next 20-30 years, will focus on the important global debates on (i) the role of agriculture in longer term growth and economic development, (ii) the evolution of food systems and the role of smallholders, and (iii) the impact of climate change on agriculture and food security. Day one of the conference will be dedicated to presentation of research findings generated under Activities 1 and 2 of Component 4, while day two will focus on more formal foresighting exercises, including some conducted by other institutions. A debate-like panel discussion

with recognized thought leaders will be considered for day two, to generate sharper understanding of divergent views among different organizations regarding the future of Asia and Africa over the next 20-30 years. The foresighting conference will also address policy debates relevant to the current and near-term program focuses of USAID and other development partners.

The third output from this work, following directly from the conference, will be an engagement strategy with BFS and with country missions to strengthen the process of broad foresight leading to context-specific insight, which drives contextualized action for better developmental outcomes.

- Milestones
  - Global conference and related outreach presenting research findings and engaging experts on the future for agriculture and food security
- Outcomes
  - Improved knowledge among development partners (USAID, multilaterals, national governments, private sector, NGOs) of dynamics of change in these food systems, resulting in improved design of policies and programs for this changing environment.

## **7. Component 5: Strategic Analytical Agenda and Support to Donor Policy and Strategy**

The FSP will inform USAID strategy and policy deliberations by providing strong, timely strategy advice and empirically-based policy recommendations. In order to best do this, the FSP will establish a rapid response team of researchers capable of addressing the needs of the USAID in each of the FTF policy areas. This team will be able to directly assist USAID to assess trends and evaluate options on prominent policy issues having a critical bearing on the achievement of shared FTF, MDG and CAADP goals. This component will provide a synthesis of research findings from FSP activities or customized on-demand technical support through analytics, dialogue, in-country consultation, and training drawing from the wealth of research outputs produced by the FSP team member institutions.

The activities for this component will be organized around two principal areas of support to USAID/FTF:

- *Providing technical support on a demand basis.* The technical support will provide data analytics, and research result highlights or summaries, slides, figures or tables on data trends, technical review, and advice to USAID on demand and at short notice.
- *Communications and outreach.* FSP communications and outreach efforts will consist of the preparation of policy briefs, presentations, co-organizing consultative meetings with USAID staff, and participation at global research forums upon request. We will provide technical input into USAID-sponsored events/round tables on policy issues relevant to FTF, including implementation of the CAADP investment plans.

USAID requests to date under this component include:

- Assistance to USAID/BFS to identify a more practical, robust set of indicators that could be used within FTFMS as indicators to measure progress against any FTF policy projects (not only FSP)

- Support to AUC “Evidence Summit” in April 2014, including provision of policy briefs, outcomes of recent or ongoing relevant studies, implications and findings of recent or ongoing modeling work.
- Support from Mywish Maredia on assessment of the impact of policies on NAIPs, efficiency, poverty reduction, and hunger reduction. (working with Jim Oehmke in USAID/BFS).

Requests for assistance should be routed through the FSP Duncan Boughton, Program Director, Xinshen Diao, Deputy Director, and Adam Kennedy, C5 coordinator. They will contact the most appropriate team members for assistance based on the relevant policy areas of the requests. The following senior research staffs who are experts of one of the seven FTF policy areas will be the core members of our rapid response team.

| <b>FTF Policy Area</b>         | <b>MSU</b>                         | <b>IFPRI</b>                  | <b>U. Pretoria</b> |
|--------------------------------|------------------------------------|-------------------------------|--------------------|
| Input Policy                   | Thom Jayne                         | David Spielman and Nick Minot |                    |
| Enabling Private Sector        | Tom Reardon<br>Veronique Theriault | Tewodaj Mogues                |                    |
| Trade Policy                   | Steve Haggblade                    | David Laborde                 |                    |
| Resilience and Risk Management | Dave Tschirley                     | Derek Headey                  | Coleen Vogel       |
| Land and NRM                   | Thom Jayne                         | Hosaena Ghebru Hagos          | Lorenzo Fioramonti |
| Nutrition Policy               | Andrew Dillon<br>Kimberly Chung    | Olivier Ecker and Jeff Leroy  | Sheryl Hendriks    |
| Institutional Architecture     | Steve Haggblade<br>Mywish Maredia  | Danielle Resnick              | Sheryl Hendriks    |

- Milestones
  - Data analytics, research result highlights or summaries, slides, figures or tables on data trends, technical review, and advice provided to USAID on demand and at short notice
  - Preparation of policy briefs, presentations, co-organizing consultative meetings with USAID staff, and participation at global research forums upon request
- Outcomes
  - USAID, their partners and policy makers have access to FSP research results and expertise
  - Communication of the current state of knowledge and FSP research results on key FSP themes to USAID, their partners and policy makers

FSP Workplan Matrix  
July 15, 2013 - Sept. 31, 2014

| Activity & FSP Lead                                                                                                        | Milestones                                                                                                                                                                                                                                                        | Engagement Events/Calendar                                                                                                                                                                                                                                             | Outputs                                                                                                                                                                                                                                                                                                                                                      | Outcomes                                                                                                                                                                                                                                                                        | Country/Region                                             | FIF Policy Guide Areas     |                           |                           |                           |                       |         |      |      | New Alliance objectives | Cross-cutting Dimensions                                                                                                                                         | Notes                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------|---------------------------|---------------------------|---------------------------|-----------------------|---------|------|------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                            |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            | Institutional Architecture | Agricultural Input Policy | Agricultural Trade Policy | Private Sector Investment | Land & Nat. Resources | Finance | IFAD | IFDC |                         |                                                                                                                                                                  |                                                                                                                                           | Nutrition Policy                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                           |
| <b>Components 1 &amp; 2: Collaborative Policy Research, Analysis and Capacity Building for West Africa</b>                 |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>1) Assessing uneven implementation of regional agricultural and trade policies</b>                                      |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Badiane/Haggiade                                                                                                           | Selection of a few agricultural policies with high potential for regional spillovers but uneven implementation across countries followed by case study field investigations of effective and ineffective policy implementation.                                   | Consultations November 2013 with USAID/WA to discuss research questions and reflect on future use of outputs by ECOWAS and its member countries.                                                                                                                       | Empirical evidence on comparative implementation of specific regional policies to inform and influence the following carrier policy processes: CAADP/ECOWAP Regional and country investment plans; Food Crisis Prevention and Management Charter; Zero Hunger Program; Global Alliance for Resilience in the Sahel; and New Alliance cooperation frameworks. | Tools and approaches for improving regional policy implementation at the national level made available to ECOWAS and USAID/WA                                                                                                                                                   | West Africa Regional                                       |                            |                           |                           |                           |                       |         |      |      |                         | New Alliance Frameworks a carrier process                                                                                                                        |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>2) Modeling the impact of regional rice policy</b>                                                                      |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Badiane/Rofana                                                                                                             | Develop a regional rice model building on the ECOWAS simulation model                                                                                                                                                                                             | Signing of IFPRI/ECOWAS MOU in early 2014 on support for policy and M&E work, including development of Ecows Simulation (ECOSIM) model to be used under FSP. Presentation of simulation results at regional ECOWAS - USAID/WA "Food Across Borders" events.            | The Ecows Simulation (ECOSIM) model is available for use by Ecows and member country experts to study the effects of policy measures, investments and other key parameters on the competitiveness of domestic rice production at regional level                                                                                                              | Impacts of potential policy measures and investment programs to improve the competitiveness of West African rice sectors identified and disseminated through ECOWAS                                                                                                             | West Africa Regional                                       |                            |                           |                           |                           |                       |         |      |      |                         | Interactions between New Alliance Frameworks and regional rice policy to be identified                                                                           | Nutrition                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>3) Policy Research and Analytical support at country level</b>                                                          |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Haggiade/Diallo                                                                                                            | Demand-driven policy research and analytical support to agricultural policy development in Mali                                                                                                                                                                   | November 2013 consultation with Vice Minister for Livestock, Fisheries and Food Security and brief for USAID Mali EG team leader on MSU Associate Award under FSII.                                                                                                    | policy analysis and capacity building needs assessment                                                                                                                                                                                                                                                                                                       | Improved empirical and analytical research available for use by policy makers in the new government.                                                                                                                                                                            | Mali                                                       |                            |                           |                           |                           |                       |         |      |      |                         | TBD through national consultation                                                                                                                                | Not applicable                                                                                                                            | To be identified based on priority policy areas identified by USAID and GoM                                                                                                                                                                                                                                                                                                                                                            | USAID in process of re-engaging with Mali following election and formation of new government.                                                                                                                             |
| <b>Components 1 &amp; 2: Collaborative Policy Research, Analysis and Capacity building for Eastern and Southern Africa</b> |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>1) Advancing efforts in Malawi to achieve the objectives of its New Alliance country cooperation framework</b>          |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Benson/Boughton                                                                                                            | Initial scoping visit and report on placing long-term senior advisor to advance implementation of New Alliance framework policy commitments                                                                                                                       | Nov 2013 USAID/Malawi to consult with ODC on possible placement of senior ag policy advisor, to be funded by Associate Award for FSP activities in Malawi                                                                                                              | <b>IA Road map and implementation calendar</b> for Malawi New Alliance Framework commitments                                                                                                                                                                                                                                                                 | Agreement by GoM to the roadmap and demonstrated progress on selected items.                                                                                                                                                                                                    | Malawi                                                     |                            |                           |                           |                           |                       |         |      |      |                         | Malawi activities explicitly focused on advancing the New Alliance agenda.                                                                                       | Improved access to inputs and removal of policy impediments to crop diversification could improve nutrition outcomes.                     | FIF country policy actions under input policy: i) GoM partners with the private sector for the provision and transfer of agriculture technology to smallholder farmers in legume value chains; ii) As part of the Presidential Initiative on poverty and hunger reduction which supports small-stock and legume production, the GoM will continue policy analysis related to improving the efficiency of input distribution in Malawi. |                                                                                                                                                                                                                           |
| Pauw/Benson                                                                                                                | Revision of IFPRI country program and identification of additional FSP analytical studies in support of New Alliance Framework implementation roadmap                                                                                                             | Technical committee and stakeholder meetings in support of New Alliance Framework implementation roadmap                                                                                                                                                               | <b>Studies and policy briefs in support of New Alliance Framework</b> knowledge gaps                                                                                                                                                                                                                                                                         | MaSSP 2013/14 work plan in support of New Alliance approved and operationalized                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Meyer/Pauw                                                                                                                 | Consultation with CARD on capacity building to undertake analytical studies in support of New Alliance Framework implementation roadmap                                                                                                                           | Participation by CARD in technical committee and stakeholder meetings in support of New Alliance Framework implementation roadmap                                                                                                                                      | <b>Studies and policy briefs in support of New Alliance Framework</b> knowledge gaps                                                                                                                                                                                                                                                                         | Improved research and writing capacity among selected CARD analysts, greater knowledge among policy makers, and improved quality of NA roadmap execution.                                                                                                                       |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>2) Deepen the institutional architecture assessment to focus on policy gaps</b>                                         |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Hendriks/Mattheer                                                                                                          | Review the Institutional Architecture Assessment in Malawi and Tanzania and work with local stakeholders to identify gaps in the policy system and make recommendations on how to address those gaps.                                                             | On-campus/DC review of existing IA assessments; 2nd quarter 2014 trips to each country to deepen the assessments; follow-up trips as needed                                                                                                                            | More in-depth IA assessments (1/country) that build on existing ones; outreach events (1/country) with policy makers                                                                                                                                                                                                                                         | Improved definition of roles, responsibilities, and relationships among stakeholders in the policy environment in each country, resulting in improved policy making.                                                                                                            | Malawi / Tanzania                                          |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>3) Study of the economics and political economy of local government authority (LGA) levies in Tanzania</b>              |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Tschirley/Nyanga                                                                                                           | An assessment of the tax structure of selected crops, their contribution to LGA revenues, the benefits arising from investments made by LGAs, and alternative revenue mechanisms in the event of reduction or elimination of some LGA crop levies.                | Sep 2013 Consultation with Ministry of Agriculture in Tanzania on priority policy issues in context of New Alliance Framework and CAADP policy commitments (undertaken by David Nyanga and Isaac Munde)                                                                | <b>A synthesis paper and policy brief</b> on the costs and benefits of the levy and alternative means to raise local authority revenue.                                                                                                                                                                                                                      | Policy decisions by government that reduce the fiscal burden on farmers, traders, and other supply chain participants and improve market integration through more efficient trade; improved fiscal mechanisms implemented at local level, replacing local cess and other taxes. | Tanzania                                                   |                            |                           |                           |                           |                       |         |      |      |                         | Tanzania: Improved incentives for the private sector by reducing taxes, and increasing transparency and consistency of the agricultural tax and incentive system | Higher food costs as a result of domestic taxes impacts nutrition                                                                         | This specific issue is not mentioned in FIF policy matrix but is considered an important element in improving the private agricultural sector enabling environment.                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                           |
|                                                                                                                            |                                                                                                                                                                                                                                                                   | Nov 2013 USAID/BFS to consult with USAID/Tanzania on possible Associate Award for FSP activities in Tanzania                                                                                                                                                           | <b>Road map</b> for removal of levy and replacement with alternative sources of local authority revenue.                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  | Evaluate gender implications of alternative revenue sources for local government                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>4) Training for male and female journalists to promote informed reporting about agriculture development and policy</b>  |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Babu/Hendriks                                                                                                              | Training of journalists in food, agricultural and nutrition policy issues, with a focus on the New Alliance activities                                                                                                                                            | June 2014 workshops in Tanzania and Malawi                                                                                                                                                                                                                             | <b>Twenty journalists and editors in Tanzania and Malawi trained</b> in markets, agricultural development, and communications                                                                                                                                                                                                                                | Well informed journalists in the two countries reporting on the policy issues in food security, nutrition, agriculture trade and natural resource sectors; training materials that would be available on the web for other journalists to use as self learning materials.       | Malawi and Tanzania                                        |                            |                           |                           |                           |                       |         |      |      |                         | See Country Specific New Alliance Matrix                                                                                                                         | Sensitize journalists to climate, gender and nutrition concerns with context-specific examples                                            | FIF country policy action under institutional architecture: Support a stable, transparent, efficient policy formulation process based on quality data, sound evidence, broad consultation, and clear decision-making responsibilities. Design and implement policies that include reliable agricultural data, sound analysis and stakeholder                                                                                           |                                                                                                                                                                                                                           |
| <b>5) Training and capacity building needs for national statistical agencies</b>                                           |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Benson/Minde                                                                                                               | Review of existing Ag Stat reviews followed by training needs assessment for national statistics agencies to improve questionnaire design, survey procedures, data entry and cleaning, and software packages in Malawi and Tanzania                               | Consultation with key domestic and international ag stat stakeholders on accuracy, timeliness and implementation constraints for ag stats                                                                                                                              | Identification of training needs for key survey personnel from at least one statistical agency in each country (Malawi and Tanzania)                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                 | Malawi and Tanzania                                        |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  | Ensure potential for gender-disaggregated analysis of statistical data                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>Components 1 &amp; 2: Collaborative Policy Research, Analysis and Capacity building for Asia</b>                        |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>1) Short-term advisory services to Burma</b>                                                                            |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Reardon/Dorosh                                                                                                             | Calendar of FSP TDRs for demand-driven policy research and analytical support to agricultural policy development                                                                                                                                                  | October 2013 visit by Reardon to support MDRI engagement with Ministry of Livestock, Fisheries and Rural Development and discuss draft SOW for Associate Award with USAID/Burma                                                                                        | Demand-driven <b>Presentations and papers</b> to support in-country policy processes.                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                 | Burma                                                      |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  | Not applicable                                                                                                                            | Ensure rural development strategy addresses climate, gender and nutrition concerns                                                                                                                                                                                                                                                                                                                                                     | Burma is not a FIF country                                                                                                                                                                                                |
| <b>Component 3: Global Collaborative Research on Policy Process and Capacity</b>                                           |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>1) Develop conceptual framework for studying policy process and change</b>                                              |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Babu/Haggiade                                                                                                              | Development of a framework that defines key actors, behavioral assumptions, environmental factors affecting policy debate and formulation, key triggers enabling policy change.                                                                                   | November 2013 consultation with CGIAR research Program on Policies, Institutions, and Markets to develop a conceptual framework. Further refinement through a one-day consultation/retreat among the teams members of component 3 in Washington in end of January 2014 | A new <b>conceptual framework</b> . This conceptual framework will provide structure and focus to the policy research and capacity building efforts in Activities 3.2 and 3.3.                                                                                                                                                                               | The conceptual framework will help to guide policy system research.                                                                                                                                                                                                             | global learning                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  | Framework to explicitly focus on inclusion of private sector in context of new alliance framework                                         | Identification of IA factors affecting integration of gender concerns and explicit consideration of nutrition outcomes where relevant to selected case studies.                                                                                                                                                                                                                                                                        | This is an FIF priority for East, West and Southern Africa regional.                                                                                                                                                      |
| <b>2) Conduct case studies of policy process and change</b>                                                                |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| Hendriks/Haggiade                                                                                                          | Selection of four case study countries to identify systemic weaknesses in policy processes and measures to strengthen them. Possible candidates include Senegal (West Africa), Malawi (East Africa), Cambodia/Burma (Southeast Asia), and Bangladesh (South Asia) | One-day workshop in DC to select interesting case studies for full review end of January 2014 based on inventory of policy change episodes: categorization by policy type (agriculture, nutrition) and policy trigger.                                                 | <b>4 working papers</b> of case studies on: West Africa (Senegal), East Africa (Malawi), East Asia (Cambodia/Burma), South Asia (Bangladesh).                                                                                                                                                                                                                | Improved knowledge about how policies change and what actions might improve the structure, responsiveness and effectiveness of policy systems.                                                                                                                                  | Senegal, Malawi, Burma, Bangladesh + global learning event |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  | Case studies to address how system weaknesses affect implementation of new alliance frameworks where selected countries have an agreement | Consequences of weaknesses for attention to climate change, gender and nutrition concerns                                                                                                                                                                                                                                                                                                                                              | Although Institutional Architecture is not a priority under FIF policy matrix for Bangladesh, for example, the case studies will be used to guide policy in other countries on the basis of lessons learnt in Bangladesh. |
|                                                                                                                            | Completion of case studies in four countries to identify systemic weaknesses in policy processes and measures to strengthen them.                                                                                                                                 | A global learning event conducted with a country policy system workshop and cross-country comparison of results                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |
| <b>3) Innovative Approaches to Capacity Development and Policy Systems</b>                                                 |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                 |                                                            |                            |                           |                           |                           |                       |         |      |      |                         |                                                                                                                                                                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                           |

