

Preparatory review and fact finding study for a detailed institutional analysis of NASFAM

Country:	Malawi
Region:	Africa
Customer:	AFC Agriculture and Finance Consultants GmbH
Partner:	NASFAM - National Smallholder Farmers' Association of Malawi
Duration:	January 2020 – February 2020



Starting point

Multi annual GIZ project to promote employment and income in rural areas of Malawi, especially for poorer parts of the population and for women and young people. In this context, GIZ supports the farmers' organisation NASFAM within its MIERA programme through its subcontractor AFC.

Scope

Development of potential next steps towards an extensive institutional analysis and strengthening of NASFAM over a planned period of 2 years.

Activities

- Conducting structured interviews of all NASFAM employees in key functions
- Detailed analysis of all NASFAM organisational units (NASFAM Trust, NASCOMEX Ltd., 14 innovation and productivity centres, anchor farm Kawerawera)
- Analysis of relevant personnel data and preparation of a personnel status report as of 1st February 2020
- Strengthening the human resources unit with a focus on setting up a personnel information system
- Analysis of existing personnel policies and making suggestions for improvement
- Analysis of existing job descriptions of senior management and training in developing clear job descriptions
- Investigation of the degree of centralisation versus decentralisation of tasks and activities at NASFAM
- Detailed examination of the organisational structures at the locations of the regional offices in Lilongwe South and Mchinji as well as the anchor farm Kawerawera
- Organisation of a final discussion with NASFAM senior management and the GIZ MIERA project representatives

Achievements

- Preparation of a first personnel report for NASFAM as of 1st February 2020
- Creation of current organisational charts for all NASFAM organisational units
- Training of NASFAM employees in key positions in organisational and personnel development
- Recommendations for NASFAM senior management regarding an extensive institutional analysis with a focus on organisational and personnel development measures