

# Institutional Strengthening and Capacity Building of NASFAM & ACE

Country:	Malawi
Region:	Africa
Customer:	GlZ German Cooperation
Partner:	NASFAM - National Smallholder Farmers' Association of Mal. / ACE - Agricultural Commodity Exchange for Africa
Duration:	June 2020 – September 2021



## Starting point

Multi annual GlZ 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, GlZ supports the farmers' organisation NASFAM and the Agricultural Commodity Exchange for Africa ACE within its MIERA programme.

## Scope

Institutional strengthening and capacity building of NASFAM and ACE

## Activities

- Set up of an HR database in MS Excel for NASFAM & ACE
- Elaboration of current organisational charts according to international standards for NASFAM & ACE
- Review of all job description, carrying out of individual interviews with job holders on their current role, responsibilities and tasks for NASFAM & ACE
- Analysis and definition of a target organisation for NASFAM & ACE
- Development and launch of a modern Performance Management System (PMS) for ACE
  - Assistance in the definition of SMART objectives
  - Elaboration of bonus calculation sheets
  - PMS online training of management team members
- Several-day-leadership training for members of the management team of ACE
- Elaboration and roll-out of a first online employee engagement survey for all ACE employees
- Analysis and presentation of results from employee engagement survey to ACE senior management team

## Achievements

- Preparation of a workforce report for NASFAM as of 1<sup>st</sup> December 2020 and ACE as of 1<sup>st</sup> February 2021
- Development of a target organisation 2023 for NASFAM & ACE
- Identification of a comprehensive stakeholder map for NASFAM & ACE
- Benchmarking analysis and best practices within and outside Malawi as well as within and outside the agriculture sector
- Employee engagement survey for ACE Malawi
- Concept design and launch of a Performance Management System (PMS) for ACE as of 1<sup>st</sup> April 2021
- Review and elaboration of a consistent catalogue of job descriptions for all employees at ACE