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New Alliance Policy Acceleration Support (NAPAS) Activity
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Annual Work Plan **01 October 2016 to 30 September 2017** (US government Fiscal Year 2017)

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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:

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.

This is the work plan for the third year of NAPAS: Malawi corresponding to the 2017 fiscal year of the US government. The major expected outcomes in the coming work year, categorized by objective, will be:

- Technical support for policy formulation – The NAPAS: Malawi team will analyze five policy commitments, three of which are continuing activities from the second year of the project; be involved in the drafting of two new policies or strategies based on input from 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 to expand the number of informed actors engaged in evidence-based deliberations on agriculture, food security, and nutrition policy issues. In particular, an Agricultural Policy and Institution Strengthening Workshop is being planned for late-2016 with the objective of strengthening participants' organizational and analytical capacity in implementing NAP through the revised Agricultural Sector Wide Approach (ASWAp II) in order to achieve agricultural transformation and agriculture-led development in Malawi.
- Capacity strengthening – NAPAS:Malawi staff will continue to engage in three types of training: that of journalists for improved reporting on agricultural policy issues; improved policy communication for agricultural policy analysts; and policy analysis techniques for agricultural policy analysts both in government and in other stakeholder organizations in Malawi's agricultural sector.

The exact set of policy issues which NAPAS: Malawi will work on 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 remain an important element in project implementation.

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 will run for almost three years up to 30 September 2017. The budget over the life of the project is US\$3,138,470. In the third and final year of the project described in this document, US\$1,084,530 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. 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 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 the final year 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 draws on analytical, policy communication, and capacity strengthening support from staff in the three institutions implementing the global FSP project and from other institutions as necessary.

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) and the production of the draft NAP for high-level review; production of a brief on reform of the Farm Input Subsidy Program (FISP), and work on a draft Contract Farming Strategy and an agricultural zoning scheme to guide agricultural development planning across the country.

The second year of the project continued along many of the same themes from the first year. Achievements in the second year included:

- 1) Completing the draft National Agriculture Policy (NAP) and submitting it to the Office of the President and Cabinet for endorsement and adoption. The draft NAP now is in the final stage of this process, currently waiting for the President of the Republic of Malawi to convene a full Cabinet meeting to endorse it as national policy.
- 2) Producing crop suitability maps as a continuation of the agricultural zoning work. Soft and hard copies of the maps were distributed to stakeholders, including planners at district and Extension Planning Area (EPA) levels.
- 3) Producing a concept note on Irrigation in Malawi for MoAIWD, which led to changes in the budget allocation for irrigation as well as engagement of private sector in the production of irrigated maize during the winter cropping season.
- 4) Validating and substantively revising the Contract Farming Strategy, which was submitted to government for review and approval.
- 5) Policy communication events: Organizing and conducting the first Malawi Land Symposium to enhance dialogue on land issues and how they impact efforts to commercialize agriculture, and supporting IFPRI to hold the Compact 2025 roundtable discussions on food security and nutrition.
- 6) Capacity strengthening: Training journalists and editors on effective communication of agriculture, food security and nutrition information. Training also was provided to staff from MoAIWD departments, as well as selected other stakeholders, on budgeting and policy analysis. The budgeting training helped the MoAIWD staff submit better quality budgets to the Ministry of Finance, Economic Planning and Development.

The work that will be done under NAPAS: Malawi for the third and final year of the project between 1 October 2016 and 30 September 2017 is described in this document, 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 MoAIWD 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 third 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. Therefore, 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 policy reforms planned for FY2017 were discussed with Directors in MoAIWD, as well as with planning staff of the Ministry of Industry, Trade, and Tourism (MoITT). However, over the course of the year, it is expected that MoAIWD 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 exact full set of specific policy reforms on which the NAPAS-Malawi team will provide technical support to MoAIWD over the work year.

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

Table 1: Policy Formulation Areas and Key Activities of NAPAS, Oct. 2016 to Sept. 2017

NAPAS Deliverable	Corresponding New Alliance Policy Commitment	NAPAS lead staff	Key Partners
1) Draft Fertilizer Policy document submitted to the Office of the President and Cabinet (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. Athur Mabiso (in-country lead) Dr. Todd Benson	DARS – MoAIWD; AFAP; Fertiliser Association of Malawi; SFFRFM; FISP Logistics Unit; ADMARC; Farmers World and other private sector firms.
2) Agricultural Extension and Advisory Services Policy reviewed and submitted to OPC ¹ <ul style="list-style-type: none"> • Agricultural Extension and Advisory Services Policy cabinet paper submitted to OPC 	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.

¹ It is as yet unclear whether a new Agricultural Extension and Advisory Services Policy needs to be drafted or simply a new implementation strategy developed. If the former, the deliverable for NAPAS: Malawi specified here will be a new Policy submitted to OPC. However, if a new strategy is specified as the principal output, NAPAS: Malawi will play a secondary role in its development. Rather, the Strengthening Agriculture and Nutrition Extension (SANE) project will take the lead in providing technical support to DAES in developing the strategy.

NAPAS Deliverable	Corresponding New Alliance Policy Commitment	NAPAS lead staff	Key Partners
3) 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. Athur Mabiso	DAPS, DAES – MoAIWD, FUM, NASFAM, MMPA, CADECOM, CISANET, Oxfam, Private sector companies.
4) Agriculture-Nutrition Strategy document submitted to Minister of MoAIWD and MoH ²	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).
5) MoAIWD Strategic Plan ³	Realign existing Government policies and strategies to ensure that they are coherent and consistent and that relevant departments work together.	Dr. Todd Benson	MoAIWD-DAPS

The Directors of the relevant departments in MoAIWD responsible for driving these reforms, including the Directors of Agricultural Planning Services, Agricultural Extension Services, and Agricultural Research Services, were consulted as to whether these reforms should feature as priorities in the year three work plan for NAPAS:Malawi. Consultations were also held with the Director of Private Sector Development 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 assemble evidence to guide the content of the draft policies, strategies, or plans, participating closely in writing the policies or other and planning documents, and assisting in organizing with a wide body of relevant stakeholders the consultation and validation processes for each draft policy document.

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 policy analysts and planners in MoAIWD, but also with other relevant ministries, departments, and agencies of the government of Malawi, such as MoITT. 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.

² SANE is taking the lead role in providing technical support for the development of the Agriculture-Nutrition Strategy, with NAPAS providing secondary technical support.

³ Development of the MoAIWD Strategic Plan is a request coming from OPC to DAPS that DAPS has asked NAPAS: Malawi to work on. This work is to provide a roadmap to achieving government's commitment 1.3 under the New Alliance for Malawi.

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. While NAPAS: Malawi does lead policy communication events, such as conferences and workshops, the project primarily works to support others who organize policy communication events. 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 evidence-informed debate on how best Malawi should invest its resources to achieve its agricultural development aspirations and assure food security and good nutrition for 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 third 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. Organizing two policy communication workshops:
 - a. Malawi Agriculture Policy and Institutional Strengthening Workshop is planned for October or November 2016.
 - b. A follow-up event to the April 2016 Land Symposium that NAPAS: Malawi organized. Following passage of the Land Act, this follow-up event will have the objective of informing stakeholders, including emergent investors in the private sector, on the contents of the Act and how it affects their ability to acquire land for agriculture investments.

2. Continue partnering with:
 - a. Economics Association of Malawi (ECAMA), IFPRI-Lilongwe, and Innovations for Poverty Action (IPA) in organizing the annual national ECAMA research symposium, now tentatively planned for the first quarter of calendar year 2017.
 - b. 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.
3. 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 workshops of interest to strengthening agriculture and nutrition policies and programs in Malawi.
4. Provide co-funding and assist in the organization of consultation and validation workshops for policies and strategies on agriculture and food security issues that are being revised and prepared for submission to senior government officials, the Minister of Agriculture, or the Office of the President and Cabinet.
5. Work in close collaboration with international organizations, such as the Food and Agriculture Organization of the United Nations (FAO), the World Bank, CGIAR centers, and the Alliance for a Green Revolution in Africa (AGRA), to support local institutions and government with organizing policy communication events that will inform stakeholders on policy-relevant evidence in order to improve the quality of policy processes related to food security and nutrition in Malawi.

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. 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 design their Malawi country programs.

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 2016 and September 2017:

- In early-2016, training was provided for selected journalists, policy analysts, and agricultural communications specialists on agriculture and food security policy issues and policy processes. A network of journalists and editors in agriculture, food security and nutrition has been established – the Media Reporting on Agriculture in Malawi network. NAPAS will continue training the journalists in this network for effective communication of agriculture, food security and nutrition stories in the media. In the third year of the project, the training will expand to include journalists working with community radio stations. NAPAS will also collaborate with the Global Center for Food Systems Innovation (GCFSI) project from MSU to train LUANAR professors in effective communication of their research to the media.

- Training to strengthen skills related to policy communication and conducting effective agricultural policy consultations, both internally and externally. These courses 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 2016 and 2017. These course will involve experts in communication from MSU, in particular, and are expected to start in November 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 the SEBAP project implemented by IFPRI-Lilongwe. This training also will draw on experts from MSU, IFPRI, and UP who are in Malawi for other work under the broader FSP project. For example, IFPRI experts in GIS plan to lead a short course in early-2017 on spatial analysis for agricultural planning purposes. Some of the capacity building activities of NAPAS may entail travel of trainees to external institutions outside of Malawi. 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; and IFPRI. The content for the courses will then be jointly developed by the staff of these institutions who will lead the training.

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 to report on the results that was widely disseminated – see [NAPAS:Malawi working paper on quality of policy processes](#). The endline survey to assess any changes in the quality with which agriculture and food security policy processes in Malawi are conducted that might be attributable to NAPAS: Malawi activities will be done in mid-2017.

Summary technical work calendar for year 3 of the NAPAS:Malawi project

Table 2 provides a summary of the activities that are planned under NAPAS: Malawi in the third 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, 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 Third Year of the NAPAS: Malawi Project, Oct. 2016 to Sept. 2017

KEY ACTIVITIES	O	N	D	J	F	M	A	M	J	J	A	S	KEY OUTPUTS	New Alliance Commitment	Link to CDCS SIRs ⁴	Integration activity?
Technical support for policy formulation																
(i) 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
(ii) Support for reorganization of agricultural extension services													Agricultural Extension and Advisory Services Provision Policy reviewed. If new Policy drafted, a cabinet paper will be submitted. Analysis of data from extension survey that IFPRI is implementing; linking results to implementation and monitoring of extension-related activities in NAP	14	SIR1; SIR3	Yes
(iii) Farmer Organization Development Strategy													Draft strategy document prepared for review by ministerial leaders	3	SIR3	Yes
(iv) Agriculture-Nutrition Strategy													Draft strategy document prepared for review by MoAIWD, MoH, and other nutrition stakeholders	15	SIR3	Yes
(v) MoAIWD Strategic Plan													Draft strategy document prepared for review by MoAIWD	1	SIR1; SIR3	Yes
Policy communications																
Malawi Agriculture Policy and Institutional Strengthening Workshop													Workshop report	N/A	SIR1; SIR3	No
ECAMA research symposium													Hold jointly with partner institutions. Focus on pressing agriculture, food security, and nutrition policy issues.	N/A	SIR1; SIR3	Yes
Malawi Land Symposium follow-up														N/A	SIR1; SIR3	No
Public-Private Dialogue for agriculture														N/A	SIR1; SIR3	Yes
Capacity strengthening																
Joint policy analysis with MoAIWD staff													Continuing work with colleagues in 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 analysis & implementation													Courses focused on policy analysis & implementation	N/A	SIR1; SIR2	Yes
Endline policy process survey																
Implement survey with agricultural sector stakeholders, analyze, and report on results													Working Paper on results obtained, including assessing impact of NAPAS: Malawi on quality of agriculture and food security policy processes in Malawi.	N/A	N/A	No

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.

⁴ 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.

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

Table 3: Tentative Road Maps for the Key Policy Formulation Outputs, Oct. 2016 to Sept. 2017

Month	Milestone Achieved
1) Fertilizer Policy	
Nov	Drafting of Fertilizer Policy
Dec	Internal validation of Fertilizer Policy
Jan	External validation workshop for Fertilizer Policy
Feb	Fertilizer Policy and cabinet paper completed and submitted to OPC
2) Agricultural Extension and Advisory Services Provision Policy⁵	
Oct	Continuation of stakeholder consultations
Nov	Continuation of stakeholder consultations and preliminary analysis of data from the IFPRI extension survey for informing review of the Policy
Dec	Development of a GIS database of extension providers in Malawi (based on data from the IFPRI extension survey)
Jan	Complete analysis of stakeholder inputs and IFPRI extension survey data
Feb	Drafting of Agricultural Extension and Advisory Services Provision Policy
Mar	Drafting of Policy completed; (Internal validation of draft Agricultural Extension and Advisory Services Provision Policy started)
April	Draft Policy completed and internally validated
May	External validation workshop for draft Agricultural Extension and Advisory Services Provision Policy
Jun	Agricultural Extension and Advisory Services Provision Policy submitted to MoAIWD Senior Management for endorsement
Jul	Agricultural Extension and Advisory Services Provision Policy submitted to Office of the President and Cabinet for approval and adoption
Aug	Continued facilitation of endorsement and approval of the Agricultural Extension Policy, if necessary
3) Farmer Organization Development Strategy	
Oct	Drafting of Farmer Organization Development Strategy completed
Nov	Internal validation of Farmer Organization Development Strategy started
Jan	External validation Workshop for Farmer Organization Development Strategy held
Feb	Farmer Organization Development Strategy adopted and disseminated by MoAIWD and MoITT
4) Agriculture-Nutrition Strategy	
Jan	Review of National Nutrition Policy and Strategic Plan Completed
Feb	Stakeholder consultations on content of draft Agriculture-Nutrition Strategy begun
Mar	Stakeholder consultations completed
April	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
Sep	Agriculture-Nutrition Strategy document adopted by MoAIWD and by the Department of Nutrition, HIV and AIDS of the Ministry of Health

⁵ As noted earlier, it is as yet unclear whether a new Agricultural Extension and Advisory Services Policy needs to be drafted or simply a new implementation strategy developed. The role for NAPAS: Malawi in drafting a strategy will be much less involved than will be the case if a new Policy is the objective. This roadmap lays out the tasks to be completed for developing a Policy.

Month	Milestone Achieved
5) MoAIWD Strategic Plan	
Oct	Literature review to assess the coherency and consistency of Government policies and strategies affecting the agriculture sector. Presentation of findings to participants at the Agriculture Policy and Institutional Analysis Workshop
Nov	Stakeholder consultations on where realignment of sectoral policies and strategies is required to make them more supportive of broad development objectives of the government of Malawi. This work will particularly focus on how the Agriculture Sector Wide Approach (ASWAp) strategy and investment plan can be revised to be harmonized with the priorities laid out in the National Agricultural Policy.
Dec	Stakeholder consultations completed
Jan	Analysis of stakeholder input
Feb	Drafting of MoAIWD Strategy
Mar	Internal validation of draft MoAIWD Strategy
Apr	MoAIWD Strategy completed and internally validated
May	External validation workshop for draft MoAIWD Strategy
Jun	Submission of MoAIWD strategy to Minister of MoAIWD

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.

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 involves significant input from IFPRI. Most of the project funds are routed from MSU to IFPRI headquarters as a sub-award of the NAPAS: Malawi Associate Award. These funds are channeled through the IFPRI-Lilongwe office to NAPAS: Malawi project staff or to purchase goods and services required by NAPAS: Malawi. IFPRI is responsible for managing the disbursements and for accounting for all project funds used in Malawi and routed through IFPRI. The NAPAS: Malawi project management group at MSU receives 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 IFPRI's 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. The preparation of regular financial report and management of the administrative details of project implementation are tasks that have been handled by a contracted Finance and Administration Officer over the first two years of the project. Changes to this arrangement are now being evaluated, with changes possible early in the third year. The Finance and Administration Division at IFPRI headquarters in Washington, DC provides financial reports on project expenditures to the Chief of Party.

From July 2016, a new position of Research Analyst was added. The position has now been filled and will start in September 2016 on a full time basis. Two more new positions for a Research and M&E Assistant and for a Communications Specialist are proposed and have

been added to the original organizational chart for NAPAS: Malawi 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. No additional major items are planned for procurement for NAPAS: Malawi in year three of the project (Appendix F).

As the project is being implemented by international organizations and with foreign-based staff involved, we plan at least 20 international journeys in the third year of the project (Appendix G). In addition, travel expenses to enable national partners to participate in a study tour will be covered by NAPAS: Malawi. The number of participants involved in this travel will be determined as the study tour is organized.

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 will be repeated in this third and final 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 three 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 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 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,
- Media Reporting on Agriculture in Malawi network;
- 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 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, 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 third year of NAPAS:Malawi, inclusive of sub-awards

Budget category	US\$
Total direct labor	645,800
<i>Salary and wages</i>	455,210
<i>Fringe benefits</i>	224,590
Consultants	100,000
Travel, transportation, and per diem*	117,630
Equipment and supplies	2,070
Allowances	99,090
Training/conferences/workshops	932,000
Other direct cost	94,630
Overhead	0
General & administrative costs	184,300
Material overhead	0
Total Estimated Cost**	2,209,520

*Includes \$70,000 for a study tour to Rwanda and Ethiopia

**Total estimated cost for year 3 is higher mainly due to increased costs associated with conferences/consultations required to complete formulation of policies and strategies that could not be done in year 2, as planned.

Appendix B: Key NAPAS:Malawi program indicators and targets

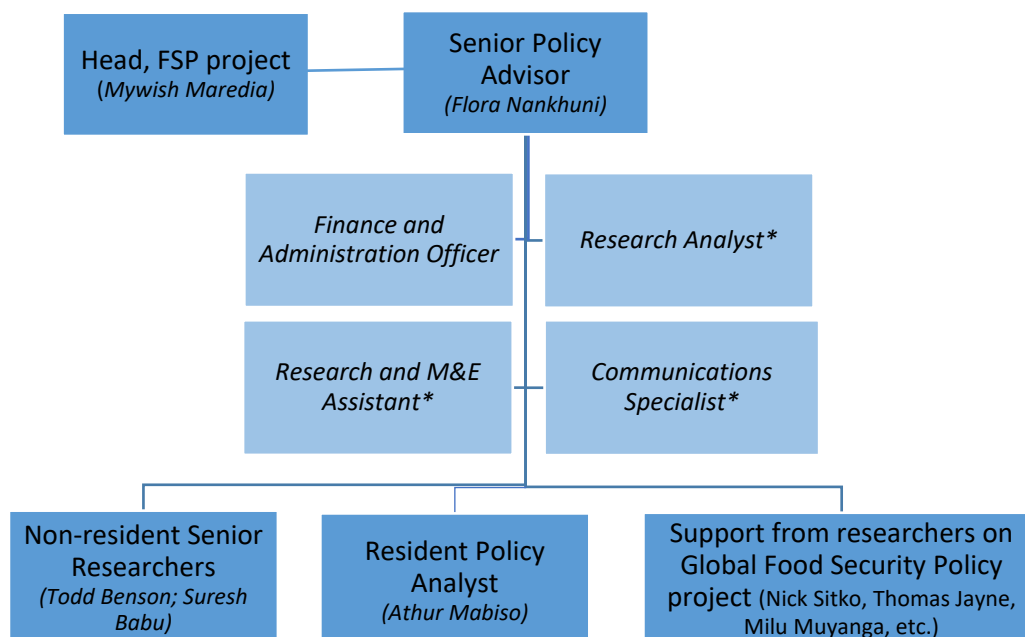
Indicator*	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	NAPAS Year 3 Target	Targets Explained
<p>1) Numbers of policies, regulations, administrative procedures in each of following stages of development as a result of USG assistance in each case:</p> <ul style="list-style-type: 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 <p>(FtF indicator 4.5.1-24)</p>	Purpose	Not applicable	<p>S1: 5</p> <p>S2: 1</p> <p>S3: 0</p> <p>S4: 0</p> <p>S5: 0</p> <p>S6: 0</p> <p>S7: 0</p>	<p>S1: 0</p> <p>S2: 0</p> <p>S3: 0</p> <p>S4: 7</p> <p>S5: 2</p> <p>S6: 0</p> <p>S7: 0</p>	<p>S1: 0</p> <p>S2: 0</p> <p>S3: 5</p> <p>S4: 2</p> <p>S5: 2</p> <p>S6: 0</p> <p>S7: 0</p>	<p>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 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 and 3 of the activity. The targets for S4 have been revised downwards based on progress in the second year.</p>
<p>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.</p>	Purpose	Not applicable	six	eight	eight	<p>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 worked on eight of these policies in Year 2, since one that NAPAS contributed to in year 1 (the Seed Policy, Strategy and Certification to enhance regional harmonization) is under Department of Agricultural Research Services (DARS) and was in final stages in year 2. In year three NAPAS dropped one policy (extension strategy development) to be led by the SANE project also funded by USAID, but picked up a new policy area (development of the MoAIWD strategy, to help the Ministry in strategizing about implementation of the NAP). So coverage of NAPAS work will remain at 8 in year 3.</p>

Indicator*	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	NAPAS Year 3 Target	Targets Explained
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	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.
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	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, consultation, dialogue, engagement, implementation and enforcement of agriculture and food security policies and regulatory frameworks.
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	2.0	The change in 'scores' over time is calculated as an average across scores given by the same sets of stakeholders for the same sets of critical elements. This metric will be used as a qualitative yardstick to measure how the policy change agenda 'needle' is moving (or not moving) towards the vision of success of an improved agricultural policy environment. These indicators 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 will be done in mid-2017 to assess whether any significant changes were obtained in these indicators.
6) Number of stakeholder learning forums on agriculture and food security policy issues supported.	Output	Not applicable	Two	Four	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.

Indicator*	Indicator Type	Baseline Conditions	NAPAS Year 1 Target	NAPAS Year 2 Target	NAPAS Year 3 Target	Targets Explained
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)	In FY 2017, two types of 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.
8) Number of institutions where trained individuals are applying new practices	Output	Not applicable	Six	Eight	Ten	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
9) Number of private sector and civil society organizations assisted to participate in policy formulation processes.	Output	Not applicable	30	120	130	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	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	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 this 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.

Appendix C: Organizational chart for NAPAS:Malawi staff



* In the cooperative agreement, the organizational chart for NAPAS: Malawi did not include a Research Analyst, a Research and Monitoring and Evaluation (M&E) Assistant, or a Communications Specialist. However, the first and second years of project implementation demonstrated a clear need for such staff members.

Appendix D: NAPAS:Malawi sub-partners

Sub-Partner	Local/ International	Funding Level	Geographic Area	Project-related role
International Food Policy Research Institute	International	US\$ 583,595	Malawi	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. 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.
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 an 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. No additional major items are planned for procurement for NAPAS: Malawi in year three 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 FY with MSU & 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
3-6	Flora Nankhuni and family (3 members)	Senior Policy Advisor	European/other destination	14 days	R&R	yes
7	Athur Mabiso	Policy Analyst	Washington DC, USA	10 days	Consultations in 2 nd quarter of FY at IFPRI	yes
8			Washington DC, USA	10 days	Consultations in 4 th quarter of FY at IFPRI	yes
9	Todd Benson	Non-resident Senior Researcher	Lilongwe	8 days	Oct 2016 – Present policy review at Agriculture Policy and Institutional Strengthening (APIS) workshop – first step in developing MoAIWD Strategic Plan	yes
10			Lilongwe	6 days	Mar 2017–Strategic Plan validation activities	yes
11			Lilongwe	6 days	May 2017–Finalize Strategic Plan; organize endline survey	yes
12	Suresh Babu	Non-resident Senior Researcher	Lilongwe & Salima	10 days	Oct 2016 – APIS Workshop	yes
13			Lilongwe	6 days	April 2017 – short course	yes
14	Chris Gerrard	Resource person for APIS workshop	Lilongwe & Salima	10 days	APIS Workshop	no
15	Mirafe Marcos ¹	Resource person for APIS workshop	Lilongwe & Salima	4 days	APIS Workshop	no
16	Agnes Kalibata ²	Resource person for APIS workshop	Lilongwe & Salima	4 days	APIS Workshop	no
17	Gem Argwings-Kodhek ³	Resource person for APIS workshop	Lilongwe & Salima	10 days	APIS Workshop	no
18	Mywish Maredia	Head, FSP project	Lilongwe	10 days	Project oversight meetings with project stakeholders in 2 nd or 3 rd quarter of FY	yes
19	Milu Muyanga	MSU faculty on FSP project	Lilongwe	4 days	Follow-on Land Symposium	yes
20	Malawian agricultural sector stakeholders	Senior directors and technical staff	TBD	7 days	Study tour TBD	yes

¹ Senior Director, Agribusiness & Markets and Enhanced Implementation Capacity, Ethiopian Agricultural Transformation Agency;

² Former Minister of Agriculture in Rwanda and President of AGRA;

³ Former Coordinator of the Agricultural Sector Coordination Unit leading agricultural reforms in Kenya.