



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)



FOOD SECURITY INSTITUTIONAL ARCHITECTURE (IA) WORKSHOP MOROGORO, TANZANIA: 25 – 27 JULY 2018



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Africa Lead
Scaling up for food security in Africa

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EXECUTIVE SUMMARY

The Policy Analysis Group (PAG) in partnership with the Agriculture Sector Policy and Institutional Reforms (ASPIRES) and Africa Lead project facilitated a three-day workshop on Tanzania's Food Security Institutional Architecture from 25-27 July in Morogoro, Tanzania. The purpose of this workshop was to hold an interactive discussion with a group of diverse stakeholders from inside and outside of the government to better understand Tanzania's institutional architecture (IA) and its link to food security, the Agriculture Sector Development Program (ASDP) II, Joint Sector Review (JSR), and Biennial Review (BR) processes. In fact, it was mentioned in the opening session by Mr. Zakaria Muyengi, from the ASDP II Coordination Unit, that one of the key components (Component 4) of the ASDP II is called "Sector Enablers, Coordination and Monitoring and Evaluation." The objective of this component of ASDP II is to support *strengthened institutions, enablers and the coordination framework*. It is expected that the IA Action Plan can be a useful input for this component by providing recommendations on how to strengthen the coordination, implementation, linkages between governmental priorities and development partners, and the M&E of ASDP II.

Over 20 representatives of government- including the Ministry of Agriculture, Ministry of Livestock and Fisheries and Parliamentary Secretariat, civil society, and the private sector attended this three-day workshop. The expected outputs of the workshop were: (1) IA improvement plan, (2) a consolidated workshop report, (3) self-assessment survey results and analyses and (4) follow-up IAA meeting (one year later). This report and proposed action plans are based around six elements of the IA Framework, which includes:

1. Predictability of the Guiding Policy Framework;
2. Policy Development and Coordination;
3. Inclusivity and Stakeholder Consultation;
4. Evidence-based analysis;
5. Policy Implementation; and
6. Mutual Accountability.

To kick off the IA discussion, Prof. David Nyange, Deputy Chairperson of PAG and MSU advisor to the Ministry of Agriculture (MoA), presented a session on policy progress and highlighted specific policy reforms that have been achieved in Tanzania since 2013, such as import duties on wheat, corporate and VAT tax reductions and other regulations which negatively affect the competitiveness of domestic production. This presentation was useful to help anchor the current status of Tanzania's IA in specific policy issues and spark discussion among participants about how governance and the policymaking process can contribute/ inhibit agricultural reform efforts. In fact, some of the issues raised by participants for the PAG directly related to IA as part of the broader context for improving policy reform efforts in Tanzania. Some example recommendations included:

- PAG should look for new approaches and coordination frameworks to continuously engage the government on policy reform issues (vs. one-off events);

- There is a need to emphasize participatory approaches to policy reform efforts to ensure that grassroots levels are considered as stakeholders in the reform process;
- Transparency is critical during planning and rolling out of new regulations to make sure implementers' views are taken into consideration;
- Policy briefs should be made available to ensure easy translation and understanding of local/sub-national stakeholders; and
- PAG should find ways to increase engagement with the Ministry of Finance to address policy issues.

Participants then deliberated together regarding strengths and weaknesses of six key policy areas within the Tanzania Food Security IA, prioritized IA actions for improvement and used this information to reach consensus on a set of IA improvement priorities. Due to limited attendance, the group decided to reconvene on the 17th of August 2018 in Dar es Salam at the ASPIRES offices, with facilitation support provided by Africa Lead II, to continue deliberation on the detailed IA Action Plan and review it as a group to reach consensus. The IA Action Plan will be finalized at that meeting on 9 August.

Key strengths on Predictability of the **Guiding Policy Framework** included established systems to address food security, e.g. sub-committees to address food security (FS) issues, inclusion of food security issues in agriculture Policy- however more sensitization is needed for members of parliament (MPs)/ legislatures; there is political will on food security and nutrition issues, despite the need for harmonized regulations; there is predictable policy formulation process; and stakeholders are involved in the budget formulation despite the need for more engagement.

Under **policy development and coordination**, participants noted that there are specified priorities and policy implementation of food security and nutrition issues under ASDP II. For example, stakeholders' inclusiveness and support during ASDP II formulation process increased the chances of success. Opportunities are provided for the private sector organizations (PSOs) and Community Services Organizations (CSOs) to participate in the policy formulation process. Coordination framework for food security within the government is in place through the Prime Minister's Office (PMO), and the Tanzania Food and Nutrition Centre (TFNC) and also there are thematic groups for key issues on food security, e.g. PAC and ASDP2 have identified thematic groups.

Regarding **Inclusivity and Stakeholder Consultation**, participants pointed out that there is inclusiveness of the PSOs in the FS/agriculture policy processes through umbrella organizations e.g. Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), Tanzania Private Sector Foundation (TPSF), Public Accountability Committee (PAC) and steering committees. Also, there is inclusion of private sector in the local government authorities through district business councils- despite need for improvements; strong capacity of some PSOs to generate evidence-based facts to support their policy positions; and that

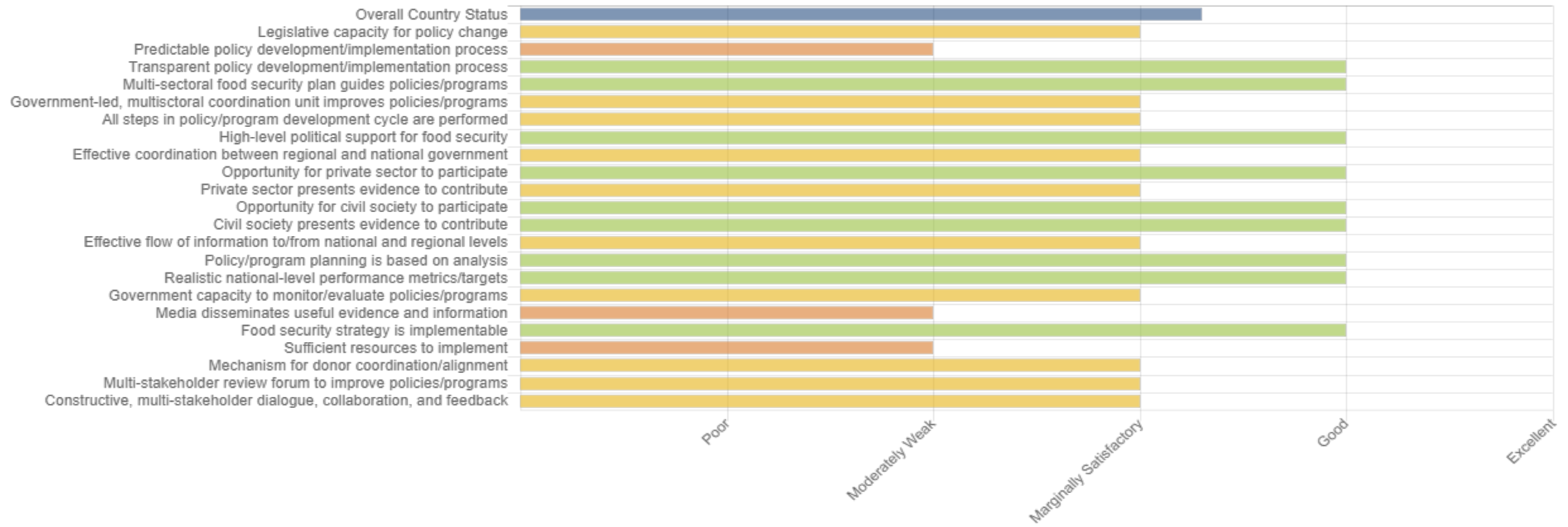
majority of the private sector organizations have the ability to rollout fact-based dialogue to influence government decisions.

Evidence-based analysis and monitoring and evaluation (M&E) is enhanced by a strong appreciation for multi-agency M&E, robust research institutions in-country, detailed Government food security reports and active media for information dissemination. Tanzania's major strengths in this element include an established planning and policy department in the agriculture sector line ministries (ASLMs); existing Collaboration between the government policy unit and PSOs/CSOs and development Partners (DPs); established targets, objectives, and indicators; policy review of food security data, established systems to monitor the targets and indicators; and the media is involved to disseminate information about food and nutrition security.

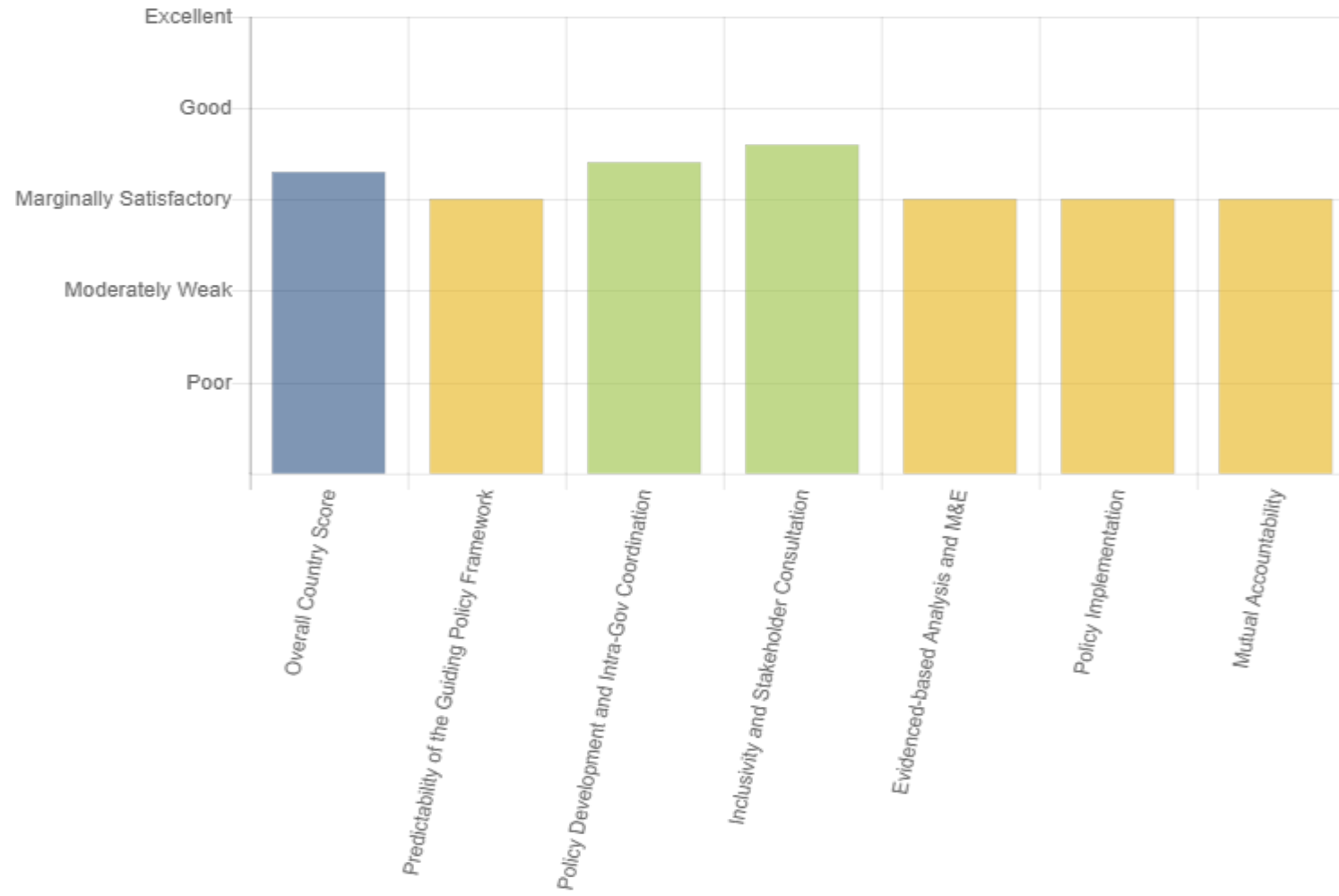
Under **policy implementation**, participants noted that there is capacity within the government to plan for and submit funding proposals and acquire funds to address financial gaps in the policy execution process.

Mutual Accountability is enhanced by alignment of government and donor objectives and priorities for FS; the presence of forums, working groups, steering committees' meetings on a regular basis; a formal Joint Sector Review (JSR) process and biannual review for adaptive management of policies and programs. In Tanzania it was noted that Mechanisms for donor participation/inclusion are placed in the form of regular/ consultative meetings, however, full participation should be improved, Government has a mechanism to monitor the spending of donor funds by the government entities through the National Treasury; and there is room for dialogue between government, development partners, and non-state actors (NSAs) on food and nutrition security.

Summary of Facilitated IA Self-Assessment Scores



Average Scores by Policy Element



There were **16 key improvement priorities** identified over the three days:

1. Sensitization of mutual accountability is needed to government, private sector and other key stakeholders;
2. Improve transparency between the government and donors so as to build trust;
3. Appropriate investment is required in mechanisms/methods for data collection to enhance credibility/reliability;
4. Improve and strengthen M&E frameworks;
5. Allocate more resources for M&E to enhance evidence-based decision-making;
6. Capacity building of private sector organizations(PSOs) to generate evidence to inform their advocacy agenda/dialogue around food security (FS) policies;
7. Resource mobilization towards policy implementation, commitment and prioritization;
8. Improve donor alignment with Government priorities;
9. Improve PSOs involvement, linkages and coordination;
10. Policy documents on FS should be translated into a common language;
11. Introduce the position of Deputy Permanent Secretary to be stationed at the President's Office: Regional Administration and Local Government (PO-RALG) that is responsible for FS, which includes agriculture, livestock and fisheries;
12. Improve financial data on national FS plans and strategies;
13. Develop a communication strategy for PAG to communicate regularly with the government, beyond events;
14. Strengthen MoA's consultative progress on budget, policy and M&E;
15. Mutual Accountability- increase government's commitments in timely budget disbursements; and
16. There should be a timeframe for policy implementation without major revision.

Participants then engaged in a robust dialogue that enabled them to filter the initial list of 16 down to five IA priority areas of improvement, which include the following:

1. Develop a timeframe for policy implementation without major revision;
2. Translate policy documents on FS into a user-friendly language/format to facilitate common understanding and improve the flow of information at all levels (national and sub-national);
3. Build capacity of PSOs and CSOs to generate evidence to inform their advocacy agenda/dialogue around FS policies;
4. Invest in mechanisms/methods for data collection for M&E to enhance credibility/reliability; and
5. Sensitize government, private sector and other key stakeholders on mutual accountability, which includes defined roles for involvement, linkage and coordination.

Next steps agreed by participants for the short-term were a planned meeting in August 2018 inclusive of the selected participants from each of the 5 groups of participants to finalize Action Plans; to debrief the Ministry of Agriculture, the CAADP focal point; and organize the PAG meeting to discuss the results of the facilitated IA self-assessment and proposed IA Action Plan by 31st August 2018. The PAG will coordinate the implementation of the Action Plan with Africa Lead II providing facilitation support. Finally, one year later an annual stakeholder meeting will be organized to review progress on the Action Plan.

The draft Action Plan is included below as Annex 1. A summary of the self-assessment scores by question is included below as Annex 2.

Annex I: Draft Action Plan

Corrective Action or Activity (Must be a low hanging fruit)	Why it is important to do this (also link to IA framework elements)	Sub- activities- the steps or smaller activities that need to be taken	Timeline for delivery (short term of 6 months) (medium term – 1 year, long term 2years),	Lead implementer& others who will be involved (start with the lead and list partners/ collaborators
<p>Develop predictable timeframe for policy implementation without major revision</p> <p>I. Advocacy on policy predictability for food security</p>	<ul style="list-style-type: none"> Facilitate performance review mechanisms Facilitate decision making 	<ul style="list-style-type: none"> Generate evidence based research data. Establish a technical advisory committee (TAC) to document the effect of adhoc statements to food security policy implementation. Conduct research on the effect of adhoc statements on FS policy implementation. Identify a Technical Team to collaborate with MAFAP to report the impact of unpredictable policy statements. Prepare a manual to sensitize the impact of unpredictable policy decisions to decision makers, and disseminate/ sensitize the duty bearers (DCs, 	<ul style="list-style-type: none"> 1 year 1 year 1 year 1 year Short term 1 year 1 year 1 year 	<ul style="list-style-type: none"> PAG, MoA, MAFAP, DPs, PSOs, CSOs PAG Other; TAC, MAFAP, DPs, PSOs, CSOs PAG Others; MoA, CSOs, PSOs PAG, MAFAP, TAC Others; MoA, CSOs, PSOs PAG, TAC PAG PAG PAG, TAC, MAFAP

		<p>RCs, DEDs, and HoDs)</p> <ul style="list-style-type: none"> • Identify the policy reforms done within a period of 5 years. • Select key reforms for assessment. • Conduct assessment on the selected reform. 		
<p>Translating policy documents on FS into a popular language and enhance accessibility by the public</p> <ol style="list-style-type: none"> 1. Establish an inventory list of all available documents related to food security. 2. Preparation of consolidated FS documentation i.e. research issues related to FS. 3. Translate them into simple and user friendly popular languages. 4. Accessibility through various media (website, radio, social 	<ul style="list-style-type: none"> • Multiplicity of documents related to FS • Bulkiness of the documents • Not user friendly and applies too technical terms. • Not readily accessible 	<ul style="list-style-type: none"> • Form Inventory team • Prepare ToR for the team. • Conduct desk review to identify food security (FS) related policies and materials. • Visit respective ministries to collect FS related documents. • Pick key FS issues from various ministries, and indicate sources from which they were extracted. • Review and prioritize collected FS policy related documents • Translate to user-friendly popular versions 	<ul style="list-style-type: none"> < 6 months (short term) 6 months (1 year for the entire activities) • Continuous process 	<ul style="list-style-type: none"> • PAG, MLF, MoA, MHSW, TFNC, SUA • PAG PAG, TFNC PAG, MLF, MAFS, MHN,

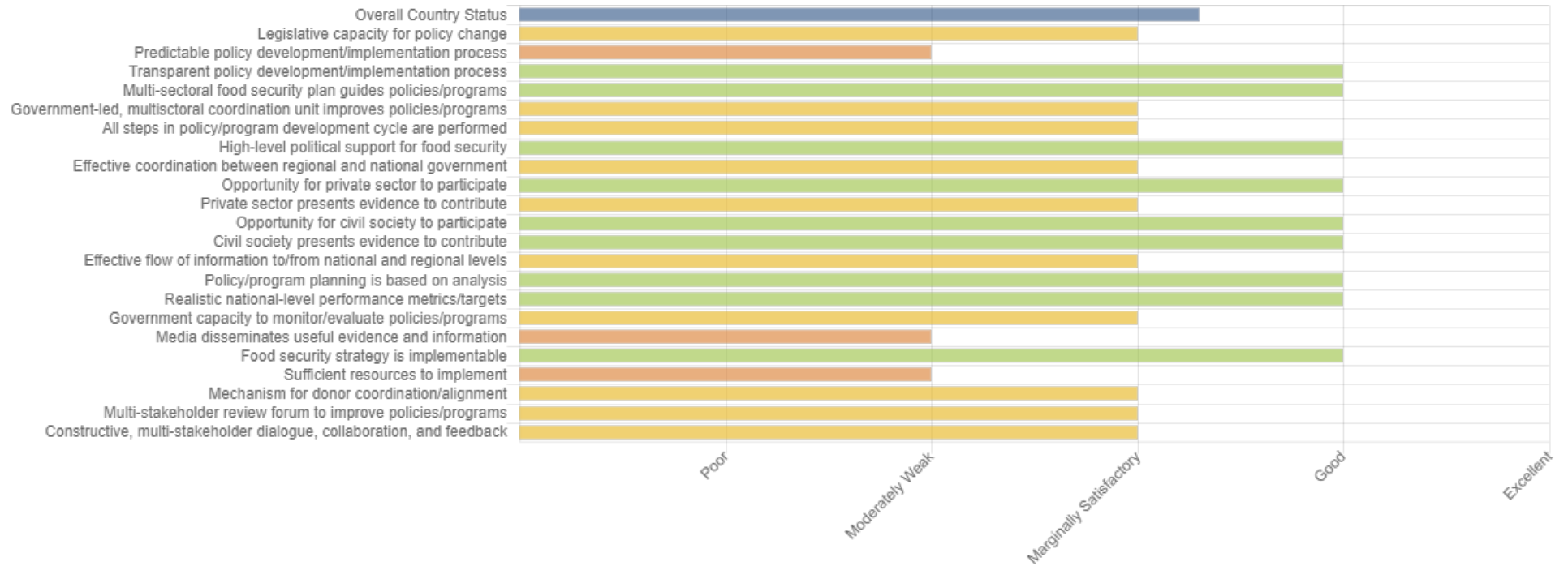
media, TV and radio programs)		<p>in both English and Kiswahili languages,</p> <ul style="list-style-type: none"> • Update websites • Dissemination through Radio and TV programs, and social media 		
<p>Capacity building of PSOs & CSOs</p> <p>I. Needs assessment</p>	<ul style="list-style-type: none"> • Existing gap on capacity of the PSOs/CSOs, but little is known on how big is the gap 	<ul style="list-style-type: none"> • Prepare ToRs (Research capacity, training, resource mobilization, common understanding-horizontal and vertical), • Identify the technical team to undertake the assignment. • Conduct scoping study for the needs assessment (NA). • Stakeholders meetings to discuss and share the findings from needs assessment • Develop training materials based on recommendations of the nana. 	<ul style="list-style-type: none"> • Short term (6 months) • Medium - long term • Short term 	<ul style="list-style-type: none"> • PAG HILINE (SUA) &

<p>2. Based on findings of the needs assessment, conduct training on Public Private Dialogue and resource mobilization for food security (FS).</p>	<ul style="list-style-type: none"> Majority of the PSOs/ CSOs are not capable of developing evidence to inform their advocacy agenda and dialogue on FS policies and resource mobilization. 	<ul style="list-style-type: none"> To identify a technical team to design capacity building intervention. Prepare tor for the technical team. Prepare a training manual for capacity building. Implement the training. Conduct a tracer study to follow-up on the impact of public-private dialogue training. Prepare proposals and mobilize resources. 	<ul style="list-style-type: none"> Short term (6 months) Short term (6 months) Short term (6 months) Long term (> one year) Short–medium term Short- long term 	<ul style="list-style-type: none"> PAG, NBS, MoA, HILINE (SUA), MLF, PSOs (Tanzania Horticultural Association (TAHA), Tanzania Private Sector Foundation (TPSF), Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)),
<p>Appropriate investment is required in M&E system for FS</p> <p>1. Package the data on the current status of existing methods for M&E in the right way</p> <p>2. Based on the recommendatio</p>	<ul style="list-style-type: none"> Affect evidence based policy making, planning and decision making, timely delivery of results and accountability 	<ul style="list-style-type: none"> Identify a technical team to conduct assessment on the effectiveness of the current system of M&E Prepare ToR on the type of data to be collected, accessibility, and data quality and assessment criteria. Conduct assessment on the effectiveness of the current system of M&E (ARDS, FAO-MAFAP) and recommend remedial measures. Strengthen the official M&E Improve stakeholders' 	<ul style="list-style-type: none"> Short term (6 months) Short term (6 months) Short term (6 months) Medium term Medium term 	<ul style="list-style-type: none"> PAG, NBS, ASLMs (PSs), PS-MoA, PS-PO-RALG, MAFAP PAG, NBS, ASLMs (PSs), PS-MoA, PS-PO-RALG, MAFAP PAG, NBS, ASLMs (PSs), PS-MoA, PS-PO-RALG, MAFAP NBS, ASLMs (PSs), PS-MoA, PS-PO-RALG, MAFAP

<p>n of the ToR, design and implement capacity building intervention for all stakeholders involved in the food security M&E system</p> <p>3. Validation of available data related to FS and update FS database.</p>	<ul style="list-style-type: none"> Lack Accuracy/not 	<p>accountability in the M&E system.</p> <ul style="list-style-type: none"> Identify technical team to design capacity building intervention Preparation of ToRs for a technical team Implement the M&E training. Conduct annual tracer study to follow-up on the impact of M&E training. Develop proposal, and mobilize resource mobilization Identify data sources and updates. 	<ul style="list-style-type: none"> Short term (6 months) Short term (6 months) Long term (> one year) Short–medium term Short- long term Long term (> one year) 	<p>PAG, NBS, MAFAP</p> <p>PAG, NBS, MAFAP</p> <p>PAG, NBS, MAFAP</p> <p>PAG,</p> <p>PAG, NBS, ASLMs (PSs), PS-MoA, PS-PO-RALG, MAFAP.</p>
<p>Sensitization of mutual accountability</p> <p>I. PAG to collaborate with the ASWG to strengthen mutual accountability (MA)</p>	<p>To alert and remind the government, development partners, and PSOs/ CSOs</p>	<ul style="list-style-type: none"> Prepare a concept note to be shared with ASWG, TPSF, and TCCIA. Prepare ToR to assess the implementation of agreed commitments (financial, donors, government, and PSOs/CSOs) Share the ToR with the technical team for improvement. Identify a technical team to assess the current status of mutual accountability on food security. 	<ul style="list-style-type: none"> Short term (6 months) Short term (6 months) Short term (6 months) Medium term (6 months) 	<p>PAG, PAC and ASWG</p>

		<ul style="list-style-type: none">• Dissemination to stakeholders.• Regular assessment and updates.	<ul style="list-style-type: none">• Continuous	
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Annex 2: IA Self-Assessment Results



Annex 3: Institutional Architecture Questionnaire

Below are 22 questions. Please score each question on a scale of 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.” Underneath each question you can find a bulleted list of best practices examples illustrating sub-elements of the item in the question. If a country is doing all the “as evidenced by” bullets in the box well, then we can consider it to be “5: excellent”. If none, then “1: poor.” Others should fall proportionately in the middle as appropriate.

Policy Element (1): Predictability of the Guiding Policy Framework

1. There is legislative (e.g. Parliament’s) capacity to develop food security (agricultural and nutritional) policy change (to consider debate, engage, draft, and ultimately pass good food security policies).

As evidenced by:

- *Functional Subcommittee(s) on agriculture and nutrition;*
- *Legislative Staffers provide or pull in expertise for legislative decision making;*
- *MPs understand key policy issues in food security.*
- *The agriculture and nutrition committees closely coordinate(s) with Ministerial technical personnel.*
- *An agriculture and food security committee (or committees that work on issues related to FS/ag/nutrition) promotes food security policies to the full legislature.*
- *The legislative branch has initiated, advocated for, and passed high quality FS policies.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

-
2. The policy development and corresponding implementation process is **predictable** in accordance with the rules contained within the country’s constitution, basic law, and elsewhere in the formal legal framework.

As evidenced by:

- *Clearly defined, accessible, and predictable legislative requirements are followed;*
- *Political process allows for dialogue to discuss and resolve differences and move forward.*
- *Legally rooted and unbiased dispute resolution process is a viable option if needed.*
- *There is a commonly shared interpretation and enforcement of the laws and regulations.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

3. The policy development and implementation process is **transparent** in accordance with the rules contained within the country’s constitution, basic law, and elsewhere in the formal legal framework.

As evidenced by:

- *Clearly defined legislative requirements;*
- *The public has the opportunity to comment on draft policies, laws and regulations (such as comment period, non-state actor (NSA) or multi-stakeholder forum, governmental website or social media feedback fora);*
- *Budget documents, including budget proposals, are released fully and in a timely manner before, during, and after implementation.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

Policy Element (2): Policy Development & Intra-governmental Coordination

4. There is an approved/official multi-sectoral, multi-year food security (agriculture and nutrition) plan which specifies priorities and objectives and **guides policy and program development and implementation.**

As evidenced by:

- *Government, including local authorities, agencies, and departments, implements and utilizes multi-year food security plan to guide policy and program development;*
- *Private sector and civil society organizations (CSOs) that represent member interests provide input that help inform priorities and planning.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

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5. There is a government-led entity, such as a coordination unit or task force, with defined membership that works towards improving food security (ag and nutrition) policies and/or programs.

As evidenced by:

- *The coordination unit meets regularly to discuss, develop, and coordinate.*
- *The entity has the relevant agencies from key governmental ministries (Trade, Finance, Health) and necessary governmental units;*

- *The members represent their governmental units, bringing information to and from the meetings;*
- *The members actively participate;*
- *The members have trust, a shared vision, and regular communication.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

6. There are government-led work groups or technical committees that perform **all** of the following functions: (1) Identifies policy and technical challenges/issues, (2) develops food security and agricultural sector- or project-specific food security (nutritional and agricultural) policies, (3) develops strategies, (4) consults within the sector and (5) drafts funding proposals.

As evidenced by:

- *The work groups or technical committees (such as ag or nutrition sector working group) have gone through the **full cycle** from problem identification, policy and strategy formulation, sector consultation and funding proposal drafted.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

7. There is a line of authority/participation by high-level decision-makers above the ministerial level **enabling efficient political support for the development and passage of new food security (nutrition and agricultural) policies.**

As evidenced by:

- *The prime minister's (and/or or president's office as appropriate in-country) is supportive of food security policies that cut across ministries (such as trade, health and agriculture).*
- *There is supportive leadership pushing food security policy reforms as a priority area.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

8. There is effective coordination between the regional and national government

As evidenced by:

- *The existence of a coordinating mechanism between County (or Regional) and National governments*
- *The absence of “turf wars” (attempts to keep information and resources to the relevant entity) and inter-governmental conflicts on resources and policy*
- *Clarity of roles among all stakeholders*
- *Regional government provides timely evidence-based inputs to budgeting and policy process.*
- *The regional government takes an active role in FS policy implementation*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

Policy Element (3): Inclusivity and Stakeholder Consultation

9. The private sector (PS) is provided meaningful opportunity to participate in FS policy formulation and strategy discussions.

As evidenced by:

- *The private sector is invited to participate and included in the dialogue of the:*
 - *Policy coordination management unit;*
 - *Technical working groups;*
 - *Discussion forums;*
 - *Legislative comment periods*
- *Government considers and acts upon PS evidence-based feedback if appropriate.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

10. Organization(s) representing the private sector have the capacity to present analysis supported by evidence to influence government-led discussions on food security policy.

As evidenced by:

- *Member-based private sector organizations are able to represent their constituents’ interests*
- *Member-based private sector organizations are able to articulate and communicate policy positions*

- *Member-based private sector organizations are able to provide some level of evidence-based analysis to support their viewpoints*
- *There is one or more member-based private sector organization that communicates policy positions (through public participation in policy formulation and strategy discussions, or through written communication to policy coordination/steering committee, or through other public communication such as letters to newspaper editors, etc.).*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

11. Civil Society Organizations (CSOs) are provided the meaningful opportunity to participate in FS policy formulation and strategy discussions.

As evidenced by:

- *CSOs are invited to participate and included in the dialogue of the:*
 - *Policy coordination management unit*
 - *Technical working groups*
 - *Discussion forums*
 - *Legislative comment periods*
- *Government considers and acts upon CSO evidence-based feedback if appropriate*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

12. CSOs have the **capacity** to present analysis supported by evidence to influence government-led discussions on food security policy.

As evidenced by:

- *CSOs are able to represent their constituents' or members' interests;*
- *CSOs are able to articulate and communicate policy positions;*
- *CSOs are able to provide some level of evidence-based analysis to support their viewpoints;*
- *There is one or more CSO organization that communicates policy positions (through public participation in policy formulation and strategy discussions, or through written communication to policy coordination/steering committee, or through other public communication such as letters to newspaper editors, etc.).*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

13. # Relevant FS policy and program communications flow effectively from the national level to the regional areas and back to the national level.

As evidenced by:

- *National communications on policies and programs get translated into the appropriate languages as needed for successful distribution.*
- *Clear communications are communicated through the appropriate channels for their audience (e.g. farmers and rural people) to receive them under understand them.*
- *Data representing regional priorities, problems and status quo gets collected and communicated back to the national level decision makers.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

Policy Element (4): Evidence-based Analysis and M&E

14. National food security priority policy initiatives/ investment plan/ strategy is based on economic and financial analysis.

As evidenced by:

- *An entity such as an internal governmental policy analysis unit or a contracted policy think tank/ research institute has carried out high quality economic and financial analysis that formed the basis of the national food security priority policy initiatives;*
- *Economic and financial data and analyses are publicly available and are used or referenced in determining priorities for FS policy initiatives.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

15. Good performance monitoring measures and targets have been developed for the national food security policies/plans.

As evidenced by:

- *The national food security (agricultural and nutrition) policies/plans include: specific objectives, performance indicators, and targets.*
- *Those indicators and targets are realistic and can be used to monitor the accomplishment of the objectives.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

16. The Government has the capacity to monitor and evaluate food security policies and programs.

As evidenced by:

- *Government has systems to monitor, collect data, analyze the results, and communicate (internally and externally) policy/ program effectiveness through the M&E framework.*
- *The government has the ability to review data on policy performance and produce an analysis of the policy's effectiveness.*
- *A policy analysis function/unit exists and has adequate and skilled staff, and is sufficiently funded. If required, specific analysis can be outsourced to specialized firms or consultants as needed (case-by-case).*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

17. Does the media disseminate food security stakeholders with sufficient information and evidence that they can use to help make decisions?

As evidenced by:

- *The media presents meaningful case studies and statistics.*
- *The public can expect that urgent food security priorities would be highlighted in the press and garner attention.*
- *The media helps readers understand who makes decisions and how they are made for food security-related policies.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

Policy Element (5): Policy Implementation

18. The overall food security strategy has been broken down into programs and projects that have a sufficient level of detail to permit implementation.

As evidenced by:

- *The overall food security strategy (covering the topics of ag and nutrition) has been “packaged” into priorities that can be managed by ministerial units, including clearly defining lead ministries/responsible unit for cross-sectoral programs and projects*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

19. Resources are committed that allow for the implementation of the identified FS policy agenda.

As evidenced by:

- *At least 75% of the identified annual policy workplan that stems from the policy agenda is implemented.*
- *Over time, the country’s budget has been adjusted to provide adequate financing for the implementation of actions required to implement policy priorities*
- *Capacity exists to submit proposals and secure funds to address financing gaps.*
- *Government budget committed and disbursed to agriculture is effective in improving food security.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

Policy Element (6): Mutual Accountability

20. There is a mechanism for donor participation in the food security policy process to align government and donor objectives and priorities, and coordinate resources and activities.

As evidenced by:

- *A forum exists for regularly scheduled donor-government meetings*
- *Both donors and government share their priorities and objectives with each other*
- *Donor activities are coordinated (by either donors or the government) to avoid duplication.*
- *There is trust between donors and government.*
- *Donors and governments (including local government authorities) share information and learning to build off of each other’s work. There is open and regular communication.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country’s performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: “insufficient information.”

21. A formal stakeholder review session (i.e. the Joint Sector Review for CAADP) is used for adaptive management of policies and programs in agriculture and food security.

As evidenced by:

- *A formal ag sector stakeholder review session is held annually or at regularly predetermined intervals.*
- *Analysis of M&E data used for monitoring progress on agricultural development and food security is clearly presented.*
- *Government prepares for, openly and constructively engages in, and reacts with thoughtful consideration to incorporate evidence-based feedback from the review session.*
- *Follow-up action items are noted and then completed.*
- *Key development partners are included.*
- *The forum is based on a shared vision, and builds open communication, and trust.*
- *A report on feedback provided is made publicly available.*
- *Local level stakeholders provide and receive information and learning that feeds into or is derived from the review session.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."

22. There is regular multi-directional and on-going constructive dialogue among key agriculture and FS stakeholders.

As evidenced by:

- *Government, non-state actors (NSAs) and donors openly and constructively engage in dialogue and react with thoughtful consideration to incorporate evidence-based feedback.*
- *The government provides feedback to non-state actors, at least annually, on the performance of the food security policies and the agricultural sector.*
- *Feedback is provided to both NSAs and government during the annual stakeholder feedback forum.*
- *The feedback forum is used as mechanism to hold private sector investors accountable to investment commitments, if applicable.*
- *The government and NSAs base their feedback on data/ evidence.*
- *The government or its representatives provide feedback based on first-hand field experience.*

On a scale of 1 (poor) to 5 (excellent) how would you rate Country's performance in this area?

Circle one: 1: poor; 2: moderately weak; 3: marginally satisfactory; 4: good; 5: excellent; or N/A: "insufficient information."