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Michigan State University

New Alliance Policy Acceleration Support (NAPAS) Activity
Associate Cooperative Agreement no. AID-612-LA-15-00001

Life-of-Project Illustrative Work Plan

28 November 2014 to 30 September 2017

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Acronyms

FSP	Feed the Future Innovation Laboratory for Food Security Policy project
FtF	Feed the Future, the global hunger and food security initiative of the US government
FY	Fiscal year (US government, 1 October to 30 September)
IFPRI	International Food Policy Research Institute
MoAIWD	Ministry of Agriculture, Irrigation, and Water Development
MSU	Michigan State University
NAPAS	New Alliance Policy Acceleration Support: Malawi activity
TWG	Technical Working Group
USAID	United States Agency for International Development

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 over the period through September 2017 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 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.

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

- Technical support for policy formulation.
 - Finalize the National Agriculture Policy.
 - Contribute substantively to the drafting of new or the reform of existing sub-sectoral policies and strategies that are part of the set of policy reforms noted in the New Alliance Country Cooperation Framework. NAPAS:Malawi will support MoAIWD with completing the work of the Ministry on between two and four such policy reforms annually.
- Policy communications.
 - Jointly with partners, contribute to the organization of at least two workshops or other communication events annually on selected issues relevant to advancing policy reforms on agriculture and food security issues.
- Capacity strengthening.
 - Conduct an on-going program of joint policy analysis with MoAIWD staff.
 - Hold two to four short courses annually on topics pertinent to filling key gaps in capacity that constrain effective policy formulation on pressing agriculture and food security issues.

It is outside the control of NAPAS:Malawi and counterproductive to the medium-term interests of the Ministry to specify beforehand the full set policy engagements on which project staff will work and when. Consequently, the project will respond flexibly and as best it can to any new demands from the Ministry for policy support 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 of 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.¹ The Framework specifies the commitments government, several private sector firms, and a number of Malawi's development partners will make to generate greater private investment in agricultural development, scale up successful innovations, achieve sustainable food security outcomes, reduce poverty, and end hunger in Malawi. Government's commitment to these policy reforms provides an important opportunity to initiate and sustain a new dynamic in agricultural policy dialogue and innovation in the country. The government of Malawi intends to integrate a growth agenda for the sector through agricultural commercialization linked to the National Export Strategy and through the reform of programs in support of food security. These policy reforms will help to ensure healthy returns to new private sector investment and provide smallholder farmers with diversified market opportunities, while creating new employment in urban areas and market towns.

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 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 (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.

NAPAS:Malawi has three principal objectives that guide the work components for the project:

1. *Provide effective technical support for policy formulation.* Project staff work jointly with MoAIWD staff and pertinent Technical Working Groups (TWG) to draft and

¹ The Group of Eight (G8) is an economic forum of the governments of the eight leading industrialized countries of the world – Canada, France, Germany, Italy, Japan, Russia, United Kingdom, and United States of America, plus the European Union.

- 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.* To improve the quality of debate among participants in the policy processes through which the policy reforms committed to under the New Alliance will be undertaken, NAPAS:Malawi will contribute to policy communication efforts, such as conferences, workshops, or the production of focused policy briefs for stakeholders in these processes.
 3. *Ensure that gaps in expertise constraining effective agricultural policy reform are filled.* Insufficient staff with the appropriate expertise to conduct informative policy analysis and to communicate analytical results effectively hampers the Ministry in carrying out programs of policy reform and restricts the ability of stakeholder institutions in these policy processes from engaging in informed dialogue on policy options. NAPAS:Malawi will engage in capacity strengthening with Ministry policy analysts, but also with staff from other stakeholder institutions. This capacity strengthening will be done primarily through conducting joint policy analysis, supplemented by appropriate, short-term structured training courses, including on effectively using policy communication tools.

Technical approach

Two NAPAS:Malawi senior staff – an experienced senior policy advisor and a mid-career policy analyst – work within MoAIWD headquarters, primarily supporting the work of DAPS.

- Dr. Flora Nankhuni, the senior policy advisor and an employee of MSU, serves as Chief of Party for NAPAS:Malawi. She supports senior MoAIWD staff responsible for implementation of the New Alliance agricultural policy reforms. It is expected that she will draft policy documents and design agricultural development programs with MoAIWD staff, engage in meetings of TWGs, and work with and respond to MoAIWD senior management to address any concerns that they voice about the issues being considered. The senior advisor will also identify key issues for the Ministry requiring policy analysis and will work with DAPS staff to address knowledge gaps on policy issues that constrain policy formulation.
- 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.

There are four main elements to the work load of these two project staff members – technical support for policy formulation; policy communications; capacity strengthening; and more general process facilitation (attending meetings, drafting documents, and similar process oriented work). Recognizing that there is considerable overlap across these work elements, we anticipate at the outset of the project that the workload of the Senior Policy Advisor will be split across these elements on a 30:25:15:30 basis, respectively, while for the Policy Analyst the balance will be 40:15:25:20.

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. Other personnel under the FSP project have responsibility for programs of applied research. The NAPAS:Malawi activity will provide the opportunity for them to undertake detailed case studies in Malawi, the results of which will be used, as appropriate, to inform how best the policy reform agenda under the New Alliance in Malawi can be advanced.

Work components

The work that will be done under NAPAS:Malawi 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, more than half of all of the reforms committed to by government under the New Alliance. These are listed in Table 1. While the NAPAS:Malawi project staff, given their expertise in policy analysis, will work with the Ministry to achieve those commitments that involve policy definition and strategy development, they also 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.

Table 1: New Alliance policy commitments that are at least partly the responsibility of MoAIWD, organized according to the type of action required

	Policy reform commitment	Type of action
1)	1.1.a. Finalize National Agricultural Policy	Policy definition
2)	1.1.b. Finalize National Irrigation Policy	Policy definition
3)	1.5.b. Support agricultural mechanization	Strategy development
4)	2.2.f. Develop Contract Farming Strategy	Strategy development
5)	4.2. Develop a nutrition sensitive agricultural strategy that is consistent with the Scaling Up Nutrition (SUN) initiative and the National Nutrition Policy	Strategy development
6)	2.4. Develop an access to land and water program for priority crops	Strategy dev.& program design
7)	2.5. Increase sustainability, transparency, accountability, and value for money in the design of the Farm Inputs Subsidy Program	Strategy dev.& program design
8)	2.6. Reform Strategic Grain Reserve to ensure that stocks are properly maintained and managed with increased private sector participation	Strategy dev.& program design
9)	3.1. Prioritize production of maize, groundnuts, soybean, sunflower, cotton, pigeonpea, sugar cane, and dairy	Strategy dev.& program design
10)	3.2. Use agricultural zoning to plan investments based on priority crops and growth clusters and the use of anchor farms and out grower schemes	Strategy dev.& program design

	Policy reform commitment	Type of action
11)	3.3.a. Reorganize extension services to facilitate establishment of agricultural cooperatives under a Farmer Organization Development Strategy	Strategy dev.& program design
12)	3.3.d. Standardize and harmonize pluralistic, demand-driven extension service delivery	Strategy dev.& program design
13)	3.5. Establish a favorable enabling environment for contract farming	Strategy dev. & regulation
14)	1.4. Develop regulatory framework for commodity exchanges and warehouse receipts	Legislation
15)	2.2.a. Enact crop variety protection legislation (Plant Breeders' Rights bill)	Legislation
16)	2.2.b. Enact amended phyto-sanitary legislation	Legislation
17)	2.2.d. Review Pesticide Act	Legislation
18)	1.2.b. Review Special Crops Act and the Control of Good Act to make consistent with the MGDS and the National Export Strategy	Regulation
19)	2.2.c. Review national seed certification system	Regulation
20)	2.2.e. Develop Fertilizer Regulatory Framework	Regulation
21)	2.7. Green Belt Initiative and other irrigation projects will be strongly linked to National Export Strategy	Program design
22)	2.8. Ensure that irrigation infrastructure designs accommodate crops identified in National Export Strategy	Program design
23)	3.3.b. Support applied research and extension on priority growth clusters of the ASWAp and National Export Strategy	Program design
24)	3.3.c. Provide short and long-term training to frontline extension staff	Program design
25)	3.4. Fill existing vacancies in agricultural extension and agricultural research for seed certification and enforcement of phyto-sanitary and food safety regulations	Program design
26)	3.6. Improve certification services for agricultural commodities and enhance the quality of crops so that they meet international standards	Program design

* The numbering of the policy reform commitments of government is that used in Annex 1 of the Country Cooperation Framework to support the New Alliance for Food Security & Nutrition in Malawi.

However, the particular technical tasks on which the NAPAS:Malawi staff will engage to support the Ministry during project implementation cannot be specified now at the start of the project. A logical sequence of engagement to achieve the individual New Alliance policy reform commitments has not yet been done. NAPAS:Malawi staff will support MoAIWD senior management and other key stakeholders in agriculture and food security policy processes to prioritize these policy reforms and other actions early in the project implementation period. An assessment then will be made of how project staff can best contribute to each policy task, when they should engage, and with whom they should work in doing so.

However, we recognize that the specific policy priorities of MoAIWD 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 listed in Table 1 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 fix at the outset the specific and complete set of technical activities project staff will work on over the full course of the project.

Nonetheless, several technical support activities already are underway or have been identified by the Ministry as issues for which the support of NAPAS:Malawi is needed. The National Agriculture Policy has been a priority for the Ministry for several years and is included in the New Alliance policy reform commitments. Project staff are already working with DAPS

colleagues on the content of the policy and will participate in stakeholder consultations to finalize the document for presentation to the President and Cabinet for endorsement. Similarly, the Ministry is under continual pressure to finalize a range of new or revised sub-sectoral policies and strategies. Included in these is completing 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 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 sub-sectoral policy formulation efforts, particularly through participating in the activities of the TWGs concerned, limited project staff and the need to sequence these initiatives logically will guide us in deciding on which to engage.

A central element in all of the technical support engagements of project staff 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, Chancellor College, and other higher education and research institutes in Malawi. As appropriate, we will also seek out the expertise of colleagues from MSU, IFPRI, and the University of Pretoria through the FSP project.

Moreover, project staff will work alongside partners, both from MoAIWD and from other stakeholder institutions, on the relatively mundane activities necessary to ensure that policy reform processes do not stall, that policymakers 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, 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. The project will also assist the Ministry in reaching out to all stakeholders to ensure that the policy reform processes are sufficiently inclusive to merit broad support.

In working on these policy reforms, NAPAS:Malawi staff will need to be well integrated into the work of the various Technical Working Groups that have been assigned responsibility for each reform, whether on policy and strategy development, legislative or regulatory action, or program design. Project staff will contribute to the operation of these TWGs both analytically and in improving the efficiency with which each group functions. Given the focus of the New Alliance on expanding the commercialization of agriculture in Malawi, engaging with and motivating the Commercial Agriculture TWG will be an especially important component of the work of the project staff in Lilongwe.

Moreover, NAPAS:Malawi will promote and engage in cross-sectoral action as required. Many of the New Alliance policy commitments will require coordinated action, particularly with the Ministry of Industry and Trade. The Oil Seed Products Cluster and the Manufacturing Cluster (which has a focus on agro-processing) have been established with TWGs within the Ministry of

Industry and Trade under the TIP SWAp in support of the National Export Strategy. Both clusters will be key cross-sectoral partner institutions in the work of the senior advisor and the policy analyst.

More broadly, NAPAS:Malawi will work with the team coordinating the implementation of the New Alliance Country Cooperation Framework for Malawi over the life of the project. The scope of work of the coordination team with regard to the New Alliance 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. 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.

Policy communications

Although the principal institutional relationship will be with the Department of Agricultural Planning Services (DAPS) in MoAIWD, NAPAS:Malawi 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 to 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 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.² Project staff will meet quarterly with these organizations to jointly plan policy communication activities and events. 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. 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 the issues under consideration.

² While this group of organizations is expected to change over time, in early-2015 it consisted of:

- 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.

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 will consist of jointly holding with partner institutions at least two policy workshops or symposiums annually on key agriculture, food security, and nutrition policy issues.

Capacity strengthening

Capacity constraints in policy analysis hamper the Ministry of Agriculture in carrying out programs of policy reform effectively. It has too few trained staff and too many of them leave government each year. In consequence, sectoral policy analysis expertise is not built up and retained within MoAIWD.

The capacity strengthening activities of NAPAS:Malawi will primarily be done through conducting joint policy analysis with 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, with Dr. Mabiso, the policy analyst for NAPAS:Malawi, being primarily responsible for this aspect of the project.

A structured program of joint analysis with specific individuals on specific policy issues will be developed. In organizing these analyses, special attention will be paid to ensuring, insofar as possible, that this work is done with both economists in the Common Economic Service of government, who tend to only spend a few years in the Ministry of Agriculture, and with civil servants in MoAIWD with planning and program design functions who can be expected to spend their careers in the Ministry. When appropriate, short-term training programs will also be held with somewhat larger groups, particularly on analytical methods and tools.

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 through short courses held in-country. As a better understanding is built of the particular gaps in understanding of policy analysis and in policy reform management within MoAIWD and in other selected stakeholder institutions, later in the project the most motivated members of staff of these institutions will be sponsored for short training courses outside of Malawi, particularly in Pretoria.

Proposed outcomes and results

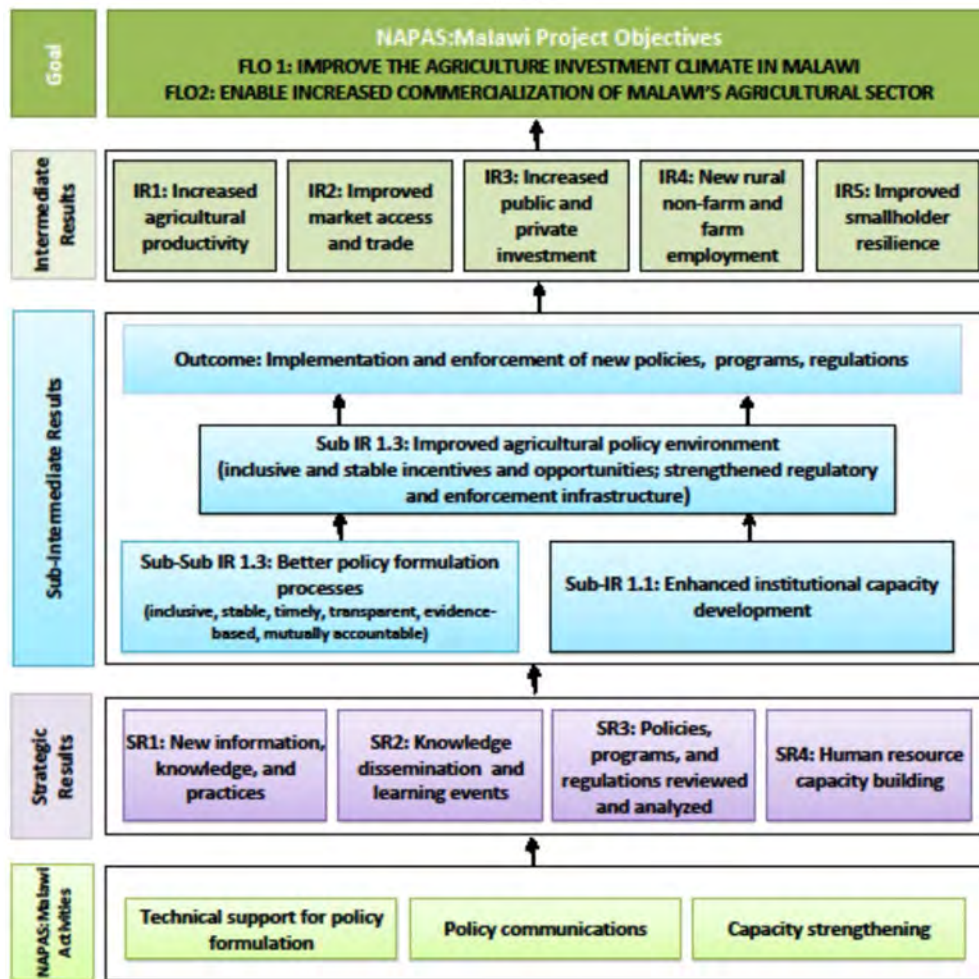
NAPAS:Malawi results framework

The overall results framework for the Feed the Future Innovation Laboratory for Food Security Policy (FSP) project provides the model for the results framework for NAPAS:Malawi. The FSP results framework is itself consistent with that of Feed the Future (FtF), the US government's global hunger and food security initiative. The FSP results framework adapted for NAPAS:Malawi is illustrated in Figure 1. It shows the pathways by which NAPAS:Malawi is to achieve its objectives. This framework will be central to the management, monitoring, and evaluation of the project.

The various tiers of the results framework with, from top to bottom, an overall goal that is broken into two first-level objectives (FLO), five intermediate results (IR), and two sub-intermediate results (Sub IR) (represented by boxes with solid black lines), are aligned with the overall objectives of FtF initiative. Moreover, the FtF objectives generally are consistent with those of the New Alliance for Food Security and Nutrition in Malawi.

The NAPAS:Malawi results framework also includes one custom Sub-Sub IR and four strategic results (SR) across the project components that will contribute to the sub-intermediate results. These tiers are arranged to illustrate the causal relationship between planned efforts under NAPAS:Malawi and their expected impact and to identify the intermediate results critical to achieving the objectives of the project. Specifically, the framework demonstrates how planned activities and deliverables will lead to expected outputs, outcomes, results, and eventual impact.

Figure 1: Results framework for the NAPAS:Malawi project



Note: The numbering of the Intermediate and Sub-Intermediate Results reflects the numbering used in the Feed the Future results framework in the FtF Monitoring System.

Performance indicators

To document project outputs and to track progress towards its objectives and outcomes, the NAPAS:Malawi project developed a Project Monitoring and Evaluation Plan (PMEP). This plan focuses primarily on the support that the project provides to MoAIWD to better enable it to meet the commitments to policy reform that it made under the New Alliance Country Cooperation Framework for 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. This life-of-project work plan should be used in conjunction with that project monitoring and evaluation plan.

The 14 monitoring indicators to be used to track project performance are listed in Table 2. The indicators were identified by reviewing the performance indicators developed for Feed the Future, as used in the FtF Monitoring System (FTFMS), and those developed for the FSP project, which are consistent with those used in the FTFMS.³ In addition, guidance on defining the indicators was obtained by consulting USAID/Malawi’s Country Development Cooperation Strategy, 2013-2018.⁴

Table 2: Proposed performance indicators for the NAPAS:Malawi project

No.	Performance Indicator	Unit of Measure	Baseline	Target 2015	Target 2016	Target 2017
Goal:						
1	Quantity of soybean (S), groundnut (G), and milk (cow's) (M) produced and processed <i>(targets based on 6 percent annual growth)</i>	Metric tons (thousands)	S: 112 (2013) G: 381 (2013) M: 109 (2013)	S: 126 G: 428 M: 122	S: 133 G: 454 M: 130	S: 141 G: 481 M: 138
2	Value of new private sector investments in agricultural value chains in Malawi <i>(targets to be based on 5 percent annual growth)</i>	US dollars	tbd	tbd	tbd	tbd
3	Value of agricultural exports <i>(targets based on 13 percent annual growth of National Export Strategy)</i>	US dollars	\$986 million (2011)	\$1,260 million	\$1,420 million	\$1,610 million
Purpose:						
1	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 and 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. <i>(FtF indicator 4.5.1-24)</i>	Number of policy documents	Not applicable	S1: 6 S2: 1 S3: 0 S4: 0 S5: 0	S1: 6 S2: 2 S3: 1 S4: 0 S5: 0	S1: 6 S2: 4 S3: 2 S4: 0 S5: 0
2	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.	Number of New Alliance policy reform commitments	Not applicable	3	7	11

³ Feed the Future. 2014. *Feed the Future Indicator Handbook – Definition Sheets*. U.S. Government working document, October 2014 version. Washington, DC: US Government.

Feed the Future Innovation Laboratory for Food Security Policy. 2014. *Performance Monitoring Plan*. Approved version of 17 November 2014. East Lansing, MI: Michigan State University.

⁴ United States Agency for International Development – Malawi (USAID/Malawi). 2013. *Country Development Cooperation Strategy, 2013-2018*. Public version, 19 March 2013. Lilongwe: USAID/Malawi.

No.	Performance Indicator	Unit of Measure	Baseline	Target 2015	Target 2016	Target 2017
3	Number of demonstrated uses by policy makers of evidence (analyses and policy papers) generated or presented through NAPAS:Malawi.	Number of demonstrated uses	Not applicable	5	10	10
4	Index (or scorecard) of quality of the institutional architecture for agriculture and food security policy processes in Malawi	Index of quality of institutional architecture	Not applicable	Not applicable – initial survey in 2015 will establish baseline indices	Not applicable – unable to estimate change due to end-line survey not yet done	20 percentage point positive change in quality of institutional architecture index
5	Index (or scorecard) of quality of agriculture and food security policy processes in Malawi.	Index of quality of policy processes	Not applicable	Not applicable – see note in cell immediately above	Not applicable – see note in cell immediately above	20 percentage point positive change in quality of policy processes index
Output:						
1	Number of stakeholder learning forums on agriculture and food security policy issues supported.	Number of learning forums	Not applicable	2	4	4
2	Number of people receiving short-term training in policy analysis, planning, formulation, advocacy, monitoring, and evaluation. (<i>FtF indicator 4.5.2-7</i>)	Number of trainees	Not applicable	40 (30% female)	100 (30% female)	75 (30% female)
3	Number of institutions where trained individuals are applying new practices	Number of institutions	Not applicable	6	8	8
4	Number of private sector and civil society organizations assisted to participate in policy formulation processes.	Number of firms & CSOs assisted	Not applicable	30	30	30
Input:						
1	Labor allocations to activity, disaggregated by level of expertise and type of activity – technical support, communications, capacity strengthening. (<i>targets from NAPAS:Malawi design documents</i>)	Person-weeks allocated	Not applicable	110	110	110
2	Financial resources directly expended by NAPAS:Malawi on policy process strengthening activities. (<i>targets from NAPAS:Malawi planned budget</i>)	US dollars expended	Not applicable	\$42,000	\$98,000	\$93,000

The indicators track the delivery of outputs and outcomes related to project efforts to assist the government of Malawi meet its policy reform commitments under the New Alliance and, more broadly, to strengthen policy processes for agriculture and food security in the country. Dis-aggregation of indicators by policy area, gender, sector, organization, or other categorical attribute will be done, where appropriate, to enable specific analysis, tracking, and reporting across these dimensions. Customized tools and instruments will be developed to assist in data collection for each indicator at the level of disaggregation required for tracking and reporting.

These indicators are designed to allow for the monitoring of change at the Strategic Results and at the Sub-Intermediate Results levels of the NAPAS:Malawi results framework shown in Figure 1. They will allow project managers to understand to what extent planned activities are achieving their intended objectives. The proposed indicators are specific, measureable, accurate, realistic,

and time bound (SMART). Most of them will be collated from quarterly project reports and from reports on specific project activities so that they can be formally reported to USAID/Malawi annually.

However, the monitoring and evaluation plan for the global FSP project, under which NAPAS:Malawi operates, includes the implementation of a stakeholder survey using a standardized instrument to gauge the satisfaction of stakeholders in agricultural and food security policy processes with the organization and operations of those policy processes. This 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 May 2015 and then again in early to mid-2017. Purpose indicators 4 and 5 for NAPAS:Malawi listed in Table 2 are based on the results for Malawi from this survey.

The monitoring data will be analyzed periodically to allow the project management team to make programmatic adjustments as necessary with a view towards improving the overall implementation of the program and the results attained. The performance monitoring system will strive to be both candid and transparent. Wherever appropriate, issues of data quality will be discussed and any instances of under-performance relative to established targets will be accounted for and explained.

Targets for each of the indicators will be included in each of the project annual work plans. Table 2 provides rough targets for these indicators across the three years of project implementation. In the first and second year, no targets will be set for the indicators that are wholly reliant on the FSP stakeholder survey (purpose indicators 4 and 5), since these indicators will be dependent on the collection of both baseline and end-line information from the FSP surveys.

Program management and administration

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. 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, including management. 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 is to 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.

NAPAS:Malawi operates out of offices within the DAPS section of the headquarters building of MoAIWD on Capital Hill, Lilongwe. The project is now in the process of 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 project use.

As the project is being implemented by international organizations and with foreign-based staff involved, we plan between eight and ten international journeys each year of the project that will be paid for out of NAPAS:Malawi resources. These will consist primarily of one or two visits annually to their institutional headquarters in Michigan and Washington, DC by the senior project staff posted in Lilongwe and regular travel to Lilongwe by Dr. Benson, the senior researcher assigned to the project who is based in Washington, DC.

Implementation work plan and schedule

Table 3 provides an indicative overall work plan and schedule for the three years of the project, broken up into four components – project management, technical support for policy formulation, capacity strengthening, and policy communications. Most activities will be on-going, so are indicated in the table as being done across the entire project implementation period. However, there are a few substantive activities, particularly related to capacity strengthening, that will take some time to initially implement and then are expected to change in form as the project advances.

Annual work planning for the project will be centered on a review with MoAIWD senior management of progress made on the policy reform commitments under the New Alliance Country Cooperation Framework for Malawi and on any reprioritization of those commitments. The annual work plans for NAPAS:Malawi will be developed to flexibly support the government in achieving its desired policy reforms under the New Alliance.

Table 3: Summary technical work calendar for the NAPAS:Malawi project

	Nov 2014 - Sep 2015				Oct 2015 - Sep 2016				Oct 2016 - Sep 2017			
	Nov - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
PROJECT MANAGEMENT												
Set up local office (coordination and management)												
Specify with MoAIWD institutional reporting and oversight functions under the project												
Annual work plan formulation – review of New Alliance policy commitments; prioritization of commitments not yet achieved; develop action plan on priorities - assess level of engagement of stakeholders in agriculture and food security policy processes; strategize on fostering stronger engagement												
Quarterly meetings with New Alliance Coordinator and New Alliance stakeholders to ensure consistency and to avoid duplication of action												
Quarterly meetings with other USAID implementing partners in the area of agricultural policy reform to coordinate activities and communications outreach. Annual joint work planning for outreach events.												

	Nov 2014 - Sep 2015				Oct 2015 - Sep 2016				Oct 2016 - Sep 2017			
	Nov, Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Regular reporting to USAID/Malawi on NAPAS:Malawi activities and on project monitoring indicators - quarterly financial reports: - semi-annual descriptive program reports: - annual work plans and M&E plan												
Final NAPAS:Malawi report to USAID/Malawi												
Objective 1: TECHNICAL SUPPORT FOR POLICY FORMULATION												
Annual work plan formulation: – review of progress in achieving New Alliance policy commitments; (re)prioritization with MoAIWD of commitments not yet achieved; develop action plan on priority policy reforms												
Engagement in Technical Working Group activities that are focused on priority policy reforms under the New Alliance												
Engage in secondary data analysis jointly with MoAIWD counterparts to inform the content of draft policies, strategies, and program designs												
Define and manage applied policy analysis tasks to be carried out by local policy analysts on emerging policy issues												
Contribute to drafting of policy and strategy documents related to priority policy reforms under New Alliance												
Respond to demands from MoAIWD senior management for conceptual guidance on emerging policy issues, particularly through preparing policy briefs and participating in policy review meetings of MoAIWD senior management												
Manage involvement of applied policy analysts of global FSP project on policy analysis topics, both institutional and thematic												
Objective 2: CAPACITY STRENGTHENING												
Annual work plan formulation: – review of gaps in expertise and experience constraining policy formulation; schedule and identify participants in informal training (joint hands-on policy analysis) and formal courses (in-country and elsewhere) to fill capacity gaps												
Formalize joint policy analysis activities in support of New Alliance policy reform agenda with individual DAPS policy analysts – topics, deliverables, deadlines, expected time commitment												
Organize short training courses in Malawi conducted by University of Pretoria or other relevant experts												
Organize participation by key staff of DAPS and other partners in short training courses and learning events outside of Malawi												
Objective 3: POLICY COMMUNICATIONS												
Annual work plan formulation – assess level of engagement of stakeholders in agriculture and food security policy processes; strategize on fostering stronger engagement												
With partner institutions, organize regular workshop and symposium on key agricultural policy issues.												
Support MoAIWD in policy consultations it conducts with stakeholders to obtain consensus on policy changes committed to under New Alliance												

Appendices

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

Budget category	Year 1	Year 2	Year 3	TOTAL
Total direct labor	562,940	552,860	585,030	1,700,830
<i>Salary and wages</i>	373,670	381,170	392,670	1,147,520
<i>Fringe benefits</i>	189,260	171,690	192,360	553,310
Consultants	10,000	10,000	10,000	30,000
Travel, transportation, and per diem	54,570	45,560	47,630	147,760
Equipment and supplies	51,970	2,070	2,070	56,100
Sub-awards (other than that for IFPRI)	-	-	-	-
Allowances	65,580	98,010	99,090	262,680
Participant training	32,000	88,000	83,000	203,000
Other direct costs	80,960	44,960	69,960	195,870
Overhead	-	-	-	-
General & administrative costs	179,370	175,110	187,750	542,220
Material overhead	-	-	-	-
Total Estimated Cost	1,037,390	1,016,560	1,084,530	3,138,470

Notes on selected budget categories:

- Consultants – NAPAS:Malawi staff will not engage in primary research. Where required, the project will use short-term technical assistance to complete action-oriented studies directly related to the New Alliance policy commitments.
- Equipment and supplies – The cost in the first year of two 2-wheel drive sedan automobiles for the project, computers, computer peripherals, software, and office supplies. In subsequent years, used for software updates and office supplies.
- Sub-awards – No sub-awards, outside of that to IFPRI, are expected under the NAPAS:Malawi project.
- Allowances – These are the costs of staff allowances provided by MSU to its international staff.
- Participant training – This covers two sorts of activities: for field workshops and conferences of a policy communication nature and for the costs of mounting and participating in short-courses inside and outside of Malawi.
- Other direct costs – Project office communication is covered under this line item. More significantly, included here are the service charges that IFPRI levies for utilization of IFPRI's computer, library, facility resources, and research support services.
- Indirect costs – Overhead, General & Administrative Costs, and Material Overhead – Neither MSU nor IFPRI disaggregate indirect costs across these three categories. Rather, for purposes of budgeting, the term General & Administrative Costs means the same as indirect costs in total.