

Better Alignment of NRDS with Country's Agric. Sector Plan :

Ugandan Experience

3rd September 2013

Yusuke HANEISHI

**Planning Advisor
Department of Agricultural Planning
Ministry of Agriculture, Animal Industry and Fisheries
(Ysk-haneishi@world.odn.ne.jp)**



Objective of this presentation

To share the experience of Uganda: especially on

1. how Ugandan NRDS has successfully been incorporated into the Sector Plan,
2. how Ugandan Rice team and CAADP team interacted each other to implement NRDS and the Sector Plan, and
3. what both teams have done to make this better alignment happen



Words used in this presentation

Sector Plan = Agriculture sector plan = CAADP plan/document
=DSIP(Development Strategy and Investment Plan)

Detailed Rice Plan = Detailed Sector Plan for rice

Planning Department = Department of Agricultural Planning

PMA Secretariat = Plan for Modernization of Agriculture secretariat (CAADP focal)

Department of Crop Production = Department of Crop Production and Marketing

Ministry of Finance = Ministries concerned with finance, national planning, economic development

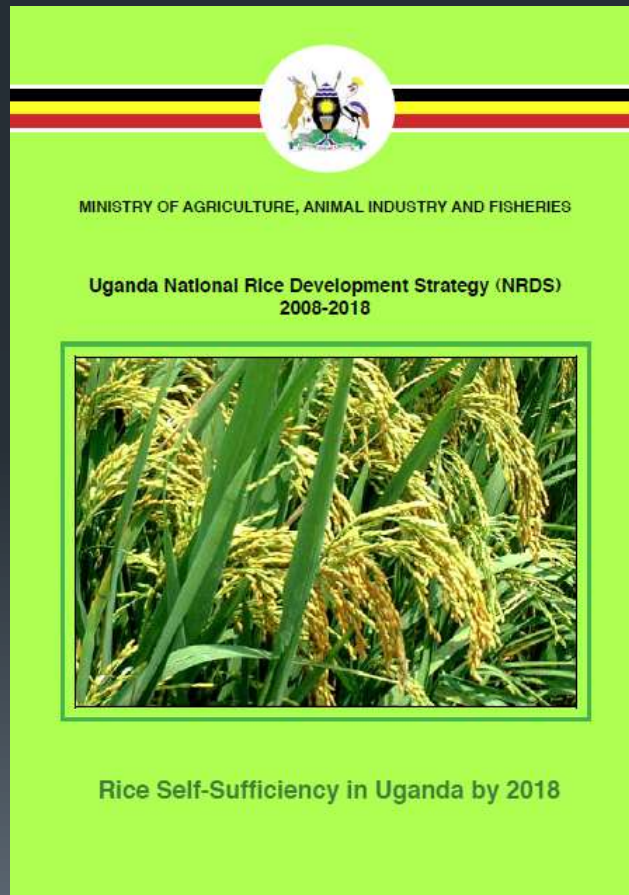


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2. Implementation of NRDS and the Sector Plan
3. What makes successful alignment happen?
4. Challenges faced in Uganda
5. Value added through CARD process

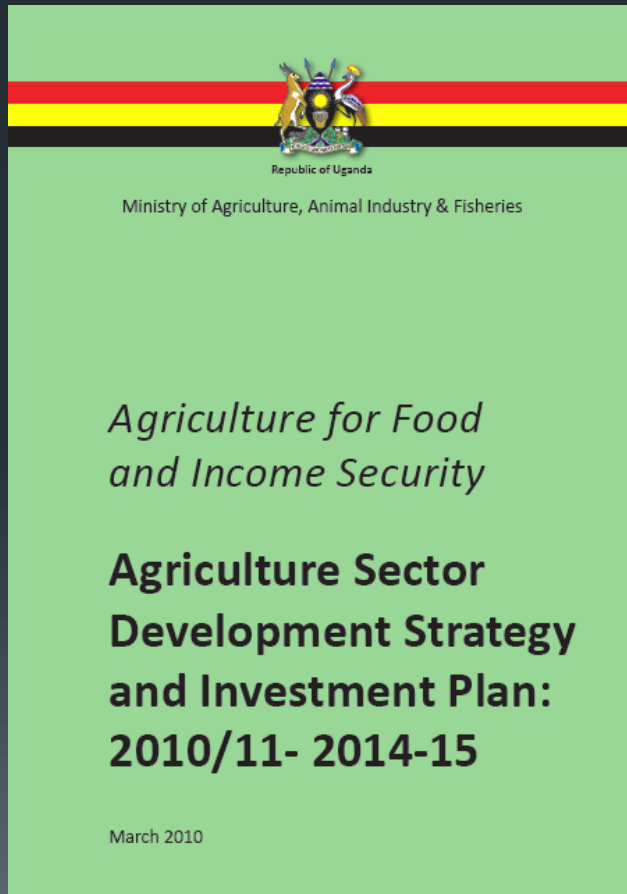
1. Overview of NRDS and the Sector Plan

- Ugandan NRDS was first prepared in 2008 and, after several revisions, finally in 2012 officially launched by the Vice President on the occasion of World Food Day.



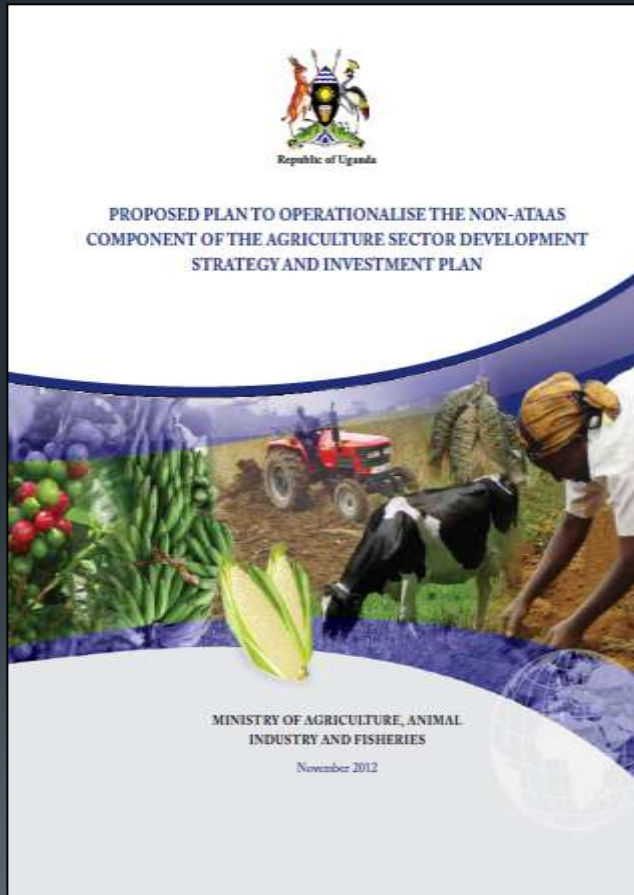
1. Overview of NRDS and the Sector Plan

- Uganda's Agriculture Sector Plan :
DSIP (Development Strategy and Investment Plan), 2010.



1. Overview of NRDS and the Sector Plan

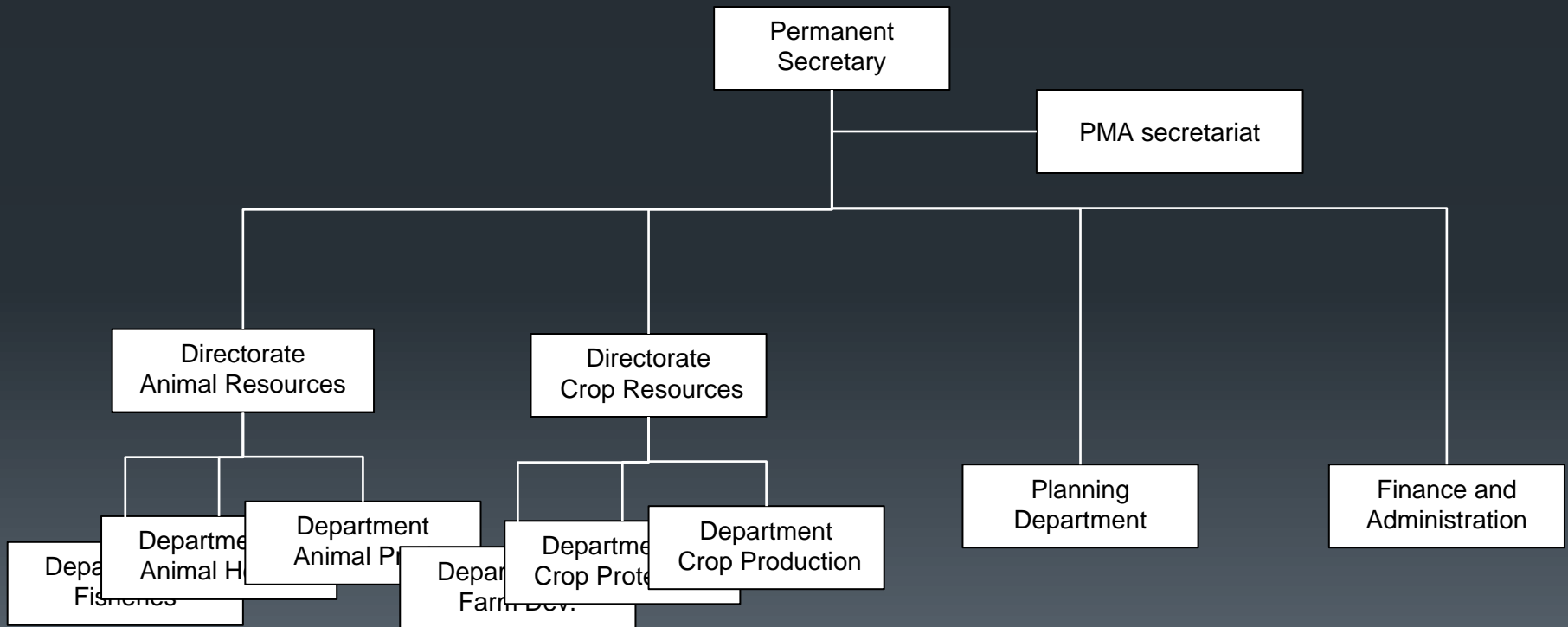
- DSIP Framework Implementation Plan: a series of action plans which consists of 18 sub sector plans, prepared in 2012 in order to operationalize the Sector Plan.



1. Overview of NRDS and the Sector Plan

- Who has been directly involved in the formulation of Sector Plan and NRDS in the ministry?

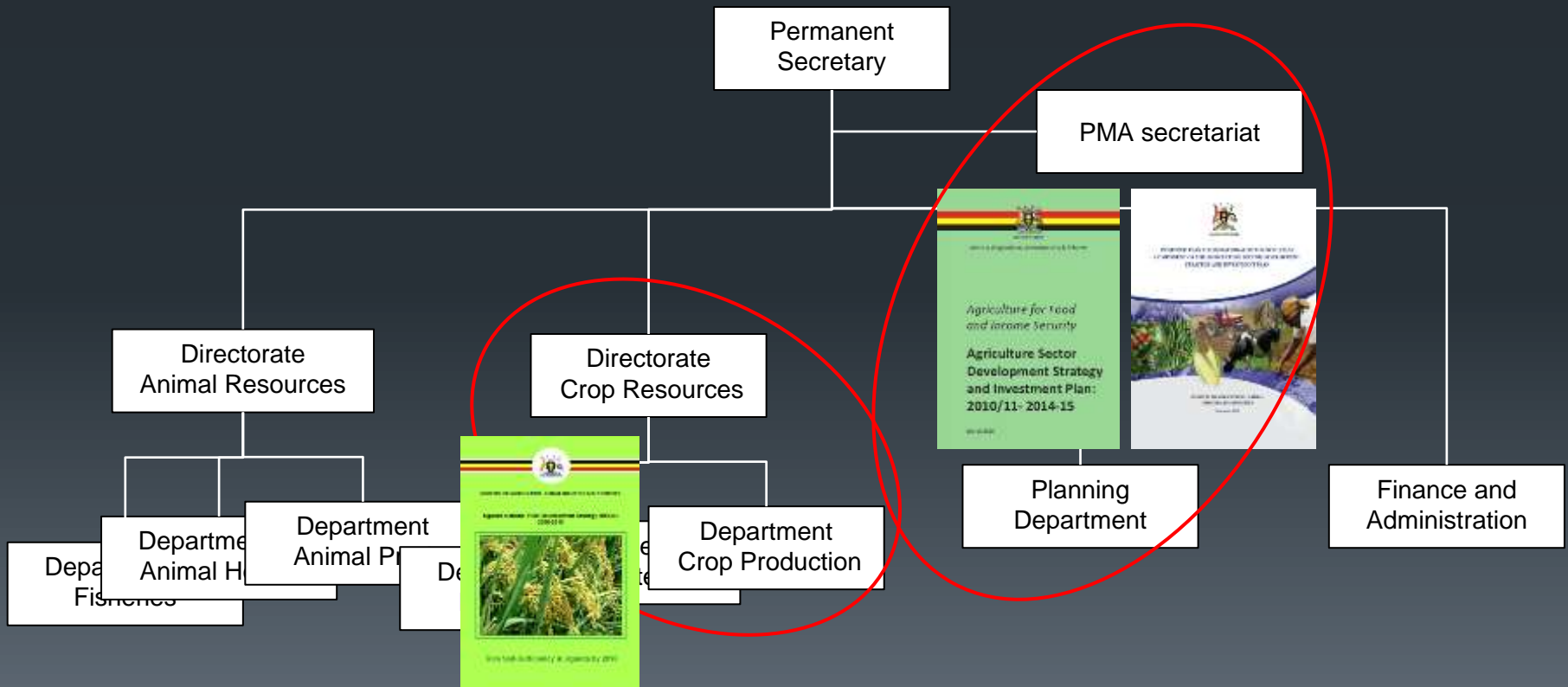
Macro Structure



1. Overview of NRDS and the Sector Plan

- Who has been directly involved in the formulation of Sector Plan and NRDS in the ministry?

Macro Structure



1. Overview of NRDS and the Sector Plan

- Structure of the Sector Plan (22 sub-programs)

1. Production & Productivity	2. Market & Value Addition	3. Enabling Environment	4. Institutional Strengthening
1.1 Research	2.1 Quality Assurance	3.1 Policy Framework	4.1 Organ's Capacity
1.2 Extension	2.2 Quality Farm Input	3.2 Planning and Policy	4.2 HQ Relocation
1.3 Pest/ Disease Control	2.3 Investment in Value Addition	3.3 Agric. Education	4.3 Personnel Capacity
1.4 Land Management	2.4 Rural Infrastructure	3.4 Stakeholder Coordination	
1.5 Water for Production	2.5 Collective Marketing	3.5 Agric. Statistics	
1.6 Mechanization		3.6 Decision Making on Climate Change	
1.7 Northern Uganda			
1.8 Strategic Enterprise			



1. Overview of NRDS and the Sector Plan

- Areas of contribution through implementation of NRDS among 22 sub-programs in the Sector Plan

1. Production & Productivity	2. Market & Value Addition	3. Enabling Environment	4. Institutional Strengthening
1.1 Research	2.1 Quality Assurance	3.1 Policy Framework	4.1 Organ's Capacity
1.2 Extension	2.2 Quality Farm Input	3.2 Planning and Policy	4.2 HQ Relocation
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2. Implementation of NRDS and the Sector Plan

- Implementation of the Sector Plan through Component Approach was not straightforward. The ministry adopted Commodity Approach.

	1. Production & Productivity	2. Market & Value Addition	3. Enabling Environment	4. Institutional Strengthening
	1.1 Research	2.1 Quality Assurance	3.1 Policy Framework	4.1 Organ's Capacity
	1.2 Extension	2.2 Quality Farm Input	3.2 Planning and Policy	4.2 HQ Relocation
Maize	1.3 Pest/ Disease Control	2.3 Investment in Value Addition	3.3 Agric. Education	4.3 Personnel Capacity
Bean	1.4 Land Management	2.4 Rural Infrastructure	3.4 Stakeholder Coordination	
Rice	1.5 Water for Production	2.5 Collective Marketing	3.5 Agric. Statistics	
Cassava	1.6 Mechanization		3.6 Decision Making on Climate Change	
Coffee	1.7 Northern Uganda			
Tea	1.8 Strategic Enterprise			
Fish				
Meat				
Dairy				
Fruit/Veg				
Banana				

2. Implementation of NRDS and the Sector Plan

- NRDS Concept Notes forms the core parts of Detailed Sector Plan for rice.



This assures that whatever actions or supports take place in the rice sub sector, it automatically implements parts of NRDS.

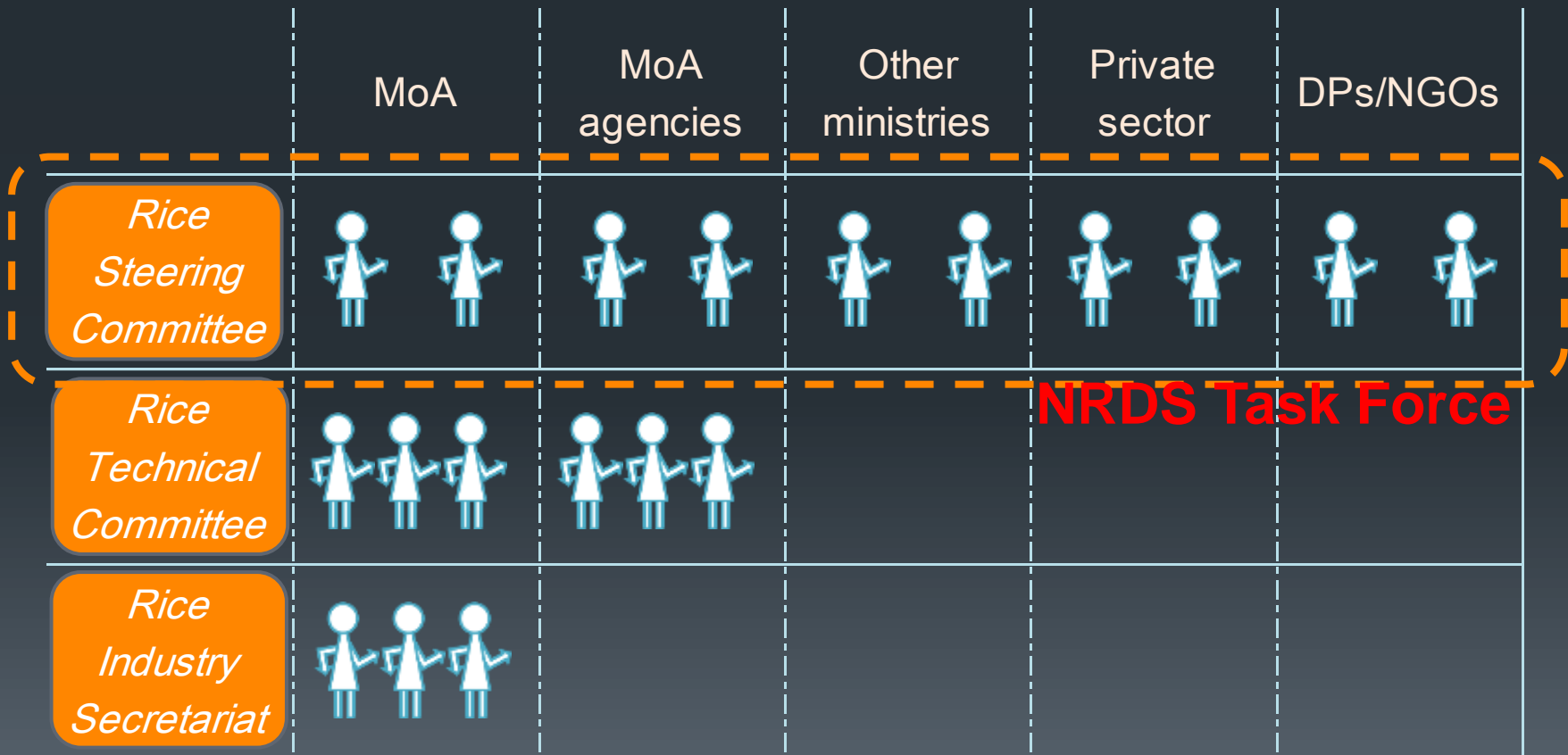
2. Implementation of NRDS and the Sector Plan

- What components are proposed for the rice sub sector development and who are the possible supporters?

Identified NRDS priority areas	Who shows interests
1. Seed Generation, Multiplication, Distribution	World Bank, AGRA, Netherland, JICA, COMESA
2. Rice Yield Enhancement	Netherland, World Bank
3. Water for Rice Production	Islamic Dev. Bank, AfDB, World Bank, French, JICA
4. Rice Production Mechanization	JICA, World Bank
5. Support to Rice Value Addition and Improve Marketing	JICA, World Bank
6. Rice Industry Secretariat Strengthening (Rice data, Policy etc.)	FAO, JICA









2. Implementation of NRDS and the Sector Plan

- Who guides the implementation of NRDS? There are three structures set up for this purpose.



2. Implementation of NRDS and the Sector Plan

- What these three structures do in the implementation of NRDS?

	MoA	MoA agencies	Other ministries	Private sector	DPs/NGOs
<i>Rice Steering Committee</i>					
			<ul style="list-style-type: none"> -Oversee the entire sub sector dev. -Guide direction of the development -Approve/reject project proposals 		
<i>Rice Technical Committee</i>					
			<ul style="list-style-type: none"> -Give technical advices to both RSC and RIS -Prepare technical issue paper on demand 		
<i>Rice Industry Secretariat</i>					
			<ul style="list-style-type: none"> -Handle day to day rice related activities -Prepare and update situation/gap analysis -Prepare project proposals and market them 		

2. Implementation of NRDS and the Sector Plan

- What tools do they use to guide their Programs/Projects?

Project	Budget	Where	FIP interventions								
			Seed multiplication and distribution	Information and knowledge	Mechanization of rice production	Irrigation and water use management	Fertilizers and sustainable soil management	Access to agricultural finance and credit	Post harvest handling and value addition	Marketing	Policy and institutional development
Promotion of Rice Development Project (PRiDe)	\$1.8 M	45 districts	xx	xx	x	x	x		x	x	x
Feasibility Study (Medium and Large Scale Irrigation Schemes)	\$1.0 M	Central to Eastern areas		xx		x					
Irrigation Advisor	\$0.1 M	Nationwide		xx		x					x
EAAPP	\$ 0.25 M	30 districts	x	xx	x	x	x		x		x
CIDA		Mid-western							xx		x
ATAAS			xx	xx							
Bill and Melinda Gates Foundation (GRISP, AGRA)	\$ 0.04 M	25 districts	x	xx			x		x		x
FIEFOC (ADB)		3 schemes				xx					
IDB – Rice/ Irrigation and PPP		Iganga, Bugiri	x	x		xx					x
FAO (Italian Govt and GoU) project on Sunflower & Rice	US\$ 1.3 M	Gulu, Lira and Kole							x		x
Catalyst Project (Netherlands Government)		Eastern Uganda		xx			x				x
Heavy Earth Moving Equipment for Combating Climate Change (Japan)		3 sets for all regions				xx					
aBi Trust (USAID)				x			x	xx			x
VECO East Africa		Near Doho RS		x							
Kilimo Trust		Central Eastern		x				x			x

Situation / Gap Analysis

2. Implementation of NRDS and the Sector Plan

- Among the commodities prioritized, to what extent has rice got supports from DPs?

Intervention Categories	AFD	AFDB	Danida	Netherlands	EU	DFID	UNIDO	ICEIDA	IFAD	JICA	KOICA	UNDP	USAID	WB	WFP
Commodity Value Chains															
1 Coffee			■										■		
2 Tea															
3 Cotton															
4 Rice	■	■		■						■	■	■		■	
5 Maize			■								■		■	■	
6 Beans												■		■	
7 Irish Potatoes				■											
8 Cassava				■		■						■		■	
9 Fruits										■	■				
10 Bananas							■								
11 Dairy				■						■					
12 Meat				■	■					■				■	
13 Fisheries					■			■							

Source: ongoing study of "Unpacking of Non-ATTAS programmes, MAAIF (2013)



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3. What makes successful alignment happen?

Three major points worth noting :

- *Firm Structure established to pursue rice related issues*
 - both crop dept. and planning dept. involved
 - led by strong leadership
 - structure put in place within the existing setup
 - frequent update of situation/gap analyses provided

- *Favourable environment pushing rice sub sector*
 - demand for rice steadily increased
 - commodity approach adopted by the government

- *Effective Involvement of parliamentarians*
 - several exposure meetings with parliamentarians held
 - messages captured in NRDS clearly communicated

3. What makes successful alignment happen?

- **Structure:** Rice Steering Committee and Rice Industry Secretariat were established in 2008 and have been functional to date. Planning/PMA are also involved.

Rice Steering Committee

Permanent Secretary, MoA
 Director, Crop Resources, MoA
 Commissioner, Crop Prod. MoA
 Director, PMA Secretariat, MoA
 Commissioner, Planning, MoA

Farmers' Association
 Millers' Association
 Min. of Finance
 Min. of Trade and Industry
 Environment MoA
 DPs, NGOs
 etc.

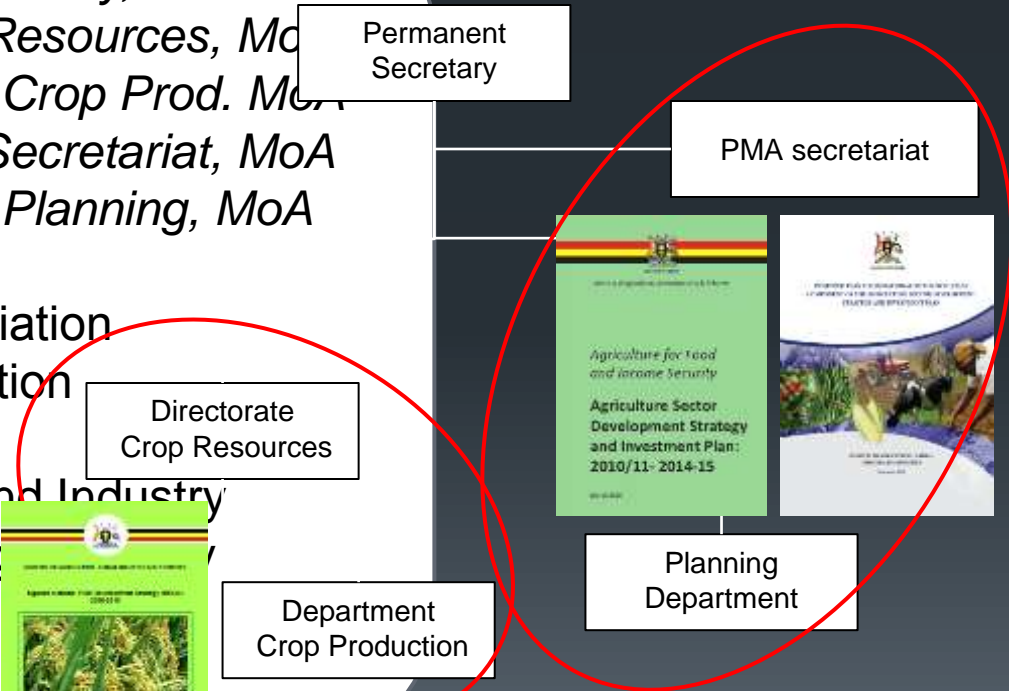
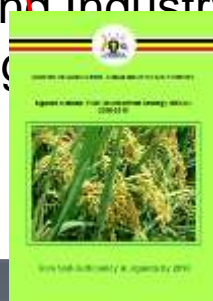
Permanent Secretary

PMA secretariat

Directorate
 Crop Resources

Department
 Crop Production


Planning
 Department



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Rice Steering Committee



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Director, Crop Resources, MoA
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Millers' Association
Min. of Finance
Min. of Trade and Industry
Environment Mgt. Agency
DPs , NGOs
etc.

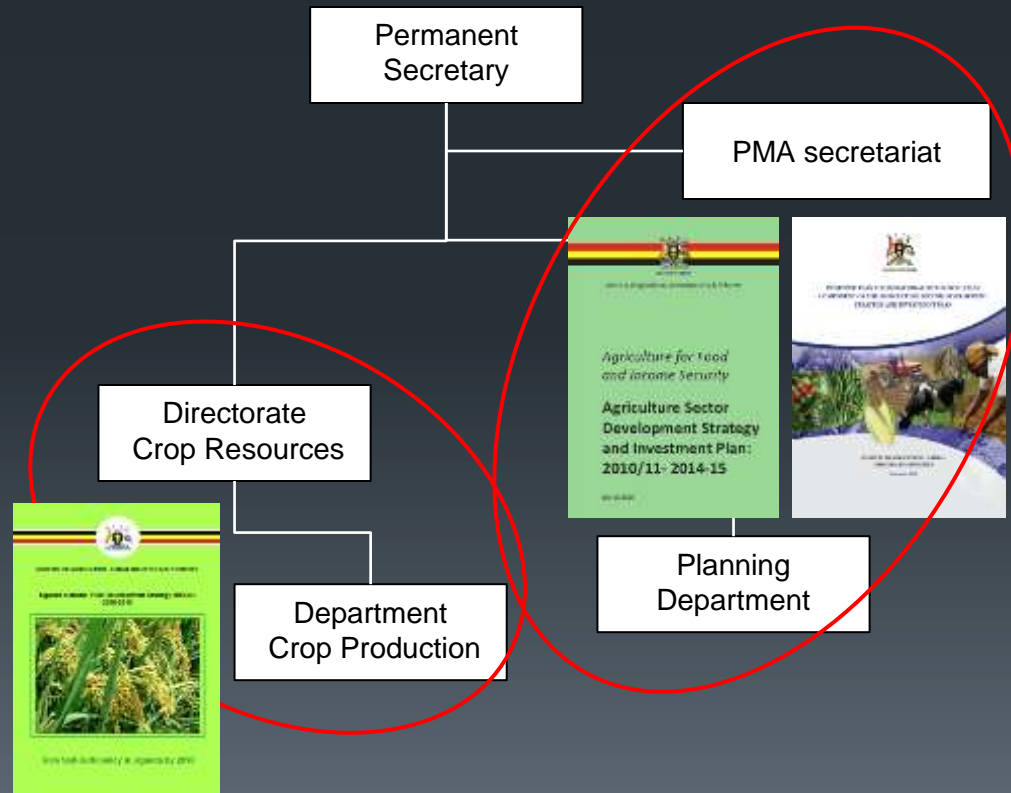
Rice Industry Secretariat

Commissioner, Crop Prod.
Program Officer (Rice)
Assist. Prog. Officer (Rice)

3. What makes successful alignment happen?

- **Structure:** *Rice Industry Secretariat* plays a pivotal role of collecting and providing information related to rice.

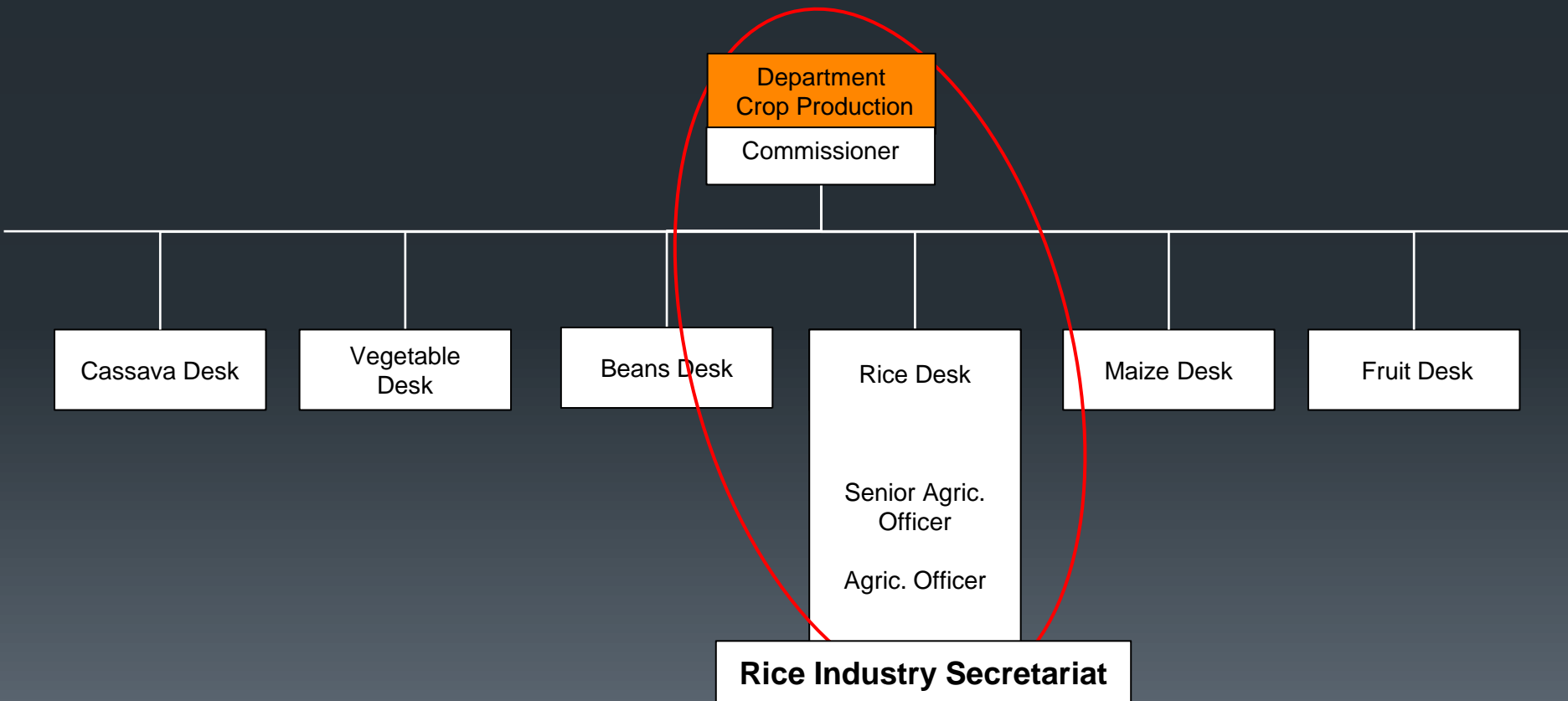
How does it function?



3. What makes successful alignment happen?

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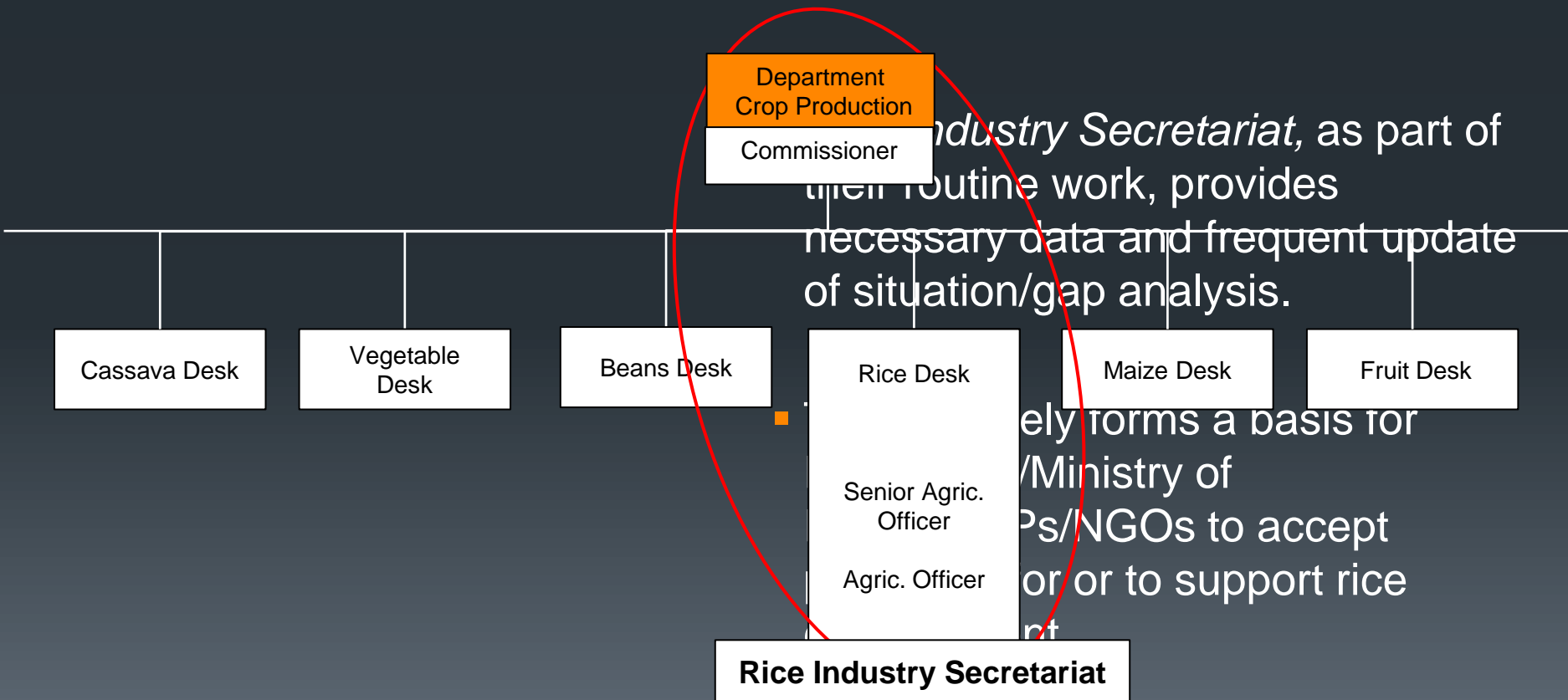
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How does it function? It is in built function within the current structure of Department, meaning no additional task to them.



Rice Industry Secretariat, as part of their routine work, provides necessary data and frequent update of situation/gap analysis.

ely forms a basis for /Ministry of Ps/NGOs to accept or or to support rice nt

3. What makes successful alignment happen?

Favourable Environment for rice sub sector:

- No doubt about increasing demand for rice and its higher profitability
- Priority of rice in the ministry going up with in a short period

14th in 2010

10th in 2012

4th in 2013

- Adoption of commodity approach by the government. This created a great opportunity for both CAADP team and Rice team to interact more, leading to much better alignment of NRDS with the Sector Plan.

3. What makes successful alignment happen?

Effective Involvement of Parliamentarians:

- Messages and data contained in NRDS being instrumental to inform and guide political leaders and other concerned people
- Effective involvement of Parliamentarians through occasional dialogues between Min. of Agric. and them
- Launch of NRDS by the Vice President (on the occasion of World Food Day, 2012)



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4. Challenges faced in Uganda

Two major challenges ahead:

- *Limited capacity of the ministry (esp. technical departments and Rice Desk) to implement a number of projects at the same time.* This issue needs to be addressed quickly in order to properly manage the projects/programs for the benefit of farming households.
- *Coordination among programs/projects becoming an issue as the number of projects increases.* For example, at operational level on the ground, different extension methods are applied by different DPs/NGOs.



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5. Value added through CARD process

- Rice might not have been captured as a priority crop in the Sector Plan if the CARD process had not been in place.
- Rice Steering Committee serves as a “rice sub-SWG”, providing coordination function for rice stakeholders based on the analytical works.
- Smooth operation of rice structure (Steering Committee and Secretariat) in the past has given enough comfort to staff concerned with the other priority commodities in the ministry.
- *“Rice has been a reference point for the other priority commodities in the Sector Plan. Other commodities teams invite a Rice Desk for their meetings to learn experience of rice.”* by Director Crop Resources, Ministry of Agriculture, Uganda

Value of CARD under the CAADP process

1. Supporting NRDS implementation contributes to implementation of the Sector Plan (CAADP document).
2. Rice under CARD process provided good lessons and learnt for commodity approach. When promoting other commodities, rice experience has been of great help.
3. Achieving the 6% growth of CAADP target may be accelerated through promotion of rice due to its nature of high value and high demand.