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# SEMI-ANNUAL REPORT FEBRUARY 18 - SEPTEMBER 30, 2010

## FOOD, AGRIBUSINESS AND RURAL MARKETS (FARM) PROGRAM

**Contract:** RAISE Plus Contract No. EDH-I-00-05-00005-00, Order No. 16

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# INTRODUCTION

The USAID Food, Agribusiness and Rural Markets (FARM) program is an integral part of the U.S. government's development assistance program to Sudan and is funded through the RAISE PLUS (Raising Rural and Agricultural Incomes with a Sustainable Environment) Indefinite Quantity Contract (IQC). The FARM program will provide technical assistance and related support to the Ministry of Agriculture and Forestry (MAF) of the Government of Southern Sudan (GOSS) as well as state-level ministries of agriculture. The GOSS has three national goals: to achieve food self-sufficiency, reduce poverty by 30 percent, and increase GDP by 25 percent. The FARM program's assistance objective is to "increase food production in targeted areas of southern Sudan."

The vision for the FARM program is to establish the foundation for a viable and profitable commercial agricultural sector that provides food security for the people of southern Sudan, with opportunities for significant job creation and new business opportunities. One of FARM's contributions to the development discussion in southern Sudan has been to build consensus on the need to begin transitioning from a relief model to a market-driven approach for agricultural development. This strategy will provide incentives for farmers and other actors to participate in market-led activities and will lay a foundation for scaling up interventions to larger populations.

The program has three components:

1. Increase agricultural productivity in selected commodities,
2. Increase trade, and
3. Improve the capacity of producers and private and public sector actors in developing commercial smallholder agriculture.

## **OBJECTIVES AND EXPECTED RESULTS**

The USAID Sudan Food, Agribusiness and Rural Markets (FARM) program will increase agricultural productivity in selected commodities, increase trade, and improve the capacity of producers and private sector and public sector actors in southern Sudan to develop commercial smallholder agriculture. FARM will foster economic growth to reduce poverty and food insecurity by improving the competitiveness of staple food value chains.

As the FARM program is currently USAID's most comprehensive agricultural program in southern Sudan, it will also provide leadership, guidance, and coordination for the development of the agricultural sector, both with other implementing partners of USAID and for the activities of other donors.

### **Expected Results:**

In addition to the overall program objective of increasing the production of targeted agricultural commodities in the project area, major program outcomes will include the following:

Increased Agricultural Productivity:

- Adoption of new technologies and management practices by farmers, traders, processors and others;

- An increase in the area cultivated using new technologies and management practices;
- Increases the value of output of farmers, traders, processors and service providers; and
- Improvements to the business and management skills of producers', womens' and other organizations.

#### Increased Agricultural Trade:

- Improvements to smallholder farmers' access to critical agricultural services such as credit, veterinary, agricultural input, machinery and marketing services;
- Increased use of price and market information systems by farmers, processors, traders and others;
- Strengthening of key agricultural product trade routes; and
- Improvements to the legal, regulatory and policy environment to facilitate marketing and trade.

#### Capacity Building:

- Micro-, small, and medium-scale enterprises and organizations and institutions will have strengthened business, management, and service provision skills; and
- Public sector service providers will have a stronger capacity to support market-led agriculture and to provide quality services.

## **REPORT ORGANIZATION**

This report documents activities, achievements, and challenges of the project between its initiation on February 18, and September 30, 2010. Section One, reviews project start-up and administrative activities, which constituted a major part of the first half-year's work. Section Two, summarizes technical activities and achievements. Section Three, addresses activities in key cross-cutting areas. Data in the Appendices provide additional supporting detail.

# SUMMARY

The first half year of the project was focused on laying a solid foundation to support sustainable operations of the project throughout its lifespan, with investments in operations, political support, and the initiation of technical activities. The project was launched by the USAID Administrator, Dr. Rajiv Shah, amidst broad media coverage and interest by both domestic constituents and the international community. Capitalizing on this momentum, project staff invested in generating broad support for and buy-in on the project with launches attended by government, aid, and commercial participants in both Juba and the three Greenbelt states (Central, Eastern, and Western Equatoria), that comprise the project's geographic sphere of activity.

Concurrent to these activities, operational foundations for the project were laid. From a temporary office in Juba, a permanent Juba office site was identified and established, temporary field site offices were established and staffed, and permanent field site offices were identified with preparations begun for occupancy. Staffing-up proceeded in phases, beginning with critical administrative and technical staff and continuing on to the recruitment of supportive administrative and technical staff.

Technical activities were begun to support each of the project's three main components. First, groundwork was laid for technical activities that will lead to increased agricultural production beginning with the next growing season. These activities include land clearing and training that will support mechanized land preparation and the use of improved management practices and technologies. Together, these will result in increases to area and productivity of land cultivated. Second, activities to support the strengthening of local agricultural markets have been initiated, including the formation of crucial market linkages between southern Sudanese farmers and the World Food Program's Purchase for Progress (P4P) program, and the provision of training on grain warehousing to local producer organizations. Third, key analytical and consultative processes have been completed that will lay the foundation for ongoing capacity strengthening activities. These include, for example, the completion of preliminary policy review, as well as collaboration with GOSS on the presentation of a high profile conference on Agricultural Development in Southern Sudan.

The project has faced numerous challenges. The elections in April led to a change in government, anticipation of which delayed the initiation of some project activities for several months. The Project's procurement code contributed to initial delays in logistical aspects of project start-up (such as the procurement of improved seeds). As such, the opportunity to initiate technical activities in conjunction with the first season planting was missed. Delays in the development and processing of some waivers, for example for seed purchases, have likewise prevented these activities from taking place at the outset of the second planting season. Thus, some technical activities relating to the establishment of demonstration plots and farmer field schools will not be carried out until the first planting season in 2011. The unexpected resignation of the project's Value Chain leader has also had an adverse impact on startup of technical activities during the first six months. This position has not yet been re-staffed, thus impeding progress on most activities dependent on this position. Finally, the level of involvement sought

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by county, state and GOSS-level government actors in virtually all facets of the project has been far greater than anticipated, an issue which has slowed implementation of operational and technical activities in numerous cases. It is hoped that the establishment of a Project Advisory Council will help to channel and focus government engagement in the future by providing a single body with government representation that will be authorized and equipped to provide guidance to project decision makers.

Human and institutional capacity was entirely underestimated by both USAID and the consortium selected to implement this project. The past 20 plus years of war and the resulting dependence on relief structures has culminated in a severe “brain and intellectual resource” drain as a large portion of the educated and skilled workforce has emigrated from the region. The result of severely limited commercial activity during the civil war period can almost be described as a ‘vacuum’ of technical and business acumen capacity. This dynamic has significantly challenged FARM’s ability to recruit and hire qualified local staff for the project, and it is reflective of the environment that currently characterizes agribusiness in southern Sudan. The necessity of mentoring and developing staff and counterparts is very high and should be considered as a priority in future development engagements.

In spite of these challenges, the project has been successful in establishing a firm foundation for sustainable activity and progressive achievements over its duration. In addition to the key foundational activities described above, more than 120 farmers associations and cooperatives have been identified throughout the program area (including 17 women’s associations—beating our target by 50% in half of our counties). Farmers have been identified for land plowing, and granary prototypes have been created for approval by the Ministry of Agriculture and Forestry. An intervention in the livestock sector trained pastoralists in drying and salting of hides for export, providing a significant form of income generation from materials previously wasted. Through its training program FARM has designed interventions in a range of areas including warehouse management, Farming as a Business, and through the establishment of Farmers Field Schools (FFS). Although the start-up phase of the FARM program has seen numerous challenges, the overall outlook is one of great optimism given the groundwork that has been laid for continued investments and interventions that will increase agricultural productivity, trade, and build capacity, with clearly evidenced impacts to be seen beginning with the next growing season and beyond.

# START-UP ACTIVITIES

The FARM team became operational in March 2010, after the beginning of the first growing season and only one month before elections for the National Assembly and President. The first half year of the project was focused on laying a solid foundation to support sustainable operations of the project throughout its lifespan. Given that the FARM program is designed to strategically engage both the Government of Southern Sudan and private sector stakeholders, the timing of project initiation with respect to both the elections and the growing season presented both opportunities and constraints. While the elections delayed opportunities to engage with government partners (many of whom were not appointed until mid-June), momentum generated by this historic event and the new appointments were beneficial for the project, and increasing government support and participation in the program.

Reflecting this broad-based enthusiasm, the project was launched amidst broad media coverage and interest by both domestic constituents and the international community. Capitalizing on this momentum, project staff invested in generating broad support for and buy-in on the project among government, aid, and commercial circles, while also launching stakeholder workshops throughout the three Greenbelt states that comprise the project's geographic area of responsibility (AOR). Initial progress was again interrupted by the unfortunate passing of the late Minister of Agriculture and Forestry, Samson Kwaji, on July 31<sup>st</sup>. The temporary vacancy of this position created a period of uncertainty, imbalance, and change within the sector during a critical stage of the project. During this period, FARM was significantly restricted the team's ability to move forward on payam ratification or state launches of the program.

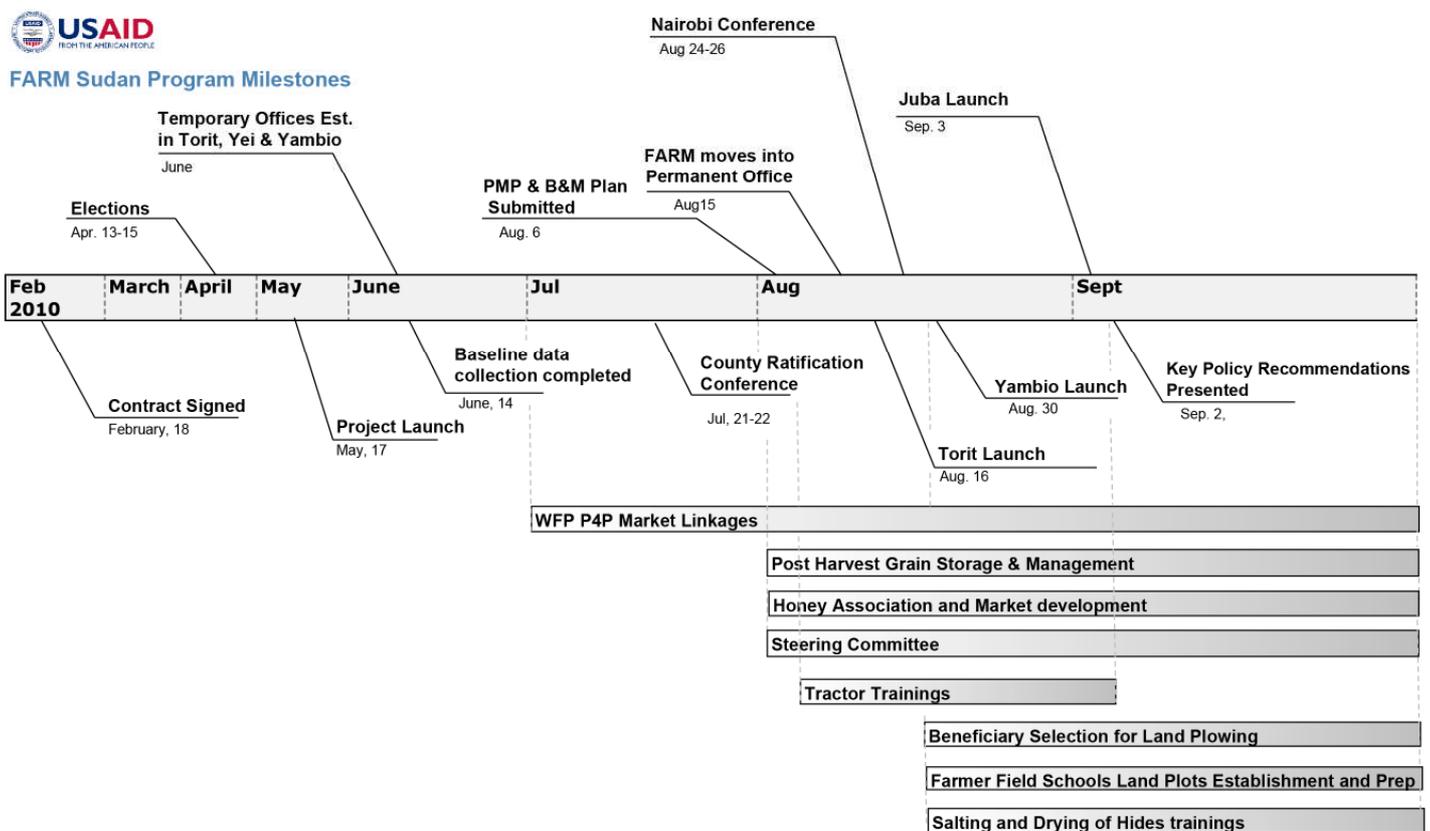
Project staff held project launch and informational activities including both presentations and meetings with key government stakeholders such as representatives of the Government of Southern Sudan (GOSS), the Ministries of Agriculture and Forestry (MAF), Animal Resources and Fisheries (MARF), Cooperation and Rural Development (MCRD), and each of the state governments where activities will be undertaken. The program also fostered relationships and opportunities for cooperation with key aid organizations including the United Nations Food and Agriculture Organization (FAO), the World Food Program (WFP), and a number of non-governmental organizations working on livelihoods and agriculture in FARM's AOR. With the aim of increasing engagement with and the capacity of the private sector, FARM has identified and begun work with key partners including a wide network of farmer and trade associations as well as larger entities such as the Howard G. Buffet Foundation, and Alliance for a Green Revolution in Africa (AGRA), which share FARM's vision for private sector-led development. These start-up activities have been instrumental in introducing stakeholders to USAID's agriculture strategy for southern Sudan, identifying complementarities among different organizations' missions and activities, and establishing a foundation for sustainable coordination and co-investment between FARM and other agencies and stakeholders.

Concurrent to these activities, operational foundations for the project were laid. From a temporary office in Juba, a permanent Juba office site was identified and prepared, temporary field offices were established and staffed, and permanent field site offices were identified with preparations begun for SEMI-ANNUAL REPORT—FOOD, AGRIBUSINESS AND RURAL MARKETS (FARM) – APRIL – SEPTEMBER, 2010

occupancy. Staffing proceeded in phases, beginning with critical administrative and technical staff and continuing on to the recruitment of supportive administrative and technical staff. A summary of the status of staffing activities as of the close of the reporting period is provided in Appendix A.

Finally, key foundational documents that will support the project’s implementation were completed according to schedule. These included the Start up Mobilization Plan, Year One Workplan and Budget, the Performance Monitoring Plan, a Quarterly Financial Report, the Branding and Marketing Plan, and the Environmental Management and Mitigation Plan.

The following timeline gives an overview of FARM milestones through the month of September:



# TECHNICAL ACTIVITIES

Integral to the program's technical start-up was a baseline study through which FARM team members surveyed farmers, traders, processors, service providers and organizations in the project area and collected information on their current activities as well as the constraints and opportunities they perceive. Findings served not only to provide baseline data for the project, but also validated the project's overall approach. Key findings were that:

- Individuals and associations lack access to market and transport facilities,
- There is a lack of grants and loans available to farmers,
- Little machinery or mechanization service is available in rural areas,
- The extension services provided to farmers is inadequate,
- Poor road conditions make access to markets very difficult
- Post-harvest management training is desperately needed (40-50% of grain is damaged post-harvest),
- The use of agricultural inputs is extremely limited due to inadequate access to improved seeds, fertilizers, pesticides, and
- Improved storage facilities are needed to mitigate post-harvest losses

Building on the baseline analytic results and the one-year work plan submitted to USAID, FARM's technical team designed a detailed four month-by-four month work plan which was submitted to USAID, can be found in Appendix B (Gantt chart only). This work plan differed from the original work plan submitted to USAID in that it reflected the changed timing of project activities necessitated by delays to some start-up activities, and also by reflecting the technical staffs' evolving understanding of the field environment. An example of changing the timing of some activities is the heightened focus on capacity building and mechanization in the immediate term, which will lay the foundation for quick-impact technical activities to increase productivity in the coming growing season. Likewise, the staffs' evolving understanding of the project context led to some proactive alterations to the work plan as it became apparent that in many cases, unanticipated preparatory work would be required before some activities from the original work plan could be effectively implemented. For example, the original work plan called for facilitating the provision of machinery services to farmers, but the baseline research activities revealed the need for basic training in tractor operation and repairs before such services could be extended to farmers. Below, technical activities in each of the project components are discussed in turn.

## **Component 1: Increase Agricultural Production**

### **1.1 Increase adoption of improved technologies and management practices**

As originally proposed, FARM is focusing its activities in areas where large gaps exist between current farm-level production and agronomic potential with the aim of increasing yields of key **staple food crops**. Maize and sorghum are receiving FARM's focus during its first year, and to that end, FARM field staff have met with local producer organizations to identify farmers who will participate in a program that will facilitate their access to mechanized land preparation services, improved seed and inputs, and improved post-harvest storage. To this point, 157 farmers cultivating a total of 720 feddans of staple crops have been identified, with these farmers making in-kind investments in land preparation (particularly the removal of stumps) to facilitate plowing.

With respect to land preparation, training has been provided to tractor operators on the safe and effective use of tractors for land preparation (as described in the capacity building discussion below). To address post-harvest grain losses (currently at between 40-50%), FARM has produced prototype metal granaries, which it plans to produce locally and subsidize for distribution to 100 producer groups. The production and distribution of these granaries is currently on hold as galvanized sheeting (which has been identified as the best material for the granaries) is unavailable locally, but cannot be procured from Uganda until FARM has a waiver to do so. Once the material is acquired, production and distribution of the granaries have already been arranged so that achievement of this task will be completed promptly.

FARM has also conducted assessments to identify farmers' seed needs and to promote the establishment of a private seed industry in southern Sudan. The most likely seed-industry partner will be Victoria Seeds of Uganda, who is interested in establishing an independent branch of their business based in Yei, Central Equatoria. FARM has been working to establish the feasibility, and support their exploratory research. Once established, a locally based seed unit will provide improved and treated seeds to farmers across the program area, with direct implications for FARM's objectives of increasing the used of improved technologies, food production, private sector service provision and market-oriented production.

The FARM project is also working with women's groups to help them produce and market **vegetables**. To date, seventeen women's groups have been identified and are at varying stages of engagement with the FARM project to assist them in formalizing their association status, conduct organization needs assessments, as well as developing plans for technical activities to support this objective. FARM is also planning to assist in the are of maize milling and is reviewing a possible intervention in shea butter production.

In the **poultry sector**, FARM has identified two existing poultry enterprises as well as sought potential partners where no poultry enterprises currently exist, and has identified a number of association partners with which it hopes to create a domestic poultry hatchery based in Yei. Setting up a hatchery supply chain will lay the foundations for a breeder flock that will has the potential to transform southern Sudan's current poultry industry. So far, FARM has identified a suitable location for the hatchery, established connections with poultry associations, and is assisting them in putting together a grant application for the initiative. Since poultry relies heavily on quality feed, FARM has also begun identifying opportunities for feed production throughout the three states.

FARM has also identified beneficiaries for a **small ruminant** exchange between Eastern and Western Equatoria. The exchange will help to improve the genetic quality of stock which will increase the size, and quality of the goats in Western Equatoria, and will be accompanied by training in best practices for keeping small ruminants. FARM has established criteria for both the breeding program as well as for the inclusion of breeders in the program and is in the process of identifying breeders for inclusion in the program.

Taking steps to reduce waste and increase value-addition in the livestock sector, in particular the disposal of cattle hides and goat and sheep skins in the bush for lack of any economically beneficial value-added activity, FARM offered a quick-impact training program that taught 9 livestock processors to dry and salt hides and is working to identify an association that will market the hides for export to Kenya and Uganda. Given that hides are currently being wasted and processing costs are minimal, anticipated sales prices of about \$50 per hide will bring significant economic benefits to the community.

Recognizing the importance of **honey** as an income generation activity, particularly in the dry season, FARM has identified four honey producing associations and begun working with them, having conducted an in-depth needs assessment with one which will guide ongoing honey sector activities. Test marketing locally and internationally has begun, resulting in an international consultant arriving on November 1, to establish quality and processing standards, which will lead to a consistent product that is commercially viable.

### **1.2 Improve public and private service provision that supports agricultural production**

As discussed in the previous section on project start-up activities, permanent FARM field offices are currently being prepared for occupation. These offices will be co-located with state-level Ministry of Agriculture offices and the day-to-day interaction and shared activities will provide an important input to strengthening of public service provision to the agricultural sector. Formal project launch activities in each state have involved MAF personnel and also served to lay a groundwork for ongoing collaboration.

Looking toward the coming growing season, FARM project staff have identified sites for two demonstration plots and are working with the producer associations that will host them to prepare land for planting. Likewise, six Farmer Field School sites and hosts have been identified and necessary preparations such as land clearing, fencing and sign posts are being prepared. Also in preparation for the Farmer Field Schools, a short term technical consultant was brought in to help prepare educational materials and a communications strategy for improving agricultural productivity. These materials and strategies will be delivered principally through the Farmer Field Schools. Specific materials that have been developed and are currently undergoing revision include posters and radio copy that introduce new technologies and management practices.

### **1.3 Improve producer organization business and management skills**

The Farming as a Business (FaaB) curriculum will be a key tool to developing producer organizations' business and management skills. The curriculum was developed for the southern Sudan context during this semi-annual period and will be field tested and revised starting in October. Through its Farming as a Business (FAAB) trainings, FARM will improve producer, and producer organizations', business management skills by teaching them basic financial management, and planning skills.

## **Component 2: Trade and Marketing**

### **2.1 Increase smallholder access to market services**

The value chain studies that are intended to provide key analytical input into many of the activities under this component have not yet been initiated due to the departure of the Value Chain Expert from the FARM project and the fact that a suitable replacement candidate for this position has not yet been identified. Nevertheless, key steps have been taken to improve smallholder access to market services.

First, a draft market information collection and distribution strategy has been designed and submitted for comment and pilot testing, constituting an important step in improving producers' and traders' access to market information. By instituting this basic form of market information-sharing, FARM will lay

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the groundwork for eventually introducing a system of grades and standards for southern Sudan that is compatible with the grades and standards of the Common Market for Eastern and Southern Africa (COMESA).

Second, a warehouse maintenance and management training was instituted in collaboration with the World Food Program. This educational program was piloted in Western Equatoria, and trainings for Central and Eastern Equatoria have been scheduled.

FARM Sudan is forging crucial market linkages between southern Sudanese farmers and buyers. Remarkably, in collaboration with the World Food Program's Purchase for Progress (P4P) program, FARM is working with 19 farmers associations to supply up to 1,000 tons of grain to the P4P program. This quick-impact initiative will also create long-term incentive for farmers to increase their annual planting, by helping them see the short and long term profitability and financial incentive of increased cereal (sorghum/maize) production.

## **2.2 Identification and prioritization of key trade routes needing upgrading and repair**

Progress towards achieving this objective is currently pending as negotiations on the implementation of activities continue with Sheladia, the sub-contractor who is responsible for this sub-objective. This work will likely begin during the next semi-annual period.

## **2.3 Increase private sector services (including MSMEs) that support marketing and finance**

FARM has initiated several activities in the area of marketing and finance. A baseline assessment of micro-finance options has been completed as has an assessment of smallholder farmer capacity to absorb and manage credit. Draft materials for a financial literacy curriculum have been developed for inclusion in the FaaB curriculum and cooperative management training.

Meetings with current micro-finance institutions such as SUMI and BRAC as well as several commercial lenders in southern Sudan have been held to explore possibilities and discuss ideas for creating a lending tool and extending financing to the farm sector. Finally, regular participation in a stakeholder group, the Southern Sudan Microfinance Forum was begun by the FARM Finance specialist. FARM participation in an agricultural sector working group Southern Sudan Business Forum has also been invited.

Although an on-the-job injury led to a medically necessary leave of absence of the Financial Services specialist for approximately two months, the specialist was able to return at the close of the reporting period to resume activities although the injury will impose some mobility limitations on him and his work.

## **Component 3: Capacity Building**

### **3.1 Improve business management and service provision skills of private sector, including MSMEs**

The FARM team has encountered a number of capacity challenges that it did not anticipate. While these have in some senses delayed initiation of other work that has been proposed, they also provide opportunities for quick-impact activities that address key constraints in the sector. For example, the program identified a number of government-owned tractors that had been distributed throughout the

program area and that had the potential to contribute to FARM's land preparation initiative. Nevertheless, it was also found that nearly all of the tractors (almost 80%) were inoperable due to misuse or the absence of even basic maintenance resources and spare parts. Thus, in response to the request from the Ministry of Agriculture and Forestry, FARM launched a tractor training of trainers (TOT) program. The curriculum covered basic operation and maintenance, and was essential in identifying qualified tractor operators for land preparation activities over the coming months. In total, 112 tractor operators were trained in 10 field sites representing every county in FARM's AOR. While tractor trainings were not part of FARM's original work plan, the activity has proven vital to making tractors operational for mechanized land plowing increased agricultural production.

FARM has worked to improve business management and service provision in the private sector, by identifying 120 groups and associations (including 17 women's groups) that it will work with (See Appendix C). Among these associations, FARM has identified four produce trader organizations, four honey producer groups, and one village level seed business. While the team hoped to find a number of livestock production enterprises, it has so far been unable to identify such organizations. This is most likely due to the absence of certain inputs, and cultural practices that make commercial meat production atypical. However, a partnership has been formed with an organization prepared to process and market hides in Eastern Equatoria, a much-needed supplementary income for pastoralists in that region. A similar absence of veterinary care has been identified, and will inform the starting point for future interventions. A strategy for formalizing associations into a national structure has been drafted and will be revised and implemented during the coming semester. The plan provides a written Farmer Association strategy and plan for the Government of Southern Sudan, the three Equatoria States, and local counties and payams to participate in the formalization of producer associations and the creation of a national structure for farmers' associations. This activity was developed in response to a direct request of the previous Director of Planning for GOSS. This will exceed our initial geographical mandate with structure development, yet maintaining our contractual obligations of operations within our selected payams. The leadership structure will be developed within our area, yet assist a much larger clientele base throughout southern Sudan after successful implementation. FARM has begun interventions aimed at capacity building with a number of groups in a variety of sectors. In conjunction with this, four training modules have been drafted for use by local farmer associations in educating their memberships on key managerial topics including membership recruitment, association governance, programming and training, and the management of associations. Finally, a one-day training and presentation to FARM staff was made introducing the Farmer Association structure and FARM's role in developing this institutional capacity in southern Sudan.

### **3.2 Improve public sector capacity to develop a business enabling environment**

Key analytical work has been conducted in support of this objective. A short-term technical consultant conducted an initial analysis of the policy and institutional environment for agriculture in southern Sudan. As part of this work, a preliminary policy inventory revealed that there were a number of policy questions that need to be addressed, before improved technologies can be adopted. The absence of government seed, fertilizer, pesticide, or GMO policies have made the promotion of improved technologies very challenging. The foundational policy work that was undertaken also resulted in draft documents providing strategies to support southern Sudan's alignment with CAADP, for a formal policy inventory, and for developing a decentralized citizen-based governance for development in southern Sudan, among others (The first is attached in APPENDIX D, others are available upon request).

In keeping with the work plan and with the aim of developing capacity to address these policy concerns, FARM has posted a Senior Policy Expert who is being officed in the Ministry of Agriculture and Forestry, and whose input on these issues has specifically been requested by GOSS.

### 3.3 Strengthen public sector service provision

FARM has partnered closely with GOSS and the state and county-level governments to strengthen public sector service provision in the agriculture sector of southern Sudan. The overall momentum toward developing a profitable agricultural sector is exciting, but the level of involvement GOSS has expected from some private sector partners, and the whole FARM team, is quite high. While strengthening their service provision, the government must also focus on giving space for the private sector to develop to its fullest potential. FARM continues to work with the government to encourage policies that foster a business-enabling environment.

## RESULTS

Even though FARM is in its initial stages of implementation, the team has received positive feedback from its counterparts in government, among its beneficiaries, and in the international community at large. While developing the agriculture sector in southern Sudan is a momentous undertaking, the importance of the task is reiterated by all of the program’s stakeholders. Through its tractor training TOT, the FARM program developed the capacity of 122 people, who will be able to reduce the burden of hand plowing on women, and be able to generate additional income for their families. One beneficiary in Western Equatoria told FARM that the training “changed his life.” Plowing one feddan with the help of his five family members used to take him a full week. By using a tractor through his farming association he can clear that same feddan in just one day.

While it is premature to report specific results for most of the PMP indicators (those that can be reported on are addressed in the Monitoring and Evaluation section), the program ramp-up has paved the ground for a host of upcoming interventions. FARMs capacity building initiatives such as the Demonstration Plots, Farmer Field Schools, and Farming as a Business trainings will strengthen associations and improve business management skills and aptitude in the marketing and trade of agricultural products (a breakdown of trainings conducted through September 30, can be found in Appendix E).



FARM beneficiary William receives training in the use of tractor implements for plowing

In August, FARM Sudan began making crucial market linkages between southern Sudanese farmers and the World Food Program’s Purchase for Progress (P4P) program. Nineteen farmers associations representing two states in the Greenbelt will provide grain to the P4P program in the coming months. Through this initiative, FARM is facilitating the sale of up to 1000 tons of grain. This quick-impact

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A women selling vegetables in a market in Western Equatoria. FARM has be designed interventions to assist women in developing business plans and improve marketing of vegetables.

initiative will create long-term incentive for farmers to increase their annual planting, by helping them see the short and long-term profitability and financial incentive of increased cereal (sorghum/maize) production.

By designing interventions to target supplementary income generation typically held by women, FARM is strategically investing in women’s income to boost their economic status, and place income into the hands of women. FARM has identified 17 women’s groups throughout our program areas. One of them, in Western Equatoria, is comprised of women who were displaced by LRA activity, and have undergone tremendous personal and economic hardship. By supporting their vegetable production and training them in trade and marketing, FARM will assist them in building up skills and expertise that will provide long-term economic opportunity to them and their families.

Through its investments in the honey industry of southern Sudan, FARM will help to boost income generation during the dry season, a particularly challenging time for subsistence farmers. This not only helps families increase their annual income, but also provides a safety net in times of inconsistent yields, or drought. Southern Sudanese honey is highly concentrated and pure, and, if properly processed, could easily be exported. The New Sudan Honey Growing Association in Maridi is a promising case-study of the potential of this industry. The honey produced by this group of farmers is of excellent quality and consistency (higher quality in fact than that found in neighboring countries), but the association lacked a sound business plan, as well as the processing and packaging facilities to make their product maximally profitable. FARM identified these constraints, and has worked with the association to develop a business plan that will help them move toward increased commercial capacity. FARM hopes to double the amount of honey produced by the association, and to create market linkages, which will increase the association’s revenue.



This man is using traditional honey production techniques in Maridi, Western Equatoria. FARM is assisting the New Sudan Honey Association with improved business plans as well as processing and marketing of honey.

**Constraints**

Government participation in this program has been tremendous. While in some ways this reflects the positive and enabling dynamic of FARM’s relationship with the southern Sudan government, FARM has struggled at times with the level of engagement expected by certain government officials. Beyond coordination, and consultation, government officials have requested to take on the role of approving activities, and even having budgetary oversight for the program. Taken as a whole, the level of ongoing engagement has resulted in a drain on the resources available to undertaken contractually mandated

activities, and impeded the FARM team's ability to mobilize and initiate activities at the field level. In order to streamline government participation, FARM has initiated a Steering Committee for the program. There is support for this initiative both at the GOSS and State Government level and it is anticipated that the Steering Committee will help to channel requests for involvement in the program by diverse

### **Upcoming Planned Activities**

The training programs FARM has initiated will continue over the next few months. FaaB and warehouse management trainings will be carried out throughout the program area. Through the launching of its Grants Program, FARM will be able to make strategic investments in the poultry and seed industries, and support farmers in preparation activities for next year's rainy season. FARM will continue assisting cooperatives and associations with trainings in business management, by helping them become registered legal entities, and by using them as a hub for farmers to gain access to improved technologies (like grain thrashers). FARM will initiate the production of metal granaries, and subsidize their cost.

# CROSS-CUTTING THEMES AND OVERARCHING ACTIVITIES

## **DONOR/IMPLEMENTING AGENCY COORDINATION**

FARM's objectives and approach are in sync with those of a number of other donor agencies, and implementing partners. The future stability of southern Sudan is highly dependent on economic development has been the refrain of stakeholders for some time. Since FARM is the largest program of its kind in southern Sudan, it has reignited discussions and momentum toward agricultural development throughout GOSS and the international community, and members of GOSS. Never has that been more apparent than at the USAID "Southern Sudan Agriculture Policy Conference," held in Nairobi, Kenya, on August 24<sup>th</sup> and 25<sup>th</sup>. It was an excellent opportunity for FARM to deepen its relationships with existing players in the agriculture sector, and strengthen ties of synergy and collaboration with partners like USAID BRIDGE, USAID COMPETE, and WFP's P4P.

FARM Sudan continues to collaborate with other USAID/SUDAN programs. The Nairobi conference in August was a particularly fruitful opportunity for members of the project to learn from existing research, and network with other organizations in the agriculture sector in southern Sudan. Notable areas of cooperation include the WFP P4P program, learning from lessons acquired by the BRIDGE Program, and ongoing collaboration between FARM and FAO. Above and beyond these relationships, FARM has strategically placed its payams of operations with access to infrastructure (mainly roads and bridges) constructed by USAID in an effort to compliment and build on this investment.

While the trade component of FARM is only in its very early stages of development, the team is already seeking links with other regional mechanisms and programs in the economic growth and trade arenas. Connections with the East Africa COMPETE program have been made, and FARM team members have had a number of collaborative meetings with members of USAID's Food for Peace program. In addition, COP, Herschel Weeks, PhD, and Senior Policy Expert Dr. Charles Mataya are scheduled to attend a series of meetings on CAADP in Nairobi in October.

## **GIS**

In the absence of the procurement waiver necessary for purchase of GIS equipment, FARM has made use of more basic programs to complete preliminary maps of the program area. Since the end of the

reporting date, the procurement waiver has been approved, and FARM has established an information sharing arrangement with WFP GIS specialists. A comprehensive mapping and geographical representation of indicators will be in place by the next reporting cycle.

## GRANTS MANAGEMENT

FARM Sudan has designed and established a grants program aimed at building local organizations' capacities so that services and results will be sustained beyond the project's lifespan. Through strategic investments in sectors of the agriculture, livestock, and poultry industries of southern Sudan, FARM will jump-start the much-needed transition from subsistence to commercial models in these sectors.

During the reporting period, FARM reviewed options for granting under contract and established grant types and criteria. A grants manual was completed and submitted for approval by USAID. The need for grants management training was assessed, and a training was designed to assist grantees in these areas. Launches were planned for Torit, Yei, Yambio and Juba. At the recommendation of USAID, FARM has postponed the launches until the PERSUAP has been approved. Without finalizing pesticide and fertilizer use policy, it will be difficult for grantees to move forward in their activities, so the program will be launched as soon as this document has been approved.

Upon approval of its PERSUAP, FARM will launch a grants program. This program will build on existing ties, and help associations and farmers cooperatives move toward realizing their business development goals. For additional details, see "Grants Management" section of this report.

## ADMINISTRATIVE ACTIVITIES

FARM's Branding and Marketing Plan is awaiting USAID approval. Once the approved Branding and Marketing Plan has been approved, it will enable the program to move forward with key administrative processes such as printing nametags, designing business cards, and identifying permanent signage for its offices and vehicles.

One of the major challenges the FARM program has faced in the start-up phase is in the realm of staffing. The vacancy of the key personnel Private Sector/Value-Chain position through subcontractor ACDI/VOCA since July has been very challenging for the program, and has resulted in significant delays

with certain specialized deliverables like Value-Chain Analyses. The absence of Financial Services Expert for August and September due to injuries caused by on-the-job automobile accident has also impacted the accomplishment to technical activities. Due to these vacancies, FARM has been operating with an institutional handicap for months of the reporting period. Of the three expatriate positions on the technical team, two were vacant for all of August and September

## GENDER

FARM has recruited a gender specialist who will be joining the team at the beginning of October. She will work to incorporate gender into analytical and project activities. Women provide 80% of the labor in the agriculture sector of southern Sudan. Thus a major goal of the FARM program is to reduce the labor burden on women by promoting improved technologies which will simultaneously increase production. FARM has already identified 17 women's associations (the goal was six), who will be engaged in income generating activities throughout the project area. Beyond targeting women's associations, FARM has designed its interventions to boost supplementary income traditionally held by women. Upcoming interventions in the small ruminant, vegetable, and poultry sectors will have a significant impact on women's income throughout the program area.

## ENVIRONMENT

FARM completed an initial environmental assessment as well as the more comprehensive Environmental Management and Mitigation Plan. As the use and importation of fertilizer is functionally illegal in southern Sudan (not a formalized law, but strongly enforced), the development of a PERSUAP has been very challenging. Since there are no local laws regarding the use of relevant chemical products, the use and importation of improved seeds is illegal. Fertilizer use is subject to the same challenges. A PERSUAP is typically based on existing policies, procedures, and laws of the host country, with an overlay of USA based standards and laws. In southern Sudan, many policies have not been codified, and thus could be considered "accepted norms and practices" rather than formal policies. This makes the research and development of a document like the PERSUAP particularly challenging. The FARM program has invested significant time and resources into creating a framework for pesticides and their potential application, which we anticipate being adopted and formalized by MAF. FARM will remain heavily engaged in the development of policies and procedures that will make southern Sudan in sync with commercial agricultural production practices that are currently embraced by most countries in the world. Evidence of environmentally destructive forestry and agriculture practices have been identified within the program area and FARM is committed to addressing these issues through its programming, and using a sustainable approach to the economic development of southern Sudan.

# MONITORING AND EVALUATION

Since the technical activities for the FARM program are in their beginning stages, it is too early to complete a thorough analysis of baseline data compared to PMP outcomes. Nevertheless, the table below shows FARM impacts on specific indicators where such indicators can reasonably be measured at this point. The numbers are very conservatively calculated. In cases where FARM was in doubt over the applicability of a performance indicator (such as the exact specifications for “assistance to associations” it erred on the side of caution and excluded cases where assistance is being initiated or plans for assistance are in place.

PERFORMANCE Indicators for Component 1	
1.1 Increase adoption of improved technologies	
Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance	n/a
Hectares under improved technologies or management practices as a result of USG assistance	n/a
Number of individuals that have received USG-supported short-term agricultural sector productivity training	190
1.2 Improve public and private service provision that supports agricultural production	
Value of output of agriculture-related firms including critical service providers, processors and traders as a result of USG interventions	n/a
1.3 Improve producer organization business and management skills	
Number of producers’ organizations, water users associations, trade and business associations, and community-based organizations receiving USG assistance	121
Number of women’s organizations/associations assisted as a result of USG-supported interventions	17
PERFORMANCE Indicators for Component 2	
2.1 Increase smallholders’ access to market services	
Number of agriculture-related firms accessing critical agricultural services (such as credit, veterinary services, agricultural inputs, machinery services and business development services) as a result of USG interventions/ assistance	n/a
Volume and value of purchases from smallholders of agricultural commodities targeted by USG assistance	n/a
Usage of price and market information systems as a result of USG assistance	n/a
2.2 Improve and maintain critical points on high priority trade routes	
Number of high priority trade routes identified	10
Number of critical points identified	n/a
Number of critical points developed	n/a
2.3 Increase private sector services (including MSMEs) that support marketing and finance	
Value of private sector services provided that support marketing and finance	n/a
2.4 Improve the legal, regulatory, and policy environment to facilitate marketing and trade	
Number of policies/regulations/administrative procedures analyzed as a result of USG assistance.	20
Number of policies/regulations/administrative procedure reforms drafted and presented for public/stakeholder consultation as a result of USG assistance.	n/a

Sept. 30, 2010

Number of policy reforms presented for legislation/decrees as a result of USG assistance.	n/a
Number of policy reforms/regulations/administrative procedures prepared with USG assistance that are passed/approved.	n/a
Number of policy reforms/regulations/administrative procedures passed for which implementation has begun with USG assistance.	n/a
<b>PERFORMANCE Indicators for Component 3</b>	
<b>3.1 Improve business, management and service provision skills of private sector including MSMEs</b>	
Number of USG-supported training events held that are related to improving the trade and investment environment	n/a
Number of individuals who have received short-term agricultural enabling environment training	n/a
Number of MSMEs undergoing capacity strengthening as a result of USG assistance	n/a
Number of organizations/institutions undergoing capacity/competency assessments as a result of USG assistance	35
Number of organizations/institutions undergoing capacity/competency strengthening as a result of USG assistance	n/a
Score on Partner Institutions Viability Assessment (PIVA) for institutions benefiting from USG assistance	n/a
<b>3.2 Improve capacity of public sector for development of enabling environment to support market-led agriculture</b>	
Number of trainings relating to enabling environment Number of public sector agents qualified to support market-led agriculture as a result of USG assistance	1 n/a
<b>3.3 Strengthen public sector's capacity to provide quality services</b>	
Number of trainings provided to public sector agents	8
Number of public sector agents qualified to provide services	122
<b>Output</b>	
Number of rural households benefiting directly from USG interventions	n/a
Number of vulnerable households benefiting directly from USG interventions	n/a
Number of agriculture-related firms benefitting directly from USG-supported interventions	n/a
Number of public-private partnerships formed in this reporting year as a result of USG assistance	n/a

# CONCLUSION

Although the FARM program had some delays in its initial start-up, the project is off to a promising start. In the first six months, the team has formed partnerships with more than 120 farmers associations and cooperatives, trained tractor operators in all of our payams of operation, and built a close relationship with the Ministries of Agriculture and Forestry, both at the state and national level. The foundation that has been laid, and the lessons that have been gathered from preliminary assessments have been invaluable in helping the team lay a thorough and informed foundation for upcoming interventions. In response to these findings, FARM is making a number of important changes to its structure and approach, which will address current challenges. This includes starting a mentoring program to build capacity at the local level, and consolidating activities in the technical unit in order to streamline operations and maximize impact. The Senior Policy Expert, Dr. Charles Mataya, has already begun to work with MAF to review and formalize policies in order to create an enabling environment for agribusiness in southern Sudan. Through the adoption of a steering committee, FARM hopes to streamline its valuable affiliations with MAF and USAID, to create a strong tripartite relationship, which also allows FARM space to operate with more autonomy in its relations with GOSS. As evidenced by the staffing chart (Annex A), recruitment for important local positions has been completed, and the addition of both expatriate and national staff members will be crucial in raising FARM's ability to ramp up technical activities. The submission and approval of the PERSUAP, as well as the procurement waiver being put in place will also be vital as FARM seeks to begin broad interventions in mechanizing and commercializing farming in southern Sudan. FARM is now in an excellent position to build the capacity of farmers and trade associations, bolster the poultry, livestock, and small ruminants sectors, and increase agricultural production over the next growing season. While southern Sudan is unarguably a challenging environment for program implementation, it is also a region that boasts tremendous potential for success. Operationally, technically, and administratively, FARM has laid the foundation for a highly successful agricultural development program in

# APPENDIX A: STAFFING MATRIX

## FOOD AGRIBUSINESS & RURAL MARKETS (FARM PROGRAM) STAFF EMPLOYMENT MATRIX

S/ N	Title	NAME	ORGANIZ ATION	Empl. Start Date	DUTY STATIONS				COMMENTS
					Ju ba	Yei	Yam bio	Tor it	
<b>JUBA STAFF (28 Staff)</b>									
1	Chief of Party	Weeks, Herschel	Abt/Expat	3/18/10	Jub a				
2	Deputy Chief of Party for Grants & Operations	Gould, Jeffrey	Abt/Expat	7/1/10	Jub a				Replaced Michelle Oliva who resigned from FARM effective June 30, 2010.
3	Capacity Building Expert	Dhel, Kuyu	Abt/Expat	3/21/10	Jub a				
4	<b>Agric.Strategy/Policy Expert</b>	<b>Vacant</b>	Abt/Expat		Jub a				Charles Mataya scheduled for posting during mid-October
5	Communications Specialist	Knutzen, Anna	Abt/Expat	7/20/10	Jub a				New Position not originally planned for project.
6	Financial Services Expert	Sambu, Bosco Ole	ACDI/VOCA/E xpat	5/3/10	Jub a				
7	<b>Chain/Private Sector Expert</b>	<b>Vacant</b>	ACDI/VOCA/E xpat		Jub a				Recruitment in process
8	Senior Finance Manager	Ayiga, Francis	Abt/CCN	6/21/10	Jub a				
9	<b>Technical Program Coordinator</b>	<b>Vacant</b>	Abt/CCN		Jub a				Recruitment in Process
10	M&E/Gender Specialist	Awate, Elizabeth	Abt/CCN	10/1/10	Jub a				
11	Grants Specialist	Gimu, Betty	Abt/CCN	7/5/10	Jub a				
12	Operations Manager	Lomuja, Alex	Abt/CCN	5/1/10	Jub				

					a				
13	IT Specialist	Vacant	Abt/CCN		Jub a				Recruitment in Process
14	Junior Accountant	Vacant	Abt/CCN		Jub a				Recruitment in Process
15	Admin Assistant/Receptionist I	Lukudu, Ropani	Abt/CCN	8/4/10	Jub a				
16	Admin Assistant/Receptionist II	Vacant	Abt/CCN		Jub a				Recruitment in Process
17	Community Outreach Expert	Tombe, Redento	AAH-I/CCN	3/18/10	Jub a				
18	Junior Accountant	Amule, Joseph	AAH-I/CCN	Est. Nov.	Jub a				Pending USAID Approvall
19	Ag. Production Expert	Alhaji, Aboud Suleiman	ACDI/VOCA/C CN	3/29/10	Jub a				
20	Marketing Coordinator/Juba	Titia, Ester	ACDI/VOCA/C CN	Est. Nov.	Jub a				Requires USAID approval
21	Junior Accountant	Juan, Mary	ACDI/VOCA/C CN	Novemb er	Jub a				
22	Logistics & Procurement Officer	Ayume, Justin	RSM/CCN	8/2/10	Jub a				
23	Senior Driver	Vacant	RSM/CCN		Jub a				Recruitment in process
24	Driver	Vacant	RSM/CCN		Jub a				Recruitment in process
25	Driver	Vacant	RSM/CCN		Jub a				Recruitment in process
26	Driver	Vacant	RSM/CCN		Jub a				Recruitment in process
27	Driver	Vacant	RSM/CCN		Jub a				Recruitment in process
28	Driver	Vacant	RSM/CCN		Jub a				Recruitment in process
<b>YEI STAFF (11 Staff)</b>									
29	Capacity Building Coordinator	Vacant	Abt/CCN			Yei			Recruitment in Process

<b>30</b>	<b>F&amp;A Office Manager</b>	<b>Vacant</b>	Abt/CCN			Yei			Recruitment in Process
31	Grants/Procurement Officer	Justo, Adelmo Lumana	Abt/CCN	9/13/10		Yei			
32	Financial Services Coordinator	Vacant	ACDI/VOCA/CN			Yei			Recruitment in process.
33	Ag. Production Coordinator	Wani, Simon Pitia	ACDI/VOCA/CN	5/17/10		Yei			
34	Senior Extension Officer	Metaloro, Clement	AAH-I/CCN			Yei			
35	Extension Officer	Batali, Isaac Sadarak	AAH-I/CCN			Morobo			
36	Extension Officer	Kidden, Esther Dima	AAH-I/CCN			Yei			
37	Extension Officer	Murye, Alex Anthony	AAH-I/CCN			Kajo-Keji			
<b>38</b>	<b>Driver</b>	<b>Vacant</b>	RSM/CCN			Yei			Recruitment in process
<b>YAMBIO STAFF (9 Staff)</b>									
39	F&A Office Manager	Mambo, Kassim	Abt/CCN	9/20/10			Yam bio		
40	Capacity Building Coordinator	Vacant	Abt/CCN				Yam bio		Recruitment in process
41	Grants/Procurement Officer	Vacant	Abt/CCN	10/1/10			Yam bio		Recruitment in process
42	Senior Extension Officer	Taban, Bullen Augustine	AAH-I/CCN				Yam bio		
43	Extension Officer	Aziti, Wilson Mambere	AAH-I/CCN				Mari di		
44	Extension Officer	Bullen, Benty	AAH-I/CCN				Yam bio		Pending USAID approval
45	Extension Officer	Mamur, David Yotama	AAH-I/CCN				Mun dri		
<b>46</b>	<b>Ag. Production Coordinator</b>	<b>Vacant</b>	ACDI/VOCA/CN				Yam bio		Recruitment in process
<b>47</b>	<b>Driver</b>	<b>Vacant</b>	RSM/CCN				Yam bio		Recruitment in process
<b>TORIT STAFF (10 Staff)</b>									

48	Livestock Coordinator	Nyika, Samuel D.	Abt/CCN	5/5/10				Tor it	
<b>49</b>	<b>Capacity Building Coordinator</b>	<b>Vacant</b>	Abt/CCN					Tor it	Recruitment in process
50	F&A Office Manager	Vacant	Abt/CCN	9/27/10				Tor it	Recruitment in process
51	Grants/Procurement Officer	Vacant	Abt/CCN	9/6/10				Tor it	Recruitment in process
52	Senior Extension Officer	Odongo, Justine	AAH-I/CCN						PendingUSAID approval
53	Extension Officer	Modi, Angelo William	AAH-I/CCN					Iko tos	
<b>54</b>	<b>Extension Officer</b>	<b>Vacant</b>	AAH-I/CCN						Recruitment in process
<b>55</b>	<b>Extension Officer</b>	<b>Vacant</b>	AAH-I/CCN						Recruitment in process
56	Ag. Production Coordinator	Kenyi, Alfred Tako	ACDI/VOCA/CN	9/27/10				Tor it	
<b>57</b>	<b>Driver</b>	<b>Vacant</b>	RSM/CCN					Tor it	Recruitment in process

# APPENDIX B: 4X4 MONTH WORKPLAN

## GANT CHART

ACTIVITY	RESPONSIBILITY	TIME -LINE			
		AUG	SEPT	OCT	NOV
<b>Component 1. Increase agricultural productivity</b>					
<b>Component 1.1 Increase adoption of improved technology</b>					
<b>Horticulture</b>					
Continue identification of produce traders in selected market destinations (3 per state )	Redento	x	x	x	
Continue identification/establishment of women groups vegetable growers (2 per county)	Aboud	x	x	x	
Mobilization of 300 farmers for land preparation (900 fedd) in three states	Redento	x	x	x	x
Assess association, farmer groups needs for seeds	Aboud	x	x		
Develop 3 village level seed business in the three states (EES, CES, WES)	Weeks/team		x	x	x
Support farmer groups with 100 Grain bins for post harvest management to reduce pest damage	Aboud	x	x	x	x
<b>Livestock sector activity</b>					
Identification of existing livestock production enterprises cultural and animal health (3 in Eastern Equatoria state)	Samuel	x	x	x	x
Identification of livestock traders in Eastern Equatoria	Samuel				
Conduct 2 training for livestock traders on business plan, and marketing	Kuyu/Samuel		x	x	
Identify a group to organize transportation of small ruminants from Eastern Equatoria to Western	Samuel	x	x	x	x

Equatoria									
Develop selection criteria for 250 – 500 breed stock before distribution to the beneficiaries	Samuel					x	x	x	x
<b>Hides marketing</b>									
Conduct assessment on Hides marketing - Identification of groups to market hides locally and to the neighboring countries	Samuel					x	x	x	x
<b>Poultry</b>									
Continues identification of existing poultry enterprises (two poultry groups in 2 states (Western and Central Equatoria) - Support the existing poultry groups with vet. Services, feeds and improvement of poultry structure (housing) - Provide 20 tons of poultry feeds to the groups	Simon/team					x	x	x	
<b>Honey</b>									
- Continue identification of honey producers group (five honey producer groups in CES, EES and WES) support groups to produce and market 1.5 tons of honey - Support the existing groups to reduce production cost	Bosco/Kuyu					x	x		
Development of honey sector improvement strategy	Bosco/Kuyu					x	x		
Training of honey groups (five groups)	Bosco/ Kuyu								
<b>Component 1.2 Improve public and private service that support agricultural production</b>									
<b>Co-location of farm team with state level MAF</b>									
Stakeholder workshop in three states	Tech					x			

	Coordinators						
Develop training manuals (all technical themes)	Kuyu/team				x	x	x
Identification of 3 demonstration plots sites	Aboud				x		
Establish farmers field schools (15 FFS)	Aboud					x	x
<b>Component 1.3 Improve producers organizations business and management skills</b>							
<b>Farming as a business</b>							
Development of manual for Farming as a business	Bosco/Aboud				x	x	x
<b>Component 2. Trade and Marketing</b>							
<b>Component 2.1 increase small holders access to market services (Storage, finance, transport , MIS etc.</b>							
<b>Market linkages</b>							
Assess smallholder's capacity for transportation of commodities to the market (3 smallholder)	Redento				x	x	x
Design food and agriculture market prices information in the three states (CES, EES, WES)	Kuyu					x	x
Training warehouses management and maintenance for existing facilities (3 trainings, Yambio, Yei, Magowi)	Kuyu						x
Develop tools to support Market information system (MIS) in the three states	Kuyu/Weeks				x	x	x
Set up marketing board in three states and Juba (Torit, Yei and Yambio, Juba)	Kuyu					x	
<b>Component 2.3 Increase private sector services (including MSMEs) that support marketing and finance</b>							
<b>finance</b>							

Assess smallholders capacity to absorb and manage credit	Bosco					x	x	x
Upgrade and customize FaaB training material for south Sudan	Bosco/Aboud			x		x	x	
conduct FaaB training to producers groups and agribusiness (one ToT and one producer training per state)	Bosco/Aboud						x	x
Pilot financial literacy training with POs and cooperatives	Bosco/Aboud					x	x	
Develop agricultural loan products with MFIs	Bosco					x	x	x
<b>Component 3. Capacity building</b>								
<b>Component 3.1 Improve business management and service provision skills of private sector including MSMEs</b>								
<b>Association and cooperative development</b>								
Continue identification of cooperative/association in the three states	Redento				x	x	x	
Cooperative development training (five trainings on business plan, bylaws etc)	Kuyu/Redento						x	x
Review of bylaws of the cooperatives in the three state	Redento					x		
Development of bylaws for new cooperatives (five cooperative in CES, EES, WES)	Redento						x	
Registration of farmer's association/cooperatives (five cooperatives in CES, EES, WES)	Redento							x
Ongoing skills assessment of extension agents and technical updates in the three states	Tech Coordinator				x	x	x	x
Grants for identified groups ( 6 Grants ) and associations - Vet. Services - Poultry - Grain bins	Weeks/team					x	x	x

# APPENDIX C: ASSOCIATION MEMBERSHIP

## Number of Farmers Organizations/Cooperatives identified and Assessed in FARM Project Area

### Central Equatoria State:

COUNTY	NUMBER OF FARMERS ORG.	REMARKS
YEI	12*	3 WOMEN GROUPS,
MOROBO	14	3 WOMEN GROUPS
KAJOKEJI	29	3 WOMEN GROUPS
TOTAL	55	

### Eastern Equatoria State

COUNTY	NUMBER OF FARMERS ORG.	REMARKS
MAGWI	16	2 WOMEN GROUPS
IKOTOS	09	1 WOMEN GROUP
BUDI	00	–
TOTAL	25	

### Western Equatoria State

COUNTY	NUMBER OF FARMERS ORG.	REMARKS
YAMBIO	17	3 WOMEN GROUPS
MARIDI	12	1WOMEN GROUP
MUNDRI	12	1 WOMEN GROUP
TOTAL	41	

**Total Number of FO identified and assessed 121**

**Note: YAFA(Yambio Farmers Association) has 27 groups some groups are not assessed those are excluded from the report**

**\*One poultry Association(SS Poultry Association) is included**

# APPENDIX D: POLICY ADVISOR REPORT

ANNEX A

TO

PROPOSED DETAILED PLAN OF WORK FOR FARM PROGRAM

AGRICULTURAL STRATEGY AND POLICY ADVISOR

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**Proposed Approach and Plan of Action for Agricultural Policy Inventory**

### **Purpose of the Agricultural Policy Inventory.**

### **Implementing the API in Southern Sudan.**

### **Introduction, Setting and Conceptualizations: Setting the Stage for API.**

#### **Special Social and Economic Characteristics of SS.**

1. Ample **Opportunities** for “Getting Policies Right”.
2. **Abundant Public Sector Resources.**
3. **Land-Labor Ratios, and Improved Factor Productivity.**

#### **Preliminary Rationale for an Agriculture-Led Development Strategy for Southern Sudan: Agricultural Policy Implications**

### **Initial Review of Constitutional Parameters for Agricultural Policies.**

1. Interstate Trade and Commerce.
2. Banking System.
3. Gender Equality.
4. Customary Law.
5. Decentralized System of Government and Significant Devolution of Powers.
6. Private Sector Role and Economic development

### **Proposed Agricultural Policy Inventory Approach**

#### **Definition of Terms.**

#### **Required Tasks for Carrying Out the API.**

#### **TASK One. Prepare A Prioritized API Descriptive List.**

**Task Two:** Prepare draft policy digests (or briefs) for each of the policy areas selected in the finalized order of priority.

**Task Three.** Prepare, Approve and Apply Constitutional Compliance Test Checklist.

**Task Four.** Each Policy Brief will be Reviewed by APAG, Results Incorporated and Cleared for Discussion in Stakeholder Forum.

**Task Five.** Organize and Implement Individual Stakeholder Forums for each draft Policy Brief.

**ANNEX A**

**TO**

**PROPOSED DETAILED PLAN OF WORK FOR FARM PROGRAM**

**AGRICULTURAL STRATEGY AND POLICY ADVISOR**

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**Proposed Approach and Plan of Action for Agricultural Policy Inventory**

The Agricultural Strategy and Policy Advisor (Policy Advisor) of the USAID-funded FARM Program will, among other activities, assist the Ministry of Agriculture and Forestry (MAF) to carry out an “Agricultural Policy Inventory” (API) Activity. This is designated as Activity II in the Proposed Detailed Work Plan for the Policy Advisor (referred to hereafter as the “main document”). This Annex A to that Work Plan provides background information and a detailed description of the proposed approach and plan of action for carrying out the API.

**Purpose of the Agricultural Policy Inventory.**

The API is not an end in itself. It is a tool to help raise awareness and understanding among agricultural policy decision-makers and other public and private sector stakeholders in the agricultural sector about the current policy environment that influences decisions by the various actors and stakeholders who collectively constitute the economic operating system in the various agricultural value chains of Southern Sudan. The API also serves as the initial “database” for carrying out subsequent in-depth policy analyses, with an ultimate purpose of providing to policy-makers and policy implementers information to help improve policy-making decisions and policy implementation activities. The expected sector-wide result is to better achieve accelerated, equitable and sustainable development of the agricultural sector and of its various inter-related value chains.

**Implementing the API in Southern Sudan.**

To reconfirm what is stated in the main document, detection and correction of gaps, weaknesses and shortcomings in the policy environment for economic activities in agriculture is a major and essential role for the MAF as the lead public sector institution of the GOSS for the agricultural sector. Continuing agricultural policy review and improvement should be a major on-going function of the MAF, and the

API is a basic initial undertaking for MAF to establish the information base needed for an orderly, objective and in-depth process of agricultural policy review and formulation for improvement.

As indicated in the main document, the Agricultural Policy Advisor is assigned to work with the Agricultural Policy Support Unit (APSU) of the MAF. Along with a number of other responsibilities specified in the main document, the Policy Advisor will assist APSU to plan and carry out an Agricultural Policy Inventory (API) (designated in the main document as Activity II). This activity is a major initial undertaking by the APSU that should continue indefinitely into the future, well beyond the two year period of the assignment of the Policy Advisor. Carrying out the API involves implementing six tasks which are core responsibilities of the APSU. To build capacity of APSU to carry out this activity, the policy advisor will provide major assistance in the form of daily advisory interactions with APSU staff to assist them in planning and implementing the API. In addition to daily advisory interactions, the policy advisor will prepare appropriate documents and reports, provide continuing “on-the-job” advice and training, play the role of mentor to APSU staff, and offer ongoing advice and suggestions to MAF leadership and professional personnel with interests and/or functions related to agricultural policy information and improvement.

#### **Introduction, Setting and Conceptualizations: Setting the Stage for API.**

Southern Sudan (SS) is a large country (640,000 Sq.Km) that includes a wide range of agro-climatic zones, including tropical and equatorial forests, wetlands, savannah, hills and mountains, plateaus, and arid lands. Unlike many less-developed countries, SS is blessed with abundant arable land in relation to population densities. Much of this land is still virgin, and most of the land being cultivated has much higher productivity potential than is presently being achieved. By all indications, the so-called greenbelt, a large area along the southern border of the three Equatoria states, is especially fertile.

Despite high economic growth potential, agriculture currently is severely under-developed with low factor productivity, especially for land and labor. By some estimates, only about 2% of arable land is being cultivated, primarily in smallholder units applying traditional hand methods and using little or no cash inputs (e.g., no improved seed, fertilizer, pesticides, etc). For a smallholder practicing a traditional subsistence production system, amount of available family labor is the critical constraint to increased production, limiting the land area that can be cultivated (around XX acres for the typical family), and the amount of harvest that can be handled. The majority of the output is consumed on-farm, or is locally traded for other foodstuffs and family subsistence necessities. In a normal season, small surpluses may be sold to pay for family cash subsistence expenses. In better than normal seasons, surpluses may be large enough to generate some discretionary income.

Other binding constraints on increased agricultural output include absence of farm-linked marketing infrastructure. This includes both 1) physical infrastructure, such as farm-to-market roads and bulking storage facilities, and, 2) institutional infrastructure, such as marketing and ancillary value-added services that interface with smallholders. Additionally, basic public services such as electricity, water and waste disposal systems rarely exist, even in most population centers. Nascent governance capabilities

and under-developed rule of law institutional structures limit public sector capacity to effectively address these constraints.

These and overarching constraints of uncertainties about the future political and security climate conspire to limit development of commercial scale private sector services (upstream and downstream delivery systems), linking farmers efficiently to input and output markets. In sum, smallholder linkages to input and output markets, if they exist at all, are limited to inherently inefficient systems (e.g., petty traders whose operations may be sporadic and are characterized by high transaction costs). These petty traders deal in small volumes, are under-capitalized and weakly managed, and generate little value-added to the inputs and outputs they trade.

Commercial scale agricultural output marketing enterprises that serve urban (and semi-urban) foodstuffs demand centers prefer to procure products from the more reliable and better organized importers that enjoy lower transaction costs. Overcoming the commercial and physical disconnect that now exists between SS smallholders and domestic consumers is dependent on developing and applying a business model that fulfills two closely inter-related conditions: 1) achieve major private sector investment (financial, technical and management resources, and business acumen) in commercial enterprises that provide efficient integrated input and output services to farming communities, and, 2) farmer-operated informal mechanisms at the farming community level that transact with commercial scale integrated farm services enterprises to receive bulked inputs and services, and that bulk individual smallholder output for transacting sales to commercial scale integrated farm services enterprises.

Aggressive supporting policies and innovative investment partnering by the public sector is required to offset social overhead costs inherent under current economic conditions. In the absence of such offsets, it is unlikely that sufficient private sector investments in commercial scale farm services will occur in the short to medium term. Equivalent conditions must be met for “cash” crops destined for export markets. A variant of the business model described above may be appropriate, especially for export crops: A large producer with direct links to export markets may provide integrated farmer services to surrounding smallholder out-growers, thereby achieving greater economies of scale that achieve reductions in transaction costs and that increase business efficiencies.

In a very real sense, the SS agricultural sector currently is trapped in a cycle of poverty from which it is difficult to escape in the short to medium term without aggressive and well-targeted policy and “social overhead” investment inputs by government and donors. Defining and implementing the appropriate policy and investment inputs is a major challenge, especially for a nascent government that still is developing its institutional personality and governance competencies. The MAF has an opportunity to develop leadership capability to respond to this challenge. In defining this leadership role, a number of considerations need to be kept in mind.

### **Special Social and Economic Characteristics of SS.**

A number of special social and economic characteristics of Southern Sudan have agricultural development strategy and policy implications. These include the following:

1. Ample **Opportunities for “Getting Policies Right”**. SS is a young autonomous region (of the Republic of Sudan), with wide-ranging constitutional authority to formulate and adopt a full range of policies related to economic activities of the agricultural sector within its territory. The Southern Sudan Interim Constitution came into force in December, 2005. Subject to its provisions, the Interim Constitution grants to the Government of Southern Sudan (GOSS) full governance authority over internal affairs, including development and regulation of the agricultural sector (defined as the entire in-country food and fiber system). Thus, unlike the situation in many developing countries, private sector business operations and opportunity for innovation (including agricultural sector agribusinesses) are not constrained by a legacy of confusing, overlapping, conflicting and/or inappropriate and restrictive development policies. Instead, rather than confronting an operating environment of “too many policies”, agribusiness in SS may be constrained by numerous “policy gaps.” This may inject “policy uncertainty” into private sector decisions about investing resources in agricultural value chain activities. But it also provides a unique opportunity to “get policies right”, thereby creating the necessary policy conditions for unleashing major private sector activity to achieve accelerated, equitable and sustainable agricultural development. Nevertheless, it is a major challenge for a young GOSS to provide the level of mature governance leadership required to achieve its agricultural development goals.

2. **Abundant Public Sector Resources**. SS has a “windfall” source of substantial public sector income from oil exports. Choices can be made to invest major amounts of this income to stimulate realization of the vast potential of the agricultural sector or for other expenditures that have less potential to grow the economy. There are pitfalls to this abundance of oil income. Over-dependence on oil income can lead to negative macro-economic impacts (especially via overvalued exchange rates) on the competitiveness of productive sectors such as agriculture. However, this may not yet be an insurmountable condition in SS, since major oil income accruing to GOSS and State governments is more a function of expectations than of reality.

Thus, it appears that SS still has the opportunity: a) to adopt and apply appropriate macro-economic policies to assure a level playing field (competitiveness) in domestic markets for SS agriculture, as compared to regional competitors, and, b) to formulate innovative development and private sector stimulus policies, especially through appropriately-designed public sector investment schemes that achieve public-private sector partnerships to manage risks and to overcome major competitiveness constraints in the short to medium term (but without distorting factor and product markets). Such a strategy can “jump-start” rapid agricultural productivity increases, while simultaneously alleviating the economic costs of major infrastructure and commercial constraints. Formulating this strategy and attendant implementing policies is an enormous challenge, and requires considerable skill to craft a policy environment that induces major private sector multipliers from appropriately targeted public sector social overhead investments and positive regulatory policies that minimize market distortions.

3. **Land-Labor Ratios, and Improved Factor Productivity**. Currently, population densities are low in relation to amounts of fertile arable land (much of it still uncultivated), and of other abundant and diverse (and potentially economically productive) natural resource endowments. Under these conditions, a traditional development path may not be appropriate. The historical development path for most countries has been as follows: At the take-off stage, rapid land and labor productivity growth

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occurs in agriculture which releases surplus labor for employment in other growing productive sectors of the economy, thereby stimulating continued growth based on increasing purchasing power. In the case of Southern Sudan, if/when labor productivity increases on existing cultivated land (mainly cultivated by smallholders), labor is released and made available to bring the abundant uncultivated arable land base into production. Resulting increased foodstuffs production (at lower unit costs) displaces imported products, and increased cash crops production competes in international markets. An appropriate development strategy under these conditions will not release labor from smallholder agriculture too fast for absorption by other sectors, but also will increase the productivity of smallholder labor sufficient to make their production competitive in domestic demand centers, while also improving rural living conditions sufficient to avoid “over-expulsion” to urban areas (i.e., the “drudgery push” effect).

### **Preliminary Rationale for an Agriculture-Led Development Strategy for Southern Sudan: Agricultural Policy Implications**

The above special characteristics of Southern Sudan suggest that a classical evolutionary economic development model (and attendant policies to implement the model) may not be appropriate for SS. The emerging rural and urban economic infrastructure of the 1970-80s was virtually destroyed by the civil war. This interrupted the growth of labor demand for urban-based economic activity relative to labor demand for agricultural activities. Because of conflict-driven economic destruction and dislocation of urban economic activities, subsistence agriculture became the primary survival option for most SS families. The majority of the resident SS families, as well as returning diaspora, are subsistence farmers.

During and immediately following the conflict, non-military wage employment in productive sectors of the economy largely disappeared even in agriculture. Lack of both on and off-farm wage employment, combined with scarcity of foodstuffs in urban markets, conspired to precipitate a major movement “back to the land” where family subsistence agriculture is being practiced as a survival strategy (and utilizing primarily unpaid family labor). Since 2006, limited urban wage employment opportunities have been gradually emerging, mainly in the public sector (financed with oil income), and in the private services sector (stimulated by a major influx of foreign aid and assistance activities and personnel). Public sector and private sector services employment have low economic multiplier effects, both in terms of economic growth and in employment generation.

Under the conditions described, a sustainable economic growth strategy in agriculture must bring more land into cultivation while simultaneously increasing the productivity of the large existing rural labor supply now working as unpaid labor in subsistence agriculture. Domestic markets already exist for expanded domestic foodstuffs production. These markets currently are being supplied by imports because domestic producers are unable to compete. For such a “pump-priming” growth strategy to be successful, agricultural marketing policies and investment programs must be crafted in a way that reduce transaction costs in domestic agricultural value chains in order to become price competitive with imports. Simultaneously, these policies and public sector investments must be designed to stimulate commercial-scale private sector capital and management investments (and business innovations) to reduce transaction costs throughout the agricultural input and output marketing chains.

Some observers suggest that a preferred method to jump-start the SS economy with an agriculture-based strategy is to encourage foreign and national investment in highly mechanized large-scale production on currently uncultivated arable lands. Such a strategy does not adequately consider social implications of the large low-productivity labor supply now occupied in subsistence agriculture. Major highly-mechanized (labor-saving) large scale production will achieve at least two objectives of an economic growth strategy, i.e., 1) to compete in the domestic market against imported foodstuffs, and, 2) to increase land productivity (output per unit of land). But on the negative side, this marginalizes even more the low-productivity smallholder from the domestic market, and does little to improve existing widespread low-productivity labor use in smallholder subsistence agriculture.

Pursuit of the large-scale agricultural production growth strategy over time will result in a dual economy in the agricultural sector: 1) Large-scale vertically integrated, high factor productivity, labor-saving agricultural operations that are competing in domestic and international markets, but that generate relatively low demand for labor, and, 2) smallholder subsistence operations that are not competitive in the marketplace and have low factor productivity. The latter will become even more isolated from the marketplace as increased large-scale output results in lower domestic market prices.

Currently, XX% of the total population subsists on smallholder agriculture, and an estimated 95% of total agricultural output is generated by these smallholders. Thus, the existing agricultural production system is made up almost entirely of smallholder families using “hand-hoe” production methods and minimal “cash” inputs. This results in low land and labor productivity, and with output levels that generally only marginally exceed farm family subsistence requirements. This is a social reality that must be recognized as the MAF formulates its agricultural development strategy and by the policies formulated to implement that strategy.

### **Initial Review of Constitutional Parameters for Agricultural Policies.**

An agricultural policy inventory begins with a review of constitutional (and/or other basic constituting) principles for policy-making. In the case of SS, the Interim Constitution is that base document. It has a number of provisions that limit the scope of government powers to intervene in and regulate public and private sector activities in the agricultural value chain or that specifically mandate or encourage certain policy or regulatory purposes or actions. Many of the provisions originated in the previously approved Comprehensive Peace Agreement (CPA), and subsequently were incorporated into the Interim Constitution for SS. Relevant provisions are referenced in the Agriculture-Related Policy Reference Document List (ANNEX C to the main document). They are synthesized below.

1. Interstate Trade and Commerce. The Constitution guarantees that trade and commerce between State and local government jurisdictions is free. This includes the free flow of goods, services, capital and labor. The provision specifies that no levies, fees or any other charges are allowed. Of course, this provision must be interpreted in terms of other powers and mandates of government, such as the responsibility to provide physical security and to maintain peace and tranquility of the populace. Nevertheless, this does provide the opportunity for MAF to adopt policies and work with other government entities to assure the free and unrestricted physical flow of agricultural inputs and output

throughout the country. It likely will be a major challenge for the MAF to achieve unrestricted movement of some products that raise security concerns (products such as ammonium nitrate fertilizers, a precursor to explosive devices). In such cases, perhaps MAF can negotiate with the military to develop special bonding and certification arrangements for approved transport companies to allow unrestricted passage.

2. Banking System. The Constitution establishes a conventional banking system for SS. This means that worldwide lessons learned in agricultural finance, investment, financial trusteeships, risk and venture capital, capital flows, etc., will be fully applicable (i.e., Islamic banking rules do not apply).

3. Gender Equality. Comprehensive gender equality and non-discrimination is mandated, including equal civil and political rights; human rights and fundamental freedoms; economic, social and cultural rights; with the following named specific property rights: right of women to own property and to share in the estate of deceased husband.

4. Customary Law. The constitution reinstates the “institution, status and role of traditional authority, according to customary law, and to be applied by the courts.” Note that the above-mentioned “Free Trade and Commerce” and “Gender Equality” clauses (among other constitutional mandates) trump this provision. Thus to the extent that customary law may have contrary applications, that aspect of customary law is null and void. This also holds true for any other customary law that is contrary to any other constitutional provision or to any national laws adopted in conformance to the Constitution.

5. Decentralized System of Government and Significant Devolution of Powers. This is mandated as a cardinal principle of effective and fair administration of the country (specifically referring to national, Southern Sudan, State and Local levels). State law (adopted by a State within Southern Sudan) shall provide for the role of traditional authority as an “institution at the local government level” on matters affecting local communities, and shall establish “Councils of Traditional Authority Leaders.” Further, local governments will acknowledge and incorporate the role of traditional authorities into the local government system. GOSS has passed a law (the Local Government Act of 2009) that provides implementation details of constitutional provision.

6. Private Sector Role and Economic development

a. Several provisions make it clear that economic activity and economic development in SS is a private sector role and function. All levels of government shall develop and regulate the economy by encouraging free markets (and prohibit monopolies), by facilitating establishment and development of a viable private sector, and by encouraging private initiatives and self-reliance.

b. Decentralized economic development is based on “the agricultural and agro-industrial sectors, and promotion of the private sector conducted in accordance with best known practices of sustainable development” (within a framework of transparent and accountable government).

c. All levels of government are responsible for promoting economic development and regulation of economic activities.

The provisions of the Interim Constitution of Southern Sudan, 2005, summarized above, constitute in effect “compliance tests” for assessing or formulating policies that impact activities of the agricultural sector along the entire value chains. As such, these provisions constitute a set of determinants for formulating an agricultural development strategy, and for framing the policies and public investments intended to implement the strategy. Some provisions are mandates and others are indicative (encouraged). The former are absolute in the sense that any contrary policy is “ipso facto” unconstitutional, whereas indicative (e.g., “encouraging” provisions) are a more “gray” area.

### **Proposed Agricultural Policy Inventory Approach**

**Definition of Terms.** The terms “agriculture” and “agricultural” are here being used in the broadest sense of the term to include not only crop, livestock, fisheries and forestry production, but also those other upstream and downstream dimensions of the various value chains that combine to constitute the complete agricultural system from the import, manufacture or provision of agricultural production inputs and agriculture-related supporting services, to the procurement, handling, marketing, processing, and movement into domestic demand centers or export markets of agricultural output (including ancillary and supporting services), up to final sale to the end user (or to the foreign importer in the case of exported products) .

The term “policy” (and its derivatives) is being used in a broad sense to include all strategic directives, rules, regulations, guidance and practices being applied (generally by public sector representatives) that may influence decisions by the various actors and stakeholders operating in the agricultural system. In a few cases, it may include voluntary acceptance and compliance by private sector actors (e.g., the case of grades and standards adopted by industry-wide agreement).

### **Required Tasks for Carrying Out the API.**

Six major tasks have been identified to be implemented in carrying out the API:

#### **TASK One. Prepare A Prioritized API Descriptive List.**

This task builds on the preparatory work that will be completed under Activity I (see main document). Based on the information generated under Activity I (especially that from the three value chain analyses), the Policy Advisor will prepare a proposed prioritized descriptive list of at least ten policy areas in order of relative importance. This list and the descriptions will be discussed and reviewed internally with APSU staff, and finalized for consultation with the Agricultural Policy Advocacy Group (APAG) that was constituted under Activity I (See main document).

Consultation with APAG members will be achieved through application of the Delphi Technique (See a description of the Delphi Technique in ANNEX D to the main document). The Policy Advisor may opt to use a different approach so long as the approach chosen can achieve equivalent results. The Policy Advisor will: 1) prepare all survey/checklist materials to be used in application of Delphi for the first round survey (to be self-administered by individual APAG members), 2) supervise the distribution and receipt of survey instruments, and collation of results, 3) summarize findings from the results, and

prepare presentation materials for a second Delphi round of individual self-administered survey, 4) supervise the second round, 5) collate and summarize the results, and, based on these, 6) lead a (up to one day) workshop with APAG where unresolved issues will be discussed in an attempt to clarify divergent views and reach consensus, and, 7) do a final write-up of the results of the APAG rounds and workshop. The policy advisor, with APSU staff input, then will prepare a final prioritized descriptive list of at least 10 policy areas, incorporating the results of the APAG Delphi rounds. This list becomes the order in which the API process is carried out. The policy advisor will use this exercise as a teaching/learning exercise for familiarizing the professional staff of APSU with preparations for, administering of, and finalizing results of the Delphi Technique.

Product: A prioritized descriptive list (with Delphi input) of at least 10 of the most important policy areas to be inventoried.

Start Date: One month after Value Chain analyses are completed; estimated November 30, 2010

End Date: January 31, 2011

**Task Two: Prepare draft policy digests (or briefs) for each of the policy areas selected in the finalized order of priority.**

These digests or briefs (hereafter called “policy briefs”) will be prepared on the basis of the information gathered from the value chain analyses (both what “is”, and what informants think it “ought” to be) and from any relevant documents available in the APSU documents center. The policy advisor will work with the APSU staff in preparing these briefs. At least initially, it is likely that write-up will be by the advisor, although in regular consultation with APSU staff. Subsequently, each APSU professional staff person can be tasked with doing initial drafts, with close revision by the advisor. The length of briefs can vary considerably. If there is extensive material to be briefed, it may run to 10-15 pages. If there is little material, the brief may be as short as 2-3 pages. Briefs should include extensive references to sources. This permits verification of sources in the event the accuracy of an item is questioned down the road.

Products: Ten (or more) draft policy briefs

Start Date: February 1, 2011, duration 3 months

End Date: April 30, 2011

**Task Three. Prepare, Approve and Apply Constitutional Compliance Test Checklist.**

This checklist can be prepared by the Policy Advisor at the beginning of the policy brief preparation exercise. It should be reviewed at several levels. Initially, it will be submitted for APAG review under an abbreviated Delphi, revised and submitted through channels (Director General Level) for Ministerial concurrence to apply it to determine if a policy or policy practice conforms to constitutional parameters. When the checklist is officially concurred, it will be applied to each draft policy brief as the brief is completed.

Product: Approved constitutional compliance checklist applied to each policy brief.

Start Date: November 1, 2010

End Date: April 30, 2011

**Task Four. Each Policy Brief will be Reviewed by APAG, Results Incorporated and Cleared for Discussion in Stakeholder Forum.**

This is a complex step. It is a process intended to incorporate specialized knowledge and “expert” opinion of key informants (APAG) into each of the policy inventory briefs through application of the Delphi Technique. Details of APAG and Delphi are provided in the main document (and annexes) so will not be repeated here. Suffice it to say that the results of 1 or 2 rounds of Delphi with APAG members will be incorporated into each policy brief, and, as these drafts are completed, ministerial concurrence (probably at the level of the Minister) will be sought to authorize submission to stakeholder forums.

**Task Five. Organize and Implement Individual Stakeholder Forums for each draft Policy Brief.**

Stakeholder forums represent the last step in a participatory process of incorporating broad-based input into the agricultural policy inventory exercise. Stakeholder representation likely should be different for each policy brief discussion forum. These forums are an attempt to elicit and synthesize input from the “rank and file” of those actors and stakeholders that are involved in the value chain(s) as producers and as traders or agribusinesses that interface with producers. Thus, each forum might be held at a county seat. With FARM expected to work in nine counties, it would be possible to hold at least nine of the ten forums in a different county. Each forum is to be given appropriate publicity in the county where it will be held.

Ideally, everyone who is interested would be welcome to attend a forum, but, to be manageable, it likely will be necessary to find a way to limit attendance to perhaps 25-30 persons. One option might be to visit each village (or the number that can be accommodated in the forum) in the county where the forum is to be held. The purpose of the visit is to describe to the chief and other village leaders the subject and objectives of the forum, and to invite the chief to nominate one or two persons to attend the forum. This is a suggested approach, but can be refined or changed by APSU and the Policy Advisor in consultation with MAF leadership. More than one forum in a county for a particular policy briefing could be held if the numbers of attendees is likely to be too great for a single forum.

As described elsewhere (ANNEX D of main document), the methodology to be used for these forums will be a group dynamics approach, sometimes called a “Dialogue & Deliberation” approach, or “D&D”, led by an experienced moderator. The forum likely would take 4-6 hours from beginning to end. In the forum, the subject framed by the policy brief will be presented, along with a few issues (perhaps 4-6 issues) that it raises (prepared by APSU and the Policy Advisor). These issues will then become the subject of the moderated group dynamics discussion process (in plenary sessions, and perhaps in “break-out” working group sessions) intended to elicit from attendees what they think are issues surrounding the subject framed by the Policy Brief: what elements are important to them, how local

practice compares, what is good or bad about it, what should be different and why, perhaps culminating in a common vision for the “right” policies.

It is proposed that the FARM Program defray the costs associated with each of the ten forums proposed. This will include an experienced moderator, translation services (as needed) conference facilities and attendants, lunch and snacks, and a small stipend for each attendee to cover transport and to offset labor time lost. Costs of future stakeholder forums would be budgeted by MAF as part of the APSU line item budget.

The results of each forum will be reduced to a written proceedings statement which will be completed by APSU staff, with input from the moderator.

Finally, APSU staff and the Policy Advisor will incorporate, as appropriate, stakeholder input (taken from the written proceedings for each policy forum) into a “Post-Forum” draft of the respective Policy Brief. This is the document that will be made available for consultation with public sector Agricultural Policy Liaison Network members under Activity III, discussed in the main document.

END DRAFT-6-28



# APPENDIX E: FARM TRAININGS

Date:	Totals	Aug-Sept	20 - 23rd Sept 2010	Sept 24-25
Training title:		Tractor TOT	Hides training workshop	Warehouse training
Person in charge:		Kuyu	Samuel Nyika	
Location: Location (county, payam):		Yei, Morobo, KajoKeji, Torit, Magwi, Ikotos, Yambio, Mundri, Maridi	Torit county, Nyong payam, Eastern Equatoria State	WES
Brief description of training:		Three-day training included safe use of tractors and minor repairs during ploughing, harrowing and planting	The training included definitions / terms of hides and skins; tools and materials required for drying hides/skins; practical ripping and flaying carcass and feshing; processing of hides; folding of hides; storage of hides; costing, price determination and marketing of hides; evaluation of the workshop	

## Type of training

Demonstration	0			
Workshop	1		x	
Farmer Field Day	0			
Farming as a Business	0			
ToT	1	x		
Other (specify)	1			x

## Participation numbers

Total individuals	167	122	9	36
Women	11	2	1	8
New to FARM this year	30	21	9	
Organizations/associations represented	2	2	0	
Farmers	0			

Processors	0		
Traders	4		4
Farm-service providers (ex. Veterinary, tractor, input, credit)	17	15	2
Extension professionals	9	6	3
Other (specify)	0		

**Commodity focus**

		n/a	
Horticulture/staple crops	0		
Livestock	1		x
Poultry	0		
Honey	0		
Other (specify)	0		

**Component/objective (check as appropriate, see work plan)**

1.1	Increase adoption of improved technologies	2	x	x
1.2	Improve public and private service provision that supports ag. production	2	x	x
1.3	Improve producer organization business and management skills	1		x
2.1	Increase smallholders' access to market services	2	x	x
2.2	Improve and maintain critical points on high priority trade routes	0		
2.3	Increase private sector services (including MSMEs) that support marketing and finance	0		
2.4	Improve the legal, regulatory, and policy environment to facilitate marketing and trade	0		
3.1	Improve business, management and service provision skills of private sector including MSMEs	0		
3.2	Improve capacity of public sector for development of enabling environment to support market-led ag.	0		
3.3	Strengthen public sector's capacity to provide quality services	0		