

INSTITUTIONAL ARCHITECTURE

ASSESSMENT, PRIORITIZATION & PLANNING (APP) TOOLKIT

Institutional architecture (IA) provides a framework for understanding and improving a country's capacity to undertake transparent, inclusive and evidence-based policy change. This capacity is fundamental to improving food security, reducing hunger and malnutrition and strengthening resilience among individuals and communities. Investing in strengthening a country's IA is a USAID Global Food Security Strategy priority.

Since 2013, in-depth assessments of national and regional-level IA have been used by USAID Missions and country stakeholders to better understand the policy development and implementation capacities and constraints that could stymie effective policy change processes in specific countries and regions.

The framework used for these assessments aligns with the commitments and principles of the African Union's (AU) Comprehensive Africa Agriculture Development Programme (CAADP) and the Busan Partnership for Effective Development Cooperation.

Institutional Architecture Assessment, Prioritization & Planning (IA-APP)

Repeat institutional architecture assessments have demonstrated that this approach can be useful as a process and a tool to help an inclusive set of stakeholders reach a shared understanding of the strengths and weaknesses in a country's IA and build consensus around priorities and actions.

Based on this experience, Africa Lead developed a suite of customizable tools, known as the Institutional Architecture Assessment, Prioritization & Planning (IA-APP) toolkit, to facilitate a multi-stakeholder process using participatory self-assessment and collaborative decision-making to design a plan to strengthen IA. The process empowers stakeholders to collectively identify priority issues and co-develop solutions for strengthening inclusive, evidence-based policy change.

Institutional Architecture Assessment, Prioritization and Planning (IA-APP) Approach

Formation of Steering Committee

Data Gathering & Workshop Preparation

IA Self-Assessment

Prioritization & Planning

Pre-Workshop

Workshop Assessment, Prioritization & Planning

IA-APP TOOLS

- Steering Committee Terms of Reference
- Expert-led IA Assessment Guidelines
- Suggested Workshop Composition
- External Facilitator Statement of Work

IA-APP TOOLS

- Workshop Agenda
- Facilitator's Guide & Slide Deck
- Survey Instrument
- Participant Worksheet
- Action Plan Template
- Workshop Evaluation
- After Action Review Agenda

Catalyzing the IA-APP Approach

Countries interested in carrying out an IA-APP workshop convene a steering committee with key multisectoral representatives of food security, including government agencies responsible for agriculture and nutrition, civil society, and the private sector. The Ministry of Agriculture, Prime Minister's Office, and/or a donor funded project might facilitate the steering committee. In Africa, the country CAADP focal point may chair the committee.

Before the workshop, the steering committee frames the IA-APP process within the context of ongoing national policy, planning or coordination processes. The steering committee ensures adequate representation from each sector and stakeholder group, that the agenda is relevant, and that background material and evidence is collected to inform decision-making.

During the workshop, participants self-assess the capacity of their institutional architecture, prioritize areas to focus on and agree on a plan of action.

After the workshop, the steering committee presents the IA-APP results to high-level stakeholders and advocate for adoption of the action plan. The steering committee may also stay engaged to ensure the action plan is executed and monitored on an ongoing basis and evaluated annually. Illustrative tasks for the steering committee are further detailed in the Steering Committee Terms of Reference.

Country Experience

Senegal: In May 2018, Africa Lead co-organized a three-day APP workshop with the Direction de l'Analyse de la Prevision et des Statistiques Agricoles (DAPSA) / Ministere de l'Agriculture et de l'Equipement Rural (MAER) as part of the review process to develop Senegal's second generation National Agriculture Investment Plan (NAIP). During the workshop, participants identified constraints hindering effective implementation of the NAIP using the IA framework to guide the planning exercise.


Kenya: Africa Lead collaborated in February 2018 with the Kenyan Ministry of Agriculture and Irrigation, the Joint Agriculture Sector Secretariat, and the Agriculture Council of Kenya (an apex NSA group) to organize the first pilot of the APP workshop, bringing together 70 stakeholders from government, the private sector, civil society, think tanks, research organizations, and other development partners. It resulted in an IA Action Plan, including a commitment implement the IA-APP at the subnational level.

Tanzania: In partnership with the USAID/Agricultural Sector Policy and Institutional Reform Strengthening (ASPIRES) project and the Policy Analysis Group (PAG), Africa Lead facilitated a three-day APP workshop in Morogoro, Tanzania in July 2018. The PAG utilized the IA-APP to help contextualize and explain progress against key policy reforms in Tanzania. In response, the PAG identified priorities to accelerate reform efforts and integrated the IA Action Plan into their overall workplan.

Access Technical Assistance

- **Step 1:** Mission informs BFS they are interested in learning more about utilizing the IA-APP workshop.
- **Step 2:** The Africa Lead project works with the Mission to explore options for customizing the IA-APP toolkit.
- **Step 3:** A Steering Committee is formed to lead the process with consultation and potentially direct support to engage stakeholders, anchor the workshop within local priorities, and provide coaching for facilitators.

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