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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*** **01 October 2017 to 30 September 2018** (US government Fiscal Year 2018)

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**MICHIGAN STATE**  
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### *Acronyms*

ADMARC	Agricultural Development and Marketing Corporation
AFAP	African Fertilizer and Agribusiness Partnership
CADECOM	Catholic Development Commission in Malawi
CDCS	Country Development Cooperation Strategy (USAID/Malawi)
CISANET	Civil Society Agriculture Network
DAES	Department of Agricultural Extension Services
DAPS	Department of Agricultural Planning Services
DARS	Department of Agricultural Research Services
ECAMA	Economics Association of Malawi
FAO	Food and Agriculture Organization of the United Nations
FISP	Farm Input Subsidy Program
FSP	Feed the Future Innovation Laboratory for Food Security Policy project
FUM	Farmers Union of Malawi
FY	Fiscal year (US government, 1 October to 30 September)
IFPRI	International Food Policy Research Institute
LUANAR	Lilongwe University of Agriculture and Natural Resources
MaFAAS	Malawi Forum for Agricultural Advisory Services
MCCCI	Malawi Confederation of Chambers of Commerce and Industry
MMPA	Malawi Milk Producers Association
MoAIWD	Ministry of Agriculture, Irrigation, and Water Development
MoH	Ministry of Health
MoITT	Ministry of Industry, Trade, and Tourism
MSU	Michigan State University
NAPAS	New Alliance Policy Acceleration Support: Malawi activity
NASFAM	National Smallholder Farmers' Association of Malawi
NES	National Export Strategy
OPC	Office of the President and Cabinet
SANE	Strengthening Agriculture and Nutrition Extension activity (USAID/Malawi funded project)
SEBAP	Strengthening Evidence-Based Agricultural Policy activity of IFPRI-Lilongwe
SFFRFM	Smallholders Farmers Fertilizer Revolving Fund of Malawi
SIR	sub-intermediate result
UP	University of Pretoria
USAID	United States Agency for International Development

## Project and Work Plan Executive Summary

The New Alliance Policy Acceleration Support: Malawi (NAPAS:Malawi) activity supports the Ministry of Agriculture, Irrigation, and Water Development (MoAIWD) of the government of Malawi to sustainably achieve the high-level commitments to policy reforms 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 and enable increased commercialization of Malawi's agricultural sector. NAPAS:Malawi has three work components: Policy formulation; Policy communication, and Capacity strengthening.

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 was to run through 27 November 2017. US\$ 3,138,470 was budgeted for the activity, of which \$2,958,070 was obligated. However, the activity was extended for one more year and will run through 28 November 2018 with an increased budget of \$1,044,397, making the total budget to be \$4,002,467. The costed extension is a response to the Principal Secretary's request for continued support by USAID to Department of Agricultural Planning Services in MoAIWD.

This is the work plan for the fourth year of NAPAS:Malawi corresponding to the 2018 fiscal year of the US government. The major expected outcomes categorized by objective, will be:

- Technical support for policy formulation – The NAPAS: Malawi team will review three Acts: (i) the Special Crops Act; (ii) the Agriculture General Purposes Act, and (iii) the Competition and Fair Trade Act. Selected applied research will be conducted to contribute directly to improved advisory input on policy reforms. The activity will also support the Ministry to finalize several policies and strategies including, the National Fertilizer Policy, the Agriculture Sector Food and Nutrition Strategy, the Agricultural Extension and Advisory Services Strategy and the Farmer Organization Development Strategy.
- Policy communications – NAPAS:Malawi staff will work with partner institutions to expand the number of informed actors engaged in evidence-based deliberations on agriculture, food security, and nutrition policy issues. In particular, the Project will be supporting dissemination of reports of the above policy formulation activities and the 12 value chain studies that were conducted in FY2017, to inform agriculture sector stakeholders of the strengths, weaknesses, opportunities, and threats of these value chains and to provide information to support development of the value chains.
- Capacity strengthening – NAPAS:Malawi staff will work with MoAIWD staff and non-state actors including CISANET, FUM and CARD at LUANAR to ensure that the analytical techniques that were employed during the first three years of the Project are adopted and internalized for policy analysis by government and other stakeholders.

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 remain an important element in project implementation. In the past three years, the Project found it difficult to stick to working on policy issues that were identified in the workplan since the policy priorities of MoAIWD and USAID were changing frequently. The Project chose to respond flexibly to any new demands from the Ministry and USAID for policy support that was aligned to the New Alliance commitments. However, in the final year, the Project plans to stick to the workplan so as to finish all planned activities by 28 November 2018. This may cause some tension with Ministry officials.

## Project Components

The New Alliance Policy Acceleration Support: Malawi (NAPAS:Malawi) activity was developed to support the government of Malawi in implementing the agricultural policy reforms to which it committed in late-2013 under the G8 New Alliance Country Cooperation Framework. NAPAS: Malawi is jointly implemented by Michigan State University (MSU), the International Food Policy Research Institute (IFPRI), and the University of Pretoria (UP) 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 NAPAS:Malawi, the 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 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 was planned to run for three years up to 27 November 2017. The budget over the life of the project was planned at US\$3,138,470 of which \$2,958,070 was obligated. Following a request from the Principal Secretary of Agriculture, Irrigation and Water Development to the Mission Director of USAID, for continued support of USAID to the Department of Agricultural Planning Services, the Project was extended for an extra year, with a budget of \$1,044,397 for the costed extension phase. The total amount obligated to the Project is therefore \$4,002,467. In the fourth year of the project described in this document, US\$1,139,077 will be spent on NAPAS: Malawi activities (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 and to fulfill commitments that emerged in FY2017 based on MoAIWD and the agriculture sector's changing needs. 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 review three Acts: (i) the Special Crops Act; (ii) the Agriculture General Purposes Act; and (iii) the Competition and Fair Trade Act. Selected applied research will be conducted to contribute directly to improved advisory input on policy reforms. The proposed studies include a survey to inform the reviews of the above mentioned Acts, a fish value chain study, and a position paper on establishment of commodity exchanges in Malawi. The activity will also support the Ministry to finalize several policies and strategies including, the National Fertilizer Policy, the Agriculture Sector Food and Nutrition Strategy, the Agricultural Extension and Advisory Services Strategy and the Farmer Organization Development Strategy.
- Engage in effective communication to inform debate on agriculture and food security policy issues. The Project will support the MoAIWD to disseminate reports of the planned policy activities mentioned above. The Project will also support dissemination of the 12 value chain studies (pigeon pea, groundnuts, macadamia nuts, cassava, Irish

potatoes, sweet potatoes, coco yams, banana, mango, tomato, tea, and coffee) that were conducted in FY2017 to inform agriculture sector stakeholders of the strengths, weaknesses, opportunities, and threats of these value chains and to provide information to support development of the value chains.

2. Ensure that gaps in expertise constraining effective agricultural policy reform are filled, primarily through close working relationship with MoAIWD staff and other non-state actors including FUM, CISANET and LUANAR (Center for Agricultural Research and Development – CARD).

### **Technical approach**

As shown in the project staffing diagram in Appendix C, one NAPAS: Malawi senior staff member works within MoAIWD headquarters, primarily supporting the work of DAPS – an experienced senior policy advisor.

- Dr. Flora Nankhuni, the senior policy advisor and an employee of MSU, is the Chief of Party for NAPAS:Malawi. She supports senior MoAIWD staff responsible for implementation of the New Alliance agricultural policy reforms and other reforms that the Ministry identified in FY2017 (that is, the reviews of the Special Crops Act and the Agriculture General Purposes Act).
- Dr. Todd Benson, a senior researcher based at IFPRI headquarters in Washington, DC and Dr. Milu Muyanga an Assistant Professor in International Development in the Agricultural, Food and Resource Economics department at MSU, both with considerable experience in Malawi and Africa are involved in NAPAS:Malawi. Benson will continue in the costed extension phase of the project to support the reviews of the Special Crops and the Agriculture General Purposes Acts. Muyanga is a co-Principal Investigator on the NAPAS:Malawi project and will also be involved in the reviews of the Special Crops and the Agriculture General Purposes Acts.
- In addition, the Project will draw on analytical, policy communication, and capacity strengthening support from staff in the three institutions implementing FSP globally (MSU, IFPRI and University of Pretoria), particularly Professor Thomas Jayne, Foundation Professor at MSU and a 2018 Fellow of the Agricultural and Applied Economics Association and other staff members conducting work similar to that being conducted in Malawi.

### **Policy Formulation**

Specific activities will involve:

- 1) review of three Acts: (i) the Special Crops Act; (ii) the Agriculture General Purposes Act; and (iii) the Competition and Fair Trade Act;
- 2) A fish value chain study;
- 3) A position paper on establishment of commodity exchanges in Malawi;
- 4) Finalizing activities that were carried over from FY 2017: (i) the National Fertilizer Policy; (ii) the Agriculture Sector Food and Nutrition Strategy; (iii) the Agricultural Extension and Advisory Services Strategy; and (iv) the Farmer Organization Development Strategy.

The work on the Special Crops Act and the Agriculture General Purposes Act will be organized as follows: First, working with the Director of Crops in the Ministry of Agriculture, NAPAS will constitute a Task Force (TF) that will provide overall leadership

for the process. The TF will be led by the Director of Crops, with representation from public-, private-, and civil society sectors; Second, the NAPAS COP will lead the overall effort, actively coordinating all aspects of the work to maximize the likelihood of a positive outcome in terms of revisions to the acts that have to follow to improve policy action in the agricultural sector; Third, the process will involve two definitive stages and one contingent phase. In the first stage, NAPAS will conduct a study and generate a report on the topic. The study will involve a qualitative and limited quantitative survey of private sector actors whose firms are likely to be affected by the current and any revised set of Acts, together with interviews of public sector officials and non-state actors responsible for or affected by the Acts. These survey and interview activities will complement a careful textual evaluation of the Acts. This will also involve consideration of how each Act intersects with the Control of Goods and the Competition and Fair Trade Act and an assessment of authority the Acts provide specific agents and conflicts in authority that arise out of the overall legislative framework in place to control agricultural production, marketing, and trade. The third stage is contingent on positive results from the second stage. Based on feedback during the stakeholder consultations, and pending agreement by the TF, NAPAS will support the drafting of new legislation, including engaging local legal expertise as necessary, guided by technical input from NAPAS staff. NAPAS will also undertake, again as agreed with the TF, outreach to Parliament to promote understanding for and support of the revisions. In the second stage, NAPAS will work with the TF to organize systematic stakeholder consultations to familiarize key stakeholders around the country with the challenges presented by the current Acts, explain and seek feedback on proposed revisions, and promote consensus building around a set of revisions to the Acts. One consultation at the national level will be conducted.

The IFPRI Senior Researcher will be primarily responsible for supporting execution of the study, in close consultation with the NAPAS COP and Dr. Milu Muyanga.

- Data collection and research analysis will be done by Andrew Comstock, a Research Assistant based at IFPRI in Washington DC, with direct involvement of local NAPAS analysts/research assistants.

Table 1 summarizes the activities to be carried out:

**Table 1: Policy Formulation Areas and Key Activities of NAPAS, Nov. 2017 to Nov. 2018**

NAPAS Deliverable	Corresponding New Alliance Policy Commitment	NAPAS lead staff	Key Partners
1) Review of the Special Crops Act and Agricultural General Purposes Act	Review Control of Goods Act to eliminate export bans and improve licensing	Dr. Flora Nankhuni (in-country lead) Dr. Todd Benson	Department of Crop Development (DCD) – MoAIWD, FUM, CISANET.

NAPAS Deliverable	Corresponding New Alliance Policy Commitment	NAPAS lead staff	Key Partners
2) Draft National Fertilizer Policy document submitted to the Office of the President and Cabinet (OPC). <ul style="list-style-type: none"> <li>Fertilizer Policy cabinet paper submitted to OPC</li> </ul>	Develop farm input regulatory frameworks for fertilizer and pesticides to encourage competition and regional harmonisation	Mr. Zephania Nyirenda	Department of Agricultural Services (DARS), Fertilizer Association of Malawi (FAM), CISANET, FUM, NASFAM, CARD.
3) Agricultural Extension and Advisory Services Strategy submitted to Minister of MoAIWD	Reorganize extension services to improve delivery of modernized market-oriented agricultural extension services	Dr. Flora Nankhuni	DAES – MoAIWD, DARS & DAPS – MoAIWD, MaFAAS, SANE, FUM, NASFAM, CISANET, CARD.
4) Farmer Organization Development Strategy document submitted to Minister of MoAIWD	Promote effective smallholder participation in agricultural value chains by formulating a Farmer Organization Development Strategy.	Dr. Christone Nyondo	DAPS & DAES – MoAIWD, MoITT, FUM, FAO, WeEFFECT, GIZ, NASFAM, CISANET, Private sector companies.
5) Agriculture-Nutrition Strategy document submitted to Minister of MoAIWD and MoH <sup>1</sup>	Improve advocacy for the growing and consumption of more nutritious food crops and agro-processed foods.	Dr. Flora Nankhuni	DAES - MoAIWD, DNHA - MoH, DoDMA - Vice President's Office, SANE, Private sector companies, CISANET, Donor Group on Nutrition (DONUTS).
6) Fish value chain study	Special request by MoAIWD	Mr. Joseph Kanyamuka	MoAIWD-DAPS & Department of Fisheries (DoF), FISH Project (USAID).
7) Position paper on establishment of commodity exchange markets	Special request by USAID	Dr. Flora Nankhuni	DAPS, MoITT, IFPRI

Directors of the relevant departments in MoAIWD responsible for driving these reforms, including the Directors of Agricultural Planning Services, Agricultural Extension Services, Fisheries, and Agricultural Research Services, were consulted as to whether these reforms should feature as priorities in the costed extension work plan for NAPAS:Malawi. Consultations were also held with the Acting Director of SMEs and Cooperatives department in MoITT. These senior technical officers supported the plan for the project to focus on these policy reforms in the coming year. In engaging in these reform processes, NAPAS:Malawi will

<sup>1</sup> SANE is taking the lead role in providing technical support for the development of the Agriculture-Nutrition Strategy, with NAPAS providing secondary technical support.



assemble evidence to guide the content of the reviews of the Acts and draft policies and strategies, participating closely in writing the documents, and assisting in organizing with a wide body of relevant stakeholders the consultation and validation processes for each document.

A central element in all of the engagements by NAPAS project staff in providing technical support to MoAIWD 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, but also with other relevant ministries, departments, and agencies of the government of Malawi, such as MoITT and CARD at LUANAR. Where more detailed technical analyses are required, NAPAS:Malawi will engage short-term technical assistance from qualified experts. Where appropriate, NAPAS will also draw on expertise of colleagues from MSU, IFPRI, and UP through the FSP project.

Project staff will work alongside partners, both from MoAIWD and from other stakeholder institutions, on the managerial and logistical 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 for information to guide their decisions. 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. In this respect, NAPAS:Malawi will also provide some co-funding to meet the costs associated with consultations and validation workshops for sectoral and sub-sectoral policies and strategies that are being formulated or reviewed.

### Policy communications

Although the principal institutional relationship of NAPAS:Malawi is with the Department of Agricultural Planning Services (DAPS) in MoAIWD, NAPAS staff members work with several other institutions in Malawi involved in strengthening agricultural policy processes. The communication events will primarily involve disseminating studies and policy and strategy reports that the NAPAS:Malawi project supported the MoAIWD to produce, including the 12 value chain studies that were conducted in FY 2017.

### Capacity strengthening

The capacity strengthening activities of NAPAS: Malawi will involve 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 that the Project is supporting. These efforts will be done within the context of the everyday tasks that policy analysts and planners in MoAIWD will undertake in collaboration with NAPAS:Malawi staff. NAPAS: Malawi will also support the Department of Agricultural Planning Services (DAPS) in the production of concept notes, briefs, and other documents that may be needed by the Ministry to engage effectively with stakeholders in the agriculture sector, including development partners as they design their Malawi country programs. Currently, the Ministry has requested production of a capacity gap analysis report to inform the Ministry's development of a strong data collection and monitoring and evaluation system.

### Endline policy process survey

A project monitoring and evaluation plan is in place for NAPAS:Malawi. Among the monitoring indicators used to track project performance are two purpose-level indicators that are generated through a survey of stakeholders in agriculture and food security policy processes in Malawi. This survey focuses on the satisfaction of these stakeholders with how these policy processes are conducted. The baseline survey of about 100 stakeholders was conducted in mid-2015, resulting in a Working Paper and a brief to report on the results. These were widely disseminated to stakeholders in Malawi and are also posted on the MSU FSP website – see [http://foodsecuritypolicy.msu.edu/uploads/resources/FSP\\_Research\\_Paper\\_13.pdf](http://foodsecuritypolicy.msu.edu/uploads/resources/FSP_Research_Paper_13.pdf) and [http://foodsecuritypolicy.msu.edu/uploads/resources/Policy\\_Brief\\_10.pdf](http://foodsecuritypolicy.msu.edu/uploads/resources/Policy_Brief_10.pdf). An endline survey to assess any changes in the quality with which agriculture and food security policy processes in Malawi is currently being conducted since November 2017. Results of the endline survey will be analyzed in the first quarter of FY 2018.

### Summary technical work calendar for year 4 of the NAPAS:Malawi project

Table 2 provides a summary of the activities that are planned under NAPAS:Malawi in the fourth 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 commitments to policy reform made by the government of Malawi under the New Alliance and whether the activity is integrated with the activities of any other USAID/Malawi supported projects or the activities of other development partners.

**Table 2: Work Calendar for Third Year of the NAPAS: Malawi Project, Nov. 2017 to Nov. 2018**

KEY ACTIVITIES	N D J F M A M J J A S O N												KEY OUTPUTS	New Alliance Commitment	Integration activity?		
	N	D	J	F	M	A	M	J	J	A	S	O				N	
<b>Technical support for policy formulation</b>																	
(i) Review of the Special Crops Act															Special Crops Act document submitted to Ministry of Justice for review and approval for subsequent adoption by the Ministry of Agriculture, Irrigation and Water Development (MoAIWD)	Related to 2 (Control of Goods Act)	No
(ii) Review of the Agriculture General Purposes Act															Agriculture General Purposes Act document submitted to Ministry of Justice for review and approval for subsequent adoption by MoAIWD	Related to 2	No
(iii) Provide support for the amendment of the Competition and Fair Trade Act															Amended draft of the Competition and Fair Trade Act prepared and submitted to Ministry of Justice	4 (Contract Farming Strategy)	No
(iv) Draft National Fertilizer Policy (NFP)															NFP validation workshops (internal and external) and NFP submitted to OPC for approval	10 (Develop Fertilizer regulatory framework)	No
(v) Farmer Organization Development Strategy (FODS) consultation and validation															Consultation on the zero draft and validation of the revised draft	3	Yes
(vi) Draft Agricultural Extension and Advisory Services Strategy															Validation workshop of the draft Agricultural Extension and Advisory Services Strategy and submission to Minister of MoAIWD	14 (Reorganize extension services)	Yes

KEY ACTIVITIES	N	D	J	F	M	A	M	J	J	A	S	O	N	KEY OUTPUTS	New Alliance Commitment	Integration activity?
(viii) Fish Value Chain study														Fish Value Chain Study report finalized and validated by Stakeholders	Related to 1 (Review of key enabling policies- NAP)	Yes
(ix) Prepare a position paper on NAPAS:Malawi support to the establishment of commodity exchanges in Malawi														Position paper on commodity exchange establishment in Malawi disseminated	Related to 1	No
(x) Secondary legislation for the revised Control of Goods Act														Draft legislation document for the revised Control of Goods Act submitted to Ministry of Justice/OPC for approval	2	Yes
<b>Policy communications</b>																
Value chain dissemination workshop														Hold jointly with partner institutions, particularly the Sustainable Trade Initiative (IDH) that co-funded some of the studies.	Related to 1	Yes
<b>Capacity strengthening</b>																
Analysis to inform strategy for capacity strengthening for MoAIWD														Capacity gap analysis report to support MoAIWD in developing M&E training modules	N/A	No
<b>Endline policy process survey</b>																
Implement survey with stakeholder, analyze, and write up report on results														Working Paper and Policy Note on results obtained, including assessing impact of NAPAS:Malawi on quality of agriculture and food security policy processes in Malawi.	N/A	No

**Legend:** ■ Stages of policy or strategy development that are mostly controlled by NAPAS:Malawi staff

The tentative road maps for the key policy formulation outputs in year four of NAPAS:Malawi are presented in Table 3.

**Table 3: Tentative Road Maps for the Key Policy Formulation Outputs, Nov. 2017 to Nov. 2018**

Month	Milestone Achieved
<b>1) Reviews of the Special Crops Act and the Agriculture General Purposes Act</b>	
Jan	Textual evaluation of the Special Crops and the Agriculture General Purposes Acts and the Regulations under each; Draft Terms of Reference (ToRs) for the legal expert to be hired for the reviews.
Feb	Institute a Taskforce (TF) to oversee the process of reviewing the Acts; Develop an inception report on the reviews to be submitted to the Taskforce for approval; Advertise for a legal consultancy through AMG Global and hire the expert
Mar	Stakeholder survey to inform the reviews conducted

<b>Month</b>	<b>Milestone Achieved</b>
Apr	Reviews drafted and consultations with key stakeholders on draft reviews conducted
May	Submission of revised draft report to TF for their review; Completion of report after incorporating TF comments
June	Validation of drafted reviews and consultations with relevant Parliamentarians to lobby for their support Public presentation of the study to MoAIWD, USAID/Malawi, and the stakeholder groups consulted
<b>2) Competition and Fair Trade Act (CFTA) Amendment</b>	
Jan	Consultations with the Competition and Fair Trade Commission (CFTC)
Feb	Institute a Taskforce (TF) to oversee the process of reviewing the Act; Develop an inception report on the reviews to be submitted to the Taskforce for approval; Advertise for a legal consultancy through AMG Global and hire the expert
Mar	Stakeholder survey to inform the review conducted
Apr	Reviews drafted and consultations with key stakeholders on draft reviews conducted
May	Submission of revised draft report to TF for their review Completion of report after incorporating TT comments and consultations with relevant Parliamentarians to lobby for their support
June	Validation of drafted review and consultations with relevant Parliamentarians to lobby for its support Public presentation of the review to MoAIWD, USAID/Malawi, and the stakeholder groups consulted
<b>3) Second Legislation for the Revised Control of Goods Act</b>	
Jan	Consultations with relevant stakeholders
Feb	Review drafted and consultations with key stakeholders on draft review conducted
Mar	Consultations with key stakeholders on draft review continued
Apr	Validation of drafted review and consultations with relevant Parliamentarians to lobby for their support
May	Final draft of amended Act ready for submission to Ministry of Justice
<b>4) Farmer Organization Development Strategy</b>	
Jan	Internal consultations on the zero draft of the Farmer Organization Development Strategy (FODS)
Feb	Validation workshop for the Farmer Organization Development Strategy
Mar	Presentation of the Farmer Organization Development Strategy to Ministers of MoAIWD and MoITT for adoption
<b>5) National Fertilizer Policy (NFP)</b>	
Jan	Internal validation of the National Fertilizer Policy
Feb	External validation of the NFP Submission of the NFP to OPC for approval
Mar	Possible funding for PS Committee review meeting of the NFP
Apr	Lobbying the Minister of Agriculture to convene Cabinet review of the NFP
<b>6) Completion of Strategies that were Started before FY 2018 (Farmer Organization Development Strategy (FODS), Agriculture Sector Food and Nutrition Strategy (ASFNS), Agricultural Extension and Advisory Strategy(AEAS))</b>	
Feb	Internal consultation on the ASFNS and submission to Minister of Agriculture for adoption Validation workshop for AEAS and submission to Minister of Agriculture for adoption
Mar	Consultation workshop on the FODS
April	Validation of FODS and submission to Minister of Agriculture for adoption
<b>7) Fish Value Chain Study</b>	
June	Review of relevant literature
July	Data collection tools developed; Enumerators identified and trained; Primary data collection started
Aug	Continuation of data collection and analysis

Sept.	Drafting of the fish value chain report
Oct.	Internal and external validations
Nov.	Dissemination to wider stakeholders

#### **8) Value Chain Dissemination Workshop**

Nov	Dissemination of value chains at IFPRI
Dec	
Jan	Dissemination of value chains at USAID
Feb	
Mar	Wider dissemination to Stakeholders
Apr	
May	
June	Wider dissemination to Stakeholders
July	
Aug	Wider dissemination to Stakeholders
Sept.	
Oct.	Wider dissemination to Stakeholders
Nov.	

#### **9) Capacity Building for M&E Staff for MoAIWD and District Assemblies)**

Jan	
Feb	
Mar	
Apr	
May	
June	Develop data collection tools for capacity needs assessments of MoAIWD Staff and District Assemblies
July	Collection of data for capacity needs assessment completed
Aug	Analysis of capacity needs assessment data completed
Sept.	Draft report of capacity needs assessment of MoAIWD staff and District Assemblies
Oct.	Develop M&E training modules for MoAIWD staff and District Assemblies
Nov.	

#### **10) Endline Survey**

Jan	Continuation of data collection from stakeholders
Feb	Analysis of stakeholder input
Mar	Endline survey report completed

### ***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 UP (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, is 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.

For the IFPRI sub-contract, IFPRI, Washington DC reports to MSU quarterly on use of the Project funds with support of the IFPRI Malawi office.

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, monthly and managing project resources. The preparation of regular financial report and management of the administrative details of project implementation are tasks that will be handled by a contracted Finance and Administration Officer, based in the NAPAS office in Malawi.

The NAPAS:Malawi team involves four research analysts. An Assistant Researcher based in Washington DC IFPRI office, Andrew Comstock. Within Malawi, three research analysts are employed: Christone Nyondo, Zephania Nyirenda and Joseph Kanyamuka. The project also has a Communications Specialist. The organizational chart for NAPAS: Malawi is presented in Appendix C. The Communications Specialist will help the Chief of Party and the Policy Analyst to document the experiences of the project as public goods for Malawi and internationally. The Specialist will also work with an FSP team that is reforming the communication strategy of the global project for greater visibility and to expand opportunities for strategic and effective policy engagement.

The project operates out of dedicated offices within the DAPS section of the headquarters building of MoAIWD on Capital Hill, Lilongwe. The project in its first year procured computers and office equipment, office furniture, and two 2WD saloon vehicles necessary for project implementation. A laptop is planned for procurement for NAPAS: Malawi in year four of the project to replace the current COP laptop that has run its lifespan and has been giving problems (Appendix F).

As the project is being implemented by international organizations and with foreign-based staff involved, we plan at least 14 international journeys in the fourth year of the project (Appendix G). In addition, travel expenses to enable national partners to participate in relevant international conferences may be requested, if the Ministry requests for support to enable them attend such meetings.

### *Monitoring and Evaluation Component*

A project monitoring and evaluation plan was developed for NAPAS: Malawi at the outset of the activity. That plan lays out the results framework for the project and describes a set of 11 monitoring indicators to be used to track project performance – 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 generated through a baseline and an endline survey of stakeholders in agriculture and food security policy processes in Malawi that will be carried out as a component of NAPAS: Malawi activities. The principal focus of these surveys is to gauge the satisfaction of stakeholders in agriculture and food security policy processes with the organization and operations of those processes. The baseline-round of this survey was carried out in June and July 2015. As noted earlier in this work plan, the survey is being repeated in this fourth year of NAPAS: Malawi as an endline-round. A report and brief will be written based on the analysis of both the baseline and endline survey data. The principal focus of this analysis will be to assess the impact of NAPAS: Malawi activities on the quality of agriculture and food security policy processes in Malawi.

### *Environmental Mitigation and Monitoring Components*

A project environmental mitigation and monitoring plan (EMMP) has been developed for NAPAS: Malawi. This plan will continue to guide work under NAPAS: Malawi in year four of the activity.

The EMMP outlines the measures, safeguards, and precautions that NAPAS:Malawi staff will take in order to ensure that project implementation minimizes environmental impact and monitors any potential environmental effects arising from the implementation of the NAPAS:Malawi activity. NAPAS: Malawi staff members will also endeavor to sensitize stakeholders with which they engage on issues related to minimizing adverse effects on the environment and mitigating and monitoring any environmental impacts arising.

### *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 continue to work with the team coordinating the implementation of the New Alliance Country Cooperation Framework for Malawi from MoAIWD with the financial assistance of the Delegation of the European Union (EU) to Malawi. The scope of work of the New Alliance coordination team 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, in contrast, the principal focus for NAPAS:Malawi staff is to assist government realize its commitments in the agriculture sector. NAPAS: Malawi will maintain a working relationship with the New Alliance coordinating team (or its evolution, considering changing circumstances at the AU on the New Alliance initiative) over the life of the project.

### **Institutional network supporting strengthened agricultural policy processes**

The principal partners of NAPAS:Malawi in the work that we do in promoting improved policy communication on agriculture and food security policy issues through mounting workshops and similar events are those organizations that currently (or previously) receive(d) 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:

- The SANE activity
- The Ag-Div Activity
- USAID support for policy research to IFPRI Malawi office
- Civil Society Agriculture Network (CISANET)
- Farmers Union of Malawi (FUM)

We plan to meet with these partners to develop and implement a collaborative program of agricultural policy dialogue events and to ensure that our activities are complementary. Joint events will involve cost sharing.

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 is 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, 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 work to deepen our engagement with LUANAR in particular to develop joint policy communication events that draw upon their research (e.g the cassava, Irish potato, sweet potato value chains studies). In addition to policy communication objectives, in partnering with these institutions of higher education and research, we also seek to assist these researchers better integrate themselves into the agriculture and food security policy processes in Malawi. While LUANAR, in particular, provided the academic training 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 the engagement of researchers from LUANAR in policy discussions on agriculture and food security issues.



## Appendices

### *Appendix A: Budget for third year of NAPAS:Malawi, inclusive of sub-awards*

<b>Budget category</b>	<b>US\$</b>
Total direct labor	
<i>Salary and wages</i>	221,142
<i>Fringe benefits</i>	79,441
Consultants	201,343*
Travel, transportation, and per diem	64,685
Equipment and supplies	2,600
Allowances	64,733
Training/conferences/workshops	225,160
Other direct cost	18,878
Overhead	205,647
General & administrative costs	39,111
Miscellaneous	16,337
<b>Total Estimated Cost**</b>	<b>1,139,077</b>

\*Includes expected costs for consultants, salaries for NAPAS:Malawi locally recruited staff members and consultants who worked on the project in FY2017, whose work continued into FY2018 and some of their remuneration will be paid in FY 2018.

*Appendix B: Key NAPAS:Malawi program indicators and targets*

Indicator*	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	NAPAS Year 3 Target	NAPAS Year 4 Target**	Targets Explained
1) Numbers of policies, regulations, administrative procedures in each of following stages of development as a result of USG assistance in each case: <ul style="list-style-type: none"> <li>• Stage 1 (S1): Analyzed;</li> <li>• Stage 2 (S2): Presented for stakeholder consultation/public debate</li> <li>• Stage 3 (S3): Drafted and validated/revision;</li> <li>• Stage 4 (S4): in approval stage/approved;</li> <li>• Stage 5 (S5): Full and effective implementation</li> </ul> <i>(FtF indicator 4.5.1-24)</i>	Purpose	Not applicable	S1: 5 S2: 1 S3: 0 S4: 0 S5: 0 S6: 0 S7: 0	S1: 0 S2: 0 S3: 0 S4: 7 S5: 2 S6: 0 S7: 0	S1: 0 S2: 0 S3: 5 S4: 2 S5: 2 S6: 0 S7: 0	S1: 0 S2: 0 S3: 3 S4: 4 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. Under S3 (The Acts), under S4 (NFP, FODS, Extension, ASFNS).
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.	Purpose	Not applicable	six	eight	eight	nine	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. A prioritization of the policy reform commitments has resulted into 9 commitments that the Agriculture sector is responsible for.
3) Number of demonstrated uses by policy makers of evidence (analyses and policy papers) generated or presented through NAPAS: Malawi.	Purpose	Not applicable	five	ten	ten	ten	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 made 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.
4) Index (or scorecard) of quality of the institutional architecture for agriculture and food security policy processes in Malawi	Purpose	1.8	Not applicable, as only baseline & endline	Not applicable as only baseline & endline	Not applicable as only baseline & endline	2.0	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,

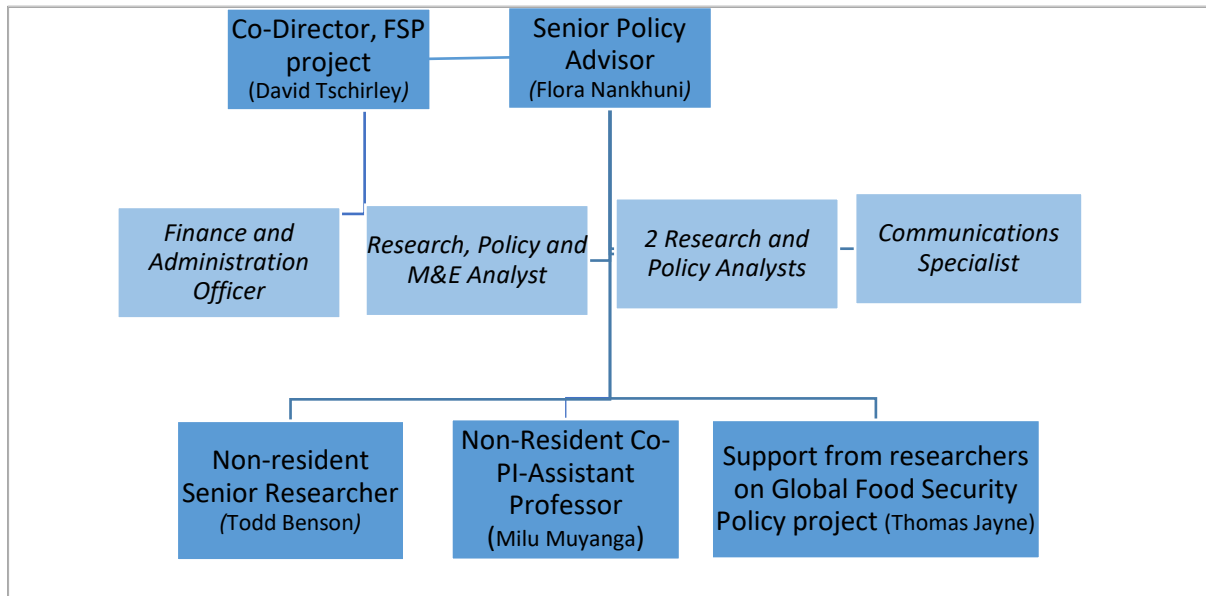
Indicator*	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	NAPAS Year 3 Target	NAPAS Year 4 Target**	Targets Explained
5) Index (or scorecard) of quality of agriculture and food security policy processes in Malawi.	Purpose	1.8	Not applicable, as only baseline & endline	Not applicable, as only baseline & endline	Not applicable as only baseline & endline	2.0	<p>consultation, dialogue, engagement, implementation and enforcement of agriculture and food security policies and regulatory frameworks.</p> <p>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.</p> <p>These indicators require the collection of custom information. The baseline survey was done in mid-2015 and is the basis for the baseline values and targets here. An endline survey was supposed to be conducted in mid-2017 to assess whether any significant changes were obtained in these indicators. However, due to a one year costed extension the data collection for the endline survey was done in the first and second quarter of the fourth year of the project</p>
6) Number of stakeholder learning forums on agriculture and food security policy issues supported.	Output	Not applicable	Two	Four	Four	six	<p>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. In the final year of the project, six dissemination workshops for the value chain studies that NAPAS conducted are planned.</p>
7) Number of people receiving short-term training in policy analysis, planning, formulation, advocacy, monitoring, and evaluation.	Output	Not applicable	40 (30% female)	100 (30% female)	130 (30% female)	0	<p>In FY 2018, there is no planned training activity, except the capacity strengthening that will take place due to joint analyses and interactions between Project staff and Ministry staff.</p>
8) Number of institutions where trained individuals are applying new practices	Output	Not applicable	Six	Eight	Ten	1	<p>For FY 2018, mainly MoAIWD staff will be the ones expected to apply any new practices – mainly in M&amp;E area.</p>

Indicator*	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	NAPAS Year 3 Target	NAPAS Year 4 Target**	Targets Explained
9) Number of private sector and civil society organizations assisted to participate in policy formulation processes.	Output	Not applicable	30	120	130	140	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.
10) Labor allocations to activity, disaggregated by level of expertise and type of activity – technical support, communications, capacity strengthening.	Input	Not applicable	110 person-weeks	140 person-weeks	145 person-weeks	145 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.
11) 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	\$98,000	\$150,000	\$225,180	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.

\* Year 1 and Year 2 work plans had 3 goal level indicators that have been excluded in the third and fourth year work plan because they were outside of the manageable interests of the project and have not been possible to track in year 1 and year 2 of the project implementation. These were: i) Quantity of soybean (S), groundnut (G), and milk (cow's) (M) produced and processed, thousands of metric tons; ii) Value of new private sector investments in agricultural value chains in Malawi; iii) Value of agricultural exports. Although effective implementation of the NAPAS:Malawi project will contribute to progress in attaining the goal level indicators, the project would not be able to demonstrate how achievement of any of the goal-level targets can be attributed solely to efforts under NAPAS:Malawi.

\*\* In year 4, the first indicator was categorized differently to match USAID DevResults indicators.

*Appendix C: Organizational chart for NAPAS:Malawi staff*



*In addition, there is one General Assistant responsible for cleaning, updating office supplies and doing general clerical duties.*

*Appendix D: NAPAS:Malawi sub-partners*

<b>Sub-Partner</b>	<b>Local/ International</b>	<b>Funding Level</b>	<b>Geographic Area</b>	<b>Project-related role</b>
International Food Policy Research Institute	International	US\$ 104,002	Malawi	One non-resident Senior Researcher for the project, Todd Benson is an IFPRI staff member. He will be assisted by a Research Assistant, also employed by IFPRI, Andrew Comstock. They will both be involved in the review of the Special Crops Act and the Agriculture General Purposes Act.
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	NAPAS will collaborate with UP on any area will enhance the Malawi Agricultural Policy Process. Currently no activity is envisioned. In the past the NAPAS Activity collaborated with IFPRI on a journalist training, a Partial Equilibrium Analysis/Modelling, and on FSP component 3 activity 4 “Conceptualizing Drivers of Food Security Policy Change through the Kaleidoscope Model: Inter-ministerial coordination mechanisms and policy design in CAADP” research.

*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*

The project in its first year procured computer and office equipment, office furniture, and two 2WD saloon vehicles necessary for project implementation. A laptop to replace an aging laptop of the COP will be purchased in the fourth year of the Project.



*Appendix G: International travel under NAPAS:Malawi*

no	Traveler Name	Job Title	Destination	Duration	Purpose	Pre-approved in award document?
1	Flora Nankhuni	Senior Policy Advisor	Michigan & Washington, DC, USA	10 days	Consultations in 1 <sup>st</sup> or 2 <sup>nd</sup> quarter of FY with MSU & IFPRI colleagues	yes
2			Michigan & Washington, DC, USA	10 days	Consultations in 3 <sup>rd</sup> or 4 <sup>th</sup> quarter of FY with MSU and IFPRI colleagues	yes
3-6	Flora Nankhuni and family (4 members)	Senior Policy Advisor	European/other destination	14 days	R&R	yes
7	Milu Muyanga	Campus-based Co-PI	Lilongwe, Malawi	20 days	March 2018, survey to inform reviews of Acts and to meet Malawi stakeholders on other activities of NAPAS	yes
8			Lilongwe, Malawi	20 days	Consultations in 4 <sup>th</sup> quarter of FY	yes
9	Todd Benson	Non-resident Senior Researcher	Lilongwe, Malawi	5 days	March 2018	yes
10			Lilongwe, Malawi	6 days	Consultations in 4 <sup>th</sup> quarter of FY	yes
11	Andrew Comstock	Research Assistant	Lilongwe and Blantyre	20 days	March 2018, survey to inform reviews of Acts	yes
13			Lilongwe	10 days	Consultations in 4 <sup>th</sup> quarter of FY	yes
14	Thomas Jayne	MSU faculty on FSP project	Lilongwe	5 days	April 2018 – will combine with travel to other countries in the region	yes