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Michigan State University

New Alliance Policy Acceleration Support (NAPAS) Activity

Associate Cooperative Agreement no. AID-612-LA-15-00001

Annual Work Plan

28 November 2014 to 30 September 2015

(Start of project to end of US government Fiscal Year 2015)

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Acronyms

CDCS	Country Development Cooperation Strategy (USAID/Malawi)
FSP	Feed the Future Innovation Laboratory for Food Security Policy project
FY	Fiscal year (US government, 1 October to 30 September)
IFPRI	International Food Policy Research Institute
LUANAR	Lilongwe University of Agriculture and Natural Resources
MoAIWD	Ministry of Agriculture, Irrigation, and Water Development
MSU	Michigan State University
NAPAS	New Alliance Policy Acceleration Support: Malawi activity
SEBAP	Strengthening Evidence-Based Agricultural Policy activity of IFPRI-Lilongwe
SIR	sub-intermediate result
USAID	United States Agency for International Development

Project and Work Plan Executive Summary

The New Alliance Policy Acceleration Support: Malawi (NAPAS:Malawi) activity has the goal of effectively supporting the Ministry of Agriculture, Irrigation, and Water Development (MoAIWD) of the government of Malawi so that it sustainably achieves the high-level commitments to policy reform in the agriculture sector made in the G8 New Alliance Country Cooperation Framework for Malawi in late-2013. These reforms aim to improve the agriculture investment climate in Malawi and enable increased commercialization of Malawi's agricultural sector. NAPAS:Malawi has three principal objectives that guide its work components:

1. Provide effective technical support for policy formulation.
2. Engage in effective communication to inform debate on agriculture and food security policy issues.
3. Ensure that gaps in expertise constraining effective agricultural policy reform are filled.

The project is implemented by Michigan State University (MSU). The Associate Cooperative Agreement between USAID/Malawi and MSU was finalized on 28 November 2014 and will run for almost three years through 30 September 2017. The budget over the life of the project is just under US\$ 3.14 million, with expected spending of just over US\$ 1 million in the first year.

The major expected outcomes in the first year of the project, categorized by objective, will be:

- Technical support for policy formulation
 - Finalize the National Agriculture Policy
 - Contribute substantially to the Refocusing Agriculture in Malawi exercise through which MoAIWD will develop a transformation plan for the agricultural sector
 - Complete at least two sub-sectoral policies and strategies, which will be identified through the reprioritization of the New Alliance policy reforms by government
- Policy communications
 - Jointly with partners, contribute to the organization of at least two workshops or other communication events on selected policy issues
- Capacity strengthening
 - Conduct an on-going program of joint policy analysis with MoAIWD staff
 - Hold a short course to train selected journalists and policy analysts on agriculture and food security policy issues and policy processes
 - Skills training course for effective policy communication and conducting successful agricultural policy consultations

However, the full set of policy issues on which the project will work cannot be identified fully at the start of the work year. The specific policy priorities of MoAIWD are adjusted frequently. It is outside of the control of NAPAS:Malawi and counterproductive to the medium-term interests of the Ministry to specify beforehand the full set of policy engagements on which project staff will work. Consequently, the project will respond flexibly and as best it can to any new demands from the Ministry for policy support that is aligned with its New Alliance commitments.

NAPAS:Malawi staff will integrate their work with that of others working on the New Alliance initiative in Malawi or on strengthening agricultural policy processes. Regular communication and joint planning with these counterparts will be an important element in project implementation.

Project Components

The New Alliance Policy Acceleration Support: Malawi (NAPAS:Malawi) activity has been developed to support the government of Malawi as it works to implement the agricultural policy reforms to which it committed in late-2013 under the G8 New Alliance Country Cooperation Framework. The NAPAS:Malawi project is jointly implemented by Michigan State University (MSU), the International Food Policy Research Institute (IFPRI), and the University of Pretoria under the leadership of MSU and within the broader umbrella of the global USAID-supported Feed the Future Innovation Laboratory for Food Security Policy (FSP) project. Under the NAPAS:Malawi project, the three FSP partner institutions work primarily with the Department of Agricultural Planning Services (DAPS) of the Ministry of Agriculture, Irrigation, and Water Development (MoAIWD) of the government of Malawi, but also with other stakeholder institutions in agricultural development and in the G8 New Alliance initiative in Malawi.

The Associate Cooperative Agreement for the project was completed and awarded to MSU by USAID/Malawi on 28 November 2014. It will run for almost three years to 30 September 2017. The budget over the life of the project is just under US\$ 3.14 million. We expect to spend just over US\$ 1 million in the first year of the project (Appendix A).

Program Components

Goals and objectives

The goal of NAPAS:Malawi is to provide support to the government of Malawi so that it sustainably achieves the high-level commitments to policy reform made in the New Alliance Country Cooperation Framework for Malawi. These aim to improve the agriculture investment climate in Malawi and enable increased commercialization of Malawi's agricultural sector. The project is national in scope (Appendix E).

NAPAS:Malawi has three principal objectives that guide its work components:

1. Provide effective technical support for policy formulation. Project staff will work jointly with MoAIWD staff and pertinent Technical Working Groups to draft and present evidence-informed policies and program designs for consideration by stakeholders in agriculture and food security policy processes, particularly to achieve the policy reforms committed to under the New Alliance.
2. Engage in effective communication to inform debate on agriculture and food security policy issues.
3. Ensure that gaps in expertise constraining effective agricultural policy reform are filled.

Technical approach

As shown in the project staffing diagram in Appendix C, two NAPAS:Malawi senior staff work within MoAIWD headquarters, primarily supporting the work of DAPS – an experienced senior policy advisor and a mid-career policy analyst.

- Dr. Flora Nankhuni, the senior policy advisor and an employee of MSU, is the Chief of Party for NAPAS:Malawi. She will support senior MoAIWD staff responsible for implementation of the New Alliance agricultural policy reforms.

- Dr. Athur Mabiso, the policy analyst and an employee of IFPRI, takes principal responsibility for any policy analyses required and for capacity building in DAPS and in other institutions involved in agriculture and food security policy processes in support of the New Alliance agricultural policy reforms.

In addition, Dr. Todd Benson, a senior researcher based at IFPRI headquarters in Washington, DC with considerable experience in Malawi, was involved in the development and launch of NAPAS:Malawi and continues to work on the project. The project also will draw on analytical, policy communication, and capacity strengthening support from staff in the three institutions implementing the global FSP project. Notably, the University of Pretoria will provide short training courses appropriate for building the local capacity necessary for effectively achieving the New Alliance agricultural policy reforms.

The work that will be done under NAPAS:Malawi through 30 September 2015 is described here, organized according to the three project objectives noted above.

Technical support for policy formulation

The specific policy reform commitments made by the government of Malawi under the New Alliance Cooperation Framework are ambitious both in scope and in number – there are 26 commitments for which MoAIWD has some responsibility. While the NAPAS:Malawi project staff, given their expertise in policy analysis, will be best able to work with the Ministry to achieve those commitments that involve policy definition and strategy development, they will support the Ministry in its efforts to meet its commitments across all of the different sorts of policy reforms, including those involving program design and those that concern motivating legislative or regulatory action.

However, the particular technical tasks on which the NAPAS:Malawi staff will engage to support the Ministry over the first year of the project cannot be identified fully at the start of the work year. The specific policy priorities of MoAIWD in the short-term are adjusted frequently as a consequence of changing political currents, economic considerations, and fiscal pressures. While project staff will work within the limits of the broad set of New Alliance policy reforms in the agricultural sector to which the government committed itself, it is outside of the control of NAPAS:Malawi staff and counterproductive to the medium-term interests of the Ministry to specify at the outset the specific and complete set of technical activities project staff will work over the full work year in support of MoAIWD.

Nonetheless, the following technical support activities already are underway or have been identified by the Ministry as issues for which the support of project staff is needed:

1. **National Agriculture Policy (NAP)** – The finalization of this policy has been a priority for the Ministry for several years and is included in the New Alliance policy reform commitments. NAPAS:Malawi staff, using funding from the global FSP project, worked with colleagues from DAPS in 2014 to develop a draft framework for the policy. This framework is to be used for broad stakeholder consultations nationwide in order to solicit their input on its content. NAPAS:Malawi staff will be involved in the eleven consultation events planned to be held in the first three months of 2015, and thereafter will be part of the team led by MoAIWD that will finalize the NAP for presentation to the President and Cabinet for endorsement.

2. **Refocusing Agriculture in Malawi** – At the behest of the Minister, MoAIWD in late-2014 began an internal process of developing a medium-term plan for the transformation of Malawi’s agricultural sector. To some extent, this effort seeks to develop an action plan for instituting many of the policy reforms committed to under the New Alliance. NAPAS:Malawi staff have been involved in drafting documents for use in the consultations that senior management of MoAIWD will hold to refine this plan. This initiative will be an input into the strategic plan for NAP. NAPAS:Malawi will work with Ministry staff to develop this strategic plan, share it widely with stakeholders to obtain their input into its content, and finalize it so that it guides public resource allocation decisions.
3. **Finalizing sub-sectoral policies and strategies** – Completing several such policy documents features in the New Alliance commitments of the government of Malawi. Moreover, MoAIWD is regularly pressured to accelerate its efforts at policy and strategy formulation, including completion of the Contract Farming Strategy, revising the Special Crops Act, reviewing the Pesticides Act, designing and establishing a semi-autonomous Seed Services Unit, formulating a Farmer Organization Development Strategy, developing a Fertilizer Regulatory Framework, formulating an agricultural zoning plan for priority crops, and others.

However, a deliberate prioritizing and sequencing of these policy and strategy formulation efforts has not been done. While NAPAS:Malawi will respond as constructively as possible to requests from MoAIWD to participate in and advance these efforts, particularly through participating in the activities of the Technical Working Groups concerned, limited project staff and the need to sequence these initiatives logically will guide us in deciding on which policy and strategy initiatives to engage. Nonetheless, project staff will support MoAIWD to successfully complete in the work year at least two of the sub-sectoral policies, strategies, or plans that feature in the policy reform commitments of the New Alliance Country Cooperation Framework for Malawi. This support will include assembling evidence to guide the content of the draft policies, strategies, or plans documents, participating closely in writing the documents, and assisting in coordinating the consultation processes on each draft document with a wide body of relevant stakeholders.

A central element in all of the engagements by project staff to provide technical support to MoAIWD on the New Alliance commitments will be to ensure that sufficient evidence is brought into decision making on any anticipated reforms. Compiling this evidence primarily will be done through a process of conducting joint policy analysis and literature reviews with policy analysts and planners in MoAIWD. Where more detailed technical analyses are required, NAPAS:Malawi will engage short-term technical assistance, drawing particularly from the Lilongwe University of Agriculture and Natural Resources (LUANAR), Chancellor College, and other higher education and research institutes in Malawi. As appropriate, we will also seek out through the FSP project the expertise of colleagues from MSU, IFPRI, and the University of Pretoria.

Project staff will work alongside partners, both from MoAIWD and from other stakeholder institutions, on the relatively mundane activities necessary to ensure that the policy reform processes do not stall, that decision makers are sufficiently well informed to make decisions, and

that decisions are taken. Such tasks will include organizing, convening, and attending meetings pertinent to the New Alliance policy commitments, particularly those of the appropriate Technical Working Groups, and contributing to any actions decided upon at those meetings. NAPAS:Malawi personnel will also be involved in drafting memos for senior staff of the Ministry to both inform them on progress being made on the policy reforms and in response to their demands. In addition, the project will assist the Ministry in reaching out to all stakeholders to ensure that the policy reform processes are sufficiently inclusive to merit broad support.

Policy communications

Although the principal institutional relationship of NAPAS:Malawi staff will be with the Department of Agricultural Planning Services in MoAIWD, NAPAS staff will work with several institutions in Malawi involved in strengthening agricultural policy processes to expand the number of informed actors engaged in policy deliberations. While NAPAS:Malawi will not lead policy communication events, such as conferences and workshops, the project will support others who do so. In offering this support, the role of the project primarily will be technical and organizational, providing conceptual and analytical support and background materials that will serve to foster informed debate at the events on how best Malawi should invest its resources to achieve its agricultural development aspirations and assure the food security and nutrition of all its citizens. Moreover, project staff will be proactive in reaching out to possibly neglected but potentially important participants in such policy processes and debates.

The principal institutional partners whom NAPAS:Malawi will support in this regard are those national civil society organizations and non-governmental organizations who are engaged in efforts to strengthen private sector and civil society engagement in agriculture and food security policy processes with the financial support of USAID/Malawi. Project staff will meet quarterly with partners in these organizations to jointly plan policy communication activities and events. Additional detail is provided on the expected relationship of the project with these institutions in the Integration section of this work plan below.

However, in working with these organizations, NAPAS:Malawi will act cautiously in order to safeguard its primary working relationship with the staff of MoAIWD.

The policy communications outputs of NAPAS:Malawi in the first year of the project will consist of jointly holding with partner institutions at least two policy workshops or symposiums on key agriculture, food security, and nutrition policy issues. NAPAS:Malawi staff will support and participate in the following policy communication events in 2015. As other policy communication opportunities arise, NAPAS:Malawi staff will determine whether they can contribute to those events.

- National Agriculture Policy consultations were completed between January and March 2015. These 11 consultations involved a broad set of stakeholders, including private sector, development partners, civil society, farmer organizations, academic and research institutions, and various government ministries and departments.
- The launch of the Mapping Agriculture, Food Security and Nutrition Linkages in Malawi research report, that was organized by the Strengthening Evidence-Based Agricultural Policy (SEBAP) project of IFPRI-Lilongwe, was held on 28 April 2015. NAPAS-Malawi presented on the Agriculture, Food Security and Nutrition Policy Landscape in Malawi and also

encouraged the participation in the event of staff from MoAIWD and from the Department of Nutrition and HIV/AIDS of the Ministry of Health.

- The annual symposium of the Economics Association of Malawi (ECAMA) will be held in early June. NAPAS:Malawi is to facilitate a panel discussion on agricultural policy and transformation, drawing on the research presented at the symposium.
- NAPAS:Malawi staff will participate in the CISANET annual symposium for 2015, which will have the theme of “Science and Technology for Agricultural Development”. NAPAS:Malawi has been involved in developing a concept note for the symposium.
- LUANAR and SEBAP are planning a symposium on maize market policies and food security. NAPAS:Malawi is involved in this effort, particularly in obtaining support for this symposium from MoAIWD senior management.

Capacity strengthening

The capacity strengthening activities of NAPAS:Malawi will primarily be done through conducting joint policy analysis with policy analysts and planners in MoAIWD to fill any gaps in their general understanding of and ability to analyze from a policy perspective any of the elements of the policy reform agenda under the New Alliance. Building skills in basic quantitative analysis of recent agricultural and household consumption and expenditure survey datasets will be the principal initial focus of the technical capacity strengthening activities conducted under NAPAS:Malawi.

The project also will draw on the broad training resources of the University of Pretoria, in particular, to provide training to analysts from MoAIWD and from other institutions involved in agricultural policy processes in Malawi. Two short courses that will last for two to four days each are planned to be held in Lilongwe between March and September:

- Training of selected journalists and policy analysts on agriculture and food security policy issues and policy processes. Preparatory work for this training course was done by University of Pretoria in late-2014.
- Training on strengthening skills related to policy communication and conducting effective agricultural policy consultations, both internally and externally. The course will include content on writing effective policy or issue briefs, on using internet resources for literature reviews and identification of best practices related to policy and program design issues, and on effectively engaging with stakeholders to solicit their input on policy content. With the objective of building a network of effective policy communicators within institutions involved in agriculture and food security policy processes in Malawi, NAPAS:Malawi will undertake a series of workshops on policy communication relevant topics in 2015. Some participants in this series of workshops will come from institutions that receive funding from USAID/Malawi for agricultural policy strengthening activities.

While in later years of the project, staff from partner institutions in Malawi will be invited to attend short courses that are organized by NAPAS:Malawi outside of Malawi, all of the training in the first year of the project will be done in-country.

Summary technical work calendar for year 1 of the NAPAS:Malawi project

Table 1 provides a summary of the activities that are planned under NAPAS:Malawi in the first year of the project for the three technical components. The outputs anticipated from each activity are specified under each component. Also included in each row is a column indicating how the activity links to the four broad cross-cutting sub-intermediate results (SIR) of the Country Development Cooperation Strategy (CDCS) of USAID/Malawi and whether the activity is integrated with the activities of any other USAID/Malawi supported projects or the activities of other development partners.

Table 1: Summary technical work calendar for year 1 of the NAPAS:Malawi project

KEY ACTIVITIES	D	J	F	M	A	M	J	J	A	S	KEY OUTPUTS	Link to SIRs of CDCS*	Integration activity?
Technical support for policy formulation													
National Agriculture Policy											Policy document, the content of which has been subjected to broad stakeholder consultation, internally approved by MoAIWD senior management, and submitted for endorsement by the Office of the President and Cabinet	SIR 3	Yes
Refocusing Agriculture in Malawi planning exercise											This will be an input into the NAP strategic plan	SIR 3	No
Finalizing sub-sectoral policies and strategies											While the specific policies, strategies, and plans on which the project will engage are still to be identified, NAPAS:Malawi will support MoAIWD to complete two	SIR 3	No
Policy communications													
Hold two policy workshops											Hold jointly with partner institutions. Focus on pressing agriculture, food security, and nutrition policy issues.	SIR 1; SIR 3	Yes
Capacity strengthening													
Joint policy analysis with MoAIWD staff											Continuing engagement with colleagues in MoAIWD's DAPS to build policy analysis skills	SIR 1; SIR 2	No
Journalist training											Structured short-course over 3 to 4 days, training materials	SIR 1	No
Training on effective agricultural policy consultations and policy communication											Series of 2 or 3 structured short-courses over 1 to 2 days each, training materials	SIR 1; SIR 2	Yes

* The results framework of the CDCS for USAID/Malawi has four SIRs: 1) Capacity of institutions improved; 2) Use of technology and innovation increased; 3) Policy and systems strengthened; and 4) Positive behaviors adopted.

Program Management and Administration Component

NAPAS:Malawi is implemented under the umbrella of the FSP project, a global project financed by USAID/Washington that is led by MSU with the participation of IFPRI and the University of Pretoria (Appendix D). In consequence, MSU is the grantee on record for NAPAS:Malawi, responsible for reporting to USAID/Malawi on the project. The Chief of Party, Dr. Flora

Nankhuni, will be the point of contact on all issues related to NAPAS:Malawi project administration and management, supported by the NAPAS:Malawi management unit at MSU in East Lansing, MI. That management unit also has responsibility for managing and administering FSP project activities globally.

However, as IFPRI has a longstanding presence in Malawi with operations and considerable expertise on agricultural policy issues, much of the substantive implementation of the project in-country will involve significant input from IFPRI. Most of the project funds will be routed from MSU to IFPRI headquarters as a sub-award of the NAPAS:Malawi Associate Award. These funds will then be channeled to NAPAS:Malawi project staff through the IFPRI-Lilongwe office. IFPRI will be responsible for managing the disbursements and for accounting for all project funds used in Malawi. The NAPAS:Malawi project management group at MSU will receive reports on the use of project funds through the system that has been put in place under the FSP project to enable IFPRI to report to MSU on its use of FSP funds.

In Malawi, the Senior Policy Advisor, Dr. Nankhuni, serves as Chief of Party for NAPAS:Malawi and is responsible for ensuring that the project work plan is implemented, reporting on project progress to USAID/Malawi, and managing project resources. A local Finance and Administration Officer will be recruited in Lilongwe in 2015 to manage the administrative details of project implementation and to prepare monthly financial accounts for the project for the use of the Chief of Party.

The project operates out of offices within the DAPS section of the headquarters building of MoAIWD on Capital Hill, Lilongwe. Currently, the project shares an office with project staff from IFPRI-Lilongwe. However, a second office recently was allocated to the project. The project is responsible for procuring the equipment and furniture necessary to make these offices functional. In addition, two saloon vehicles will be purchased from local suppliers in 2015 for use under the project (Appendix F).

As the project is being implemented by international organizations and with foreign-based staff involved, we plan ten international journeys in the first year of the project (Appendix G).

Monitoring and Evaluation Component

A project monitoring and evaluation plan has been developed for NAPAS:Malawi. That plan lays out the results framework for the project and proposes a set of 14 monitoring indicators to be used to track project performance – three goal-level indicators, five purpose-level indicators, four output indicators, and two input indicators (Appendix B). This work plan should be used in conjunction with that project monitoring and evaluation plan.

Notably, two of the purpose-level indicators listed in the monitoring and evaluation plan are to be based on an activity that will be carried out in coordination with the global FSP project. This is a survey to gauge the satisfaction of stakeholders in agriculture and food security policy processes with the organization and operations of those policy processes. The survey will be carried out in all countries in which the FSP has a significant level of activities, including Malawi. The survey in Malawi is planned to be done in the May 2015 (and then again in 2017). In consequence, in this first-year work plan for NAPAS:Malawi, no targets are set for the two monitoring indicators for the project that are wholly reliant on data collected using this stakeholder survey, since this baseline information will only become available later in the year.

Integration Components

NAPAS:Malawi will engage with and integrate some of its activities with two parallel efforts that seek to support and strengthen agriculture and food security policy processes in the country – one with a key development partner, the European Union; and the other with organizations that are supported by USAID/Malawi to implement activities aimed at strengthening the engagement of civil society and the private sector in agricultural policy processes in the country. These joint activities are separately described here.

New Alliance coordinating team

NAPAS:Malawi will work with the team coordinating the implementation of the New Alliance Country Cooperation Framework for Malawi. The principal members of the team are the Controller of Agricultural Services (Institutions), Mr. Gray Nyandule-Phiri, who is a member of MoAIWD senior management, supported by a part-time senior coordinator, Dr. Hannock Kumwenda, who was recruited with the financial assistance of the Delegation of the European Union (EU) to Malawi. Two EU Delegation members, Mehdi Mahjoub and Maria Winnubst, also are involved in this New Alliance coordination work.

The scope of work of the coordination team with regard to the New Alliance in Malawi is considerably broader than that of NAPAS:Malawi. While the coordination team maintains oversight on the implementation of commitments made by government, CSOs, and private sector firms under the New Alliance Country Cooperation Framework, the principal focus for NAPAS:Malawi staff is to assist government realize its commitments. NAPAS:Malawi will maintain a working relationship with the New Alliance coordinating team over the life of the project.

However, the scope of work for NAPAS:Malawi will remain focused on support to government and, more specifically, DAPS in MoAIWD. Oversight of and support to CSOs and private sector firms involved in the New Alliance in Malawi will not be the responsibility of NAPAS:Malawi. Similarly, the project will not take on any reporting functions on behalf of the New Alliance coordinating team, whether to government and to its G8 development partners. These functions will remain the responsibility of the coordinating team.

Institutional network supporting strengthened agricultural policy processes

The principal partners of NAPAS:Malawi in the work that we intend to do in promoting improved policy communication on agriculture and food security policy issues through mounting workshops and similar events are those organizations that currently receive funding from USAID/Malawi for activities that strengthen the engagement of civil society and the private sector in agricultural policy processes in the country. These include:

- Malawi Agricultural Policy Strengthening (MAPS) initiative of the Farmers Union of Malawi,
- Civil Society Agriculture Network (CISANET),
- National Smallholder Farmers' Association of Malawi (NASFAM),
- Integrating Nutrition into Value Chains (INVC) project, and
- Supporting Evidence-based Agriculture Policy (SEBAP) project managed by the Lilongwe office of IFPRI.

We will meet with these partners on a quarterly basis to develop and implement a collaborative program of agricultural policy dialogue events and to ensure that our separate activities are complementary and do not duplicate each other. Joint events will involve cost sharing. However, this plan is still in its initial stages. Early success in jointly holding a significant agricultural policy communication event in the current work year will be critical to establishing a pattern of continued coordinated efforts to mount such events in the longer term.

As indigenous Malawian organizations, several of these partners are better placed than NAPAS:Malawi for convening the workshops and taking responsibility in the course of the event to guide the building of national consensus on the policy issues considered. The role of NAPAS:Malawi in these events primarily will be technical and organizational, providing conceptual and analytical support and background materials. NAPAS:Malawi will be well placed to ensure that the policy priorities of MoAIWD and the evidence needed to conduct informed consultations on those priorities are brought into these joint policy communication efforts. With the combination of strengths that we and our partners individually bring to this effort, we are confident that these events will serve to broadly inform and foster informed debate on food security and nutrition policies and how best Malawi should invest its resources to achieve its agricultural development aspirations and to assure the food security and nutrition of all its citizens.

In addition to these civil society and non-governmental organizations, we will engage with LUANAR to develop joint policy communication events that draw upon their research. In addition to policy communication objectives, partnering with LUANAR also seeks to better integrate LUANAR researchers into the agriculture and food security policy processes in Malawi. While LUANAR provided the academic qualifications for many of the individuals participating in these policy processes, the formal institutional engagement of the university in agricultural policy formulation in Malawi, particularly in bringing objective evidence into these processes has over the years been quite variable. NAPAS:Malawi will seek to provide additional impetus to strengthening LUANAR's engagement in policy discussions on agriculture and food security issues.

Appendices

Appendix A: Budget for first year of NAPAS:Malawi, inclusive of sub-award to IFPRI

Budget category	US\$
Total direct labor	562,940
<i>Salary and wages</i>	<i>373,670</i>
<i>Fringe benefits</i>	<i>189,260</i>
Consultants	10,000
Travel, transportation, and per diem	54,570
Equipment and supplies	51,970
Sub-awards (other than that for IFPRI)	-
Allowances	65,580
Participant training	32,000
Other direct cost	80,960
Overhead	-
General & administrative costs	179,370
Material overhead	-
Total Estimated Cost	1,037,390

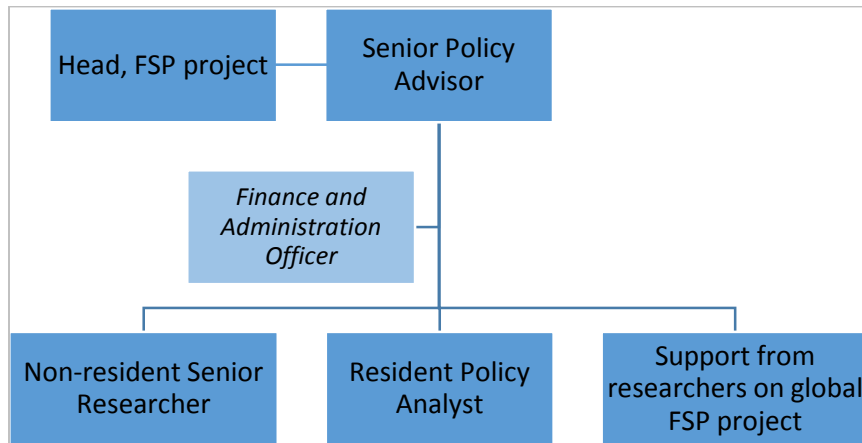
Appendix B: Key NAPAS:Malawi program indicators and targets

Indicator	Indicator Type	Previous Year Results	Current Fiscal Year Target	Targets Explained
1) Quantity of soybean (S), groundnut (G), and milk (cow's) (M) produced and processed, thousands of metric tons	Goal	S: 112 (2013) G: 381 (2013) M: 109 (2013)	S: 126 G: 428 M: 122	This target is aligned with Intermediate Result 2.2 of the USAID/Malawi CDCS: "Production of targeted commodities increased". The commodities of interest are soybean, groundnut, and milk.
2) Value of new private sector investments in agricultural value chains in Malawi	Goal	tbd	tbd	This target is aligned with the objective of the G8 New Alliance Country Cooperation Framework for Malawi objective "to generate greater private investment in agricultural development, scale innovation, achieve sustainable food security outcomes, reduce poverty and end hunger". However, no recent figures on the value of new private sector investments in agricultural value chains in Malawi could be obtained to serve as baseline figures. We will continue to seek out these figures, particularly with the Ministry of Industry and Trade..
3) Value of agricultural exports	Goal	\$986 million (2011)	\$1,260 million	This target is aligned with Intermediate Result 2.4 of the USAID/Malawi CDCS: "Agricultural trade expanded".
4) Numbers of policies, regulations, administrative procedures in each of following stages of development as a result of USG assistance in each case: Stage 1 (S1): Analyzed; Stage 2 (S2): Drafted & presented for public or stakeholder consultation; Stage 3 (S3): Presented for legislation; Stage 4 (S4): Passed, approved; Stage 5 (S5): Passed for which implementation has begun. (FtF indicator 4.5.1-24)	Purpose	Not applicable	S1: 6 S2: 1 S3: 0 S4: 0 S5: 0	The NAPAS:Malawi activity will primarily support the Ministry of Agriculture and stakeholders in policy processes in the sector with the analysis and drafting of policies, regulations, and administrative procedures up to and through the consultative processes. Preparing these documents for legislative action will also be within the scope of work of NAPAS:Malawi. However, NAPAS:Malawi will have virtually no control over whether the documents are approved and implemented. Consequently, targets are only set for NAPAS:Malawi for the first three stages of policy development. Moreover, targets for stage 3 of presenting the policy documents for legislative action will only be set for year 2 of the activity.
5) Number of policy reform commitments the government of Malawi made under the Country Cooperation Framework to support the New Alliance for Food Security and Nutrition in Malawi for which MoAIWD is responsible that have been completed or are in progress.	Purpose	Not applicable	three	The government of Malawi in the New Alliance Country Cooperation Framework committed itself to undertaking a large number of policy reforms that would involve either revising existing policies and strategies or drafting new ones. However, an effective prioritization of the policy reform commitments has not been done. Consequently, early in FY 2015, NAPAS:Malawi staff will work with the Ministry to identify three policies or strategies under review that the project can assist the Ministry to shepherd through the relevant policy processes.

Indicator	Indicator Type	Previous Year Results	Current Fiscal Year Target	Targets Explained
6) Number of demonstrated uses by policy makers of evidence (analyses and policy papers) generated or presented through NAPAS:Malawi.	Purpose	Not applicable	five	Important contributions have already been made to efforts to reform several policies, most notably on the National Agriculture Policy. However, these contributions are wholly internal to the Ministry. Justifiably, the Ministry is likely to be quite reticent in acknowledging the contributions of NAPAS:Malawi to its internal planning and policy formulation processes. Nonetheless, the project will keep records of any acknowledgements made by the Ministry of the efforts NAPAS:Malawi staff to support Ministry in planning and policy formulation. We have set a relatively low target for the first year of the project, reflecting our expectations that the Ministry necessarily will be restrained in crediting the efforts of project staff.
7) Index (or scorecard) of quality of the institutional architecture for agriculture and food security policy processes in Malawi	Purpose	Not applicable	Not applicable – initial survey in May 2015 will establish baseline indices	The two indicators here measure and monitor the quality of the policy process and its institutional organization as reflected by the level of satisfaction and confidence placed by major stakeholder groups in the procedures and processes, consultation, dialogue, engagement, implementation and enforcement of agriculture and food security policies and regulatory frameworks.
8) Index (or scorecard) of quality of agriculture and food security policy processes in Malawi.	Purpose	Not applicable	Not applicable – initial survey in May 2015 will establish baseline indices	The change in ‘scores’ over time is calculated as an average across scores given by the same sets of stakeholders for the same sets of critical elements. This metric will be used as a qualitative yardstick to measure how the policy change agenda ‘needle’ is moving (or not moving) towards the vision of success of an improved agricultural policy environment. These indicators will require the collection of custom baseline information. This will be done in May 2015 through a rapid survey of stakeholders in agriculture and food security policy processes in Malawi. As the baseline data is not in hand to allow the establishment of a target for this indicator, no target is set.
9) Number of stakeholder learning forums on agriculture and food security policy issues supported.	Output	Not applicable	Two	Initially, we will partner with several CSOs active in the agriculture sector to develop and hold stakeholder learning forums and other policy communication events. However, we will proactively respond to the information needs expressed by other stakeholders in agriculture in Malawi, including the private sector, and mount with partners presentations and workshops on topics that are aligned with their interests.
10) Number of people receiving short-term training in policy analysis, planning, formulation, advocacy, monitoring, and evaluation.	Output	Not applicable	40 (30% female)	In FY 2015, two short course activities are planned under NAPAS:Malawi: <ul style="list-style-type: none"> • Training of selected journalists and policy analysts on agriculture and food security policy issues and policy processes. • Series of training courses on strengthening skills related to policy communications and conducting effective policy consultations, both internally and externally.

Indicator	Indicator Type	Previous Year Results	Current Fiscal Year Target	Targets Explained
11) Number of institutions where trained individuals are applying new practices	Output	Not applicable	Six	In addition to staff from the Ministry of Agriculture, trainees will come from several CSOs with whom NAPAS:Malawi will partner on policy communications activities, and from the Lilongwe University of Agriculture and Natural Resources, and possibly other research institutions
12) Number of private sector and civil society organizations assisted to participate in policy formulation processes.	Output	Not applicable	Thirty	This indicator tracks efforts to develop more inclusive and better policy processes on agriculture and food security issues. While we expect to work closely with the CSOs, CISANET and Farmers Union of Malawi, we also will explore avenues for assisting the National Smallholder Farmers Association of Malawi (NASFAM) and the Malawi Confederation of Chambers of Commerce and Industry (MCCCI) and its member firms.
13) Labor allocations to activity, disaggregated by level of expertise and type of activity – technical support, communications, capacity strengthening.	Input	Not applicable	110 person-weeks	Expertise in technical policy analysis, policy communications, and capacity strengthening in policy analysis and policy communications is the principal input that NAPAS:Malawi will provide to participant stakeholders in agriculture and food security policy processes in Malawi.
14) Financial resources directly expended by NAPAS:Malawi on policy process strengthening activities, exclusive of NAPAS:Malawi staff time and overheads.	Input	Not applicable	\$42,000	This indicator tracks financial allocations under the NAPAS:Malawi project aimed directly at developing evidence to inform policy, sharing that evidence and fostering debate on policy issues, and building capacity to strengthen policy process on agriculture and food security issues in Malawi.

Appendix C: Organizational chart for NAPAS:Malawi staff



Appendix D: NAPAS:Malawi sub-partners

Sub-Partner	Local/ International	Funding Level	Geographic Area	Project-related role
International Food Policy Research Institute	International	US\$ 671,273	Malawi	<p>The NAPAS:Malawi Policy Analyst, Athur Mabiso, is an IFPRI employee. The Non-resident Senior Researcher for the project, Todd Benson, also is an IFPRI staff member.</p> <p>Both will be involved in providing technical support for agricultural policy formation in Malawi; in engaging in communication activities to inform debate on agriculture and food security policy issues; and in ensuring that gaps in capacity constraining effective policy reform in Malawi are filled.</p> <p>Moreover, for the administrative and financial operation of the project, NAPAS:Malawi will rely on support services provided by the local IFPRI-Lilongwe office.</p>
University of Pretoria	International	Nil – co-financing from the Feed the Future Innovation Laboratory for Food Security Policy (FSP) project (Leader with Associates Cooperative Agreement No. AIDOAA-L13-000001)	Malawi	<p>NAPAS will draw on the broad training resources that can be provided by the University of Pretoria to provide training to analysts in MoAIWD and to others involved more generally in agriculture and food security policy processes in Malawi.</p> <p>The University of Pretoria is one of the partner institutions in the global Food Security Policy project, with particular responsibilities for conducting capacity strengthening under the project. The engagement of the University of Pretoria in capacity strengthening support to NAPAS:Malawi will involve a cost sharing arrangement.</p>

Appendix E: Geographic coverage of NAPAS:Malawi

The NAPAS:Malawi Activity is focused on strengthening agricultural policy processes in Malawi at national level. No sub-national geographical targeting is involved under any of its activities. While NAPAS staff will support the Ministry of Agriculture, Irrigation, and Water Development in undertaking stakeholder consultations on particular agricultural policy and development strategy issues at district level, these will be done with stakeholders from all districts.

Appendix F: Major procurements for the NAPAS:Malawi project

Item	Quantity	Brief Justification or Explanation	Where would the item be placed or used?
Vehicles	Two saloon vehicles – expected cost for each will be US\$ 20,000 to \$25,000.	The NAPAS Policy Advisor and the NAPAS Policy Analyst will each be provided with a vehicle to facilitate their movements to engage in NAPAS activities.	Primarily in Lilongwe, but also for travel to stakeholder consultations and meetings elsewhere in Malawi
Office equipment	Office furniture, computer equipment, and printer / photocopier – expected total cost will be approximately US\$ 15,000	These items are necessary for effectively working on NAPAS activities.	Offices of NAPAS in MoAIWD headquarters, Capital Hill, Lilongwe

Appendix G: International travel under NAPAS:Malawi

Traveler Name	Job Title	Destination	Duration	Purpose	Pre-approved in award document?
Flora Nankhuni	Senior Policy Advisor	Lilongwe	indefinite	Jan 2015 relocation to assume duties	yes
		Michigan & Washington, DC, USA	10 days	Consultations in 3 rd or 4 th Quarter of fiscal year (FY) with MSU and IFPRI colleagues	yes
Athur Mabiso	Policy Analyst	Washington DC, USA	10 days	Consultations in 2 nd Quarter of FY with IFPRI colleagues	yes
		Washington DC, USA	10 days	Consultations in 4 th Quarter of FY with IFPRI colleagues	yes
Todd Benson	Non-resident Senior Researcher	Lilongwe	8 days	Dec 2014 consultations for this work plan	yes
		Lilongwe	6 days	Jan 2015 work plan finalization, Policy Advisor orientation	yes
		Lilongwe	6 days	March 2015 – work plan activity support	yes
		Lilongwe	6 days	June 2015– work plan activity support	yes
		Lilongwe	8 days	Sept 2015– work plan activity support and consultations on content of NAPAS:Malawi 2 nd year work plan	yes
Duncan Boughton	Head, FSP project	Lilongwe	10 days	Project oversight and meetings with project stakeholders in 2 nd or 3 rd Quarter of FY	yes