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New Alliance Policy Acceleration Support (NAPAS) Activity
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Annual Work Plan **01 October 2015 to 30 September 2016** (US government Fiscal Year 2016)

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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
MSU	Michigan State University
NAPAS	New Alliance Policy Acceleration Support: Malawi activity
NASFAM	National Smallholder Farmers' Association of Malawi
NES	National Export Strategy
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:

1. Provide effective technical support for policy formulation.
2. Engage in communication activities 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 through 30 September 2017. US\$ 3.14 million has been budgeted for the activity.

The first year of the project involved working closely with the Department of Agricultural Planning Services of MoAIWD in engaging with stakeholders on several agriculture and food security policy initiatives. These included extensive district and national consultations on the National Agriculture Policy (NAP); production of the draft NAP for high-level review in September 2015; production of a brief on reform of the Farm Input Subsidy Program (FISP) for use by senior management of the Ministry to lobby for FISP restructuring, production of a draft Contract Farming Strategy; and production of an agricultural zoning scheme to use as a spatial tool to guide agricultural development planning across the country.

This is the work plan for the second year of NAPAS:Malawi corresponding to the 2016 fiscal year of the US government. The major expected outcomes, categorized by objective, will be:

- Technical support for policy formulation – The NAPAS:Malawi team plans to analyze eight policy commitments (three of which are continuations from the first year); draft two new policy or strategy documents for stakeholder consultations; present one policy document or strategy for legislation; and facilitate the legislative approval of one policy on which NAPAS:Malawi has worked.
- Policy communications – NAPAS:Malawi staff will work with partner institutions in Malawi involved in expanding the number of informed actors engaged in agricultural policy deliberations. The focus will be on pressing agriculture, food security and nutrition policy issues.
- Capacity strengthening – This will entail three types of training: that of journalists reporting on agricultural policy debates; improved policy communication for agricultural policy analysts; and policy analysis techniques.

The exact set of policy issues on which the project will work cannot be identified fully at the start of the work year, as the policy priorities of MoAIWD are adjusted frequently by political leaders in Malawi. Consequently, the project will respond flexibly to any new demands from the Ministry for policy support that is aligned with its New Alliance commitments.

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

Project Components

The New Alliance Policy Acceleration Support: Malawi (NAPAS:Malawi) activity has been developed to support the government of Malawi as it works to implement the agricultural policy reforms to which it committed in late-2013 under the G8 New Alliance Country Cooperation Framework. 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 the NAPAS:Malawi project, the three FSP partner institutions work primarily with the Department of Agricultural Planning Services (DAPS) of the Ministry of Agriculture, Irrigation, and Water Development (MoAIWD) of the government of Malawi, but also with other stakeholder institutions in agricultural development and in the G8 New Alliance initiative in Malawi.

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

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

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

Technical approach

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

- Dr. Flora Nankhuni, the senior policy advisor and an employee of MSU, is the Chief of Party for NAPAS:Malawi. She supports senior MoAIWD staff responsible for implementation of the New Alliance agricultural policy reforms.
- Dr. Athur Mabiso, the policy analyst and an employee of IFPRI, takes principal responsibility for any policy analyses required and for capacity building in DAPS and in

other institutions involved in agriculture and food security policy processes in support of the New Alliance agricultural policy reforms.

In addition, Dr. Todd Benson and Dr. Suresh Babu, senior researchers based at IFPRI headquarters in Washington, DC and both with considerable experience in Malawi, are involved in NAPAS:Malawi – Benson will continue in year 2 of the project to be involved in technical support and policy communication activities, while Babu will continue to provide policy communication and capacity strengthening inputs. The project also will draw on analytical, policy communication, and capacity strengthening support from staff in the three institutions implementing the global FSP project.

The work that will be done under NAPAS:Malawi between 1 October 2015 and 30 September 2016 is described here, organized according to the three project objectives.

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 were originally 26 reforms included when the New Alliance Country Cooperation Framework for Malawi was signed in December 2013. In late-2014 the original reforms were consolidated into 15 commitments. Of these, MoAIWD takes principal responsibility for implementing nine of them. While the NAPAS:Malawi project staff, given their expertise in policy analysis, will be best able to work with the Ministry to achieve those commitments that involve policy definition and strategy development, they will support the Ministry in its efforts to meet its commitments across all of the different sorts of policy reforms, including those involving program design and those that concern motivating legislative or regulatory action.

However, the specific technical tasks on which the NAPAS:Malawi staff will engage to support the Ministry over the second year of the project cannot be fully identified at the start of the work year. The specific policy priorities of MoAIWD in the short-term are adjusted frequently as a consequence of changing political currents, economic considerations, and fiscal pressures. Project staff will work within the limits of the broad set of the nine New Alliance policy reforms in the agricultural sector to which the government committed itself. The specific reforms planned for FY2016 were discussed with Directors in MoAIWD and MoIT. However, over the course of the year, it is expected that the Ministry will identify new reforms or prioritize others that were not envisioned as needing attention at the time of planning. Therefore, it is outside of the control of NAPAS:Malawi staff and counterproductive to the medium-term interests of the Ministry to identify at the outset the full set of specific policy reforms on which the NAPAS-Malawi team will provide technical support to MoAIWD over the work year.

Nonetheless, eight technical support activities presented in Table 1 have been identified by the Ministry as issues for which the support of project staff is needed:

Table 1: Policy Formulation Areas and Key Activities of NAPAS, Oct. 2015 to Sept. 2016

NAPAS Deliverable	Corresponding New Alliance Policy Commitment	NAPAS lead staff	Key Partners
1) National Agriculture Policy (draft) submitted to Office of the President and Cabinet (OPC) <ul style="list-style-type: none"> National Agriculture Policy Cabinet Paper submitted to OPC 	Review the key enabling policies: National Agriculture Policy	Dr. Flora Nankhuni	DAPS – MoAIWD
2) Contract Farming Strategy submitted to Minister of MoAIWD	Develop strategy and legislation for contract farming	Dr. Athur Mabiso	DAPS – MoAIWD, FAO
3) Draft Fertilizer Policy document submitted to OPC <ul style="list-style-type: none"> Fertilizer Policy cabinet paper submitted to OPC 	Develop farm input regulatory frameworks for fertilizer and pesticides to encourage competition and regional harmonisation	Dr. Todd Benson Dr. Athur Mabiso (in-country lead)	DARS – MoAIWD, AFAP, Fertiliser Association of Malawi, SFFRFM, FISP Logistics Unit, ADMARC, Farmers World Ltd., other private sector firms
4) Agricultural Extension and Advisory Services Policy reviewed and submitted to OPC <ul style="list-style-type: none"> Agricultural Extension and Advisory Services Policy Cabinet Paper 	Reorganize extension services to improve delivery of modernized market-oriented agricultural extension services	Dr. Flora Nankhuni	DAES – MoAIWD; DARS & DAPS – MoAIWD, MAFAAS, FUM, NASFAM, CISANET
5) Farmer Organization Development Strategy document submitted to Minister of MoAIWD	Promote effective smallholder participation in agricultural value chains by formulating a special Farmer Organization Development Strategy.	Dr. Athur Mabiso	DAPS, DAES – MoAIWD, FUM, NASFAM, MMPA, CADECOM, CISANET, Oxfam, MoIT, Private sector companies
6) Draft Agriculture-Nutrition Strategy document submitted to Minister of MoAIWD and Minister of Health	Improve advocacy for the growing and consumption of more nutritious food crops and agro-processed foods	Dr. Flora Nankhuni	DAES – MoAIWD; SEBAP, MoIT, MBS, MAPAC, IITA NASFAM, DNHA – Ministry of Health; Private sector companies
7) Irrigation investment concept note proposing irrigation project(s)/ businesses <ul style="list-style-type: none"> Background study and analysis document 	Ensure that irrigation infrastructure designs accommodate food and priority cash crops (with designs up to farm gate and water storage)	Dr. Athur Mabiso	DAPS, Department of Irrigation, Green Belt Holdings Ltd.
8) Digitized Agricultural Zoning database for use in policy planning <ul style="list-style-type: none"> Agricultural Zoning Atlas 	Introduction of agricultural zoning based on priority food and cash crops in growth clusters.	Dr. Todd Benson	Department of Land Resources and Conservation – MoAIWD

The reforms have been discussed and agreed upon with the Directors of the departments in MoAIWD and MoIT responsible for driving these reforms, including the Directors of Agricultural Extension Services, of Agricultural Research Services, of Private Sector Development, and of Agricultural Planning Services. The technical support provided by NAPAS:Malawi will include assembling evidence to guide the content of the draft policies, strategies, or plans, participating closely in writing the policy and planning documents, and assisting in organizing the consultation processes for each draft document with a wide body of relevant stakeholders.

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

Project staff will work alongside partners, both from MoAIWD and from other stakeholder institutions, on the relatively mundane activities necessary to ensure that the policy reform processes do not stall, that decision makers are sufficiently well informed to make decisions, and that decisions are taken. Such tasks will include organizing, convening, and attending meetings pertinent to the New Alliance policy commitments, particularly those of the appropriate Technical Working Groups, and contributing to any actions decided upon at those meetings. NAPAS:Malawi personnel will also be involved in drafting memos for senior staff of the Ministry to both inform them on progress being made on the policy reforms and in response to their demands 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 the manner in which the project supported the National Agriculture Policy nationwide consultations in early 2015. In this respect, NAPAS:Malawi will also provide some co-funding to meet the costs associated with consultations and validation workshops for policies 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. While NAPAS:Malawi does not lead policy communication events, such as conferences and workshops, the project supports others who do. In offering this support, the role of the project primarily is technical and organizational, providing conceptual and analytical support and background materials that serve to foster informed debate on how best Malawi should invest its resources to achieve its agricultural development aspirations and assure the food security and nutrition of all its citizens.

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

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

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

1. Continue partnering with:
 - a. IFPRI-Lilongwe and LUANAR in organizing an annual symposium on a theme relevant to on-going agricultural and food security policy debates in Malawi. The symposium that will be held in late 2015 tentatively will focus on maize marketing.
 - b. Economics Association of Malawi (ECAMA), IFPRI-Lilongwe, and Innovations for Poverty Action (IPA) in organizing the annual national ECAMA research symposium. In 2015, this partnership involved NAPAS-Malawi organizing and covering the costs of an associated televised ECAMA panel discussion on a specific relevant topic of interest. NAPAS:Malawi is also in the process of producing a brief and a report of the conference for policy dialogue. Similar support will be offered in 2016.
 - c. Malawi Confederation of Chambers of Commerce and Industry (MCCCI) and the Farmers Union of Malawi (FUM), in particular, to increase the level of private sector participation in agriculture policy processes in Malawi through the holding of a Public-Private Dialogue Forum for agriculture.
2. Work with these partners and other stakeholders, such as the Civil Society Agriculture Network (CISANET) and the National Smallholder Farmers' Association of Malawi (NASFAM) on smaller workshops of interest to strengthening agriculture and nutrition policies and programs in Malawi.
3. Provide co-funding and assist in the organization of consultation and validation workshops for policies on agriculture and food security issues that are being revised and prepared for submission to the Office of the President and Cabinet.
4. Organize a land-use symposium where research on land use done by: Michigan State University on emerging medium scale farmers; Ministry of Lands Housing and Urban Development on idle estate identification; NAPAS:Malawi on agricultural zoning; and others, will be disseminated.

Capacity strengthening

The capacity strengthening activities of NAPAS:Malawi in part 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 under the New Alliance. 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. In that respect, NAPAS:Malawi will also support the Department of Agricultural Planning Services (DAPS) in the production of concept notes, briefs, and other documents needed by the Ministry to engage effectively with stakeholders in the agriculture sector, including development partners as they conceptualize and develop their programs in the country.

The project will draw on the broad training resources of IFPRI, MSU, and UP to provide training to analysts from MoAIWD and from other institutions involved in agricultural policy

processes in Malawi. At least two short courses that will last for two to five days each are planned to be held outside Lilongwe between October 2015 and September 2016:

- Training of selected journalists, policy analysts, and agricultural communications specialists on agriculture and food security policy issues and policy processes. Preparatory work for this training course was done by UP in late-2014, but was then put on hold for several months for administrative reasons. In July 2015, planning for the training was restarted by UP and follow up meetings that included FUM, FAO, and DAES were held in October 2015. We anticipate that an initial stakeholder meeting to assess current gaps of journalists and editors in reporting agriculture policy related news will be held in the period October to December 2015 and the first training in early 2016.
- Training on strengthening skills related to policy communication and conducting effective agricultural policy consultations, both internally and externally. The course will include content on writing effective policy or issue briefs, on using internet resources for literature reviews and identification of best practices related to policy and program design issues, and on effectively engaging with stakeholders to solicit their input on policy content. With the objective of building a network of effective policy communicators within institutions involved in agriculture and food security policy processes in Malawi, NAPAS:Malawi will undertake a series of workshops on policy communication relevant topics in 2015 and 2016. Some participants in this series of workshops will come from institutions that receive funding from USAID/Malawi for agricultural policy strengthening activities.
- Formal short-course training on basic policy analysis to improve analytical capacity for informed policymaking by technical staff in the MoAIWD and other line ministries related to agriculture. It is expected that the training sessions will include other participants besides government staff. The training will draw upon the existing expertise within NAPAS:Malawi, as well as partner institutions such as LUANAR, Chancellor College and IFPRI-SEBAP. This training also will draw on experts from MSU, IFPRI, and UP who are in Malawi for other work under the broader FSP project. Some of the capacity building activities of NAPAS will entail travel of trainees to external institutions outside of Malawi for example a study tour to the Agricultural Transformation Agency in Ethiopia is planned in 2016.

The training course topics will be identified through discussions that involve MoAIWD; institutions in Malawi engaged in agricultural policy strengthening activities, particularly FUM and CISANET; MSU; UP; and IFPRI. The content for the courses will then be jointly developed by the staff of these institutions who will lead the training.

Summary technical work calendar for year 2 of the NAPAS:Malawi project

Table 2 provides a summary of the activities that are planned under NAPAS:Malawi in the second 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 the New Alliance commitment associated with the activity (as specified in Annex 1 of the New Alliance 2015 report), how the activity links to the four broad cross-cutting sub-intermediate results (SIR) of the Country Development Cooperation Strategy (CDCS) of USAID/Malawi, and whether the activity is integrated with the activities of any other USAID/Malawi supported projects or the activities of other development partners.

Table 2: Work Calendar for Second Year of the NAPAS:Malawi Project, Oct. 2015 to Sept. 2016

KEY ACTIVITIES	O	N	D	J	F	M	A	M	J	J	A	S	KEY OUTPUTS	New Alliance Commitment	Link to CDCS SIRs*	Integration activity?
Technical support for policy formulation																
(i) Finalize National Agriculture Policy and accompanying cabinet paper and submit to OPC													Draft National Agriculture Policy document and cabinet paper prepared for review and adoption by political leaders	1	SIR1; SIR3	Yes
(ii) Finalize the Contract Farming Strategy													Contract Farming Strategy document submitted for review and adoption by Minister of Agriculture, Irrigation and Water Development	4	SIR1; SIR3	No
(iii) Develop farm input regulatory frameworks for fertilizer to encourage competition and regional harmonization													Draft Fertilizer Policy document and cabinet paper prepared for review and adoption by political leaders	10	SIR3	No
(iv) Support for reorganization of agricultural extension services													Draft Agricultural Extension and Advisory Services Provision Policy and cabinet paper submitted for review by political leaders	14	SIR1; SIR3	Yes
(v) Farmer Organization Development Strategy													Draft strategy document prepared for review by ministerial leaders	3	SIR3	Yes
(vi) Strategy on production of more nutritious foods													Draft strategy document prepared for review by agriculture and nutrition stakeholders	15	SIR3; SIR4	Yes
(vii) Linking irrigation strategy to NES priority crops													Concept Note and Background study submitted for review by MoAIWD senior management and submitted to investors and development partners	11	SIR3	No
(viii) Introduction of agricultural zoning based on priority food and cash crops in growth clusters													Zonation scheme completed and validated. Digital materials on scheme disseminated Atlas on agricultural zoning in Malawi	13	SIR3	No
Policy communications																
LUANAR and IFPRI-Lilongwe symposium.													Hold jointly with partner institutions. Focus on pressing agriculture, food security, and nutrition policy issues.	N/A	SIR1; SIR3	Yes
Land-use symposium and ECAMA research symposium														N/A	SIR1; SIR3	Yes
Public-Private Dialogue for agriculture														N/A	SIR1; SIR3	Yes
Capacity strengthening																
Joint policy analysis with MoAIWD staff													Continuing engagement with colleagues in MoAIWD's DAPS to build policy analysis skills	N/A	SIR1; SIR2	No
Journalist training													Structured short-course over 3 to 4 days, training materials	N/A	SIR1	No
Training on agricultural policy consultations and communication													Two structured short-courses over 2 to 3 days each, training materials	N/A	SIR1; SIR2	Yes
Training on agricultural policy analysis and implementation													Two structured courses/study tour on policy analysis and implementation	N/A	SIR1; SIR2	Yes

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

Legend: Stages of policy or strategy development that are mostly controlled by NAPAS:Malawi staff
 Stages of policy or strategy development that are in control of MoAIWD or other government agencies.

The tentative road map for the key policy formulation outputs are presented in Table 3 below.

Table 3: Tentative Road Maps for the Key Policy Formulation Outputs, Oct. 2015 to Sept. 2016

Month	Milestone Achieved
1) National Agriculture Policy	
Oct	Revise draft NAP based on comments from PS and Minister - MoAIWD
Nov	National Validation Workshop held
Dec	Cabinet paper developed and NAP document submitted to Office of the President and Cabinet
2) Contract Farming Strategy	
Oct	Internal Validation of Contract Farming Strategy
Nov	External Stakeholder Validation of Contract Farming Strategy
Dec	Contract Farming Strategy completed and submitted to Minister, MoAIWD
3) Fertilizer Policy	
Oct	Literature Review and Background Report Completed
Nov	Stakeholder consultations begun
Dec	Initial analysis of stakeholder input and evidence
Jan	Broader stakeholder consultations
Feb	Drafting of Fertilizer Policy started
Mar	Continued drafting of Fertilizer Policy
Apr	Internal validation of Fertilizer Policy
May	External validation Workshop for Fertilizer Policy
Jun	Fertilizer Policy and cabinet paper completed and submitted to OPC
4) Farmer Organization Development Strategy	
Jan	Literature Review and Background Report Completed
Feb	Stakeholder consultations begun
Mar	Stakeholder consultations completed
Apr	Analysis of stakeholder input completed
May	Drafting of Farmer Organization Development Strategy started
Jun	Drafting of Farmer Organization Development Strategy completed
Jul	Internal validation of Farmer Organization Development Strategy started
Aug	External validation Workshop for Farmer Organization Development Strategy held
Sept	Farmer Organization Development Strategy adopted and disseminated by MoAIWD and MoIT
5) Agricultural Extension Policy	
Jan	Literature Review and Background Issues Paper Completed
Feb	Stakeholder consultations begun
Mar	Stakeholder consultations completed
Apr	Analysis of stakeholder input completed
May	Review and drafting of Agricultural Extension Policy completed
Jun	Internal validation of Agricultural Extension Policy started
Jul	Draft Agricultural Extension Policy completed and internally validated
Aug	External validation Workshop for Agricultural Extension Policy held
Sept	Agricultural Extension Policy document submitted to Office of the President and Cabinet for approval

Month	Milestone Achieved
6) Agriculture-Nutrition Strategy on Production of More Nutritious Food	
Jan	Review of National Nutrition Policy and Strategic Plan Completed
Feb	Stakeholder consultations begun
Mar	Stakeholder consultations completed
Apr	Analysis of stakeholder input completed
May	Review and drafting of Agriculture-Nutrition Strategy completed
Jun	Internal validation of Agriculture-Nutrition Strategy started
Jul	Agriculture-Nutrition Strategy completed and internally validated
Aug	External validation Workshop for Agriculture-Nutrition Strategy held
Sept	Agriculture-Nutrition Strategy document adopted by MoAIWD and Ministry of Health – Department of Nutrition, HIV and AIDS
7) Irrigation Investment Concept Note on Linking to NES Priority Crops	
Apr	Conduct literature review and background analysis on irrigation investments
May	Review and background analysis completed
Jun	Internal presentation and consultation based on analysis done
Jul	External presentation and consultation based on analysis done
Aug	Drafting of Concept note
Sept	Background study and Concept Note completed and submitted to senior management, private sector and development partners.
8) Digitized Agricultural Zoning Database	
Oct	Data entered and digitized – shared with the MoAIWD, DLRC
Nov	Internal review of data and discussions with DLRC GIS team
Jan	Atlas development started
Feb	Development of Atlas
Mar	Development of Atlas
Apr	Draft Atlas completed and reviewed by internally by MoAIWD
May	Final Atlas completed and launch/dissemination event held

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

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

been put in place under the FSP project to enable IFPRI to report to MSU on its use of FSP funds.

In Malawi, the Senior Policy Advisor, Dr. Nankhuni, serves as Chief of Party for NAPAS:Malawi and is responsible for ensuring that the project work plan is implemented, reporting on project progress to USAID/Malawi, and managing project resources. A local Finance and Administration Officer manages the administrative details of project implementation and prepares monthly financial accounts for the project for the use of the Chief of Party. For FY2016 onwards, a new position of Research and M&E Assistant is being proposed and has been added to the original organizational chart for NAPAS:Malawi in Appendix C. After the first year of implementation there is clear recognition of the need for an in-country Research and M&E Assistant.

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 computer and office equipment, office furniture, and two 2WD saloon vehicles necessary for project implementation. No additional major items are planned for procurement for NAPAS:Malawi (Appendix F).

As the project is being implemented by international organizations and with foreign-based staff involved and involves the mounting of some short courses outside of Malawi at the University of Pretoria, we plan 17 international journeys in the second year of the project (Appendix G). In addition, travel expenses to enable project partners to attend the training courses at the University of Pretoria will be covered by NAPAS:Malawi. The number of participants involved in this travel will be determined during the planning of these courses.

Monitoring and Evaluation Component

A project monitoring and evaluation plan has been developed for NAPAS:Malawi. That plan lays out the results framework for the project and proposes a set of 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 based on an activity that will be carried out in coordination with the global FSP project. This is a survey to gauge the satisfaction of stakeholders in agriculture and food security policy processes with the organization and operations of those policy processes. The baseline-round of this survey was carried out in June and July 2015 in Malawi and, in the future, will be carried out in all countries in which the FSP has a significant level of activities. The survey in Malawi will be repeated in the final year of NAPAS:Malawi in 2017 as an endline-round. No targets are set in Appendix B for the two monitoring indicators for the project that are wholly reliant on data collected using this stakeholder survey, since the baseline survey information was still being collected as this second year work plan was being developed. These targets will be set in the coming months as the survey results are analyzed.

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

Institutional network supporting strengthened agricultural policy processes

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

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

We plan to meet with these partners on a quarterly basis to develop and implement a collaborative program of agricultural policy dialogue events and to ensure that our 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 will be well placed to ensure that the policy priorities of MoAIWD and the evidence needed to conduct informed consultations on those priorities are brought into these joint policy communication

efforts. With the combination of strengths that we and our partners individually bring to this effort, we are confident that these events 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, but also with Chancellor College in Zomba, to develop joint policy communication events that draw upon their research. 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 and Chancellor College in policy discussions on agriculture and food security issues.

Appendices

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

Budget category	US\$
Total direct labor	552,860
<i>Salary and wages</i>	<i>381,170</i>
<i>Fringe benefits</i>	<i>171,690</i>
Consultants	10,000
Travel, transportation, and per diem	45,560
Equipment and supplies	2,070
Sub-awards (other than that for IFPRI)	-
Allowances	98,010
Participant training	88,000
Other direct cost	44,960
Overhead	-
General & administrative costs	175,110
Material overhead	-
Total Estimated Cost	1,016,560

Appendix B: Key NAPAS:Malawi program indicators and targets

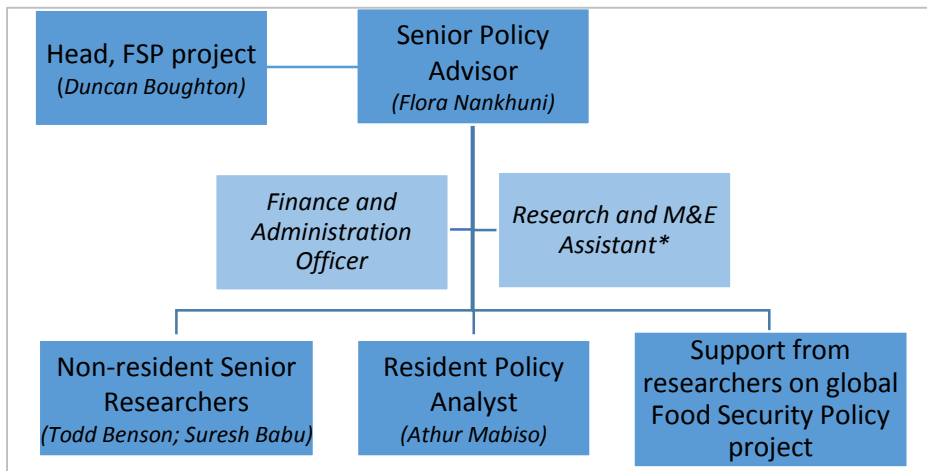
Indicator	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	Targets Explained
1) Quantity of soybean (S), groundnut (G), and milk (cow's) (M) produced and processed, thousands of metric tons	Goal*	S: 112 (2013) G: 381 (2013) M: 109 (2013)	S: 126 G: 428 M: 122	S: 133 G: 454 M: 130	This target is aligned with Intermediate Result 2.2 of the USAID/Malawi CDCS: "Production of targeted commodities increased". The commodities of interest are soybean, groundnut, and milk.
2) Value of new private sector investments in agricultural value chains in Malawi	Goal*	tbd	tbd	tbd	This target is aligned with the objective of the G8 New Alliance Country Cooperation Framework for Malawi objective "to generate greater private investment in agricultural development, scale innovation, achieve sustainable food security outcomes, reduce poverty and end hunger". However, no recent figures on the value of new private sector investments in agricultural value chains in Malawi could be obtained to serve as baseline figures. We will continue to seek out these figures, particularly with the Ministry of Industry and Trade.
3) Value of agricultural exports	Goal*	\$986 million (2011)	\$1,260 million	\$1,420 million	This target is aligned with Intermediate Result 2.4 of the USAID/Malawi CDCS: "Agricultural trade expanded".
4) Numbers of policies, regulations, administrative procedures in each of following stages of development as a result of USG assistance in each case: <ul style="list-style-type: none"> • Stage 1 (S1): Analyzed; • Stage 2 (S2): Presented for stakeholder consultation/public debate • Stage 3 (S3): Drafted and validated/revision; • Stage 4 (S4): Presented for legislation; • Stage 5 (S5): Passed, approved; • Stage 6 (S6): Passed for which implementation has begun. • Stage 7 (S7): Full and effective implementation <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	The NAPAS:Malawi activity will primarily support the Ministry of Agriculture and stakeholders in policy processes in the sector with the analysis and drafting of policies, regulations, and administrative procedures up to and through the consultative processes. Preparing these documents for legislative action will also be within the scope of work of NAPAS:Malawi. However, NAPAS:Malawi will have virtually no control over whether the documents are approved and implemented. Consequently, targets are only set for NAPAS:Malawi for the first four stages of policy development. Moreover, targets for stage 4 of presenting the policy documents for legislative action and stage 5 for approval of policy documents are only set starting in year 2 of the activity.

Indicator	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	Targets Explained
5) Number of policy reform commitments the government of Malawi made under the Country Cooperation Framework to support the New Alliance for Food Security and Nutrition in Malawi for which MoAIWD is responsible that have been completed or are in progress.	Purpose	Not applicable	six	eight	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. NAPAS:Malawi staff will work on eight of these policies in Year 2, since one that NAPAS contributed to (the Seed Policy, Strategy and Certification to enhance regional harmonization) is under Department of Agricultural Research Services (DARS) and is in final stages.
6) Number of demonstrated uses by policy makers of evidence (analyses and policy papers) generated or presented through NAPAS:Malawi.	Purpose	Not applicable	five	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 to support Ministry in planning and policy formulation. We have set a relatively low target for the first year of the project, reflecting our expectations that the Ministry necessarily will be restrained in crediting the efforts of project staff.
7) Index (or scorecard) of quality of the institutional architecture for agriculture and food security policy processes in Malawi	Purpose	Not applicable	Not applicable – initial survey in Jun/July 2015 will establish baseline indices	Will have baseline index early in year 2 of project	The two indicators here measure and monitor the quality of the policy process and its institutional organization as reflected by the level of satisfaction and confidence placed by major stakeholder groups in the procedures and processes, consultation, dialogue, engagement, implementation and enforcement of agriculture and food security policies and regulatory frameworks. 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.
8) Index (or scorecard) of quality of agriculture and food security policy processes in Malawi.	Purpose	Not applicable	Not applicable – initial survey in Jun/July 2015 will establish baseline indices	Will have baseline index early in year 2 of project	This metric will be used as a qualitative yardstick to measure how the policy change agenda 'needle' is moving (or not moving) towards the vision of success of an improved agricultural policy environment. These indicators will require the collection of custom baseline information. This will be done in May 2015 through a rapid survey of stakeholders in agriculture and food security policy processes in Malawi. As the baseline data is not in hand to allow the establishment of a target for this indicator, no target is set.

Indicator	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	Targets Explained
9) Number of stakeholder learning forums on agriculture and food security policy issues supported.	Output	Not applicable	Two	Four	Initially, we will partner with several CSOs active in the agriculture sector to develop and hold stakeholder learning forums and other policy communication events. However, we will proactively respond to the information needs expressed by other stakeholders in agriculture in Malawi, including the private sector, and mount with partners presentations and workshops on topics that are aligned with their interests.
10) Number of people receiving short-term training in policy analysis, planning, formulation, advocacy, monitoring, and evaluation.	Output	Not applicable	40 (30% female)	100 (30% female)	In FY 2015, two short course activities are planned under NAPAS:Malawi: <ul style="list-style-type: none"> • Training of selected journalists and policy analysts on agriculture and food security policy issues and policy processes. • Series of training courses on strengthening skills related to policy communications and conducting effective policy consultations, both internally and externally.
11) Number of institutions where trained individuals are applying new practices	Output	Not applicable	Six	Eight	In addition to staff from the Ministry of Agriculture, trainees will come from several CSOs with whom NAPAS:Malawi will partner on policy communications activities, and from the Lilongwe University of Agriculture and Natural Resources, and possibly other research institutions
12) Number of private sector and civil society organizations assisted to participate in policy formulation processes.	Output	Not applicable	30	120	This indicator tracks efforts to develop more inclusive and better policy processes on agriculture and food security issues. While we expect to work closely with the CSOs, CISANET and Farmers Union of Malawi, we also will explore avenues for assisting the National Smallholder Farmers Association of Malawi (NASFAM) and the Malawi Confederation of Chambers of Commerce and Industry (MCCCI) and its member firms.
13) Labor allocations to activity, disaggregated by level of expertise and type of activity – technical support, communications, capacity strengthening.	Input	Not applicable	110 person-weeks	140 person-weeks	Expertise in technical policy analysis, policy communications, and capacity strengthening in policy analysis and policy communications is the principal input that NAPAS:Malawi will provide to participant stakeholders in agriculture and food security policy processes in Malawi.
14) Financial resources directly expended by NAPAS:Malawi on policy process strengthening activities, exclusive of NAPAS:Malawi staff time and overheads.	Input	Not applicable	\$42,000	\$98,000	This indicator tracks financial allocations under the NAPAS:Malawi project aimed directly at developing evidence to inform policy, sharing that evidence and fostering debate on policy issues, and building capacity to strengthen policy process on agriculture and food security issues in Malawi.

* Although the NAPAS:Malawi project eventually contributes to goal level indicators, these results are out of manageable interests of the project. The project cannot claim attribution to their achievements.

Appendix C: Organizational chart for NAPAS:Malawi staff



* In the cooperative agreement, the organizational chart for NAPAS: Malawi did not include a research and M&E assistant. However, after the first year of implementation there is clear recognition of the need for such a staff member. Thus, for years two and three, a research and M&E assistant will be included on the team.

Appendix D: NAPAS:Malawi sub-partners

Sub-Partner	Local/ International	Funding Level	Geographic Area	Project-related role
International Food Policy Research Institute	International	US\$ 583,722	Malawi	<p>The NAPAS:Malawi Policy Analyst, Athur Mabiso, is an IFPRI employee. Two non-resident Senior Researchers for the project, Todd Benson and Suresh Babu, also are IFPRI staff members.</p> <p>All will variously be involved in providing technical support for agricultural policy formation in Malawi; in engaging in communication activities to inform debate on agriculture and food security policy issues; and in ensuring that gaps in capacity constraining effective policy reform in Malawi are filled.</p> <p>Moreover, for the administrative and financial operation of the project, NAPAS:Malawi will rely on support services provided by the local IFPRI-Lilongwe office.</p>
University of Pretoria	International	Nil – co-financing from the Feed the Future Innovation Laboratory for Food Security Policy (FSP) project (Leader with Associates Cooperative Agreement No. AIDOAA-L13-000001)	Malawi	<p>NAPAS will draw on the broad training resources that can be provided by the University of Pretoria to provide training to analysts in MoAIWD and to others involved more generally in agriculture and food security policy processes in Malawi.</p> <p>The University of Pretoria is one of the partner institutions in the global Food Security Policy project, with particular responsibilities for conducting capacity strengthening under the project. The engagement of the University of Pretoria in capacity strengthening support to NAPAS:Malawi will involve a cost sharing arrangement.</p>

Appendix E: Geographic coverage of NAPAS:Malawi

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

Appendix F: Major procurements for the NAPAS:Malawi project

The project in its first year procured computer and office equipment, office furniture, and two 2WD saloon vehicles necessary for project implementation. No additional major items are planned for procurement for NAPAS:Malawi in year two 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 st or 2 nd quarter of fiscal year (FY) with MSU and IFPRI colleagues	yes
2			Michigan & Washington, DC, USA	10 days	Consultations in 3 rd or 4 th quarter of FY with MSU and IFPRI colleagues	yes
3			Ethiopia	7 days	Sept 2016 – Study tour to Agricultural Transformation Agency in Ethiopia	yes
4	Athur Mabiso	Policy Analyst	Washington DC, USA	10 days	Consultations in 2 nd quarter of FY with IFPRI colleagues	yes
5			Washington DC, USA	10 days	Consultations in 4 th quarter of FY with IFPRI colleagues	yes
6			Pretoria	6 days	Apr 2016 – short course organized and held at UP	yes
7			Ethiopia	7 days	Sept 2016 – Study tour to the Agricultural Transformation Agency in Ethiopia	yes
8	Todd Benson	Non-resident Senior Researcher	Lilongwe	8 days	Oct 2015 – work plan activity support	yes
9			Lilongwe	6 days	Dec 2015 – work plan activity support	yes
10			Lilongwe	6 days	March 2016 – work plan activity support	yes
11			Lilongwe	6 days	June 2016– work plan activity support	yes
12			Lilongwe	8 days	Aug 2016– work plan activity support and consultations on content of NAPAS:Malawi 3 rd year work plan	yes
13	Suresh Babu	Non-resident Senior Researcher	Lilongwe	8 days	Nov 2015 – work plan activity support	yes
14			Lilongwe	6 days	Feb 2016 – work plan activity support	yes
15			Pretoria	6 days	Apr 2016 – short course organized and held at UP	yes
16	Duncan Boughton	Head, FSP project	Lilongwe	10 days	Project oversight & meetings with project stakeholders in 2 nd or 3 rd quarter of FY	yes
17	Malawi trainees		Ethiopia	7 days	Sept 2016 – Study tour to Agricultural Transformation Agency in Ethiopia	yes