

Policy Priorities: Reporting on Policy Change Webinar, October 30, 2018

2018



Introduction and Overview

Chris Shepherd-Pratt, BFS/ARP Policy Lead

Outline of Webinar

Overview & Introduction

Importance of Policy to GFSS-FTF Objectives and Past Performance

Measuring Country Policy Performance

Monitoring Performance of the Country Policy System (Institutional Architecture)

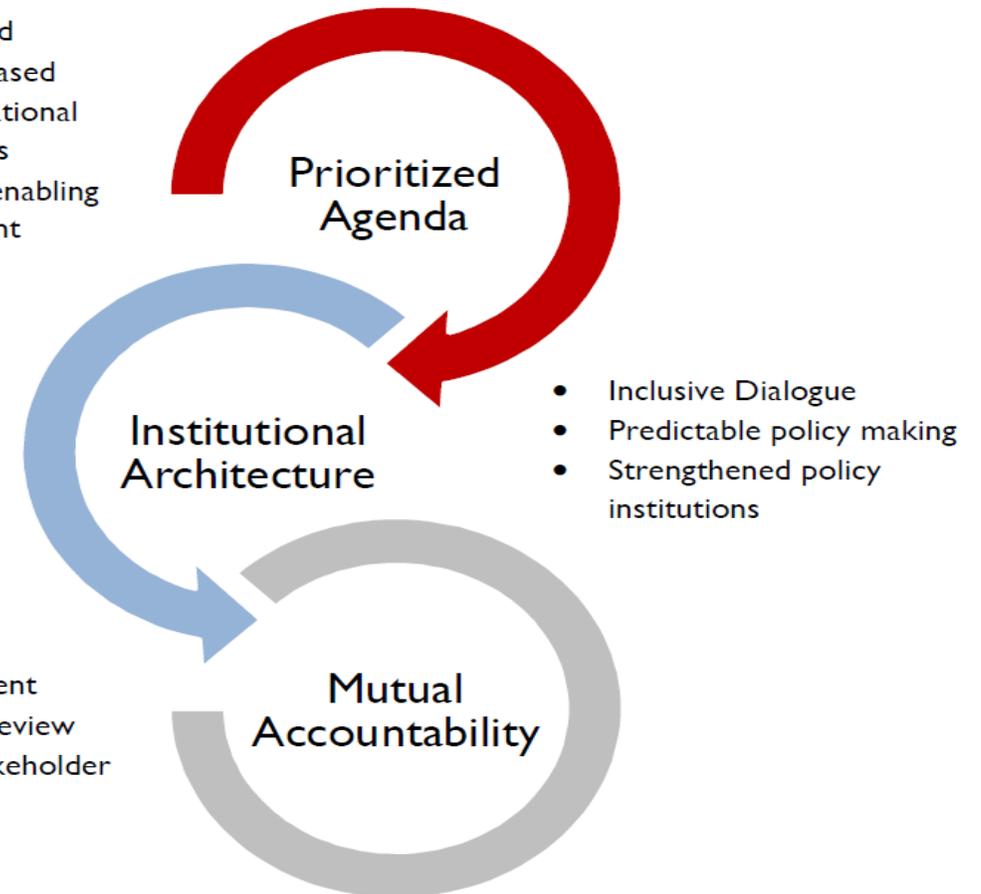
Importance of Policy for GFSS- FTF

Components of Successful Policy Change

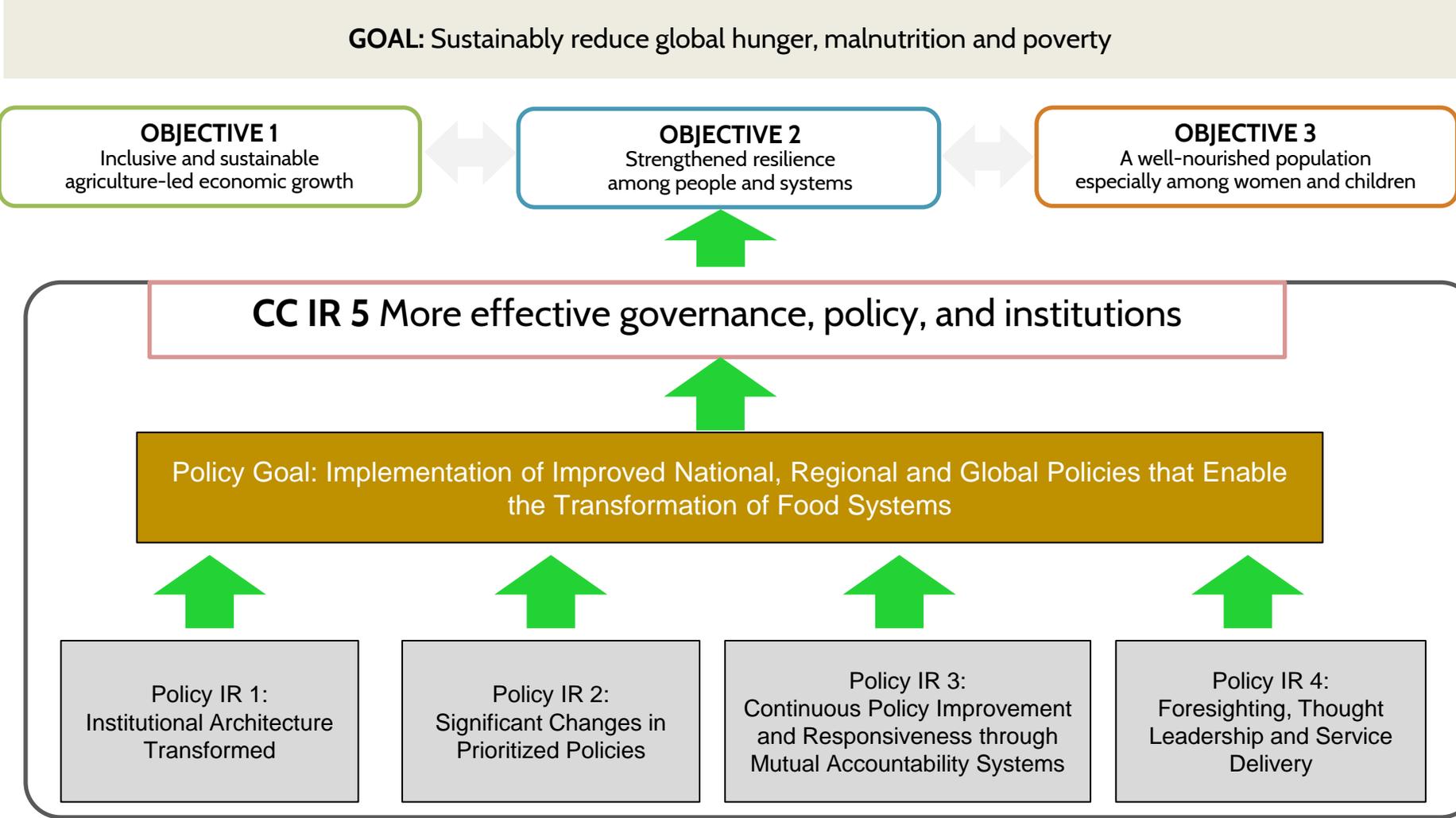
Policy = Laws, regulations, treaties, statements, administrative actions and funding decisions

Global Food Security Strategy Policy Elements

- Country-led
- Evidence-based
- Effective national investments
- Improved enabling environment



Policy in the GFSS Framework



=> Contribution to sustainable development through more stable, transparent and inclusive systems

Importance of Policy to Feed the Future Objectives

INCLUSIVE AGRICULTURAL GROWTH IS THE MOST EFFECTIVE PATHWAY TO REDUCE POVERTY

- Significant contributions to resilience, nutritional outcomes, and other top-line FTF goals
- Strengthening policy systems and policy implementation remain the primary catalyst for accelerating agricultural growth and transformation in Feed the Future countries.

POLICY IS ESSENTIAL TO NATIONAL LEVEL CHANGE AT SCALE

- Key element of A/AID Self-Reliance: a country's “ability to plan, implement, finance” own development
- Impact beyond Zone of Influence (want significant level of change - scaling up...)
- Private Sector Engagement Policy: Policy/EE essential to attract private finance
- Systems change/sustainability (sustainable development requires EE conditions)

Agriculture and Food Security Transformation and Role of Policy

WHAT IS AGRICULTURAL TRANSFORMATION? Change in nature of ag and broader economy

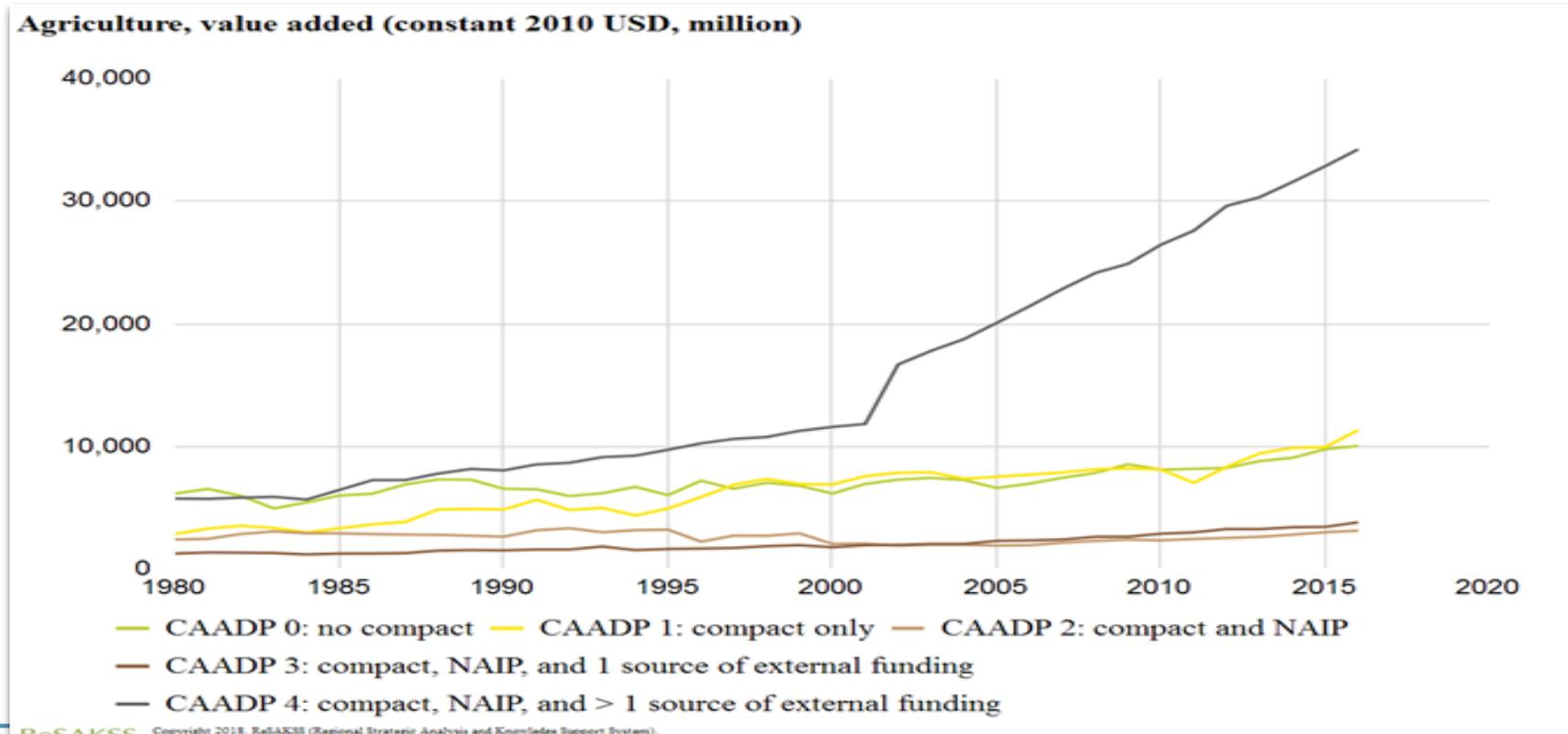
- share of agriculture in economy declines (despite continued absolute growth)
- off-farm activities (inputs, marketing, processing, convenience food) increase in importance
- agri-food system expands: non-production sectors growing as proportion of total AFS (FTFMS performance indicator AgGDP+ designed to reflect transformation of AFS system)

PATHWAYS/OUTCOMES OF TRANSFORMATION DEPEND ON POLICY CHOICES:

1. Public sector investment choices across ag research, infrastructure, education, etc.
2. Government policy toward creating an enabling environment for the private sector and incentivizing investment
3. Choices around social protection, safety nets, managing risk, etc.

Why is Policy Important?

Top-tier CAADP countries accelerated their agricultural growth and their agriculture sectors are now 3 times the size of other African countries



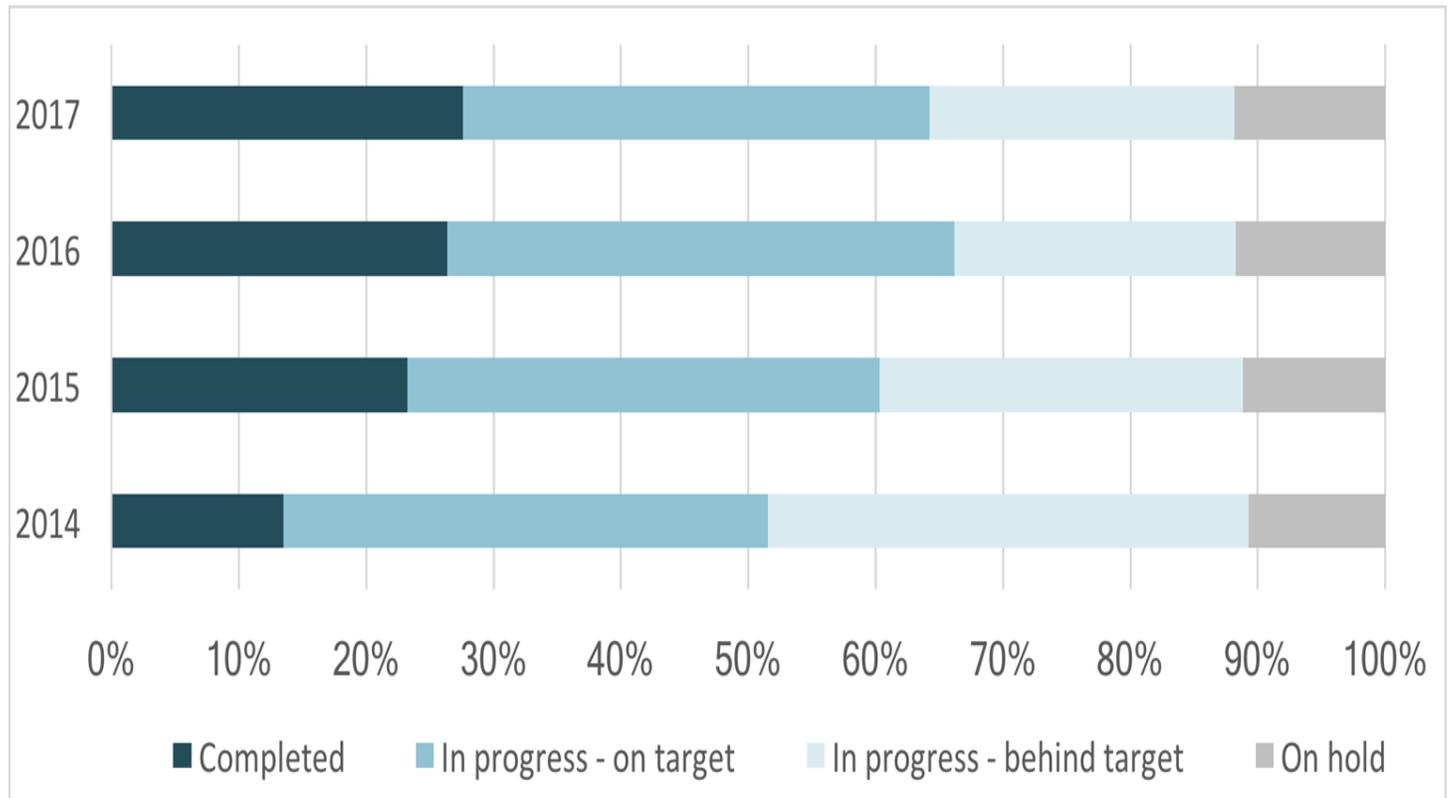
Policy for Self-Reliance

=> Everyone contributes to strengthening policy systems to deliver on behavioral change and people-level impact:

- 1. Across sectors - agriculture, nutrition, resilience, governance, water, etc.**
- 2. National- and sub-national level policy development, reform and implementation**
- 3. ZOI level policy implementation as demonstration and problem solving**
- 4. Engagement of citizens in policy process - inclusive systems**

Lessons on Policy Performance from Feed the Future Policy Matrices (2014-2017)

- Policy change takes time => specifying intermediate policy steps is helpful for monitoring and reporting progress
- Some policies are less likely to change => is there broad stakeholder agreement on the priority policies and are the goals realistic? Is the institutional environment conducive to implementation?



Measuring Country Policy Performance

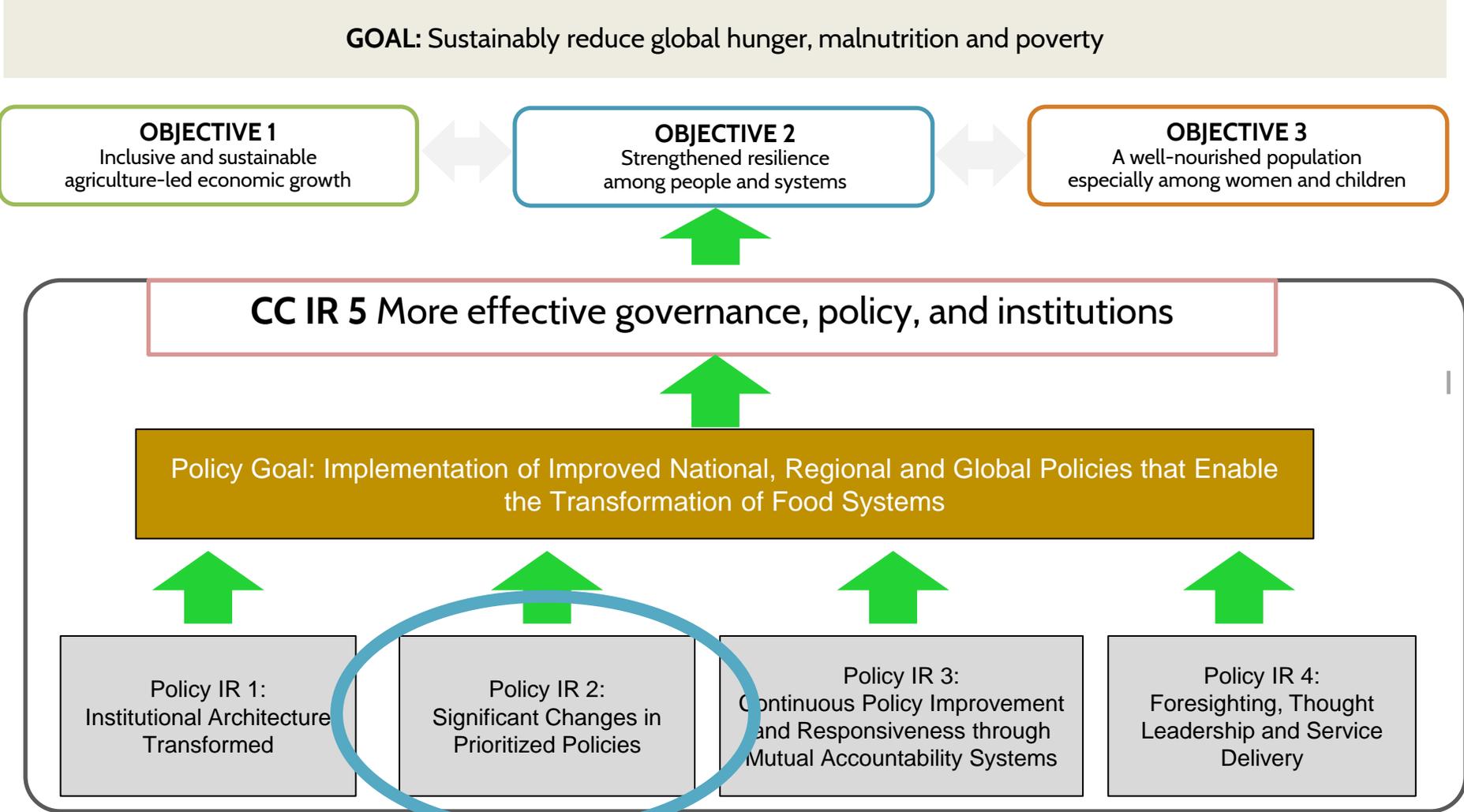
James Oehmke, BFS/ARP/Policy

How will we measure or track Policy Change in GFSS?

1. **Previously: 5 stages of policy change (indicator now retired)**
2. **Policy Progress Indicator: performance in prioritized policy achievements (new measurement, based on policy matrices)**
3. **Changes in the policy system (Institutional Architecture, new indicator)**

Policy in the GFSS Framework

=> Contribution to sustainable development through more stable, transparent and inclusive systems



Policy Matrices as Part of Ongoing Performance Measurement

- Policy Performance Indicator: A scaled measure of progress on policy priorities, with 'credit' for taking on more difficult challenges
- Anticipated future quantitative/qualitative measure of importance of policy priorities for ag & food system performance in country / ZOI

Policy Progress Indicator (in development): 2015 Prototype

Policy Progress based on annual performance reported in Policy Matrices.

--- A statistical measurement (Rasch model) of the probability by country and across policy areas of performance. The score is based on the number of policy actions, the status of each action, and the difficulty of each action.

Policy Progress Indicator:

This approach calculates the likelihood that a country will make progress on policy actions - the set of Results and Actions each mission has identified as critical for the achievement of GFSS/FTF objectives.

Country/Region	Policy Progress Score (2015)
Kenya	-.95
Bangladesh	-.43
Senegal	-.28
Asia Regional	-.26
Tanzania	-.10
Cambodia	.19
Uganda	.21
Malawi	.35
Ethiopia	.36
Southern Africa Regional	.40
Liberia	.40

Country/Region	Policy Progress Score (2015)
Zambia	.44
Ghana	.45
Mozambique	.49
West Africa Regional	.57
Tajikistan	.95
Nepal	1.06
East Africa Regional	1.12
Rwanda	1.33
Mali	1.42
Central America Regional	1.44
Honduras	2.25
Guatemala	2.46

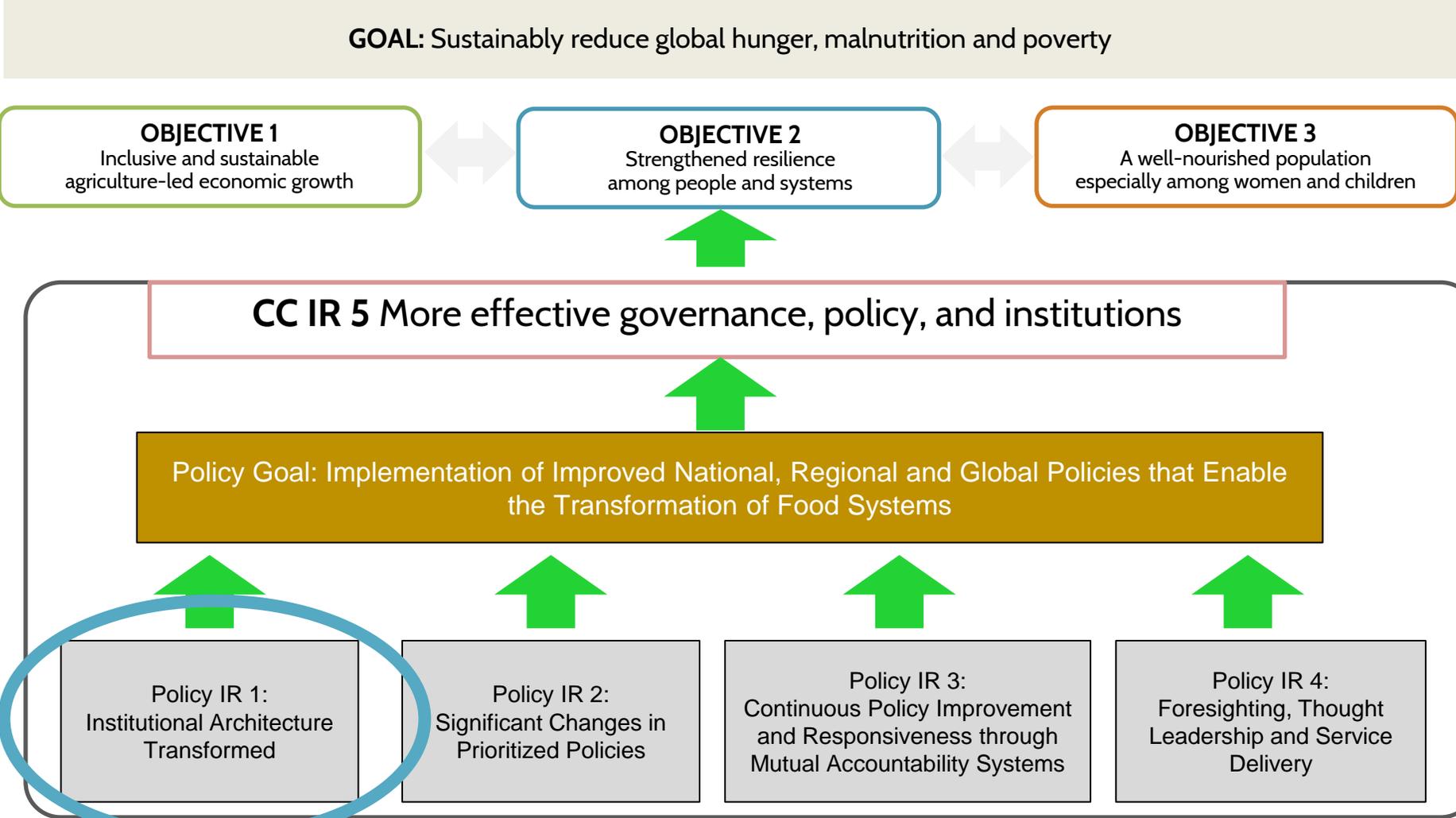
Policy Progress Indicator Deployment

- Pilot on FTF policy matrices for 2015/16, 2016/17 and 2017/18 data sets
- Results are based on all data across all matrices
- Results can change annually
- First analysis for GFSS will be based on 2019 Reporting

Monitoring Performance of the Policy System

Kristy Cook, BFS/ARP/Policy

Policy in the GFSS Framework



=> Contribution to sustainable development through more stable, transparent and inclusive systems

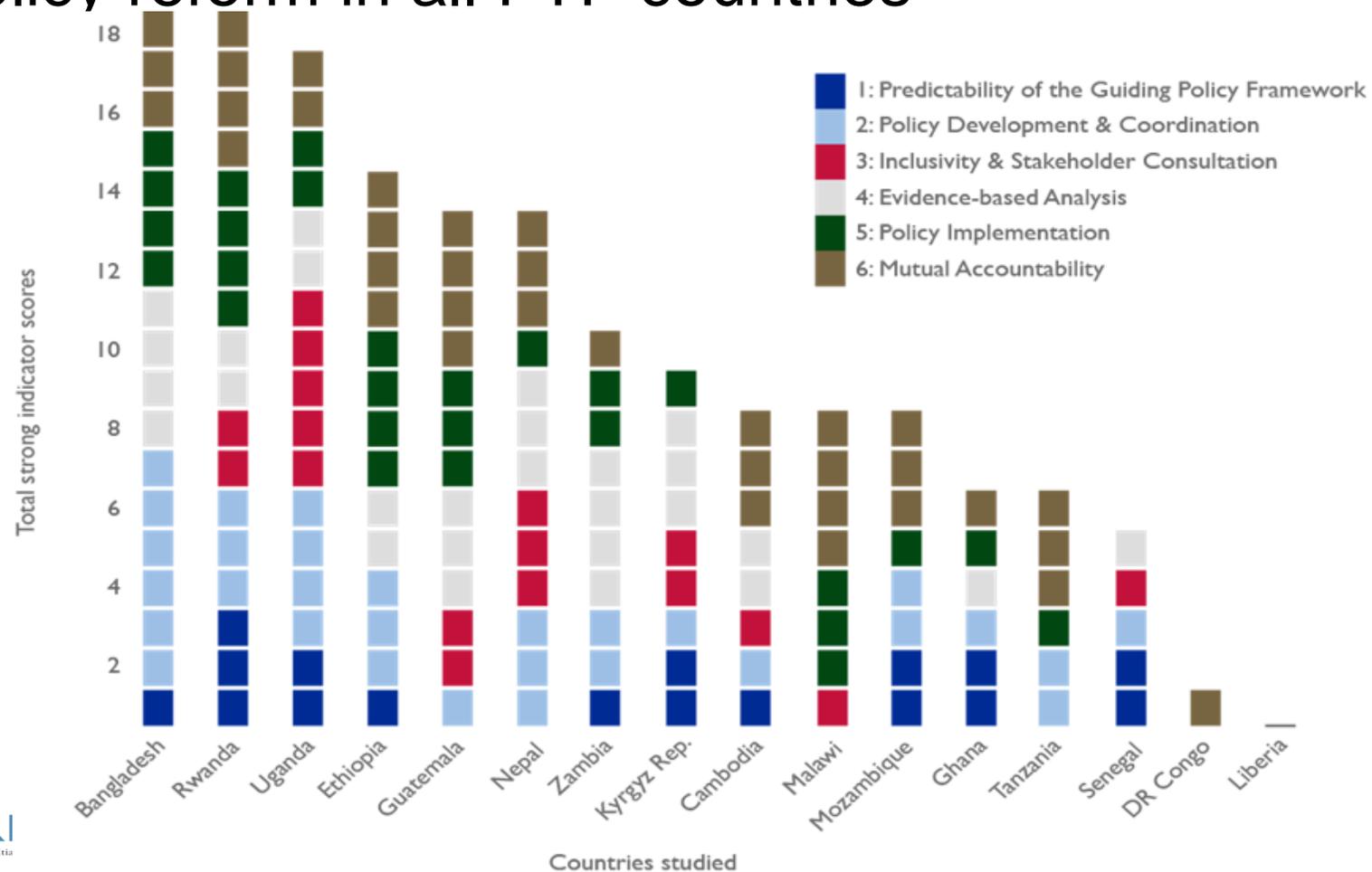
EG.3.1-d Number of milestones in improved institutional architecture for food security policy achieved with USG support [Multi-level]

- Strong Institutional Architecture - the institutions and processes that support and lead to good policy outcomes - is critical for countries to become self-reliant
- IA milestones will capture improvements in food security policy governance contributing to GFSS topline objectives
 - ag-led growth, resilience, nutrition
- Milestones should originate from and align strategically with country and stakeholder priorities



Milestones toward a well functioning policy system

FTF [Institutional Architecture Assessments](#) showed (lack of) capacity inhibits policy reform in all FTF countries



Why Monitor IA Milestones?

- Policy change has a long time horizon so need to plan incremental steps
- Policy change is complex; cuts across organizational boundaries
- Need to improve core competencies related to policy management and stakeholder engagement

EG.3.1-d Number of milestones in improved institutional architecture for food security policy achieved with USG support [Multi-level]

- Aim is to capture [USG-supported] improvements in the foundational capabilities and building blocks of a well-functioning policy system.
- Concerned with policy governance → quality & connectivity of the institutional environment and extent to which it is “fit for purpose” to achieve FS reform
 - Recognizes that quality can be context-specific / situational, defined in terms of particular goals
- Links capacity interventions with the system-level changes they seek to affect

Illustrative IA Milestones

- Establishment of parliamentary access to food security expertise
- Citizen groups have regular and reliable access to legislative processes and documentation
- A regional protocol for coordinating staple food data (regional level)
- Intergovernmental coordination forum established and operational (e.g. meets regularly, shares information, takes decisions)
- Civil society and producer group platform for input to agricultural policy and program development
- Improved timeliness and availability of food security-related surveys and survey analysis
- Resources allocated for programs commensurate with objectives
- See PIRS for more examples....

How can you identify milestones to target?

→ ***through consultation with country partners & alignment with sector priorities!***

- National Ag&FS Investment Plans & Biennial Reviews
- Institutional Architecture Assessments
- Country Agriculture and Food Security Planning Processes (look to Mission CDCS, PMP)
- Ag Sector Working Groups
- Implementing Partners and Activities

Examples Of IA Milestones

Example 1: Objective: Agriculture Joint Sector Review (JSR) leads to agreements toward improved enabling environment policies

Milestone 1: Inclusivity of JSR increases with Private sector participation

Milestone 2: Private sector takes lead role in the JSR developing common platform

Milestone 3: Private sector and government reach agreement on priority policies

Example 2: Objective: Increased participation by rural women in policy making process

Milestone 1: Pilot Women in Agriculture Platform in District X linking to other districts

Milestone 2: Women in Agriculture Platforms established across 28 districts to enable women to engage with their government officials and actively influence decision making in local governance and ag sector development.

Milestone 3: Platforms become the formal structure for women to voice their concerns to government.

Examples Of IA Milestones (cont.)

Example 3: Objective: More efficient use of donor resources: --> Donors anticipate that improved planning and reporting alignment will contribute to closing of NAIP financing gap, from 28% gap to 15%.

Milestone 1: Donor-mapping of all donor investments in the agricultural sector for the Agriculture Donor Group and the Resilience Donor Group.

Milestone 2: Donor mapping leads to adoption of harmonized M&E framework among donors

Milestone 3: Improved donor alignment with national sector priorities enable accurate projections of financing gaps.

Milestone 4: Improved donor transparency contributes to greater trust and commitment by other stakeholders closing the financing gap.

Tips for Setting Milestones

1. Defining milestones

Establish milestones that are significant for you and your country partners. Milestones should be clear - so that you will all know when you reach them. An important attribute of this indicator is that it can be designated at different levels [Multi-level Indicator]: National, regional, subnational

2. Timing milestones

Milestones are intended to be short-term (~12 months), but they aim toward longer-term objectives. They should signal whether results are trending in the “right” direction

3. FY19 Reporting: Focus on Build-Measure-Learn Feedback

This is first year with a new, first-ever multi-level indicator → set your targets with the objective of learning over the year.

Remember: You are working toward milestones because we achieve sustainable policy change step by step!

Institutional Architecture Milestones are an Opportunity!

We are trying to capture systems change that will lead to better policies leading to improvements in hunger, nutrition and poverty.

This is a chance for many of you working on changing the food security policy system -- how food security policy is made and implemented -- to set targets, let us know what you will be doing and then report on your progress.

We look forward to this journey in FY2019! We look forward to your feedback.



FEED THE FUTURE

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

FTFMS Instructions

Katie West, BFS/SPPM/MEL

FTFMS Instructions and tips

Operating Units

1. FTF focus countries OUs have been assigned this indicator
2. OUs need to assign this to IMs as requested or as appropriate
3. Users will need to:
 - a. Enter unique number of milestones in top row
 - b. List same milestones disaggregated by Level and Policy element
 - c. List out specific name of milestone in Indicator comment
4. OUs will need to review IM reporting, then,
5. Add together the 'unique' IM targets and their own targets for a final target
6. OUs need to upload any documentation that will 'justify' the significance of the milestone (and subsequently for reporting 'verify' the achievement)

Implementing Mechanisms

1. IMs can choose to report on this indicator
2. IMs can request through their AOR/COR
3. Users will need to:
 - a. Enter unique number of milestones in top row
 - b. List same milestones disaggregated by Level and Policy element
 - c. List out specific name of milestone in Indicator comment
4. IMs need to upload any documentation that will 'justify' the significance of the milestone (and subsequently for reporting 'verify' the achievement)

STEP 1 and 2: Enter indicator results and targets in FTFMS

Indicator data

Indicator:

[Calculate totals](#)

[<< Go to Previous Indicator](#)

[Go to Next Indicator >>](#)

[Save](#)

Indicator / Disaggregation	2018 Deviation Narrative	2018 Comment	Baseline Year	Baseline Value	2018		2019	2020	2021
					Target	Actual	Target	Target	Target
EG.3.1-d: Number of milestones in improved institutional architecture for food security policy achieved with USG support [MT-level] <small>This indicator can be reported on at both the IM and OU level. For reporting by individual IMs, the results & targets should be for milestones achieved by that specific IM's work. OUs reporting on this indicator should aggregate all IM-specific reporting (removing any double-counting) plus add any milestones achieved through an OU's efforts outside of any specific IM (i.e. "other USG support"), and then report the overall OU total in their "High-level indicators" dummy IM. ***All users must list out the unique milestones being reported on in the "2018 Indicator Comment" on this screen, as well as upload supporting documentation on the "Other Reporting Docs" tab on the "Enter or View Narratives" screen. See PIRS for details of what to include. When uploading supporting documentation, please reference the milestone number (if reporting on more than one milestone) in the document title (e.g., "Milestone 1 Supporting Documentation").</small>	Add	Add					5		
Unique number of milestones achieved this reporting year (no double-counting)							5		
Level (double-counting allowed)									
Subnational									
National							5		
Regional									
Continental									
International									
Disaggregates Not Available (for level)									
IA Policy Element (double-counting allowed)									
Policy Element 1: Predictability of the Guiding Policy Framework									
Policy Element 2: Policy Development and Coordination							5		
Policy Element 3: Inclusivity and Stakeholder Consultation									
Policy Element 4: Evidence-based Analysis							5		
Policy Element 5: Policy Implementation									
Policy Element 6: Mutual Accountability							5		
Disaggregates Not Available (for IA Policy Element)									

STEP 3: List out unique milestones in the Indicator Comment, using this format:

MILESTONES ACHIEVED FY18:

- (1) xxxx
- (2) xxxx
- (3) xxxx

TARGETED MILESTONES FY19:

- (1) xxxx
- (2) xxxx
- (3) xxxx

Indicator data

Indicator: EG.3.1-d: Number of milestones in improved institutional architecture for food security policy achieved with USG Calculate totals

[<< Go to Previous Indicator](#) [Go to Next Indicator >>](#) Save

Indicator / Disaggregation	2018 Deviator Narrative	2018 Comment	Baseline Year	Baseline Value	2018		2019	2020	2021
					Target	Actual	Target	Target	Target
EG.3.1-d: Number of milestones in improved institutional architecture for food security policy achieved with USG support [MT-level]	Add	Add			1	1	2	2	3
Unique number of milestones achieved this reporting year (no double-counting)					1	1	2	2	3
<u>Level (double-counting allowed)</u>									
Subnational					10	10	20	20	30
National					20	20	30	30	40
Regional									
Continental									
International									
Disaggregates Not Available (for level)									
<u>IA Policy Element (double-counting allowed)</u>									
Policy Element 1: Predictability of the Guiding Policy Framework					40	40	50	50	60
Policy Element 2: Policy Development and Coordination					70	70	80	80	90
Policy Element 3: Inclusivity and Stakeholder Consultation									
Policy Element 4: Evidence-based Analysis									
Policy Element 5: Policy Implementation									
Policy Element 6: Mutual Accountability									
Disaggregates Not Available (for IA Policy Element)									

Click "Add" to access Indicator Comment, where listed names of unique milestones are entered.

STEP 4: Where to enter your documentation on the reported milestones

FEED THE FUTURE Feed the Future Monitoring System [Help](#) | [About](#) | [Log Out](#)

Welcome, KateWest !

 >> Enter or View Narratives

+ Search

+ Screen Instructions ([click here to edit screen instructions](#))

+ Export/Print

- Current Selection

Reporting Organization: USAID

Bureau: Africa

Operating unit: Ghana

Prime Partner: All

Implementing Mechanism: AFRICA LEAD

[Go](#)

Performance Narratives | Planning Narratives | **Other Reporting Documents**

Name	Last Modified On	Last Modified By
Upload File		

Historical documents for previous rounds

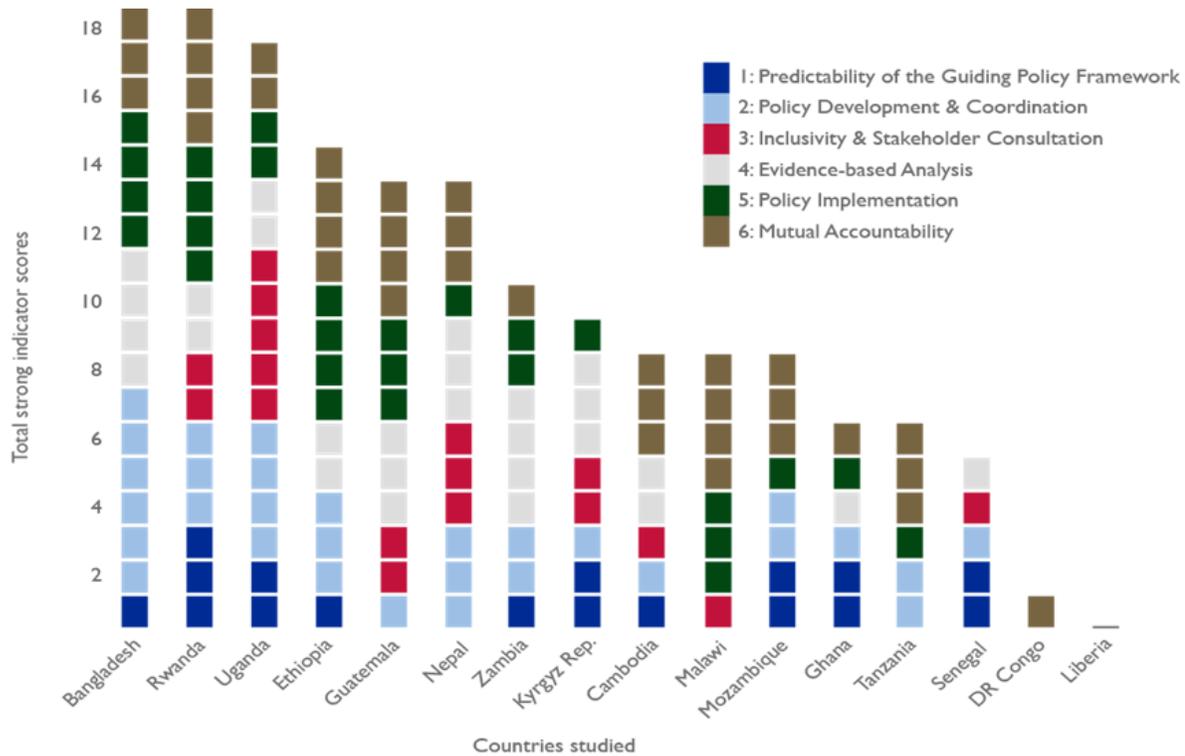
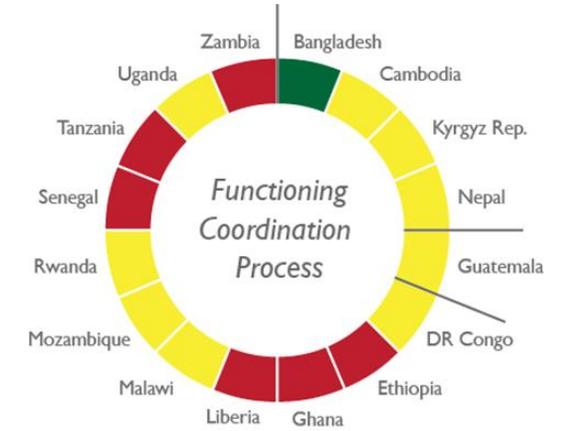
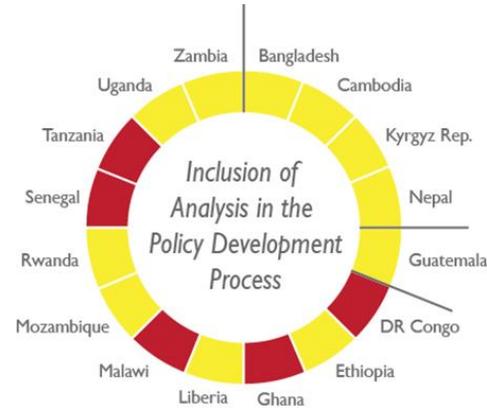
FY Year	Name	Last Modified On	Last Modified By
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Thank you!

Q & A

Additional Slides for Reference

Background (NOTES)



All countries faced issues around insufficient numbers of staff, poor staff retention, inadequate training in basic project management, and lack of resources. In Ethiopia, for example, the capacity of staff to undertake budgetary planning and process management seriously constrained policy implementation. In Cambodia, the technical departments, who are the key implementers of agriculture and food security projects, lacked basic training in project and budgetary management, and performance monitoring. Every country assessment reported similar findings.

Even Bangladesh, with its consistently strong performance in policy development, coordination, and mutual accountability, shows a considerable skills gap at the project implementation level. Departments lack basic project management skills, as well as the capacity to examine the cost of proposed projects, which results in substantial budgetary inflation (stakeholders interviewed reported as high as 40 percent for agricultural projects).

FTFMS Instructions

- FTF focus country OUs are required to set targets this year
- Implementing mechanisms (IMs) can choose to set targets and should request their AOR/COR to assign the indicator
- Enter unique number of milestones and disaggregate by the six IA components discussed above and by the level (national, regional, sub-national)
- OUs will aggregate across IMs and add in their unique targets
- OUs and IMs need to upload any documentation that will ‘justify’ the significance of the milestone (and subsequently for reporting ‘verify’ the achievement)
- **Detailed Instructions are available!!**