

INSTITUTIONAL ARCHITECTURE FOR FOOD SECURITY TOOLKIT

Steering Committee Terms of Reference

Countries interested in carrying out an institutional architecture¹ (IA) for food security workshop should convene a Steering Committee with 5-6 key multi-sectoral representatives of food security. This should include government agencies responsible for food security such as the ministry of agriculture and at least one apex non-state actor that represents civil society and the private sector. The Ministry of Agriculture, Prime Minister's Office, a workshop facilitator, and/or a donor funded project might convene and facilitate the steering committee. The country Comprehensive Africa Agriculture Development Programme (CAADP) focal point is a good option to chair the committee.

An institutional architecture (IA) workshop utilizes a country-led participatory approach for assessing and improving a country's capacity to manage food security policy change and reform. The workshop brings together a multi-sectoral, multi-stakeholder group to self-assess the country's capacity and performance, and then develop an improvement plan to improve the most critical weaknesses identified. If participants engage and approach the workshop constructively, countries will improve their policy reform processes, the effectiveness of National Agriculture Investment Plan (NAIP) implementation, and their Biennial Review scores. Ultimately, these improvements in the policy-making system will also lead to increased food security.

The catalyst in this improvement process is a three-day workshop where stakeholders from the government, private sector, and civil society assess the country's institutional architecture and use the results to inform a tailored IA improvement plan.

An expert country-specific steering committee plays a critical role in ensuring that the right people attend the workshop, the agenda is formulated correctly, the most useful background materials are made available to the facilitators, that the IA Improvement Plan from the event is communicated to key stakeholders post-workshop, and most importantly, that support actions are implemented, and progress tracked. The tasks of the steering committee are detailed below.

Members of the steering committee can include a cross section of policymakers, civil society and private sector apex representatives, policy advisors, influencers, researchers, and other stakeholders with an interest in improving the policy reform system in the agriculture and food security sectors. Members of the steering committee will be asked to provide insights and constructive, context-driven approaches to solving problems. The total time commitment is not likely to exceed three days between now and the IA Workshop. Members will be expected to participate in up to 5 meetings or teleconferences for the duration of the workshop planning process (scoping stage; draft workshop design; etc.). After the workshop, the steering committee will also have an important role to play in acting as champions of the

¹ See <http://www.africleadftf.org/topics/type/iaa/> for more information on institutional architecture.

improvement plan and helping to present the workshop results to high level stakeholders and spearhead actions. In total, the work could include up to 10 meetings over the course of a year. While unpaid, participating in the steering committee is a visible role where participants can showcase their professionalism, dedication, and leadership skills to an important cross-section of food security stakeholders.

The tasks of the IA steering committee members include:

Pre-workshop

- Advise on the workshop design, agenda, anticipated outcomes and key issues to be addressed.
- Help to identify a broad, diverse set of relevant participants for the workshop.
- Help to define the pre-work needed, including briefings for workshop participants, additional data collection, political messaging, etc.
- Advise on key hooks that will make the workshop useful in this country.
- Suggest relevant background literature, materials, maps and studies to be compiled and shared with IA workshop participants in advance.
- Provide written comments on workshop design documents, agenda, draft reports, improvement plans and other elements of the Toolkit as they are customized for each context.
- Advise on and/or invite participants.
- Conduct briefing with relevant donor coordination groups, CAADP team, NAIP team, and/or others as appropriate.
- Use NetMap or similar social networking mapping analysis to determine the key actors that have positive and negative influences on IA for food security. Use this analysis to create a strategy on how to engage participants.

During workshop

- Lead by example by engaging constructively in the discussions and improvement planning and inclusively engaging and encouraging other voices.
- Help facilitate in your break out group: make sure the IA Improvement Plan is concrete about who should do what when after the IA workshop.
- Fill in IA information gaps about current IA status in group work.
- Help to facilitate the mapping out of the root causes related to the prioritized constraints and improvement plans in the group work.

Post-workshop

- Refine, clarify and remove overlaps in draft Improvement Plan document to develop a clear, actionable workplan. Finalize and produce a consolidated and cohesive Improvement Plan.
- Identify champions to support implementation of the actions and ensure champions/responsible organization(s) get the Improvement Plan reflected into workplans. Revisit social network map and analysis to see how best to use positive champions to push forward the Improvement Plan.
- Coordinate follow-up communication with participants, including development and circulation of workshop report; development of an online folder with relevant documents; and Improvement Plan.

- Develop presentations with relevant content and conduct briefings with key national stakeholders, including:
 - Ministry of Agriculture
 - CAADP team to integrate relevant actions with their activities and ongoing plans
 - Any agricultural sector coordination working groups
 - Any donor coordination working groups relevant to agriculture and food security
 - NAIP development team to discuss if/how any actions need to be included in the NAIP or annual NAIP workplan(s)

Ongoing follow-up

- Working group shares a tracker based on finalized Improvement Plan (e.g. in Excel or online app) that is regularly updated on steps taken by food security stakeholders and the Steering Committee.
- Mainstream and harmonize the Improvement Plan into other workplans, processes and programs.
- Report quarterly to the Permanent Secretary in the Ministry of Agriculture (or as appropriate) in the weekly management meeting.
- Plan for, mobilize resources for, and manage another meeting in one year to review IA and Improvement Plan progress.
- Schedule the 1-year follow-up meeting starting with save the date email circulated to key stakeholders 3 months in advance.
- Help oversee implementation, and review and monitor implementation, periodically meet to look at progress, encourage people not to forget the Improvement Plan, use meetings to discuss needed steps in the Improvement Plan and champion the effort.