



MAFAP SPAANA

Monitoring African Food and Agricultural Policies
Suivi des politiques agricoles et alimentaires en Afrique

CAPACITY DEVELOPMENT STRATEGY

August 2013

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Vision

Enhancing the capacity of individuals, organizations and Government institutions to undertake high quality analysis to inform policy makers on the effects of food and agricultural policies and stimulate evidence-based policy change.

1. Introduction

Phase I of the MAFAP had a Capacity Development (CD) component which was not embedded in a strategy but rather delivered to country partners through similar modalities (power point presentations and exercises). This was a systematic approach in all ten intensive countries where the CD was delivered to the country partners before starting the technical activities and right after the launch.

The elements which characterized the CD component were the on-site capacity development workshops about the price incentives and disincentives as well as the public expenditure methodologies with follow up on a distance basis through email, phone and skype conversations. Each officer in charge of a specific country would develop his own material usually a Power Point presentation based on the methodology papers in addition to the coaching on a distance basis (emails and telephone calls). This way of proceeding worked during the first phase when MAFAP activities were developed in ten countries.

The lessons learned exercise carried out at the end of the MAFAP Phase I (Figure 1) provided feedback to the Secretariat from the ten country teams about the weakness of this approach and design of a more effective Capacity Development strategy for MAFAP phase II.

The main weaknesses identified refer to the short duration of the workshop and the absence of training modules focusing on specific topics and aimed at giving an immediate overview, with the support of country examples, of the different aspects of the methodology. Moreover, the approach during phase I required intensive follow up by the MAFAP Secretariat on a distance basis because of the lack of appropriate and interactive material available.

The introduction of separate modules tackling different aspects of the project and the methodology would also allow to address different types of audiences including policy-makers or private sector stakeholders which do not need to receive a fully fledged capacity development programme but simply have an understanding of the MAFAP indicators.

The CD session should be further developed in terms of duration and structure and be more standardized across countries especially in view of the second phase of the project which will entail work in up to twenty countries in Africa.

Figure 1. SWOT matrix based on the results of the LL questionnaire

| | |
|---|--|
| <p style="text-align: center;">Strength</p> <p>Material</p> <ul style="list-style-type: none"> • Helpful, comprehensive • Direct guidance • Simple language <p>Audience</p> <ul style="list-style-type: none"> • Improve local team knowledge • Did build capacity • High self development <p>Approach</p> <ul style="list-style-type: none"> • Suitable tool: meeting and discussion • Rigorous and good support from Rome • Good training session • Part of the institutionalization | <p style="text-align: center;">Weakness</p> <p>Material</p> <ul style="list-style-type: none"> • Methodology not yet final when training was delivered • Not enough interactive • No use of the materials <p>Audience</p> <ul style="list-style-type: none"> • Audience not ready when training was delivered • Not targeted enough <p>Approach</p> <ul style="list-style-type: none"> • Should be integrated at an early stage • Not designed from the start • Not enough training before starting the analysis • Secretariat did not spend enough time at country level • Only one workshop, not enough • Too short • Too intensive at the beginning |
| <p style="text-align: center;">Opportunity</p> <p>Material</p> <ul style="list-style-type: none"> • Need to improve or develop new material (external expert) + tool kit • Need high quality CP material • Focus on how to understand the result • More training on concepts • Learning by doing <p>Audience</p> <ul style="list-style-type: none"> • More collaboration between the team • Good opportunity for self development • Train more researchers/ more team members <p>Approach</p> <ul style="list-style-type: none"> • Need strategy • More meetings workshops • On site coach+ distance • Need more travel or spend more time with the country partner • Need long run training | <p style="text-align: center;">Threat</p> <p>Material</p> <ul style="list-style-type: none"> • Key challenge: interpretation of the results • PE classification : difficult <p>Audience</p> <ul style="list-style-type: none"> • Need good capacity • Team to be trained: restricted or large audience? <p>Approach</p> <ul style="list-style-type: none"> • Coaching from distance: limited impact • Need time to understand the methodology and how to apply it • Not allow local perspective |

Sources: MAFAP

One of the key conclusions that emerged from the lessons learned exercise is the need to develop a Capacity Development strategy which is a combination of a standard and tailored approach. The standardized component of this approach would mainly reflect in the tools/materials developed which will be susceptible of being combined and delivered according to demand from countries.

According to the Department for International Development of the UK government (DFID)¹, CD is defined as “enhancing the abilities of individuals, organizations and systems to undertake and disseminate high quality research efficiently and effectively”. DFID considers three levels of CD:

- **Individual:** training, skills acquisition, tools and equipment;
- **Organizational:** developing capacity of research departments, think tanks and so on (research institutes for MAFAP case), to fund, manage and sustain themselves and enable them to create a system for policy making and analysis and hence deliver services;
- **Institutional:** changing the “rules of the game” and addressing the incentive structures, the political and the regulatory context and the resource base in which research is undertaken and used by policy makers.

¹ DFID research : Guidance on Capacity Building, June 2009

2. Objectives

Why developing capacities?

In general,

1. Create ownership of the MAFAP methodology and approach by country partners
2. Ensure sustainability of the MAFAP approach and tools for policy monitoring and analysis, with a better institutionalization of the MAFAP monitoring and analysis process.
3. Increase communication effectiveness and outreach of MAFAP results in the partner countries.
4. Make MAFAP system a reference in international food and agriculture policy fora thanks to a more effective communication with policy makers.

At the country level, CD implies five different objectives which are mutually supportive in ensuring the establishment of a policy monitoring system based on the MAFAP approach and recognized as a reliable tool within the institutional framework of the country. The five core capacities to be developed are adapted from European Centre for Development Policy Management (2008)²:

1. To commit and engage: empowerment, motivation, confidence, ownership, buy-in;
2. To carry out technical tasks: undertake policy analysis based on the MAFAP approach;
3. To relate and attract resources and support: manage relationships, resource mobilization, networking, legitimacy building;
4. To adapt and self-renew: learning, strategizing and managing change;
5. To balance coherence and diversity: encourage innovation and stability, balance capability mix

Providing effective CD would help the country partners to clearly understand the objectives of the MAFAP approach. This would reinforce their interest on the MAFAP methodology and on the results they can obtain at country level.

The achievement of the objectives listed above requires a clear expression of interest and buy-in for MAFAP by country partners which will be elicited through the new MAFAP approach for scoping activities ³.

² ECDPM, Policy Management Brief, No-21-December 2008

³ Discussions between the MAFAP Secretariat and country partners during the lessons learned workshop in Addis Ababa have highlighted the importance of adopting the intensive approach to the new countries during the second phase of the project. This will entail seeking for policy makers buy-in as a condition to the implementation of project activities. The details about the sequence of activities during the scoping phase in the new countries are described in detail in the LL- Concept note- Country partners approach phase II

3. Key elements of the MAFAP Capacity Development strategy

Drawing from the results of the lessons learned (LL) exercise held at the end of MAFAP Phase I the MAFAP Capacity Development strategy should contemplate the key elements as described in the following paragraphs.

Capacity-Development for more ownership, better dialogue and stronger network

Capacity Development cannot be seen as a component of MAFAP that is aimed solely at enhancing skills or strengthening partner organizations. The overarching objective of capacity development is to build ownership and ensure sustainability, and therefore a holistic approach should be adopted, focusing on three main components. These three components of the CD strategy will contribute to the achievement of the objectives listed in the previous section:

1. Capacity Development on the methodology with a focus on the understanding and interpretation of the results and practical CD sessions (learning by doing/hands on sessions) ;
2. Capacity Development on communication skills to foster quality policy dialogue and give visibility to the MAFAP results;
3. Development of stronger linkages and relationships among MAFAP member countries as well as with regional organizations.

The three components of the MAFAP Capacity Development strategy are achievable in the long term only thanks to a customization of the CD programme in each country which in turn requires a clear identification of country teams, an understanding of country teams needs and the type and level of expertise available in each team.

In general, customization of CD should be structured around the needs of the following three categories of beneficiaries/users:

- i. Supply side CD: targeting individuals in charge of undertaking the technical work and communicate the results;
- ii. Demand side CD: targeting individuals who are not supposed to undertake the analysis but would need to get an understanding of the essentials of the methodology in order to appreciate the usefulness of the MAFAP analysis and the results. The introduction to the MAFAP indicators would not require a fully-fledge capacity development programme however means of conveying the basic concepts of the methodology to policy makers will need to be developed in strict relationship with the communication strategy. The communication strategy is also one of the new aspects which will be taken care of during the second phase of the project.
- iii. Training of Trainers (TOT): ensuring the transfer of knowledge and training skills to national partners. The objective is to involve partners in the ten MAFAP countries in the CD activities both as trainees and trainers. A TOT programme will thus be defined in order to train trainers at country level and enable them to deliver CD in the new MAFAP countries;

Involvement of country partners to define tailored capacity development objectives

The opportunity for participants to think constructively and strategically about how they would like to improve their capacities in view of the objectives that have been set for MAFAP is the first step towards guiding change and improvements in performances.

This would require the full involvement of country teams through a participatory approach aimed at discussing and agreeing upon the objectives they would like to achieve in terms of scope of the research, policy dialogue and, in the longer run, policy change/reforms. .

Country-level capacity assessment

The identification of the partner institution(s) and the creation of the MAFAP country teams is a pre-condition to CD success. A first needs assessment was conducted during the MAFAP lessons learned workshop through a survey and specific methodology discussion. This exercise allowed identifying the potential lessons to be developed in the capacity development material and the elements to emphasize.

Moreover, one of the conclusions from the lesson learned exercise is that capacities and research skills of potential partners would be considered as a criteria to identify country partners, before the start of activities. In this regard, the articulation of activities during the scoping phase in the new countries has been revised and detailed in a specific concept note which is part of the proposal for the second phase of the MAFAP project⁴. By developing the Capacity Development strategy, the knowledge and skills needed to implement MAFAP will be further clarified and hence provide guidance for the scoping mission by defining a diagnostic process to help identifying the policy research team..

More specifically,

- i. The MAFAP Secretariat should develop guidelines setting the criteria about the knowledge and skills needed for the implementation of MAFAP;
- ii. The team in charge of the scoping mission should then ask the Government or other relevant actors to suggest potential institution to implement MAFAP;
- iii. The MAFAP Secretariat should develop a tool for assessing the capacity and skills of the potential partner
- iv. The CD needs assessment within the partner institution should be conducted by the institution in collaboration with the MAFAP Secretariat;
- v. The scope of the CD capacity assessment should touch upon the following: human resources, financial resources and equipment.

⁴ MAFAP Concept note- Country partners approach for phase II, July 2013

Audience and trainers targeted

CD activities as well as delivery mechanisms and material will be developed by the MAFAP Secretariat in collaboration with an external partner (see the different potential activities included in the modules table by type of beneficiaries-MODULES FOR MAFAP IMPLEMENTERS and MODULES FOR MAFAP USERS).

This section simply summarizes the main aspects that should be taken into account when designing the CD activities.

The different categories of **trainees would include**:

1. Users: targeted Ministry officers/policy makers, selected private sector stakeholders (commodity association, farmers association), selected staff in regional organizations;
2. Implementers: MAFAP secretariat, ministry officers involved in the implementation of MAFAP activities , research institutes or policy institutes;

The different categories of **trainers** would include:

1. Selected staff from the MAFAP secretariat;
2. Selected trainers from the country teams to ensure the presence of trainers in each region (West, East and South Africa) and language (English and French).

MAFAP CD materials and facilities

The contents should aim at enhancing analytical skills for the generation and interpretation of MAFAP indicators on price incentives and disincentives, public expenditure and policy coherence. Special attention will be put on policy coherence which is a fairly new concept for most country teams.

CD materials should include:

- Literature on price Incentives and Disincentives as well as value chain analysis (eg. access to FAO library)
- Step by step modules divided in lessons. The contents of the modules should be defined based on needs and discussed between the countries and the Secretariat. Modules should be conceived in a way that allows a variety of combinations according to the needs of the targeted audience. For example policy makers would receive the more basic and introductory modules while practitioners (policy analysts) will be trained on all lessons. Lessons should also be homogeneous in terms of length.

The capacity development material will have to be in English and French.

The modules presented below (MODULES FOR MAFAP IMPLEMENTERS and MODULES FOR MAFAP USERS) refer to the activities and material to be developed for a comprehensive capacity Development on MAFAP methodology and approach. The tables present the main modules divided in lessons their objectives, the topics to be developed within each lesson. Sub-lessons will need to be defined together with the sequence of activities. The modules are sub-divided into modules for MAFAP implementers and MAFAP users. Modules for the implementers are differentiated according to the 3 pillars of the methodology: price incentives/disincentives, public expenditure and policy coherence.

A lesson could include face to face capacity development or on-line modules. For the on-line lessons, it is considered that one lesson is about 45 minutes and 30 screens.

MODULE 1. PRICE INCENTIVES AND DISINCENTIVES MODULES FOR IMPLEMENTERS (I/D)

| LESSONS | OBJECTIVES | KEY TOPICS |
|---|---|--|
| LESSON 1.a Objective and scope | <ul style="list-style-type: none"> - Show the value added of the MAFAP methods and usefulness at country, regional, Africa level for the different types of stakeholders, raise interest and show the advantages of the MAFAP based policy monitoring system - Show the importance of updating data and indicators - Be able to explain the advantages of such analysis, the related monitoring system and limitations - Understand the need of policy makers for evidence based analysis | <ul style="list-style-type: none"> - Use and interest of the I/D MAFAP methods according to the type of audience - Monitoring system - Comparability of I/D results between commodities, years and countries - Policy and market impacts on commodity prices - Quantitative indicators to measure policy impacts and the Market Development Gap (MDG) |
| LESSON 1.b Concept and terminology | <ul style="list-style-type: none"> - Understand the theoretical background to the MAFAP methodology - Understand the meaning of indicators and their trends - Understand the potential factors affecting prices - Be able to explain the indicators for a non technical audience (in terms of price and direct implication) - Be able to select commodities according to methodology requirements | <ul style="list-style-type: none"> - Overview of the concept of policy monitoring and analysis through price comparison - MAFAP indicators - Commodity selection - Marketing channel (export and imports) and access costs - Price transmission and factors affecting it - Adjusted and observed domains - Market Development Gaps |
| LESSON 2.a Data collection and data construction | <ul style="list-style-type: none"> - Identify the data required and pathways - Identify the potential sources for the data - Be able to construct data if necessary - Be able to use the MAFAP data management system | <ul style="list-style-type: none"> - Data sources (secondary and primary) - Trade status - Benchmark price - Border, wholesale and producer prices - Reference price - Access costs - Observed and adjusted data - Data construction - Adjustment factors |
| LESSON 2.b Methodology application and use | <ul style="list-style-type: none"> - Be familiar with the excel template utilization | <ul style="list-style-type: none"> - Inputting and arranging the data in Excel - Price gap, NRP, NRA and MDG - Summary statistics template |
| LESSON 3.a Collection and classification of policy information | <ul style="list-style-type: none"> - Be familiar with the FAPDA classification - Be able to identify the policies affecting the indicators | <ul style="list-style-type: none"> - FAPDA tool and classification - Policies to consider and their potential impact |
| LESSON 3.b Result analysis | <ul style="list-style-type: none"> - Be able to write up technical notes using the MAFAP template - Identify and understand the factors affecting prices - Identify and understand the main dynamics affecting a value chain - Understand the implication of the results - Formulate potential recommendations | <ul style="list-style-type: none"> - Interpretation of indicators in the observed and adjusted domains - Comparing indicators at different points of the value chain (production, consumption, markets, trade and policy decisions) - Trade policies implications and recommendations - Technical notes - Policy context analysis (value chain, policy review...) |
| LESSON 4.a Communication of the findings | <ul style="list-style-type: none"> - Identify the audience interested in the results - Understand the implication of the results in the national context and especially the policy reform/changes - Ensure ownership of the research work and the results - Support the communication of the I/D findings with evidence based response tailored to the specific needs of policy makers and other stakeholders (audience, time frame). | <ul style="list-style-type: none"> - Policy brief - Utilization of the results - Main findings selection and presentation according the national context and audience |

| MODULE 2. PUBLIC EXPENDITURE (PE) MODULES FOR IMPLEMENTERS | | |
|--|--|---|
| LESSON n° | OBJECTIVES | KEY TOPICS |
| LESSON 1 Objective , scope and other public expenditure works | <ul style="list-style-type: none"> - Show the value added of the MAFAP approach , to be compared to other forms of P/E, and usefulness at country level for the different type of stakeholders, raise interest, buy-in - Show the importance of updating data and analysis and monitoring - Understand and be able to explain the difference between the 3 methodologies (WB, IFPRI, FAO/MAFAP, OECD) - Understand the need of policy makers for evidence based PE analysis - Understand the complementarities of I/D and PE analysis | <ul style="list-style-type: none"> - Use and interest of the MAFAP approach according to the audience - The scope of MAFAP/PE work - Comparability of PE results between years and countries - Level versus composition of PE - Food, agriculture and rural development public expenditures - Differences between World Bank, ReSakKSS, OECD and MAFAP approach |
| LESSON 2.a Methodology : level and composition | <ul style="list-style-type: none"> - Be familiar with the MAFAP PE methodology : underlying principles, scope and objectives. - Understand the expenditure classification and terminology - | <ul style="list-style-type: none"> - Understanding of the MAFAP methodology basics - Various indicators computed by the PE analysis - Distinction between agricultural and non-agricultural expenditures, specific and supportive... - Hierarchy of MAFAP PE categories - Budget planning and actual spending, admin costs, revenue foregone, recurrent versus capital, etc. |
| LESSON 2.b Data collection process | <ul style="list-style-type: none"> - Identify the institutions able to provide data - Identify the data required - Understand the challenge relative to data collection and develop a strategy to collect data - Learn how to fill data gaps | <ul style="list-style-type: none"> - Ministries and institutions to cover - Approach to institutions having data - Aggregated and disaggregated quantitative data and qualitative information required |
| LESSON 3 Classification and input of data | <ul style="list-style-type: none"> - Understand how to attribute categories, including difficult cases - Understand how to use the Word Template correctly - Understand how to input data on Excel, link, manipulate data, generate new graphs | <ul style="list-style-type: none"> - Level of spending – monitor Maputo Declaration - Composition and attribution of the categories, using the Word template - Imputing and arranging the data on the Excel template |
| LESSON 4 Results analysis and communication of the findings | <ul style="list-style-type: none"> - Understand the results and link them to the current country dynamics and identify main issues related to PE - Be able to adjust the communication of the results and select the relevant information according to the audience and its needs - Ensure ownership of results | <ul style="list-style-type: none"> - Main findings selection and presentation - Link between PE results and country context - Priority investments - PE technical note - PE policy brief |

| MODULE 3. POLICY COHERENCE (PC) MODULES FOR IMPLEMENTERS | | |
|---|--|--|
| LESSON n° | OBJECTIVES | KEY TOPICS |
| LESSON 1 Objective and concept | <ul style="list-style-type: none"> - Show the value added of the MAFAP PC analysis and usefulness at country level for the different type of stakeholders, raise interest, buy-in - Understand the different types of policy coherence proposed by MAFAP - Understand the different dimensions of MAFAP policy coherence analysis | <ul style="list-style-type: none"> - The scope of the MAFAP approach to Policy Coherence - Types of policy coherence - The different dimensions of Policy Coherence in the MAFAP methodology - Use and interest of the PC analysis |
| LESSON 2 Data collection (can be merged with module 1, lesson 3.a) | <ul style="list-style-type: none"> - Identify and select the main information from I/D, PE and policy review - Be familiar with the Food and Agriculture Policy Decision Analysis (FAPDA) tool for policy categorization | <ul style="list-style-type: none"> - Policy review (sources, framework and measures) and classification - Identification of key policy objectives - Driving factors on I/D and PE |
| LESSON 3 Result analysis and communication of the main findings | <ul style="list-style-type: none"> - Be familiar with the policy coherence analysis - Link the results with the current policy framework at country level - Be able to adjust the communication of the results and select the relevant information according to the audience and its needs | <ul style="list-style-type: none"> - Policy coherence matrix - Assessment of policy coherence - Opportunities to improve policy coherence - How to communicate policy coherence results to enhance policy dialogue |

MODULE 4. MAFAP USERS⁵

| LESSON N° | KEY TOPICS | OBJECTIVES |
|--|---|---|
| LESSON1 Objectives, scopes, approach (Can be merged with Module 1, Lesson 1.a; Mod 2, L1 and Mod 3, L1) | <ul style="list-style-type: none"> - Monitoring system for national food and agriculture policies - Comparability of the results - Country approach, collaboration, capacity Development - Countries where MAFAP works, period analyzed - Institutionalization, ownership and sustainability | <ul style="list-style-type: none"> - Show the value added of the MAFAP approach and usefulness at national, regional and global level and for the different types of stakeholders - Understand the MAFAP approach to the country partners targeting ownership - Identify the MAFAP scope |
| LESSON 2.a Measure policy impact | <ul style="list-style-type: none"> - Prices analysis, concept and methodologies - PE analysis, concept and methodologies - Indicators on PE and I/D - Factors affecting the PE and I/D results | <ul style="list-style-type: none"> - Understand the meaning of prices analysis and PE analysis - Understand the meaning of the indicators and their trends - Be familiar with the concept - Be able to read the results and understand their implication |
| LESSON 2.b Assessing policy coherence | <ul style="list-style-type: none"> - The policy process (framework, measures, project and programmes) - Concepts and type of dimension of coherence | <ul style="list-style-type: none"> - Identify the different steps of policy formulation - Be familiar with the concept - Be able to read the results and understand their implication |
| LESSON 2.c Comparing the policy performance | <ul style="list-style-type: none"> - Comparison of commodity results within a country - Comparison across countries - Comparison across years - Updatability | <ul style="list-style-type: none"> - Be able to read the comparison between countries and understand regional trend - Understand the importance of having data regularly updated |
| LESSON 3.a Implication and use of the findings | <ul style="list-style-type: none"> - Usefulness for policy makers and development partners - Implication at country level - Different levels of policy dialogue - Quantitative evidence based results | <ul style="list-style-type: none"> - Understand the scope and advantages of the results regarding policy implementation and budget allocation - Link them to the current national or regional initiatives and to the main policy process |
| LESSON3.b Outputs and tools | <ul style="list-style-type: none"> - Methodologies - Publication - Database | <ul style="list-style-type: none"> - Identify the scope and use of each outputs - Identify where to find outputs |

⁵ MAFAP users are defined as those individuals and institutions to which results would be presented. The modules listed above aim at providing a basic level of understanding of the objectives, the scope and the indicators so to enable policy makers understand the usefulness of the MAFAP analysis to monitor policies and support policy change.

The above modules are not intended to be delivered during fully fledged capacity Development sessions. However the five modules will be an essential component of the new MAFAP communication strategy and the scoping activities aimed at obtaining policy makers commitment and buy-in.

Other CD contents related to the MAFAP methodology

These CD contents related to the MAFAP methodology target mostly the MAFAP implementers and the main elements are included in the modules presented above (MODULES FOR MAFAP IMPLEMENTERS and MODULES FOR MAFAP USERS)

- Writing and drafting skills for implementers (eg. how to write technical notes or policy briefs)
- Communication skills for implementers (with the media, policy makers, civil society)
- Introductory course on excel software to enable implementers to use the MAFAP excel templates for the calculation of the price incentives and disincentives, the public expenditure indicators as well as the data management system
- Trade policy, identification and classification of trade policies
- Basic economic analysis/analytical skills
- Benefit- Cost Analysis (BCA) tool from FAO

Delivery of capacity Development (modalities)

The delivery methods should consist in a combination of on-site (face to face) and distance based learning practices. It is also advisable that all CD events and coaching by the MAFAP Secretariat be planned in advance and incorporated in the countries' work plans. The Secretariat is planning to define the work plans with each country team in order to ensure sustainability of MAFAP activities such as data collection, capacity Development, analysis, policy dialogue events, in the context of an increasing number of countries in the second phase. In general country partners asked for an increase in the duration and the frequency of the CD sessions. Most countries identified one week as the appropriate length for a workshop covering the three components of the MAFAP methodology, price incentives and disincentives, public expenditure and policy coherence, inclusive of hands-on sessions.

The delivery methods which emerged from discussions with the country partners:

- On-site CD (capacity development workshops) for practitioners, TOT (which would require specific material and modules aimed at developing training skills in addition to the acquisition of technical expertise), policy makers, civil society;
- Distance learning;
- Distance coaching through skype, phone calls, emails
- Events for experience sharing among team members from different implementing institutions (visits and online) upon expression of interest by the country teams.

Monitoring and evaluation

The Monitoring and Evaluation (M&E) of capacities and their development should be done on a regular basis and lay within the responsibility of country partners and the Secretariat.

- i. Develop a M&E framework. Given the multiple nature of achievements that the MAFAP methodology and approach entail which are both tangible (policy briefs, technical notes etc) and intangible (organizational and system change) the M&E criteria should be a combination of result-based management (RBM) and participatory (including self-assessments or specific

- assignments to test capacities) approaches in order to make a more comprehensive assessment.
- ii. The M&E exercise could be undertaken by the relevant institutions or individuals (country focal points) depending on the country as well as the MAFAP Secretariat. Assessments should be communicated to the Secretariat in order for FAO to answer to specific Capacity Development needs
 - iii. Monitoring should be undertaken on a regular basis and include Government and all other groups involved in technical work.

Sustainability

Ensuring sustainability of the MAFAP approach was one of the aspects which was particularly stressed during the Lessons Learned and Methodology workshops discussions and in particular the prominent role that country partners have in ensuring sustainability of the project over time.

There was common understanding about the fact that sustainability could be achieved through a range of means. Some of these would imply building capacities of country teams and mobilize resources for:

- Ensuring the dissemination of MAFAP documentation (country team);
- Creating a resource centre within the country (country team);
- Allocating resources to ensure MAFAP results are presented in the appropriate fora (eg. Dissemination workshops etc) (country teams with support from the MAFAP Secretariat);
- Ensuring mainstreaming of information so that all relevant stakeholder groups are kept informed through regular updates (country teams)
- Involving universities and research institutes who want to develop expertise in food and agricultural policy monitoring and analysis: undergraduate and short courses.
- During the phasing out period, the MAFAP Secretariat being the custodian of the methodology, should provide backstopping and technical assistance where needed
- Establishing regular relationships with other countries (partnership arrangements between similar institutes across different countries) upon request from the country teams and with the support from the MAFAP Secretariat;
- Masters and PhD program in analysis of Ag policies (country teams with the support from the MAFAP Secretariat);
- Creating a sense of belonging to an important initiative which can motivate people beyond the availability of resources (country teams)

4. Work plan

The work plan will be defined later according to the needs assessment results and the specific outputs and materials to be developed.

The work plan will also include CD sessions for the 10 country partners if needed and especially in the non-intensive countries as well as the new countries.

Figure 2 : CD work plan, from June 2013 to April 2014

| | June 13 | July 13 | August 13 | September 13 | October 13 | November 13 | December 13 | January 14 | February 14 | March 14 | April 14 |
|--|---------|---------|-----------|-------------------|--|-------------|-------------|------------|-------------|----------|----------|
| Strategy | CD | | | CD strategy ready | | | | | | | |
| Expert on CD | | | | | Revision of the strategy by OEKC and budget estimation | | | | | | |
| Identification of partner and LoA signed | | | | | | X | X | | | | |
| Material/ modules | | | | | | | | X | X | X | |
| Long term strategy of CD / approach | | | | | | | | | | | |
| Training of trainers | | | | | | | | | | | X |

External expert

GIZ, DFID

See the list of capacity Development organization done by ODI (2001)

- UN agencies
- Foundations
- CGIAR agencies
- Coordinating agencies
- Bilateral Programmes
- Research institutions
- International NGOs
- Regional NGOs...

Material to design

To be defined according to the list of modules listed above (MODULES FOR MAFAP IMPLEMENTERS and MODULES FOR MAFAP USERS).

5. Budget

A preliminary budget to develop the modules was estimated with the help of OEKC.

The cost to develop 1 lesson is approximately **€ 7000** per lesson (about 45 min of instruction). The budget also includes the translation of the material into French (60% of the price for developing the modules).

If we consider that we develop 11 lessons, the cost would be: **€ 77000** (11 lessons) + **€ 46200** for the French version. The total cost of the course in both English and French would be **€123200**.

This includes task analysis, design of the course outline, content development, storyboard development (instructional design), courseware development and preparation of F2F materials.

SO4 budget as well as source of funding to be confirmed

6. Useful references

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