
*Understanding the Policy
Framework for Agricultural
Transformation in Malawi*

Flora Janet Nankhuni, PhD.

*National APIS Workshop on ASWAp II Design
Lilongwe, Malawi
October 24-27, 2016*

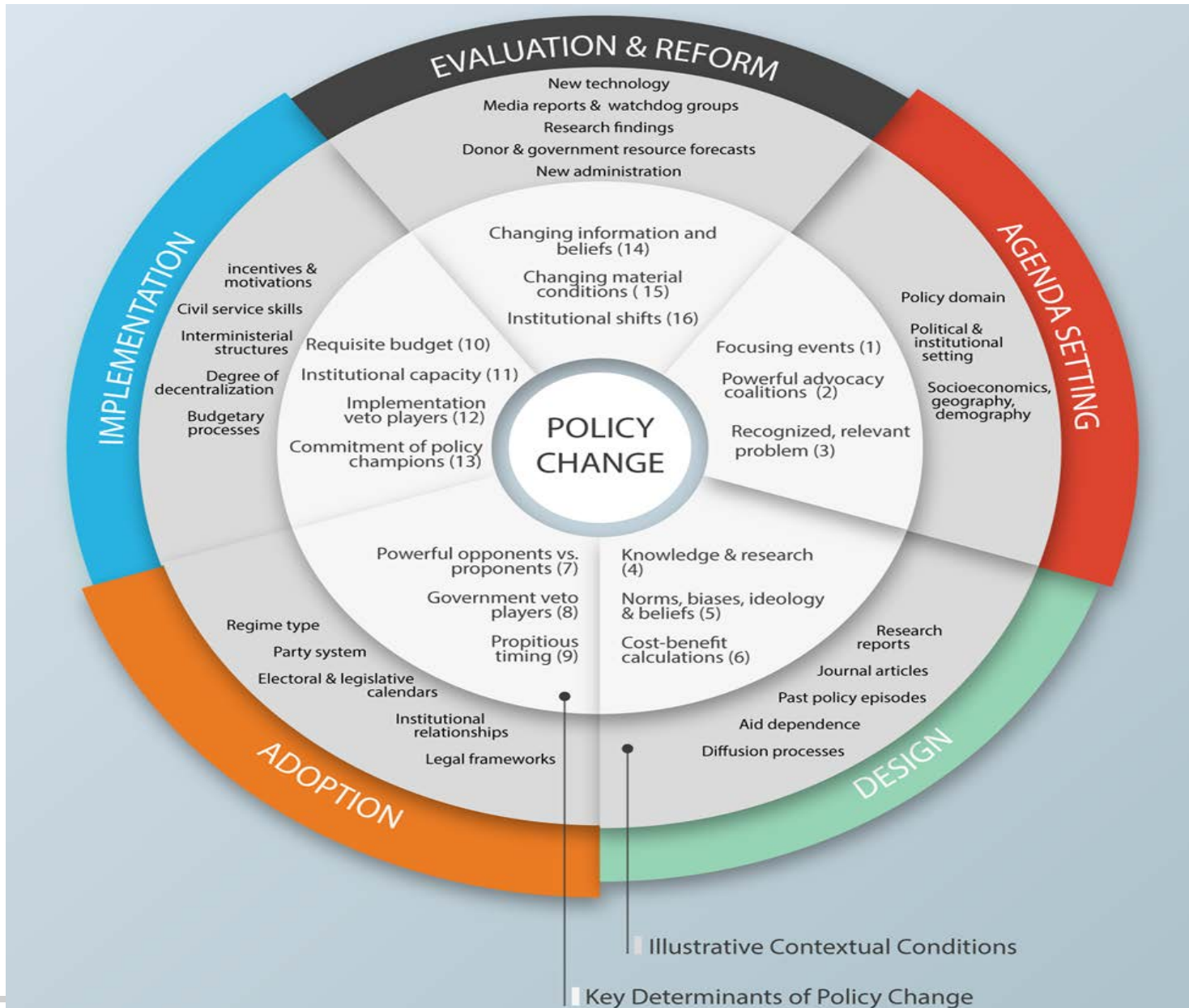
Objectives of this Session:

- To enhance your familiarity with the new National Agriculture Policy (NAP), its vision, objectives, strategies, etc.
- To explain how the NAP was developed.
- To explain how the NAP fits into the overall strategy and policy development for the economic transformation of Malawi.

The National Agriculture Policy Is . . .

- A **sector policy framework** for agricultural transformation in Malawi.
- The result of a dialogue among key **stakeholders**.
- Situated at the end of the adoption stage in a **Kaleidoscope model** of policy change – from agenda setting to evaluation & reform.

Kaleidoscope Model



The Kaleidoscope Model Helps to Understand

- How policies are made and implemented in different settings. Who is involved and how they work together.
- What is the process of policy making. By the stroke of a pen, or involving long debates and dialogues?
- The key drivers of change in different contexts and what conditions allow policy change to happen.
- The extent to which policies are transparent, strategic, consistent, and sustainable.
- Through 5 stages and 16 hypotheses, why some small changes cumulate into major policy changes while others do not.

Policy Stages	Kaleidoscope Hypotheses	
Agenda Setting	1	Focusing events
	2	Powerful advocacy coalitions
	3	Recognized relevant problem
Design	4	Knowledge & research
	5	Norms, biases, ideology & beliefs
	6	Cost-benefit calculations
Adoption	7	Powerful proponents & opponents
	8	Government veto players
	9	Propitious timing
Implementation	10	Requisite budget
	11	Institutional capacity
	12	Implementation veto players
	13	Commitment of policy champions
Evaluation & Reform	14	Changing information & beliefs
	15	Changing material conditions
	16	Institutional shifts

Why did Malawi develop the NAP?

- Previous subsectoral policies were outdated, incoherent, and sometimes incompatible with each other – which resulted in inadequate investments to some sectors, policy reversals, and weak regulatory frameworks.
- To remedy this situation by providing clear and comprehensive policy guidance for the sector – in the context of changing economic opportunities and challenges for the sector.
- To provide the policy foundation for the development of ASWAP II.
- To inform the content of the next medium term development strategy, currently under review.

How did Malawi develop the NAP?

- Nationwide consultations were conducted at the district and national levels.
- Over 50 focus groups were conducted with farmers, government staff, subject matter specialists, NGOs, civil society, the private sector, youth, development partners, academia, and research organizations, with 22 percent representation by women.
- Additional input was solicited through national media and local media outlets as well as through postal mail and email.

Drafting and Validating the NAP

- Drew widely from evidence in the literature
- Systematically analyzed input from consultations
 - Formed the basis of the priority areas; and
 - Key policy statements; strategies
- Multi-stakeholder Drafting Team
 - Led by Department of Agricultural Planning Services
 - Drafted the document
- Shared draft with internal (Ministry) stakeholders prior to Validation Workshop
 - NAP was validated by a wide group of stakeholders
 - Inputs comments received at VW as well as by email

Major Steps

- Revised NAP based on input from Validation Workshop
- Internal review by senior management in Government
- Shared revised version with stakeholders
- Submitted draft NAP to OPC
- OPC reviewed NAP
- Edited NAP based on OPC review comments
- Resubmitted to OPC
- Submitted to PS Committee for approval
- Submitted to Cabinet Committee for approval
- Approval by Full Cabinet (Chaired by President)

The NAP Contains . . .

The following components of a sector policy framework:

- Vision (*ideal picture of the future*)
- Guiding Principles (*normative criteria*)
- Objectives (*specific goals*)
- Priority Policy Areas (*categories*)
- Strategies (*ways to accomplish goals*)
- Actions (*precise resource commitments*)

Working Group Exercise

- To enhance your familiarity with the NAP
 - You are a member of a Technical Committee.
 - You have agreed upon a **Vision** and **Eight Priority Policy Areas**.
 - You have just completed a “brainstorming” session in which 49 additional ideas have emerged to add flesh to the vision and priority areas.
-
-

Instructions

- Work individually for 15 minutes.
 - Label each of the 49 statements as a guiding principle (**G**), an objective (**O**), a strategy (**S**), or an action (**A**)
 - Identify the four statements that are inconsistent with the vision
- Work in small groups for 30 minutes and try to reach a consensus among your group
- Reassemble in plenary session to discuss the results

1. *Vision*

- A concise, **mental picture** of the agricultural sector, at some time in the future, in relation to the people, the culture, and the economy
 - That provides a **strategic direction** which brings all actors in the sector together to achieve the vision.
-

Example: Primary Education

- Universal provision of a high quality and culturally-congruous formal system of schooling, available and accessible to all children, urban and rural, male and female, up to the end of Grade 6 (12 years of age)
-
-

2. *Guiding Principles*

- The **conscience** of a sector policy framework
- That is intended **to inform or to shape** all subsequent decision-making, and
- That provides **normative criteria** for policy-makers to accept, reject, or modify recommended policy interventions.

Example: Primary Education

- National standards
- Local autonomy
- Parental involvement
- Sustainable financing
- Qualified teachers
- Child-centered education

3. Objectives

- Specific targets for the sector to achieve
- Measures or qualitative indicators of progress toward the overall vision

Example: Primary Education

- To bring about a 50 percent reduction in the number of primary school dropouts within two years.

Objectives should be S.M.A.R.T.

Specific - no fuzzy edges

Measurable - quantify your targets

Accountable - who is responsible to whom?

Realistic - within available resources

Time-bound - firm timetable for proposal

4. *Priority Policy Areas*

- Categories of **priority issues** that need to be addressed in order to achieve the vision, and
 - That provide a **practical and useful way** of arranging the strategies and actions that follow, the next two levels of detail in a Sector Policy Framework.
-

Example: Primary Education

- Local Governance
- Financing
- Teacher Education and Standards
- Curriculum and Instruction
- Girls' Education

5. *Strategies*

- Plans, **specific to a priority policy area**, for how you intend to get from where you are today to where you want to go, and
 - That describe both **processes and outcomes** in order to achieve the objectives.
-
-

Example: Girls Education

- Public education, particularly through the mass media
- Establish an effective partnership between government and civil society
- Modify the curriculum and the program of studies in order to make it more gender-sensitive, relevant, and attractive to girls

6. *Actions*

- Actual **resource decisions**, involving the allocation and staff and financial resources,
 - That are intended to **facilitate** or to **operationalize** the strategies
-
-

Example: Establishing an Effective Partnership Between Government and Civil Society

- Establish a national advisory committee, with balanced representation from government and NGOs, to give policy advice to the Minister of Education on girls' education
- Undertake an in-service training program, for central and local-level staff, on how to work effectively with NGOs
- Establish an award program which recognizes and rewards the establishment of effective partnerships at the local level

Summary

- *Vision (ideal picture of the future)*
 - *Guiding Principles (normative criteria)*
 - *Objectives (specific goals)*
 - *Priority Policy Areas (categories)*
 - *Strategies (ways to accomplish goals)*
 - *Actions (precise resource commitments)*
-
-