

ReSAKSS

Regional Strategic Analysis and Knowledge Support System
Facilitated by IFPRI 

UGANDA

RESAKSS CNA REPORT 9

Capacity
Strengthening
Strategy through
Capacity Needs
Assessment for
Country Level
Strategic Analysis
and Knowledge
Support System
(SAKSS)



UGANDA

Capacity Strengthening Strategy through Capacity Needs Assessment for Country Level Strategic Analysis and Knowledge Support System (SAKSS)

Facilitated by IFPRI and coordinated by ReSAKSS. Prepared by national teams under the leadership of the Department of Planning, Ministry of Agriculture, Animal Industry and Fisheries with participation of national experts including Professor Bernard Bashaasha as the lead consultant.

Author:

***Bernard Bashaasha:** Principal, College of Agricultural and Environmental Sciences, Makerere University.*

EXECUTIVE SUMMARY

In an effort to accelerate growth and eliminate hunger and poverty, Uganda signed a Comprehensive Africa Agriculture Development Programme Compact in 2010, thereby agreeing to commit 10 percent of its annual budget toward agriculture and to work toward increasing the sector's growth by 6 percent annually. To support these objectives, stakeholders need adequate capacities to develop policies and address the country's food and agriculture needs. The purpose of this 2012 capacity needs assessment is to identify gaps in the agricultural policymaking process caused by limited or nonexistent capacities and develop an action plan to close these gaps.

Development planning in Uganda has followed two distinct approaches: initially following the World Bank's Poverty Reduction Support Paper planning framework, then later reverting to the traditional five-year development planning model. Both models have had varying but limited prioritization of higher education in agriculture and capacity building for food and agricultural policy analysis. Compared with the previous Poverty Eradication Action Plan (MFPEP 2004), the National Development Plan (GRU 2010) and its Agriculture Sector Development Strategy and Investment Plan (MAAIF 2010) have increased emphasis on higher education in agriculture, although many of these strategies have not been put into practice yet. In addition, while a number of key stakeholders along the value chain are increasingly participating in the policymaking process, smallholder farmers and their representatives continue to be excluded.

Many of the analysts in Uganda's food and agricultural policy environment have master's degrees, but very few have doctoral training. The few analysts with PhDs are based in academic and research institutions and have limited professional interaction with policy analysts of the state. More males have PhDs than females, which is an imbalance that many other African countries have started to address, but one that remains persistent in Uganda.

The financial resources of most of the academic institutions assessed are highly integrated within their institutions. The farmer organizations led by the National Farmers' Federation appear to be doing better with regard to resource mobilization compared with the line ministries and research institutions. Many of the other organizations rely heavily on development partners for a larger proportion of their financial resources. The Ministry of Agriculture, Animal Industry and Fisheries—Uganda's core agricultural ministry—also draws some proportion of its financial resources from the central government.

The most common analytical software used by the organizations includes the STATA econometrics program, the Special Package for Social Sciences, and Microsoft Excel, which are mainly popular with research and academic institutions. Analytical programs are not used often by ministry staff or farmers' groups. Most of the institutions have fair-to-moderate access to the Internet and acceptable document uploading and downloading speeds. Although this can be rated adequate, it still leaves room for improvement. Aside from academic institutions, none of the research portfolios of the other institutions is dominated by food and agricultural policy research projects and, even for academic institutions, very few of the research projects undertaken are locally initiated.

Government line ministries, the parliamentary groups, the National Planning Authority, and nongovernmental organizations (NGOs) are the perceived beneficiaries of policy analysis research information, although an examination of the policy documents indicates otherwise. With the exception of research institutions, all other organizations attest to conducting stakeholder consultations and engaging in public dialogue to inform their policy-related activities, with the farmers' groups ranking top on the list. Along with the Ministry of Agriculture, Animal Industry and Fisheries, the National Farmers' Federation is actively engaged in global, regional, and continental discussions pertaining to the agricultural and food sectors, on account of its work portfolio. In fact, it is the only

organization surveyed that ranked advocacy activities as a substantial portion of its time commitment, although the other institutions surveyed also regularly use their contacts and mass media approaches to communicate policy-related information. The research shows minimal reliance on electronic media to communicate information, probably because of limited access to these sources of information by some of the target stakeholders.

Research and academic institutions rated themselves as major sources of research information and policy evidence with the line ministry, and the National Farmers' Federation rated itself as somewhat influential. With the exception of the line ministry, the other organizations ranked themselves low on their ability to influence the budget process and to hold the government accountable in implementing appropriate food- and agricultural- related policies. With the exception of research organizations, all the other institutions ranked themselves as above average in terms of their involvement in originating policy-relevant food and agricultural issues, including participation in policy design, implementation, and monitoring and evaluation (M&E) activities. All institutions reported having received regular demands for policy information on a quarterly to semiannual basis, which may be an indication that policymakers have confidence in these institutions. However, despite Uganda's decentralized method of government and recognition of districts and sub-counties as legal entities, there has been little or no effort in development planning to adapt policy analysis for these lower levels of government.

Adequate structures for providing policy guidance on food and agricultural policy—including the parliamentary committee, a food task force, and a food security network—exist and meet fairly regularly. These are complemented at the national level by the donor-dominated Agriculture Sector Working Group. These groups are potential users of well-informed, well-intended, and well-researched empirical research evidence. The present study suggests a capacity development strategy, with emphasis on capacity strengthening (both human and financial), increased collaboration, prolific production, and dissemination of policy-relevant information. The strategy should also focus on building partnerships, establishing mutual trust, and increasing appreciation of the political and economic dimensions of policymaking.

A work plan with clear thematic areas is proposed as an entry point for the Regional Strategic Analysis and Knowledge Support System (ReSAKSS), to actively engage in supporting and strengthening local policy research capacity and reaching out to the policymakers and practitioners to increase their use of available policy analysis and research outputs. Under policy analysis and investment planning thematic areas, the study recommends that a national Strategic Analysis and Knowledge Support System (SAKSS) node permeate Uganda's agricultural research system, universities, and research institutes, with an eye toward not only building their capacity but also connecting them with each other and increasing demand for their products. This capacity needs assessment also recommends an increased and aggressive approach to bring policymakers on board as key stakeholders across the entire policy information chain—from problem identification to policy design and implementation to evaluation.

Under the M&E thematic area, the capacity needs assessment noted that under the Poverty Reduction Support planning-based model, both the Poverty Eradication Action Plan and the Plan for Modernization of Agriculture (MAAIF and MFPED, n.d.) paid attention to M&E efforts to implement some of the provisions. However, inadequate attention was given to mainstreaming M&E (even under the brief National Integrated Monitoring Evaluation Strategy (OPM 2008)), and the capacity needed for conducting additional research was limited. The impression seems to be that anyone with a college degree can conduct a credible M&E assessment. Under the five-year development planning model, the National Development Plan and its sister sectoral Development Strategy and Investment Plan alluded to capacity issues in passing, with no clear provisions for capacity development for M&E and dissemination of the results.

Knowledge management and sharing involve sharing research methods, tools, and results as much as properly managing information to ease access to, portability of, and understanding of information across a diverse section of stakeholders. This study proposes a national SAKSS facility, hosted by the Ministry of Agriculture, Animal Industry and Fisheries, that directly reports to the permanent secretary, with a network of SAKSS desks strategically situated in each of the key policy analysis institutions. A steering committee chaired by the permanent secretary will have overall oversight and guidance over the activities of the facility or network. This arrangement promises to ensure not only adequate coordination and increased utility of all policy analysis outputs, but, perhaps most important, it stands to ensure sustainability beyond the specific project support from donors.

Development planning has greatly evolved, but it still does not adequately prioritize capacity development for food and agricultural policy analysis. For this and other reasons, both human and physical capacities for policy analysis remain disjointed and weak in Uganda. A fair amount of policy-relevant information exists in various organizations across the country, but these organizations are scattered and poorly coordinated, which hampers access to and effective use of the information. Meanwhile, Uganda has an ongoing active policy process that remains inadequately informed by empirical evidence; this influences not only policy design, but also implementation and effectiveness. Furthermore, effective demand for policy advice remains weak among the policymakers.

Opportunities for interaction between policy analysts and policymakers remain limited by a lack of appropriate platforms for candid dialogue and information exchange. A SAKSS node can serve as a neutral catalyst to support effective and relevant policy analysis; stimulate demand among policymakers and practitioners; and connect policy analysts, policymakers, and practitioners. Housing the SAKSS node within the Ministry of Agriculture, Animal Industry and Fisheries would further enhance the efficiency of the agricultural policymaking process.

TABLE OF CONTENTS

Executive Summary	2
Table of Contents	5
List of Tables	6
List of Figures	7
List of Acronyms	8
1. Introduction	10
1.1. Background to the Study	10
1.2. Development Policy Planning in Uganda	11
1.3. Objectives of the Study.....	14
1.3.1. Objectives	14
1.3.2. Research Questions.....	14
2. Methodology	16
2.1. Summary of Terms of Reference	16
2.2. Data Collection Process	16
2.3. Analytical Methods.....	16
2.3.1. Objective 1: Review and Document Two Case Studies of Recent Policy Processes in Uganda	16
2.3.2. Objective 2: Assess the Existing Capacity for Strategic Policy Analysis and Investment Planning in Uganda	17
2.3.3. Objective 3: Assess the Organizational Capacity and Identify Areas for Improving the Quality and Utility of Agricultural Policy Analysis, Investment Planning, Implementation, and M&E	17
2.3.4. Objective 4: Identify the Institutional and Capacity Constraints in the Policy Process Related to Implementation of Agricultural and Food Security Strategies, with Particular Reference to Effective Use of Evidence in Policy and Program Design and in Investment Planning	17
2.3.5. Objective 5: Based on the Above Three Levels of Assessments across the Three Themes, Develop a Capacity-Strengthening Strategy for the Country SAKSS	18
3. Analysis of the Policy Process	19
3.1. Development Strategy and Investment Plan Policy Process	19
3.2. Actors.....	19
3.3. Functions and Roles.....	19
4. Capacity Assessment Results	22
4.1. Human Resource Capacity Needs and Indicators.....	22
4.2. Physical Assets of the Institutions and Organizations Engaged in Policy Work.....	27

4.3. Policy Research Linkages	32
5. Capacity Development Strategy.....	40
5.1. Capacity-Strengthening Work Plan of SAKSS.....	40
5.1.1. Strategic Agricultural Policy Analysis and Investment Planning	40
5.1.2. Monitoring and Evaluation	41
5.1.3. Strengthening the M&E Functioning via the SAKSS Node	43
5.1.4. Knowledge Management and Sharing.....	45
5.1.5. Institutional Linkages and Management Mechanisms	47
5.2. Validation Workshop	51
5.3. Institutionalizing SAKSS within the Ministry of Agriculture, Animal Industry and Fisheries	52
6. Conclusion	54
References.....	55
Appendices	56
Appendix 1: Study Instruments	56
Appendix 2: Organizations and Institutions Surveyed.....	70
Appendix 3: Validation Workshop Participants	71
Appendix 4: Validation Workshop Report	72
Appendix 5: Terms of Reference	75
Appendix 6: Notes of Meeting at the Ministry of Agriculture, Animal Industry and Fisheries on February 27, 2014.....	82

LIST OF TABLES

Table 1: Institutional assessment of education level by gender	22
Table 2: Institutional assessment of education level by age	23
Table 3: Time allocation for research and nonresearch activities (percent)	24
Table 4: Total time allocation of personnel (percent)	24
Table 5: Rank and salary grade of professionals in the Ministry of Agriculture, Animal Industries and Fisheries	24
Table 6: Rank and salary grade of professionals in the Department of Agribusiness and Natural Resource Economics at Makerere University.....	25
Table 7: Sources of funding for organizations' and institutions' activities.....	27
Table 8: Physical assets of organizations and institutions that aid the policy analysis process	28
Table 9: Analytical software and reporting capacity of organizations and institutions that aid the policy analysis process.....	29

Table 10: Organizations’ and institutions’ Internet access and connection speed	31
Table 11: Food and agricultural policy analysis projects and important research stakeholders.....	32
Table 12: Public consultations on food and agriculture in the past two years.....	33
Table 13: Organizational participation in public policy dialogues and multistakeholder consultations	33
Table 14: Public policy dialogues or multistakeholder consultations.....	34
Table 15: Means and tools used in the past two years to disseminate and communicate research findings	34
Table 16: Institutional influence of the policy process.....	36
Table 17: Advisory roles of institutions in policies on food and agricultural issues	37
Table 18: Level of involvement in food and agricultural policy development.....	37
Table 19: Other stakeholders’ access to information on food and agricultural policy issues	38
Table 20: Institutional products used by the Ministry of Agriculture, Animal Industry and Fisheries to develop food and agricultural policies and strategies.....	39
Table 21: Presence of the Parliamentary Committee, Food Security Task Force, and Food Security Network in Uganda.....	39
Table 22: Summary of anticipated results under thematic area 1: strategic agricultural policy analysis	42
Table 23: Summary of anticipated results under thematic area 2: investment planning	44
Table 24: Summary of anticipated results under thematic area 3: knowledge management and sharing.....	46

LIST OF FIGURES

Figure 1: Planning model I: Poverty Eradication Plan and Plan for Modernization of Agriculture policy planning framework.....	11
Figure 2: Planning model II of the CAADP, NDP, and the DSIP initiatives.....	12
Figure 3: Policy process of the current Development Strategy and Investment Plan	20
Figure 4: Network map of major decisionmakers in the agricultural and rural development sectors.....	21
Figure 5: Revenues and expenditures of the Uganda National Farmers’ Federation.....	25
Figure 6: Revenues and expenditures of the Ministry of Agriculture, Animal Industry and Fisheries	26
Figure 7: Revenues and expenditures of the Economic Policy Research Centre	26
Figure 8: Macro structure of the Ministry of Agriculture, Animal Industry and Fisheries.....	49
Figure 9: Proposed institutional arrangements for a national SAKSS node in Uganda	50

LIST OF ACRONYMS

ATORS	Agricultural Trends and Outlook Reports
BSc	Bachelor of Science
AERC	African Economic Research Consortium
AGRODEP	African Growth and Development Policy Modeling Consortium
ASWG	Agriculture Sector Working Group
ATE	agricultural tertiary education
BSc	Bachelor of Science
BTVET	business technical and vocational education and training
CAADP	Comprehensive African Agriculture Development Programme
CCD	Climate Change Department
CCU	Climate Change Unit
DP	development partners
DSIP	Development Strategy and Investment Plan
EPRC	Economic Policy Research Centre
FOs	farmer organizations
ICT	information and communication technology
IFPRI	International Food Policy Research Institute
IPCC	Intergovernmental Panel on Climate Change
KI	key informant
LGs	local governments
M&E	monitoring and evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MFPED	Ministry of Finance, Planning and Economic Development
MISR	Makerere Institute of Social Research
MoH	Ministry of Health
MOU	memorandum of understanding
MSc	Master of Science
MWE	Ministry of Water and the Environment
NAPA	National Adaptation Programme of Action
NCCPC	National Climate Change Policy Committee
NDP	National Development Plan
NGOs	nongovernmental organizations
NPA	Nutrition Action Plan

PEAP	Poverty Eradication Action Plan
PFA	Prosperity for All
PhD	Doctor of Philosophy
PMA	Plan for Modernization of Agriculture
PRSP	Poverty Reduction Support Paper
PS	permanent secretary
RDS	Rural Development Strategy
SAKSS	Strategy Analysis and Knowledge Support System
SMART	specific, measurable, achievable, relevant, and time-bound
SPSS	Special Package for Social Sciences (software)
SWOT	strengths, weaknesses, opportunities, and threats
ToRs	terms of reference
Ush	Ugandan shilling
UNFFE	National Farmers' Federation
UPE	Universal Primary Education
USE	Universal Secondary Education

1. INTRODUCTION

1.1. Background to the Study

In Uganda, as in other developing countries, there is a current paradigm that emphasizes faster agricultural and rural development as a prerequisite for deeper economy-wide development. This is reflected in a range of national, regional, and global commitments. In the case of Africa, for example, the African Union's 2003 Comprehensive African Agriculture Development Programme (CAADP) framework sets a target of 6 percent for agricultural growth, and, under the 2005 Maputo Declaration, CAADP members committed themselves to allocate at least 10 percent of public expenditure to agricultural and rural development. To date, more than 30 countries have made commitments to achieve the CAADP agenda through the roundtable process, and a majority of them are now elaborating their agricultural investment plans, which detail key investment areas for achieving agricultural sector objectives. It was against this background that the Development Strategy and Investment Plan, finalized in 2010 (MAAIF 2010), was designed to guide investment in the agricultural sector. The plan is fully aligned to the National Development Plan's strategy (GRU 2010). This Development Strategy and Investment Plan is the cornerstone for the CAADP Compact, and is expected to guide the sector toward achieving both the national and the CAADP outcomes and targets.

Additionally, at the heart of the CAADP agenda is the need to improve the quality of agricultural policy, strategic planning, and implementation, in order to accelerate growth and progress toward poverty reduction and food and nutrition security. This necessitates the development of human and physical capacities, analytical tools, and information to generate credible, timely, and high-quality knowledge products to inform and guide agricultural sector policies and, in particular, the planning and review processes. However, capacity to generate evidence-based information, monitor and evaluate progress, and share knowledge through effective communication to policymakers needs strengthening to varying degrees in all African countries.

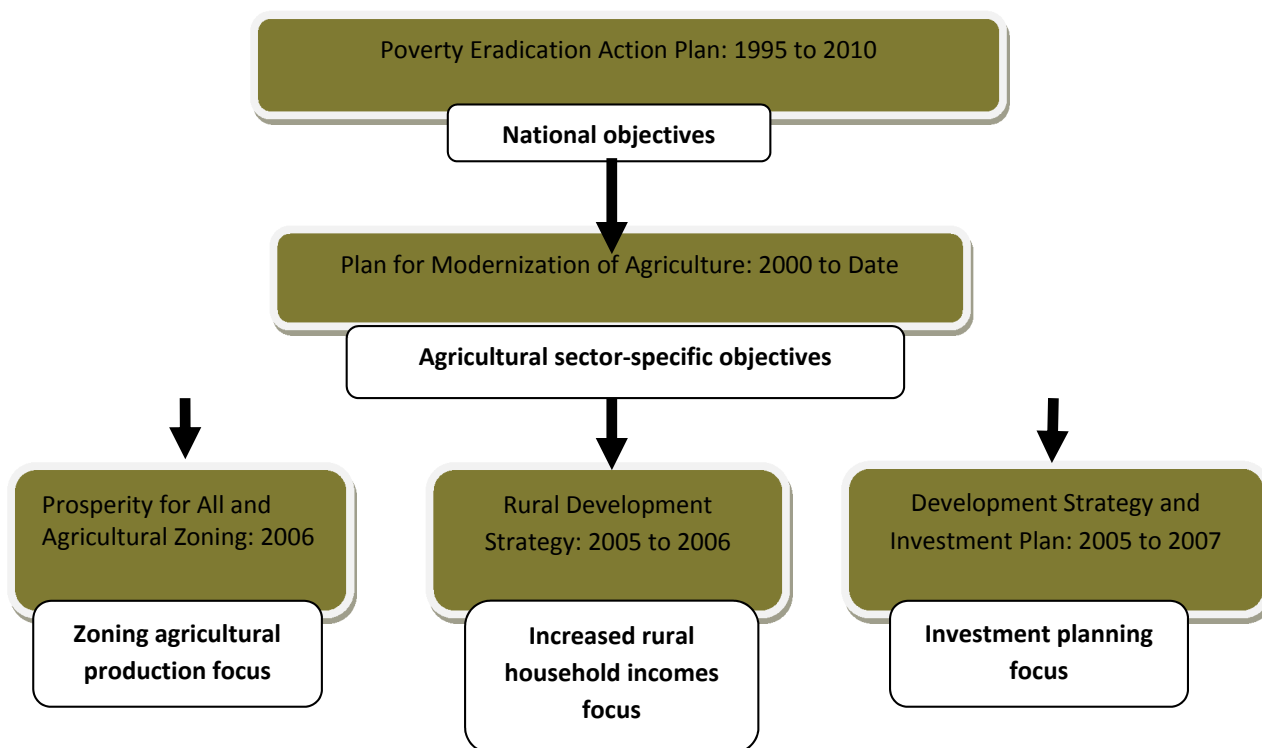
One of the binding constraints to the agricultural sector's development alluded to in the National Development Plan is the inadequacy of both the quality and the quantity of human resources, which is exacerbated by the low productivity of sector's personnel. This is attributed to, among other things, inadequate incentive structures and limited funding for technical training, management training, and supervision. Program Area 4 of the Development Strategy and Investment Plan reiterates these concerns about limitations and lack of capacity for policymaking and planning. Against this background, development partners are working with selected Consultative Group on International Agricultural Research (CGIAR) Centers and national governments embarked on efforts to improve the generation, provision, and analysis of agricultural data to enhance the capacity of the agricultural sector to take advantage of and compete in the regional and global agricultural markets. Related objectives are to improve implementation and impact assessments of public programs and projects, in order to ensure value for money and enhanced attainment of sector objectives.

To address this need, a number of African countries, including Uganda, have signed CAADP Compacts and have identified the need to (1) establish mechanisms for continuous analysis of emerging challenges facing the agricultural sector and (2) develop systems for information generation, monitoring, evaluation, and knowledge management. Thus, country-level knowledge platforms—known as Strategic Analysis and Knowledge Support Systems (SAKSS)—are being established to focus on country-specific analytical and capacity needs in close collaboration with the regional-level knowledge platforms (ReSAKSS). This development is an important initiative in the CAADP implementation process in Uganda.

1.2. Development Policy Planning in Uganda

The agricultural sector is considered to be the backbone of Uganda’s economy. From 1995 to 2008, development for the agricultural sector was based on the Poverty Eradication Action Plan (MFPEP 2004) and operationalized by the Plan for Modernization of Agriculture policy (MAAIF and MFPEP, n.d.). Subsequent and related policies include the Rural Development Strategy and Prosperity for All (GRU, n.d.), among others. This model of development planning linked to the World Bank’s Poverty Reduction Support Paper was followed until the advent of the National Development Plan in 2010. The Poverty Eradication Action Plan is executed by the Development Strategy and Investment Plan for the agricultural sector. Figures 1 and 2 are schematic representations of planning models I and II.

FIGURE 1: PLANNING MODEL I: POVERTY ERADICATION PLAN AND PLAN FOR MODERNIZATION OF AGRICULTURE POLICY PLANNING FRAMEWORK



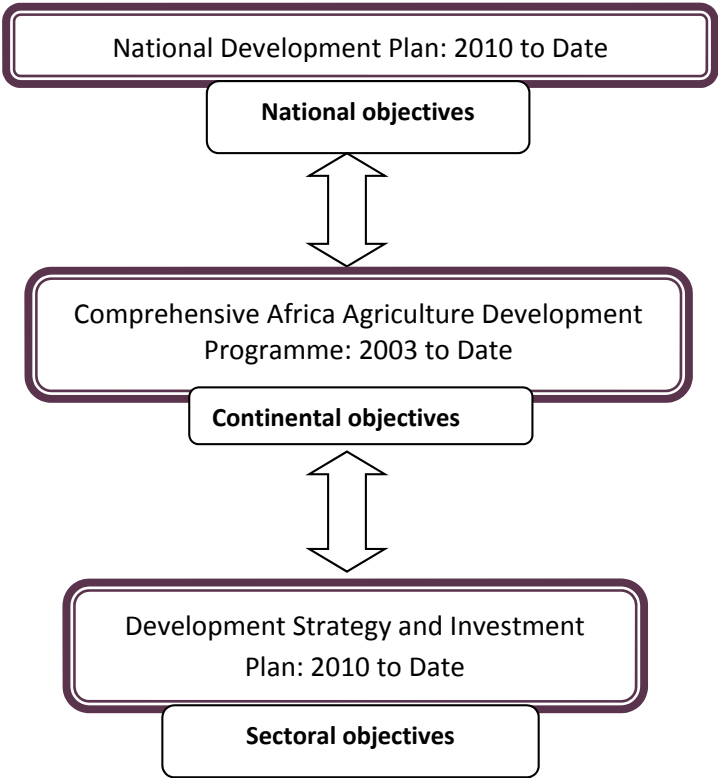
Source: Capacity Needs Assessment team.

Model I paid inadequate attention to capacity strengthening at the tertiary (post-secondary) level. The 2004/2005–2007/2008 Poverty Eradication Action Plan, which was extended for two years until 2010, recognized the social returns to primary education at 24 percent, followed by 13 percent for tertiary education, and 10 percent for secondary education. However, public policy went ahead to prioritize secondary education over tertiary education during the life of the plan and subsequent years. A number of tertiary education policy reforms were identified, including curriculum reform to emphasize technology, a credit system to increase mobility among disciplines and institutions, a financial review to fund students rather than institutions, affirmative action on admission to give students with disabilities the same chances that those without disabilities have, operationalization of a loan system accessible to all qualified students, and an open university targeting government scholarships on science and

technology and supporting research. There has been some progress on affirmative action, and the student loan scheme was only recently introduced in the 2013/2014 government budget estimates—almost 10 years since it was proposed. In the current 2013/2014 fiscal year, the government has earmarked Ush5 billion (Ugandan shillings) for the student loan scheme. However, recent reports indicate that the scheme has been delayed, and is awaiting Parliament’s enactment of a new law to streamline its operation.

Much as the Plan for Modernization of Agriculture had Pillar 4 on agricultural education, related strategies on tertiary-level capacity building, including strengthening tertiary agricultural colleges and promoting agricultural education in the informal education sector, were never truly implemented. Instead, the focus was on universal primary education, universal secondary education, and business technical and vocational education and training. The Rural Development Strategy, the initial Ministry of Agriculture, Animal Industry and Fisheries’ Development Strategy, and Implementation Plan and elements of the Prosperity for All document on development planning paid less attention to tertiary-level capacity strengthening. Under Model II, increasing policy commitment by focusing attention on tertiary-level education is important.

FIGURE 2: PLANNING MODEL II OF THE CAADP, NDP, AND THE DSIP INITIATIVES



Source: Capacity Needs Assessment team.

In CAADP, Uganda has committed to the principle of implementing agricultural-led growth as a main strategy; to pursuing a 6 percent average annual growth rate for the agricultural sector; and to increasing the share of the national budget allocated to the agricultural sector to reach an eventual target of 10 percent. This Development Strategy and Investment Plan is the foundation document for the CAADP Compact, and will help move the sector toward achieving both the national and the CAADP outcomes and targets. The Development Strategy and

Investment Plan provides a detailed and cost-estimated plan for implementation of priorities outlined in the National Development Plan and CAADP, by translating the national goals and priorities contained in the National Development Plan into a plan for public-sector activities in the agricultural sector. The Development Strategy and Investment Plan clarifies the objectives and outputs for the sector, and identifies priority areas for spending.

Although no comprehensive review of the Development Strategy and Investment Plan's performance has been conducted, the internal assessment by the Ministry of Agriculture, Animal Industry and Fisheries and a comprehensive review of public spending show that the plan has not been effectively implemented. The main reasons are sighted as "weakness in internal coordination" and "failure in aligning public resources to the DSIP [Development Strategy and Investment Plan] priorities." One of the National Development Plan's priority areas is to strengthen human resource development by creating a strong and responsive human resource base equipped with positive values and attitudes to generate and support accelerated growth, employment creation, and prosperity for socioeconomic transformation.

Furthermore, the National Development Plan 2010/11–2014/15 describes higher education as "the heart of education as well as the core of national innovation and development systems." It further recognizes this as the level at which teachers are trained and curriculum is developed. The plan sets a target of increasing higher education enrollment from the current 4.97 percent to at least 15 percent (of the relevant age group). It recognizes that for a country to economically succeed, it needs a gross enrollment proportion of at least 40 percent in relevant disciplines. The plan further notes the need to increase the contribution of the government to public universities from the current 0.3 percent of gross domestic product (where it has been since 1999) to at least 1 percent, which is what Kenya and Tanzania spend on their universities. The National Development Plan notes this level of investment is needed to keep Uganda's edge as a supplier and exporter of education services in the region.

The National Development Plan presents an excellent summary of some of the issues plaguing higher education in Uganda. These issues are validated and quantified in the present study, which notes that "due to increased emphasis on primary and post-primary education, higher education continues to face challenges particularly with the subventions from government," and that "most public universities are characterized by over-crowded lecture rooms, dilapidated old infrastructures, meagre education facilities, and inability to attract the best academic and administrative staff and inadequate research or artistic productions."

On higher education, the National Development Plan sets two clear objectives: to increase equitable access to higher education and to improve the quality and relevance of the tertiary education system. Five strategies are spelled out to achieve the first objective; the fifth strategy deals with promotion of research—particularly applied research and publications. The interventions proposed include drafting a policy to institutionalize research in all institutions of higher learning and establishing and maintaining a specific fund and budget line for research—both of which are yet to be realized. A similar message is echoed in the Ministry of Agriculture, Animal Industry and Fisheries' Development Strategy and Investment Plan, which, in essence, translates the broad public-sector interventions outlined in the National Development Plan into agricultural sector-specific subprograms, activities, and targets.

Although the Development Strategy and Investment Plan is largely perceived to be consistent with the CAADP provision, it too lacks adequate focus and attention on capacity strengthening, especially with an eye toward policy analysis. Component 3.3.2 of the Development Strategy and Investment Plan on capacity development programs for the agricultural sector dwells on strengthening capacity to provide economic, financial, and business advice and analysis on policy issues in agriculture, particularly in aspects of optimizing resource application and use through evidence-based research processes and by involving key stakeholders in the policy process through consultation.

Component 3.2.8 emphasizes the urgency to develop and implement a capacity development plan aimed at filling specific gaps in knowledge, skills, techniques, and attitudes that the planning and policy staff are expected to be able to do in order to realize their outputs. Such skills include poverty analysis, budgeting techniques, appraisal and analysis of investments; coordination and harmonization of strategies and priorities; budget implementation and monitoring; information and communication technology (ICT) skills; statistics; monitoring and evaluation (M&E); agribusiness development; policy analysis alongside local government support, supervision, and mentoring; and mainstreaming of cross-cutting issues. Component 3.3.2 emphasizes the implementation of a communication strategy that involves advocacy and outreach to policymakers and opinion leaders through public information, education campaigns, and media advocacy.

From the above diagnostic analysis, clearly, public policy on agricultural capacity building is found to be lacking and taken for granted. Hence, the present study is timely in terms of bringing the issue of capacity strengthening for policy analysis to the forefront, identifying needs, underscoring the constraints, and proposing possible options for addressing the capacity gap.

1.3. Objectives of the Study

The overall goal of the Uganda capacity needs assessment was to identify areas for improvement in the quality and utilization of agricultural policy analysis, investment planning, M&E, and knowledge management to meet the strategic analysis and knowledge management needs of the agricultural and rural development sectors, as aligned with the national and CAADP priorities.

1.3.1. Objectives

1. Assess and document Uganda's policy processes and investment planning, so as to identify existing gaps for capacity building in strategic policy analysis and investment planning.
2. Assess the organizational capacity and identify areas for improving the quality and utility of agricultural policy analysis, investment planning, implementation, and M&E.
3. Assess the institutional and capacity constraints in the policy process related to implementation of strategies, with particular reference to the effective use of evidence in policy and program design or investment planning.
4. Based on the above three levels of assessments across the three themes, develop a capacity-strengthening strategy for the Uganda SAKSS.

1.3.2. Research Questions

To understand capacity gaps, the following key survey questions were developed for use with key stakeholders.

1. What are the country-specific needs for strategic agricultural policy analysis, investment planning, M&E, and knowledge management?
2. To address those needs, what individual and organizational capacities are needed for strategic agricultural policy analysis, investment planning, M&E, and knowledge management in the short, medium, and long terms?

3. How can these capacities be harnessed for effective use in the organizations involved in the CAADP process, particularly for strategic agricultural policy analysis, investment planning, M&E, and knowledge management?
4. What institutional and capacity constraints exist in the policy process for the policy organizations to play their role effectively and meet the objectives of CAADP?
5. How can such capacity gaps be identified and filled through the ongoing national and CAADP processes for improved strategic agricultural sector policy analysis, investment planning, M&E, and knowledge management?

2. METHODOLOGY

2.1. Summary of Terms of Reference

The background to the study makes a case for policy focus based on the Maputo Declaration and CAADP, noting that CAADP has become the vehicle for directing agricultural development efforts and partnerships in Africa. The terms of reference (ToRs) offered the five key research questions (noted in section 1.3.2) about the capacity needs assessment, followed by the general objective to develop a country-specific capacity-strengthening strategy to meet the strategic needs of Uganda’s agricultural and rural development sectors. The specific objective is also articulated as a need to identify areas for improving the quality and utility of agricultural policy analysis, investment planning, M&E, and knowledge management in Uganda. The findings of the study will be used in designing and establishing a Uganda country-level SAKSS. The ToRs also explain the context for the study, three levels of analysis, four thematic areas, and subsequently four specific tasks for the consultant, followed by an annex elaborating the methodology, expected deliverables, and timelines (see Appendix 5).

2.2. Data Collection Process

A list of possible actors working in strategic policy analysis, investment planning, M&E, and knowledge management was developed based on the experience and prior knowledge of the research team. The country-level capacity needs assessment for developing a capacity-strengthening strategy for the CAADP process involves an understanding of what capacity exists, what capacity is needed, what gaps exist, and how to fill those gaps. The capacity needs assessment was conducted at three levels: policy process, organizational, and individual. It focused on the thematic issues related to (1) strategic policy analysis, (2) M&E, and (3) knowledge management and sharing at the country level to help in the CAADP process. The specific methods at these levels are listed below.

2.3. Analytical Methods

2.3.1. Objective 1: Review and Document Two Case Studies of Recent Policy Processes in Uganda

To achieve this objective, the study reviewed the Development Strategic and Investment Plan of the Ministry of Agriculture, Animal Industry and Fisheries—that is, the strategic policy framework—and the Uganda national climate change policy framework as two recent cases. Through a literature review and key informant discussions, the major actors and players in the policy process were identified and interviewed. From the key informant discussions, a network mapping exercise was conducted with the key informants who play a critical role in the policy process. Through these interviews, information related to the role of various decisionmakers and the level of their influence in the policy process was gathered for the two case studies noted above. Additionally, issues related to the demand for and the use of policy and strategic analysis, and entry points for the use of information from policy analysis, data, and briefs from M&E and knowledge sharing, were analyzed. Finally, the institutional and capacity constraints in the policy process as indicated by the interviews were identified and documented.

2.3.2. Objective 2: Assess the Existing Capacity for Strategic Policy Analysis and Investment Planning in Uganda

To achieve this objective, the research team identified key individuals within target organizations that contribute to the generation of evidence for policymaking in the agricultural sector. This involved carrying out interviews with key informants and the leaders and managers of the target organizations to assess the human capital capacity in terms of total number of professionals and their qualifications with regard to strategic policy analysis, M&E, and knowledge management and sharing. A structured questionnaire was administered to the leaders and managers of the target organizations to identify the existing human capital capacity in the organizations involved in policy research and analysis, M&E, and knowledge management and sharing. The study also identified human capital capacity gaps, with results disaggregated by gender, education level achieved, and area of specialization. A baseline database on individual capacities for each of the target organizations, including their education, training, and experience, was generated for use as an indicator for periodic monitoring of progress made toward implementing the capacity-strengthening strategy.

2.3.3. Objective 3: Assess the Organizational Capacity and Identify Areas for Improving the Quality and Utility of Agricultural Policy Analysis, Investment Planning, Implementation, and M&E

To achieve this objective, an annotated list and map showing linkages, roles, and responsibilities of the major state and non-state organizations involved in strategic policy analysis, investment planning, M&E, and knowledge management and sharing were generated. This was deemed imperative to enable the research team to identify the organizational capacity needs of the state and non-state actors. The purpose was to document areas that need strengthening to achieve efficiency, effectiveness, and sustainability for strategic policy analysis, investment planning, M&E, and knowledge management and sharing. The study also assessed the existing data and M&E systems necessary for tracking implementation of agricultural and food security investment plans. In addition, the study assessed the existing contents and knowledge management systems related to agricultural and rural development and identified areas for strengthening.

2.3.4. Objective 4: Identify the Institutional and Capacity Constraints in the Policy Process Related to Implementation of Agricultural and Food Security Strategies, with Particular Reference to Effective Use of Evidence in Policy and Program Design and in Investment Planning

To achieve this objective, a network map of major decision-makers in the agricultural and rural development sectors (including ministers, permanent secretaries, directors, members of Parliament, donors, and others) was developed through discussions with key informants. The study also ascertained the demand for policy analysis results, M&E data, and other forms of knowledge by various players and actors in the policy process. An assessment of how evidence-based information could be used by policymakers and for what purposes was also ascertained. In addition, the current institutional and capacity constraints and opportunities in the policy process that impede the design and implementation of investment plans were identified.

2.3.5. Objective 5: Based on the Above Three Levels of Assessments across the Three Themes, Develop a Capacity-Strengthening Strategy for the Country SAKSS

To achieve this objective, the study identified specific capacity-strengthening activities and opportunities for strengthening the individual, organizational, and policy process capacities. The study made particular reference to the components and structure or architecture of the country SAKSS, including the coordination team, network, and members (institutions and key individuals); host institutions; governance structure; and membership. Additionally, it identified the roles and responsibilities of the individuals and organizations involved in strategic policy analysis, M&E, development and implementation of investment plans, and knowledge management, and suggested how individual capacities could be effectively used by the country SAKSS. The study developed an initial capacity-strengthening work plan of the SAKSS, including inputs, outputs, and expected outcomes, as well as the roles and responsibilities of different actors to be involved. Dialogue sessions with key potential actors in the Uganda SAKSS were held with relevant organizations to build consensus on operationalization issues.

3. ANALYSIS OF THE POLICY PROCESS

3.1. Development Strategy and Investment Plan Policy Process

The Ministry of Agriculture, Animal Industry and Fisheries' 2010 Development Strategy and Investment Plan covers the period 2010/2011–2014/2015, and is an outcome of the revised 2005/2006–2007/2008 plan, which consolidates and harmonizes all the existing parallel policy frameworks in the agricultural sector into one coherent plan. The development of the Development Strategy and Investment Plan was a participatory and inclusive process, involving consultation with key stakeholders in the agricultural sector, including the private sector, national and local government officials, development partners, and civil society representatives. Four thematic working groups were formed, which identified issues and ideas, and then discussed, analyzed, and agreed on them for incorporation into the plan. Stakeholders were also involved in the review of various drafts of the plan document. To this end, several dimensions of the policy process networks were identified in the development of the plan, including type of actors; functions; structures; and government, civil society, and private-sector arrangements and strategies for public administration.

3.2. Actors

The involvement of the actors in the policy process varies according to the policy process phases, agricultural sectoral mandate, auxiliary or complementary roles, and function of the actor in question. For simplicity purposes and due to the similarity of the actors in the various phases of the policy process, the study identified the actors according to the policy process, as shown in Figure 3. Therefore, the main actors in the policymaking process can be identified as the Ministry of Agriculture, Animal Industry and Fisheries, especially the Plan for Modernization of Agriculture secretariat and the Agriculture Sector Working Group; parliamentary subcommittees; development partners (bilateral, multilateral, and projects); the private sector; farmers (commercial, medium, and small scale); farmers' organizations; local governments (districts and sub-counties); civil society organizations (CSOs); nongovernmental organizations (NGOs); and other affiliated ministries, such as the Ministry of Finance Planning and Economic Development.

3.3. Functions and Roles

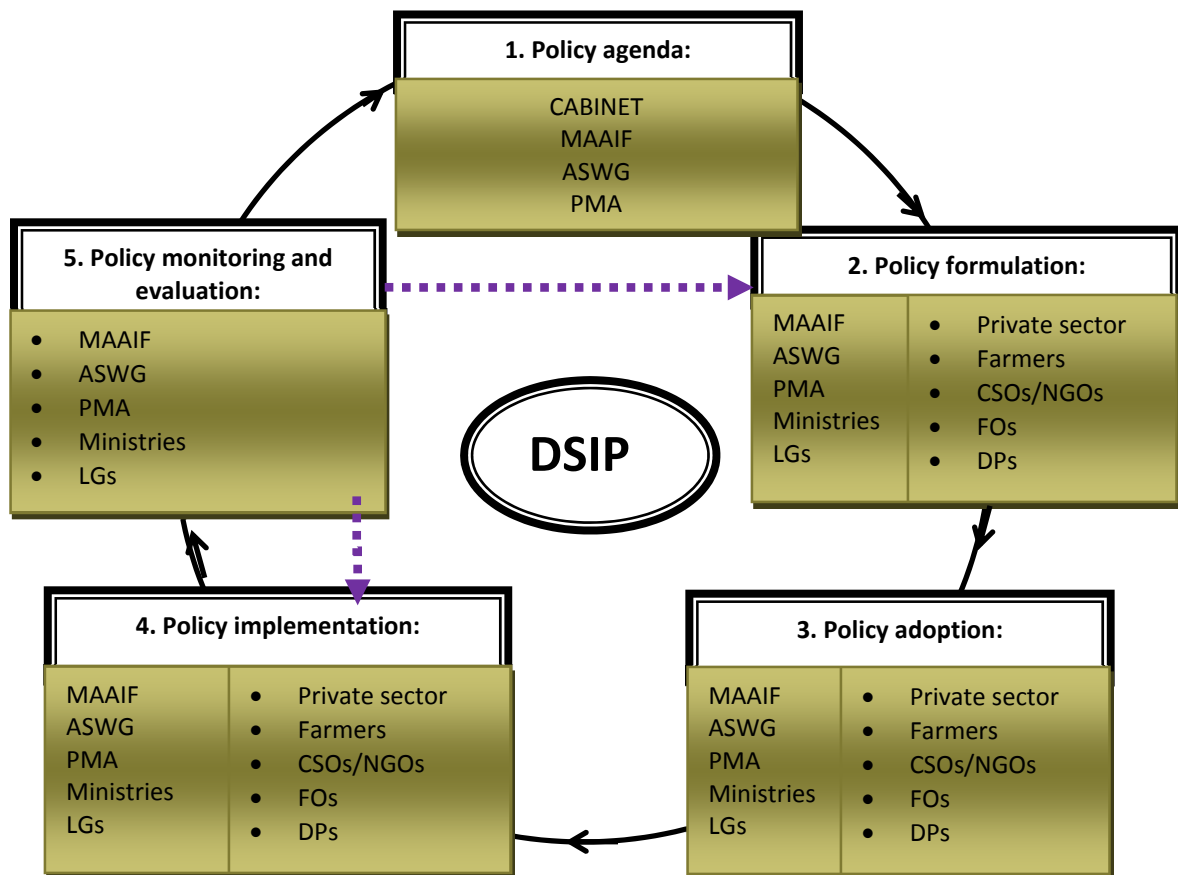
The functions and roles of the different stakeholders in the policy design and implementation process of the Development Strategy and Investment Plan were structured along the phases of the policy cycle. The framework given here is of a normative nature, since the study is interested in the design process and the capacity gaps in the Development Strategy and Investment Plan's development policy process. The study identified gaps in each of the process phases, bearing in mind that it is a continuous process, as explained in the information that follows.

- Agricultural policy processes often suffer from the lack of input from smallholder farmers and women, who comprise much of the agricultural labor force in Uganda. Thus, a pertinent question here is, how can small-scale producers be empowered to increase their role in policy decisions and gain access to investment and market opportunities?
- Policymaking processes that are inclusive and based on evidence are an important dimension of good governance. However, agricultural policy processes are often dominated by vested interests and lack of inclusion and participation, which limits the voice of smallholder farmers and women in policymaking.

Likewise, often weak analytical capacity and limited political incentives discourage using research-based evidence as a basis for agricultural policymaking.

- Government policies, particularly with respect to agricultural and rural development, have suffered from a lack of common objectives and coordination among the implementing ministries. Some policies have also tended to respond more to short-term interventions, rather than focus on long-term sustainable development. In addition, institutional failure due to lack of capacity by the private sector to take over functions performed by the state after liberalization has also been a problem. To delineate these dimensions, a network map was developed to show the linkages and explain the dimensions (Figure 3).

FIGURE 3: POLICY PROCESS OF THE CURRENT DEVELOPMENT STRATEGY AND INVESTMENT PLAN

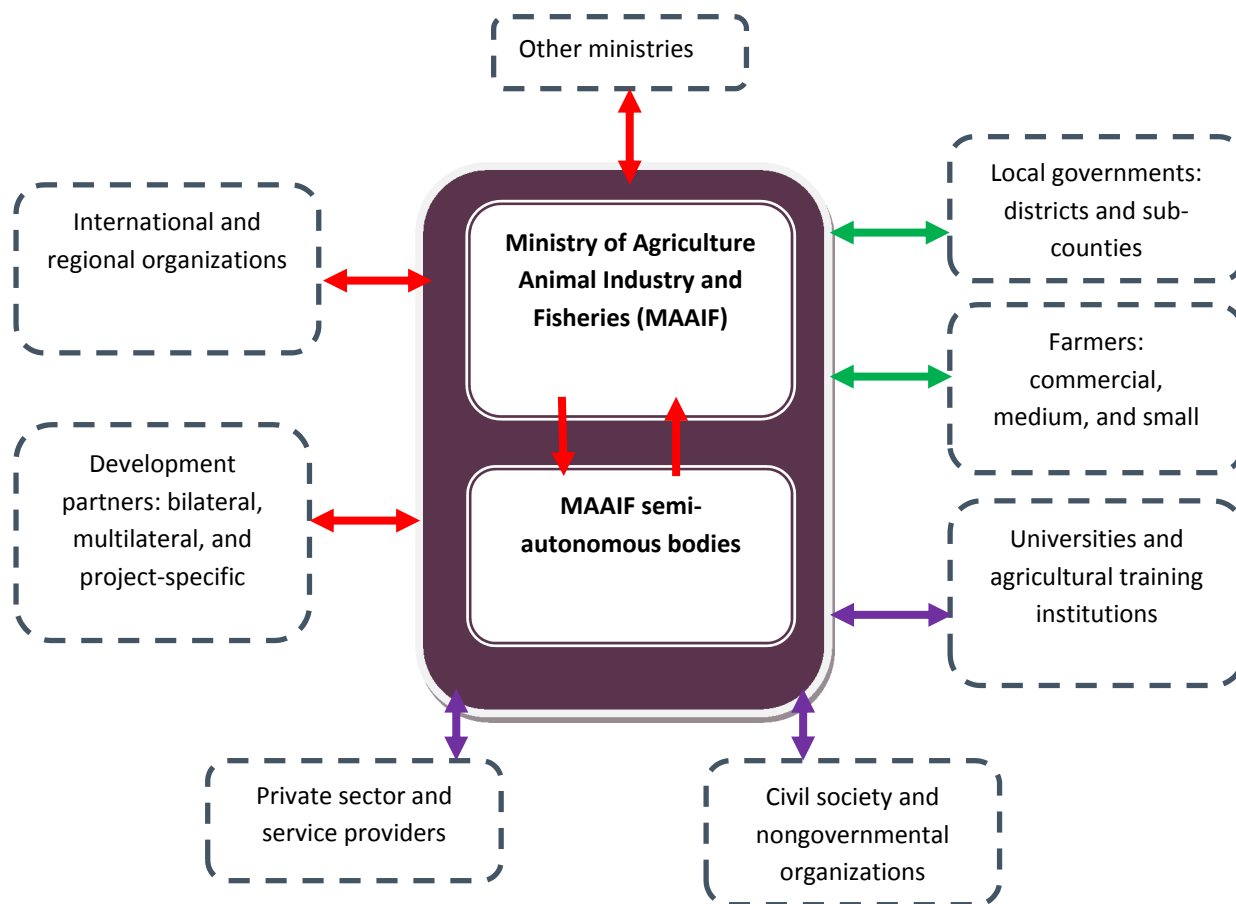


Source: Capacity Needs Assessment team.

Note: ASWG = Agriculture Sector Working Group; CSOs/NGOs = civil society organizations and nongovernmental organizations; DPs = development partners; DSIP = Development Strategy and Investment Plan; FOs = farmers' organizations; LGs = local governments; MAAIF = Ministry of Agriculture, Animal Industry and Fisheries; PMA = Plan for Modernization of Agriculture.

Meanwhile, Figure 4 shows the network of stakeholders involved in the decision-making process for agricultural and rural development. The stakeholders have different roles and responsibilities, and their involvement can generally be classified into macro, meso, and micro levels. At the macro level, there are ministries responsible for policy formulation, monitoring, and implementation. At the meso level, there is implementation of the activities in line with the policy framework. And at the micro level, there is implementation and engagement of the beneficiaries: farmers.

FIGURE 4: NETWORK MAP OF MAJOR DECISIONMAKERS IN THE AGRICULTURAL AND RURAL DEVELOPMENT SECTORS



Source: MAAIF 2010.

Notes:

↔ At the macro level, the actors include the Ministry of Agriculture, Animal Industry and Fisheries’ autonomous agencies are the National Agricultural Research Organization, the National Agricultural Advisory Services, the Uganda Coffee Development Authority, the Cotton Development Organization, the Plan for Modernization of Agriculture secretariat, the Dairy Development Authority, the National Genetic Resource Information Centre and Data Bank, and the Coordinating Office for the Control of Trypanosomiasis in Uganda. These agencies operate at both national and subnational levels and are responsible for the execution of approved plans and resources in their budgets, leaving the Ministry of Agriculture, Animal Industry and Fisheries headquarters to concentrate on macro-level agricultural policy formulation, support, and supervision (especially of local governments); sector planning; regulation; standard setting; quality assurance; and sector monitoring and guidance. Much as the scope of the present assessment could not permit a comprehensive “SWOT analysis” (strengths, weaknesses, opportunities, and threats) of the Ministry of Agriculture, Animal Industry and Fisheries, some of the agencies noted above represent sources of in-house capacity for policy analysis, including undertaking specific studies. For instance, as of 2010, the ministry’s research arm—the National Agricultural Research Organization—had 196 scientists (29 with BSc degrees, 102 with MSc degrees, and 65 with PhD degrees). Of these, ten were trained in social science subjects, with the capacity to undertake policy analysis research.

↔ At the meso level, the actors are largely involved in the implementation of the policy directives that are set by the Ministry of Agriculture, Animal Industry and Fisheries, other ministries, international and regional agencies, and other development partners. The activities largely focus on the implementation of the rural development initiatives.

↔ At the micro level, the actors either are recipients or work with the meso-level actors in the implementation of the policy directives from the macro level. These include the local governments, sub county-level activities, farmers’ organizations, producer organizations, and farmers.

4. CAPACITY ASSESSMENT RESULTS

This chapter presents the results of the capacity needs assessment for the sampled institutions. It is important to note that the detailed survey used in the assessment emphasized institutions focusing on agricultural policy analysis and communication (to inform and influence policy) over policy advocacy—meaning that institutions not involved in the survey are considered “policy watchdogs,” rather than policy analysts. Additionally, the in-depth survey required a substantial time commitment by participants, and some either were unable to devote that much time to the assessment or were otherwise unavailable when approached to participate.

The sections below correspond to the sections of the questionnaire. The discussions of the sections are presented in accordance with the research questions. For the Ministry of Agriculture, Animal Industry and Fisheries, the study focused on the capacity for the policy and planning unit; it did not consider the ministry and its agencies in the capacity assessment.

4.1. Human Resource Capacity Needs and Indicators

Although there were more instances with more male than female professionals within the institutions surveyed, the overall gender balance was adequate. With regard to qualification level, the distribution was based on the type of the institution and nature of the work undertaken by the institution in question. Academic and research institutions had the highest level of qualified professionals with doctoral (PhD) and master’s (MSc) degrees. Furthermore, there was a fair distribution of the level of qualification by gender, although there were more male PhDs than females, as indicated in Table 1.

TABLE 1: INSTITUTIONAL ASSESSMENT OF EDUCATION LEVEL BY GENDER

Classification of Organizations and Institutions	Level of Education	Male	Female	Total
Research: Economic Policy Research Centre	PhD	3	2	5
	MSc	3	2	5
	BSc	0	0	0
Academic: Agribusiness and Natural Resource Economics Department at Makerere University	PhD	7	3	10
	MSc	3	5	8
	BSc	0	0	0
Ministry: Ministry of Agriculture, Animal Industry and Fisheries	PhD	0	0	0
	MSc	5	0	5
	BSc	0	0	0
Farmers’ organization: Uganda National Farmers’ Federation	PhD	–	–	–
	MSc	–	1	–
	BSc	–	–	–
Civil society: NGO Forum	PhD	–	–	–
	MSc	–	–	–
	BSc	–	–	–

Source: Capacity Needs Assessment survey.

With regard to the distribution of professionals by age, on average, Table 2 shows the following: younger than 30 years old (3), 31–40 (16), 41–50 (16), and 51–60 (2), but none above 60 years. The level of qualification by age followed a similar trend of the nature of work the institution. The academic and research institutions had more PhD-qualified personnel in the age bracket of 31–40, followed by 41–50, then 50–60 years old. In addition, there were more MSc qualifications in the age bracket of 31–41 years old, followed by those under 30, and then those between 51 and 60. The explanation for this would be that research and academic institutions require more technical personnel, compared with other institutions. Furthermore, there were some BSc-qualified personnel in the Ministry of Agriculture, Animal Industry and Fisheries in the 41–50 and 31–40 age brackets. For the nonacademic and research organizations, the highest level of qualification was at the MSc level.

TABLE 2: INSTITUTIONAL ASSESSMENT OF EDUCATION LEVEL BY AGE

Organizations and Institutions	Level of Education	Age					Total
		<30	31–40	41–50	51–60	>60	
Economic Policy Research Centre	PhD	0	3	2	0	0	5
	MSc	1	3	0	1	0	5
	BSc	0	0	0	0	0	0
Agribusiness and Natural Resource Economics Department at Makerere University	PhD	0	0	9	1	0	10
	MSc	2	6	0	0	0	8
	BSc	0	0	0	0	0	0
Ministry of Agriculture, Animal Industry and Fisheries	PhD	0	0	0	0	0	0
	MSc	0	2	2	0	0	4
	BSc	0	2	3	0	0	5
Uganda National Farmers’ Federation	PhD	–	–	–	–	–	–
	MSc	–	–	–	–	–	–
	BSc	–	–	–	–	–	–
NGO Forum	PhD	–	–	–	–	–	–
	MSc	–	–	–	–	–	–
	BSc	–	–	–	–	–	–

Source: Capacity Needs Assessment survey.

The time allocation of staff within the organizations surveyed depended on the mandated activities of the organization. For research institutions, most of their activities were tailored toward research and analysis; however, to some extent, all institutions engaged in advocacy, although on a limited scale. (See Table 3.)

TABLE 3: TIME ALLOCATION FOR RESEARCH AND NONRESEARCH ACTIVITIES (PERCENT)

Classification of Organizations/Institutions	Research/ Analysis	Teaching/ Training	Extension	Advocacy	Other	Total
Economic Policy Research Centre	80%	0%	0%	20%	0%	100%
Agribusiness and Natural Resource Economics Department at Makerere University	25%	70%	4.5%	0.5%	0%	100%
Ministry of Agriculture, Animal Industry and Fisheries	40%	10%	20%	10%	20%	100%
Uganda National Farmers' Federation	–	–	–	60%	40%	100%
NGO Forum	–	–	–	–	–	–

Source: Capacity Needs Assessment survey.

Table 4 shows allocation of personnel's time toward food and agricultural policy research activities, policy advocacy, and other activities. There are mixed results, and the variation was determined by the institutional mandate. However, the overall picture shows a bias toward research activities over advocacy, although the research activities may not be specifically tailored to food and agricultural policies. In addition, to food and agricultural policy research and advocacy, the institutions were involved in other activities that were not specified, as indicated in Table 4.

TABLE 4: TOTAL TIME ALLOCATION OF PERSONNEL (PERCENT)

Organizations and Institutions	Food and Agricultural Policy and Research Activities	Policy Advocacy	Other	Total
Economic Policy Research Centre	80%	20%	–	100%
Agribusiness and Natural Resource Economics Department at Makerere University	10%	–	90%	100%
Ministry of Agriculture, Animal Industry and Fisheries	–	–	–	–
Uganda National Farmers' Federation	–	–	–	–
NGO Forum	–	–	–	–

Source: Capacity Needs Assessment survey.

The study also investigated ranks and remuneration of the Ministry of Agriculture, Animal Industry and Fisheries personnel involved in policy work, in terms of the number of people staffed in certain positions and corresponding salary scale and remunerative package (Table 5). Results indicated only one economist with a U4 grade salary, two U3 senior economists, three U2 principal economists, and one UIE assistant commissioner of policy analysis.

TABLE 5: RANK AND SALARY GRADE OF PROFESSIONALS IN THE MINISTRY OF AGRICULTURE, ANIMAL INDUSTRIES AND FISHERIES

Positions and Titles	Number of Personnel Holding this Title	Salary Level
Economist I	1	U4
Economist II	0	N/A
Senior Economist	2	U3
Principal Economist	3	U2
Assistant Commissioner of Policy Analysis	1	U1E

Source: Capacity Needs Assessment survey.

Table 6 shows the rank and salary scales for the different positions at the Agribusiness and Natural Resource Economics Department at Makerere University. The results show that the lowest category was for six teaching

assistants and research assistants with a salary scale of M7, followed by six M6 lecturers, three M5 senior lecturers, four M4 associate professors, and one M3 full-time professor in the department.

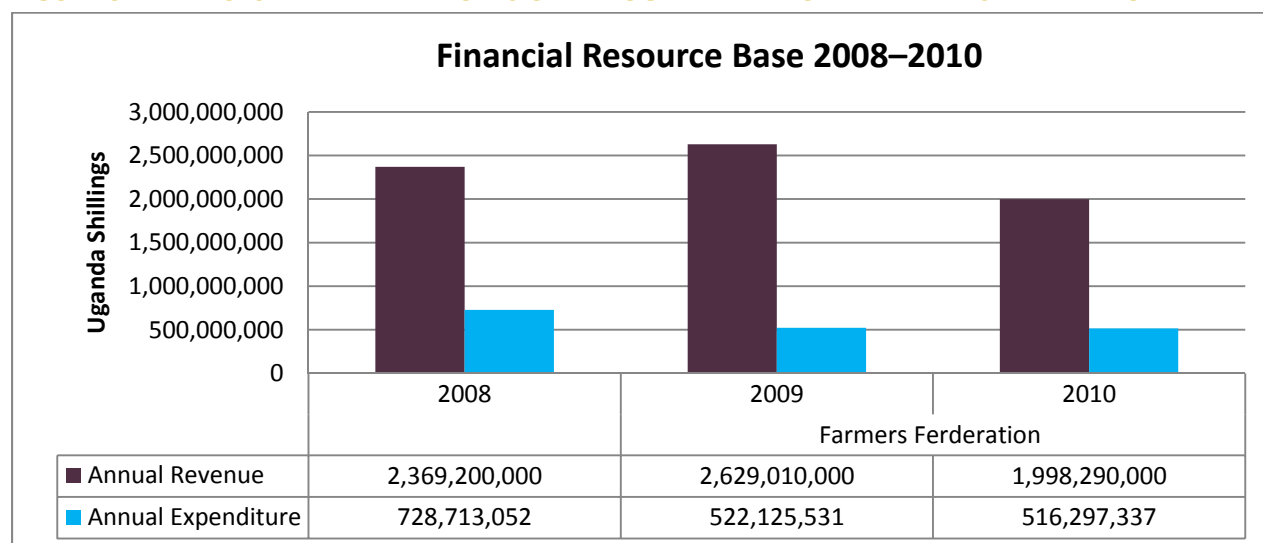
TABLE 6: RANK AND SALARY GRADE OF PROFESSIONALS IN THE DEPARTMENT OF AGRIBUSINESS AND NATURAL RESOURCE ECONOMICS AT MAKERERE UNIVERSITY

Positions/Titles	Number of Personnel Holding This Title	Salary Level
Teaching assistants and research assistants	6	M7
Lecturers	6	M6
Senior lecturers	3	M5
Associate professors and readers	4	M4
Full professors	1	M3

Source: Capacity Needs Assessment survey data.

Figure 5 shows the financial resources outlook of the Uganda National Farmers' Federation from 2008 to 2010. Results indicate that the organization had fairly high annual revenues compared with annual expenditures, reflecting a good financial position.

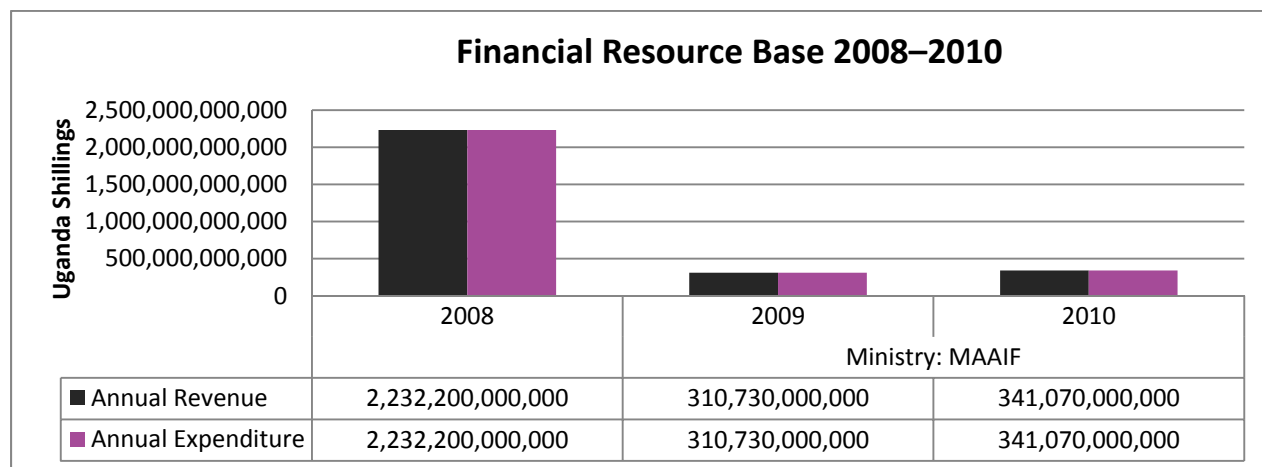
FIGURE 5: REVENUES AND EXPENDITURES OF THE UGANDA NATIONAL FARMERS' FEDERATION



Source: Capacity Needs Assessment survey data. Chart was developed by authors.

Figure 6 shows the financial resource outlook for the Ministry of Agriculture, Animal Industry and Fisheries in terms of annual revenues and expenditures from 2008 to 2011. Results indicate that the ministry basically spends all its resources and carries no balance. This may also indicate that the ministry could, in most cases, be operating in deficits. The study did not disaggregate expenditures to identify what proportion was for policy analysis, M&E, or dissemination.

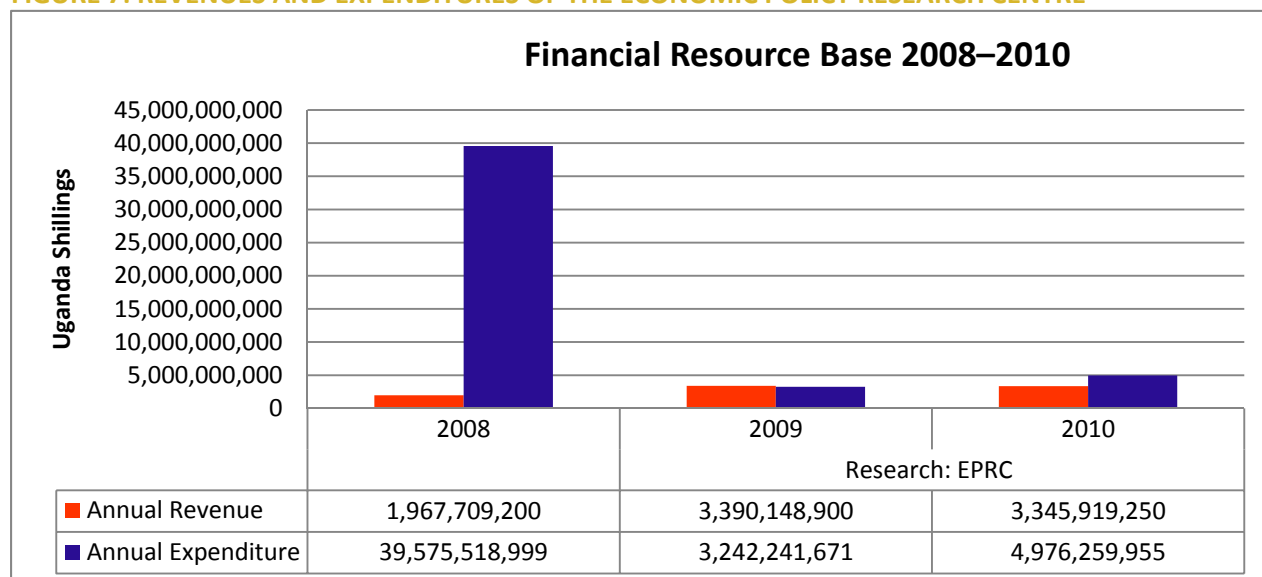
FIGURE 6: REVENUES AND EXPENDITURES OF THE MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES



Source: Capacity Needs Assessment survey data. Chart was developed by authors.

Figure 7 shows the financial resource base for the Economic Policy Research Centre. In 2008, the institution’s annual expenditures exceeded its annual revenues by Ush37.6 billion. In 2009, there was some recovery, when annual revenues exceeded annual expenditures. In 2010, however, expenditures again exceeded revenues by Ush1.63 billion. This could be attributed to the tenuous nature of financial resources that the organization receives, which are mainly grants.

FIGURE 7: REVENUES AND EXPENDITURES OF THE ECONOMIC POLICY RESEARCH CENTRE



Source: Capacity Needs Assessment survey data. Chart was developed by authors.

In addition to investigating the revenue and expenditure patterns of the institutions, the study investigated the main sources of each institution’s resources (Table 7). Information from the Economic Policy Research Centre and the Ministry of Agriculture, Animal Industry and Fisheries indicated that development partners were the main sources of the funds, accounting for 55 percent and 80 percent, respectively. These funds are in the form of research grants

and development funds. The second main source of funding was the government, accounting for 45 percent for the Economic Policy Research Centre and 10 percent for the Ministry of Agriculture, Animal Industry and Fisheries. Other sources included bilateral and multilateral sources, which accounted for 10 percent of the ministry's resources.

TABLE 7: SOURCES OF FUNDING FOR ORGANIZATIONS' AND INSTITUTIONS' ACTIVITIES

Sources of Funding	Percent (%)
Economic Policy Research Centre	
Government (core funding and others)	45
Bilateral and multilateral donors	0
Income-generated activities	0
Others: <i>Research grants</i>	55
Agribusiness and Natural Resource Economics Department at Makerere University	
Government (core funding and others)	–
Bilateral and multilateral donors	–
Income-generated activities	–
Others	–
Ministry of Agriculture, Animal Industry and Fisheries	
Government (core funding and others)	10
Bilateral and multilateral donors	10
Income-generated activities	0
Others: <i>Development partners</i>	80
Uganda National Farmers' Federation	
Government (core funding and others)	–
Bilateral and multilateral donors	–
Income-generated activities	–
Others	–
NGO Forum	
Government (core funding and others)	–
Bilateral and multilateral donors	–
Income-generated activities	–
Others	–

Source: Capacity Needs Assessment survey.

4.2. Physical Assets of the Institutions and Organizations Engaged in Policy Work

Table 8 shows the asset base that could aid surveyed institutions' policy analysis work. Specifically, the study considered both the hardware and the software that could facilitate the research process of the institutions surveyed.

TABLE 8: PHYSICAL ASSETS OF ORGANIZATIONS AND INSTITUTIONS THAT AID THE POLICY ANALYSIS PROCESS

Equipment	Number of Assets
Economic Policy Research Centre	
Computers	27
Computers with word processing software (Microsoft Office suite, OpenOffice)	27
Computers with bibliographic management software (OneNote, Endnote, Mendeleyev, Xotero, Reference Manager, Bibtextetc)	0
Computers with analytical software: econometric/statistical software (STATA, SPSS, SAS); GIS software (ARC View); quantitative analysis software (NVivo, ATLAS Ti).	18
Vehicles	4
Telephones	5
Land lines	1
Cell phones	4
Agribusiness and Natural Resource Economics Department at Makerere University	
Computers	10
Computers with word processing software (Microsoft Office suite, OpenOffice)	10
Computers with bibliographic management software (OneNote, Endnote, Mendeleyev, Xotero, Reference Manager, Bibtextetc)	0
Computers with analytical software: econometric/statistical software (STATA, SPSS, SAS); GIS software (ARC View); quantitative analysis software (NVivo, ATLAS Ti).	10
Vehicles	2
Telephones	2
Land lines	1
Cell phones	1
Ministry of Agriculture, Animal Industry and Fisheries	
Computers	4
Computers with word processing software (Microsoft Office suite, OpenOffice)	4
Computers with bibliographic management software (OneNote, Endnote, Mendeleyev, Xotero, Reference Manager, Bibtextetc)	0
Computers with analytical software: econometric/statistical software (STATA, SPSS, SAS); GIS software (ARC View); quantitative analysis software (NVivo, ATLAS Ti).	2
Vehicles	1
Telephones	6
Land lines	2
Cell phones	4
Uganda National Farmers' Federation	
Computers	12
Computers with word processing software (Microsoft Office suite, OpenOffice)	12
Computers with bibliographic management software (OneNote, Endnote, Mendeleyev, Xotero, Reference Manager, Bibtextetc)	0

Equipment	Number of Assets
Computers with analytical software: econometric/statistical software (STATA, SPSS, SAS); GIS software (ARC View); quantitative analysis software (NVivo, ATLAS Ti).	5
Vehicles	3
Telephones	1
Land lines	1
Cell phones	0
NGO Forum	
Computers	–
Computers with word processing software (Microsoft Office suite, OpenOffice)	–
Computers with bibliographic management software (OneNote, Endnote, Mendeleyev, Xotero, Reference Manager, Bibtextetc)	–
Computers with analytical software: econometric/statistical software (STATA, SPSS, SAS); GIS software (ARC View); quantitative analysis software (NVivo, ATLAS Ti).	–
Vehicles	–
Telephones	–
Land lines	–
Cell phones	–

Source: Capacity Needs Assessment survey.

TABLE 9: ANALYTICAL SOFTWARE AND REPORTING CAPACITY OF ORGANIZATIONS AND INSTITUTIONS THAT AID THE POLICY ANALYSIS PROCESS

Type of Software		Number of Researchers Using	If Yes, Frequency of Use				Reports Produced
			Daily	2–3 Times a Week	Monthly	Quarterly	
Economic Policy Research Centre							
STATA	✓	18	✓	0	0	0	0
MINITAB	0	0	0	0	0	0	0
SPSS	0	0	0	0	0	0	0
MATLAB	0	0	0	0	0	0	0
E-view	✓	5	0	✓	0	0	0
SAS	0	0	0	0	0	0	0
Excel	✓	18	0	✓	0	0	0
GAMs	✓	3	0	0	✓	0	0
Atlas Ti	0	0	0	0	0	0	0
NVivo	0	0	0	0	0	0	0
GIS Arc View	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0

Type of Software		Number of Researchers Using	If Yes, Frequency of Use				Reports Produced
			Daily	2–3 Times a Week	Monthly	Quarterly	
Agribusiness and Natural Resource Economics Department at Makerere University							
STATA	✓	10	0	0	0	0	✓
MINITAB	0	0	0	0	0	0	0
SPSS	✓	18	0	0	0	0	✓
MATLAB		0	0	0	0	0	0
E-view	✓	3	0	0	0	0	✓
SAS	0	0	0	0	0	0	0
Excel	✓	18	0	0	0	✓	0
GAMs	✓	3	0	0	0	0	✓
Atlas Ti	0	0	0	0	0	0	0
NVivo	0	0	0	0	0	0	0
GIS Arc View	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0
Ministry of Agriculture, Animal Industry and Fisheries							
STATA	✓	2	0	0	✓	0	5
MINITAB	0	0	0	0	0	0	0
SPSS	✓	2	0	0	✓	0	5
MATLAB	0	0	0	0	0	0	0
E-view	0	0	0	0	0	0	0
SAS	0	0	0	0	0	0	0
Excel	✓	4	0	✓	0	0	24
GAMs	0	0	0	0	0	0	0
Atlas Ti	0	0	0	0	0	0	0
NVivo	0	0	0	0	0	0	0
GIS Arc View	✓	2	0	0	✓	0	8
Others	0	0	0	0	0	0	0
Uganda National Farmers' Federation							
STATA	✓	2	0	✓	0	0	6
MINITAB	0	0	0	0	0	0	0
SPSS	✓	2	0	✓	0	0	13
MATLAB	0	0	0	0	0	0	0
E-view	0	0	0	0	0	0	0
SAS	0	0	0	0	0	0	0
Excel	✓	3	0	✓	0	0	16
GAMs	0	0	0	0	0	0	0
Atlas Ti	0	0	0	0	0	0	0
NVivo	0	0	0	0	0	0	0
GIS Arc View	0	0	0	0	0	0	0
Others (NAVISION)	✓	1	✓	0	0	0	34

Source: Capacity Needs Assessment survey.

The use of analytical software varies, depending on the nature of the analytical work the institution carries out. The most-used analytical software by the surveyed institutions included STATA, Special Package for Social Science (SPSS), Excel, GAMS, and ARC-View. However, in order of ranking, the most commonly used software is STATA, SPSS, and Excel. Unlike other institutions, only the Uganda National Farmers' Federation had NAVISION. From the analysis above, most of the software seems quite old, and most of the institutions do not have recent analytical programs to carry out both qualitative and quantitative policy analysis.

The study established that none of the surveyed institutions had bibliographic software, such as Reference Manager, Endnote, Mendeley, Zotero, OneNote, and Bibtex. This indicates that the organizations are not familiar with these types of software, which could at least partly explain the nature and kind of research they carry out. Thus, it is imperative for the institutions to obtain modern bibliographical software to enable them to execute both qualitative and quantitative policy analytical work and appropriately disseminate findings to their respective stakeholders.

The study also investigated access to the Internet and connection speed. As shown in Table 10, all institutions in the study had access, with a moderate connection speed, on average. The results on the speed of uploading and downloading documents were mixed.

TABLE 10: ORGANIZATIONS' AND INSTITUTIONS' INTERNET ACCESS AND CONNECTION SPEED

Internet Connection Ratings among Organizations and Institutions						
Average speed of Internet connection		Very Slow	Slow	Moderate	Fast	Very Fast
Economic Policy Research Centre		–	–	✓	–	–
Agribusiness and Natural Resource Economics Department at Makerere University		–	–	✓	–	–
Ministry of Agriculture, Animal Industry and Fisheries		–	–	✓	–	–
Uganda National Farmers' Federation		–	–	✓	–	–
NGO Forum		–	–	–	–	–
Average time taken to load	<5 Seconds	5–14 Seconds	14–29 Seconds	30–59 Seconds	1–2 Minutes	>2 Minutes
Economic Policy Research Centre	–	✓	–	–	–	–
Agribusiness and Natural Resource Economics Department at Makerere University	–	–	✓	–	–	–
Ministry of Agriculture, Animal Industry and Fisheries	–	–	✓	–	–	–
Uganda National Farmers' Federation	–	✓	–	–	–	–
NGO Forum	–	–	–	–	–	–
Average time taken to download	<5 Seconds	5–14 Seconds	14–29 Seconds	30–59 Seconds	1–2 Minutes	>2 Minutes
Economic Policy Research Centre	–	–	–	–	–	✓
Agribusiness and Natural Resource Economics Department at Makerere University	–	–	–	✓	–	–
Ministry of Agriculture, Animal Industry and Fisheries	–	–	–	✓	–	–
Uganda National Farmers' Federation	–	–	–	–	–	✓
NGO Forum	–	–	–	–	–	–

Source: Capacity Needs Assessment survey.

4.3. Policy Research Linkages

This section presents results of the linkages among the key institutions in the policy analysis process. The impetus of this section is to demonstrate whether information is shared by and with policy analysis institutions, viewed as the most important stakeholders in the policy process. In addition, the study investigated the number of policy research projects undertaken and developed between 2010 and 2012 by various institutions. Results are presented in Table 11.

TABLE 11: FOOD AND AGRICULTURAL POLICY ANALYSIS PROJECTS AND IMPORTANT RESEARCH STAKEHOLDERS

2010–2012 Food Policy Research Projects	Projects Undertaken				Projects Developed			
Economic Policy Research Centre	–				–			
Agribusiness and Natural Resource Economics Department at Makerere University	6				2			
Ministry of Agriculture, Animal Industry and Fisheries	1				0			
Uganda National Farmers’ Federation	–				–			
NGO Forum	–				–			
Ranking of Stakeholder Organizations in Research by Importance	1	2	3	4	5	6	7	
Agribusiness and Natural Resource Economics Department at Makerere University	S	D	M	C	N	P	O	
Ministry of Agriculture, Animal Industry and Fisheries	U	M	N	C	D	P	S	
Uganda National Farmers’ Federation	M	P	D	N	C	S	O	
NGO Forum	–	–	–	–	–	–	–	

Source: Capacity Needs Assessment survey.

Note: **U** = universities; **M** = ministries (government); **N** = National Planning Authority and public organizations; **C** = NGOs and civil society organizations; **D** = development partners; **P** = parliamentary group; **S** = private sector.

Results show that apart from academia, not many food and agricultural policy projects were undertaken. Furthermore, academic institutions undertook more policy projects than they developed. The main stakeholders of the organizations in order of importance were the line ministry, parliamentary group, National Planning Authority, NGOs and CSOs, development partners, and the private sector. It is important to note that these could simply be perceived as stakeholders, since an examination of some of the recent policies does not reflect empirical policy analysis as a strong integral part of their design.

Furthermore, the study inquired about the most important stakeholders in the policy analysis of the organizations, and whether the institution undertook public consultation in policy research work. As shown in Table 12, all the organizations surveyed acknowledged that they had regular public consultations with the relevant stakeholders. On average, during the past two years, 3–14 consultations occurred. However, it was outside the scope of this survey to investigate the types of stakeholders involved in such public consultations, and whether their views were reflected in the policy documents on food and agricultural issues.

TABLE 12: PUBLIC CONSULTATIONS ON FOOD AND AGRICULTURE IN THE PAST TWO YEARS

Organizations and Institutions	Number of Consultations
Economic Policy Research Centre	0
Agribusiness and Natural Resource Economics Department at Makerere University	3
Ministry of Agriculture, Animal Industry and Fisheries	8
Uganda National Farmers' Federation	14
NGO Forum	–

Source: Capacity Needs Assessment survey.

The study also investigated whether the institutions conducted or participated in public dialogue as a strategy to engage in information sharing and consensus building among the public, private, and civil sectors through leaders in positions to make decisions on food and agricultural policy. Results presented in Table 13 indicate that, during the past two years, the sampled institutions conducted or participated in public dialogue in groups ranging from 2 to 16 participants. Most of the consultations lasted from one-half to one full day.

TABLE 13: ORGANIZATIONAL PARTICIPATION IN PUBLIC POLICY DIALOGUES AND MULTISTAKEHOLDER CONSULTATIONS

Organizations and Institutions	Level of Participation						
	Seminar (<2 hours)	Seminar (>2 hours)	Policy Meeting (1/2 day)	Workshop (1 day)	Workshop (2 days)	Workshop (3 days)	Workshop (>3 days)
Participation in Public Policy Dialogue							
Economic Policy Research Centre	–	–	–	–	–	–	–
Agribusiness and Natural Resource Economics Department at Makerere University	0	7	2	2	0	0	2
Ministry of Agriculture, Animal Industry and Fisheries	0	10	0	3	0	0	8
Uganda National Farmers' Federation	0	2	16	11	6	4	0
NGO Forum	–	–	–	–	–	–	–
Participation in Multistakeholder Consultation							
Economic Policy Research Centre	–	–	–	–	–	–	–
Agribusiness and Natural Resource Economics Department at Makerere University	0	2	2	2	0	0	2
Ministry of Agriculture, Animal Industry and Fisheries	10	0	0	3	0	0	5
Uganda National Farmers' Federation	5	4	10	12	8	7	5
NGO Forum	–	–	–	–	–	–	–

Source: Capacity Needs Assessment survey.

The study also investigated whether the organizations participated in discussions on global, regional, and continental issues pertaining to the agricultural and food sectors in the past two years. Table 14 shows some of the public and multi-stakeholder global, regional, and continental discussions and events, which included global committees on

food security, combating climate change and weather, food balance sheets, a World Farmers Organization meeting, the CAADP African Forum, and a regional stakeholder farmers' meeting. Although, there are indications of participation in such forums, it remains unclear whether these discussions ultimately benefit the various stakeholders, especially the farmers.

TABLE 14: PUBLIC POLICY DIALOGUES OR MULTISTAKEHOLDER CONSULTATIONS

Organizations and Institutions	Participating in Policy Dialogue		Category of Events or Dialogue and Number of Times Attended					
	Yes	No	Global Events	No.	Continental Events	No.	Regional Events	No.
Economic Policy Research Centre	✓		–		–		–	
Agribusiness and Natural Resource Economics Department at Makerere University	–	–	–		–		–	
Ministry of Agriculture, Animal Industry and Fisheries	✓		Global committee on food security	1	Combating climate change and weather forecasting	–	Food Balance Sheet	–
Uganda National Farmers' Federation	✓		World Farmers Organization meeting	4	CAADP African Forum	–	Regional stakeholders' farmers' meeting	–
NGO Forum	–	–	–		–		–	

Source: Capacity Needs Assessment survey.

A number of tools are used by the sampled institutions in disseminating and communicating the research findings, including personal contact (from technical officials), small roundtable discussions between officials and key stakeholders, public roundtables with officials and the press, newsletters, policy briefs (to ministry officials), presentations (to ministry officials), press conferences, panel discussions, and media coverage. In addition, the study investigated the number of times the tools had been used in the past two years. These media and tools were used by the institutions to varying degrees, as indicated in Table 15. However, the study did not ascertain the most effective mode of information dissemination.

TABLE 15: MEANS AND TOOLS USED IN THE PAST TWO YEARS TO DISSEMINATE AND COMMUNICATE RESEARCH FINDINGS

Types of Communication Tools	Tools Used?		Number of Times Used
	Yes	No	
Economic Policy Research Centre			
Personal contacts with officials	✓		–
Small roundtable discussions with key stakeholders	✓		–
Public roundtables with officials and press	✓		–
Newsletters to officials		✓	0
Policy briefs to officials	✓		–
Presentations to officials	✓		–

Types of Communication Tools	Tools Used?		Number of Times Used
	Yes	No	
Press conferences and panel discussions		✓	0
Work with media to influence government	✓		–
Agribusiness and Natural Resource Economics Department at Makerere University			
Personal contacts with officials	✓		6
Small roundtable discussions with key stakeholders	✓		3
Public roundtables with officials and press	✓		3
Newsletters to officials	✓		4
Policy briefs to officials		✓	0
Presentations to officials	✓		3
Press conferences and panel discussions		✓	0
Work with media to influence government	✓		2
Ministry of Agriculture, Animal Industry and Fisheries			
Personal contacts with officials	✓		10
Small roundtable discussions with key stakeholders	✓		4
Public roundtables with officials and press		✓	0
Newsletters to officials		✓	0
Policy briefs to officials	✓		6
Presentations to officials	✓		8
Press conferences and panel discussions		✓	0
Work with media to influence government		✓	0
Uganda National Farmers' Federation			
Personal contacts with officials	✓		20
Small roundtable discussions with key stakeholders	✓		16
Public roundtables with officials and press	✓		8
Newsletter to officials	✓		4
Policy briefs to officials	✓		6
Presentations to officials	✓		4
Press conferences and panel discussions	✓		8
Work with media to influence government	✓		5
NGO Forum			
Personal contacts with officials	–	–	–
Small roundtable discussions with key stakeholders	–	–	–
Public roundtables with officials and press	–	–	–
Newsletter to officials	–	–	–
Policy briefs to officials	–	–	–
Presentations to officials	–	–	–
Press conferences and panel discussions	–	–	–
Work with media to influence government	–	–	–

Source: Capacity Needs Assessment survey.

The study investigated the level of influence of the institutions in the policy process as useful channels for valuable research information, data, and statistics by stakeholders on food and agriculture. The study also investigated whether the institutions had any influence on the budget process in terms of openness, quality, and equity. The findings showed a mixed picture, with some institutions having absolutely no influence and others, especially those funded by the government, having great influence. With regard to holding government accountable in implementing food and agricultural policy issues, although some institutions were interested, the institutions surveyed have limited influence (probably due to political considerations).

TABLE 16: INSTITUTIONAL INFLUENCE OF THE POLICY PROCESS

Organizations and Institutions	Not at All	Not Much	Somewhat	Very Much
Economic Policy Research Centre	0	0	0	✓
Agribusiness and Natural Resource Economics Department at Makerere University	0	0	0	✓
Ministry of Agriculture, Animal Industry and Fisheries	0	0	✓	0
Uganda National Farmers' Federation	0	0	✓	0
NGO Forum	–	–	–	–
Influence on the budget-making process (in terms of openness, quality, or equity) in the food and agricultural sectors				
Economic Policy Research Centre	0	0	✓	0
Agribusiness and Natural Resource Economics Department at Makerere University	✓	0	0	0
Ministry of Agriculture, Animal Industry and Fisheries	0	0	0	✓
Uganda National Farmers' Federation	0	0	✓	0
NGO Forum	–	–	–	–
Organizational impact on holding government accountable for implementing food and agricultural policies				
Economic Policy Research Centre	0	0	✓	0
Agribusiness and Natural Resource Economics Department at Makerere University	0	✓	0	0
Ministry of Agriculture, Animal Industry and Fisheries	0	0	0	✓
Uganda National Farmers' Federation	0	✓	0	0
NGO Forum	–	–	–	–

Source: Capacity Needs Assessment survey.

Table 17 presents the institutions' roles in providing advisory services on food and agricultural policy issues to other stakeholders. All the sampled institutions pointed out that they provided such advisory services; the number of policy advisors varied between one and three. In addition, the institutions received advice from other institutions; the average rate of use of these services varied between two and four per month or semiannually.

TABLE 17: ADVISORY ROLES OF INSTITUTIONS IN POLICIES ON FOOD AND AGRICULTURAL ISSUES

No. of Policy Advisors	Rate of Use of Policy Advice	Frequency of Access to the Information						
		Weekly	Twice a Month	Monthly	Quarterly	Semi-annually	Annually	Other
Economic Policy Research Centre								
–	–	–	–	–	–	–	–	–
Agribusiness and Natural Resource Economics Department at Makerere University								
1	2	0	0	0	0	✓	0	0
Ministry of Agriculture, Animal Industry and Fisheries								
2	4	0	0	✓	0	0	0	0
Uganda National Farmers' Federation								
3	3	0	0	0	0	✓	0	0
NGO Forum								
–	–	–	–	–	–	–	–	–

Source: Capacity Needs Assessment survey.

The study also investigated the level of involvement in food and agricultural issues by the institutions, which varied, depending on the mandate of the organization in question. The sampled institutions were involved in a number of issues that included National Agricultural Advisory Services implementation design, agricultural policy design, food and nutrition policy, early childhood development policy, development of the food balance sheet design, development of the early warning systems strategy, Agriculture Sector Development Strategy and Investment Plan, design of the national fertilizer and land use policies, the Anti-Counterfeit Bill, the Biotechnology and Biosafety Bill, and the Plant Variety Protection Bill. On average, the level of involvement was ranked as “3,” indicating that institutions participated in the validation of the draft documents that were being designed or developed, rather than actually leading the drafting. (See Table 17.) However, depending on the institution’s mandate, in certain instances, the institution would lead the drafting of the policy documents.

TABLE 18: LEVEL OF INVOLVEMENT IN FOOD AND AGRICULTURAL POLICY DEVELOPMENT

Organizations and Institutions	Policy and Strategies Documents	Level of involvement (1– 5)
Economic Policy Research Centre	–	–
Agribusiness and Natural Resource Economics Department at Makerere University	National Agricultural Advisory Services implementation and strategy papers	1
Ministry of Agriculture, Animal Industry and Fisheries	Agricultural policy design	5
	Food and nutrition policy	5
	Early childhood development policy	3
	Food balance sheet development	4
	Early warning systems strategy	5
Uganda National Farmers' Federation	Agriculture Sector Development Strategy and Investment Plan	4
	National fertilizer policy	2
	National Land Use Policy	2
	Anti-Counterfeit Bill	2

Organizations and Institutions	Policy and Strategies Documents	Level of involvement (1– 5)
Uganda National Farmers' Federation	Biotechnology and Biosafety Bill	3
	Plant Variety Protection Bill	3
NGO Forum	–	–

Source: Capacity Needs Assessment survey.

Note: **1** = provided advice to drafters of the policy document during meetings and consultations; **2** = provided written comments or reviewed the drafts; **3** = participated during the validation workshop of the draft; **4** = drafted a section or chapter of the policy document; **5** = led the drafting of the policy document.

Table 19 shows results of whether the sampled institutions received any requests for information on food and agricultural policy issues from other stakeholders and organizations and the frequency of such requests. All institutions surveyed had received such requests at varying frequencies, from quarterly to monthly. The study also investigated whether and found that there was a parliamentary committee, food security task force, or food security network in Uganda. Some of the key functions of this committee include keeping an eye on government policy and guiding legislation in the food, agricultural, and related sectors.

TABLE 19: OTHER STAKEHOLDERS' ACCESS TO INFORMATION ON FOOD AND AGRICULTURAL POLICY ISSUES

Organizations and Institutions	Frequency of Access to Information						
	Once a Week	Twice a Month	Monthly	Quarterly	Semi-annually	Annually	Others
Economic Policy Research Centre	0	0	0	✓	0	0	0
Agribusiness and Natural Resource Economics Department at Makerere University	0	0	0	0	✓	0	0
Ministry of Agriculture, Animal Industry and Fisheries	0	0	0	✓	0	0	0
Farmers' organization	0	0	0	0	✓	0	0
Civil society	–	–	–	–	–	–	–

Source: Capacity Needs Assessment survey.

Table 20 presents findings on the products from the Ministry of Agriculture, Animal Industry and Fisheries that have been used in the development of food and agricultural policies and strategies. The findings indicate that one publication on integrated food security phase classification was used, which was prepared by the technical staff. The study also inquired into the number of strategies and policies developed by the ministry in the past five years. The results show that only two had documents have been developed, including the Uganda Agriculture Sector Development Strategy and Investment Plan and the Nutrition Action Plan. The fertilizer policy has not yet been completed.

TABLE 20: INSTITUTIONAL PRODUCTS USED BY THE MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES TO DEVELOP FOOD AND AGRICULTURAL POLICIES AND STRATEGIES

Policy Documents Approved in the Past Five Years	Source	Author Name	Strategy or Policy Document That Used Publication
<ul style="list-style-type: none"> • Development Strategy and Investment Plan • Nutrition Action Plan 	Ministry of Agriculture	Technical staff	The Integrated Food Security Phase Classification

Source: Capacity Needs Assessment survey.

Results in Table 21 show that the various structures for advising on agricultural and food policy, including the parliamentary committee, a food task force, and a food security network, meet fairly regularly. These committees are also complemented by the Agriculture Sector Working Committee, which is principally a “donors club” for the agricultural sector. The task force on food security is called the Integrated Food Security Phase Classification Technical Working Group, and the network for food security is called the Agricultural Livelihood Food Security Sector Support Group. In 2011, the parliamentary committee on agriculture had two meetings, the task force on food security met four times, and the food security network met twelve times.

TABLE 21: PRESENCE OF THE PARLIAMENTARY COMMITTEE, FOOD SECURITY TASK FORCE, AND FOOD SECURITY NETWORK IN UGANDA

Parliamentary Committee Meetings in 2011	Food Security Task Force		Food Security Network	
	Meetings in 2011	Task Force Name	Meetings in 2011	Network Name
2	4	Integrated Food Security Phase Classification Technical Working Group	12	Agricultural Livelihood Food Security Sector Support Group

Source: Capacity Needs Assessment survey.

5. CAPACITY DEVELOPMENT STRATEGY

For a country-level SAKSS in Uganda, the capacity-strengthening mechanisms that emerged from the study include (1) establishing links with formal academic programs (regional and international); (2) working with Ugandan policy analysts to ensure they have the tools they need to answer policy questions; and (3) creating development-oriented learning networks at the national level that would collaborate with regional and international institutions specialized in building the capacity of and strengthening institutions, such as the African Growth and Development Policy Modeling Consortium and the African Economic Research Consortium. This would enable the local policy and investment analysts to collaborate and network with a critical mass of world-class modelers to address issues of strategic importance to Africa. Perhaps even more important is the need to streamline and strengthen structures and channels to allow a smooth flow of policy information and issues among analysts, institutions, and policymakers. Currently, coordination is lacking, which results in a loss of synergistic opportunities to make policy analysis, communication, and development effective, efficient, and attractive. To this end, we share some broad elements of an effective capacity-strengthening strategy to achieve the desired CAADP process development impacts in Uganda.

- Increase public policy interest and investment in agricultural tertiary education.
- Enhance collaborative research partnerships at local, regional, and global levels.
- Produce policy-related public materials for public information and long-term capacity development.
- Build partnerships and enhance mutual trust between policymakers and policy analysts.
- Increase the capacity of policy analysts to internalize the political economy dimension of policy advice and communication to stimulate demand for policy advice among policymakers.

Achieving the appropriate balance between academic and applied research is critical for having an immediate impact and ensuring the next generation of researchers, policymakers, and practitioners understands the policy research process.

5.1. Capacity-Strengthening Work Plan of SAKSS

This section presents a proposal of what the initial capacity-strengthening work plan for a Uganda SAKSS could assume. It makes suggestions on key elements, including inputs, outputs, and expected outcomes and the roles and responsibilities of different actors involved. The four thematic areas addressed are (1) strategic agricultural policy analysis, (2) investment planning, (3) M&E, and (4) knowledge management and sharing. Key questions on policy information communication and the related political economy dimension remain inadequately emphasized, but are currently covered under knowledge management and sharing.

5.5.1. Strategic Agricultural Policy Analysis and Investment Planning

Activities under these two thematic areas would emphasize building and strengthening the capacity of policy research analysts in national agricultural research systems, universities, and the public sector. Actors would conduct both demand-driven and academic research, analyze findings, and share them in such a way that they can influence real-world policies in diverse national and sector-specific contexts. To achieve this goal, the SAKSS node needs to link with formal academic programs in training institutions, to sponsor and incorporate MSc and PhD candidates in proposed research activities, and to develop curriculum materials based on research outputs that align with policy analysis and rural development.

For government policymakers (both public-sector employees and parliamentarians), a SAKSS node can organize targeted training courses on how to commission, analyze, and use research findings in public policy formulation. Through ReSAKSS, the node can link with and tap into regional policy analysis institutions, such as the African Economic Research Consortium and the African Growth and Development Policy Modeling Consortium. Such partnerships are critical to link the node with world-class modelers in Africa and elsewhere, thereby strengthening local capacities to address issues of strategic importance to Africa and the developing world. On the local and national scenes, a SAKSS node should build the capacity of stakeholders, including NGOs and farmers' organizations that will function as "communities of practice" for horizontal learning and coaching. The need to keep an eye on all organizations across the value chain cannot be overstated. Table 22 shows some of the key proposed outputs and outcome indicators for capacity building and strengthening.

5.1.2. Monitoring and Evaluation

Both the Poverty Eradication Action Plan and the Plan for Modernization of Agriculture recognized the importance of M&E. The Poverty Eradication Action Plan recognized M&E as a way to enable the government to make decisions that would keep the plan's implementation on track. More important, M&E allows for the flow of relevant information to decision makers and functions best when it supplies managers with reliable information and analysis about what does and does not work. The plan further noted that M&E serves the role of keeping other stakeholders (the legislature, the public, CSOs, and development partners) informed about the progress being made in implementation. M&E under the plan was outlined in the 2001 Poverty Monitoring and Evaluation Strategy (MFPED 2001), which, in turn, was based on three main data sources: the Uganda Bureau of Statistics, sector ministries, and the Uganda Participatory Poverty Assessment Press.

Some of the challenges identified by the Poverty Eradication Action Plan in late 2004 remain equally relevant a decade later, including weak coordination of the flow of relevant information to top decision makers and multilayered M&E systems that resulted in wasteful duplication and repetition of efforts. The six-point strategy proposed for addressing the M&E weaknesses did not pay attention to capacity needs and capacity building beyond noting that the Economic Policy Research Centre, Makerere Institute for Social Research, Centre for Basic Research, Community Development Resource Network, and Development Research and Training have strong capacities for research and evaluation.

The Plan for Modernization of Agriculture was equally silent on capacity needs and capacity development for M&E in its discussions on this topic. It dwelled only on the four areas to be monitored: implementation of joint activities, monitoring the performance of the agricultural sector, consistency with the joint principles and framework, and impact on poverty reduction.

Under the five-year National Development Planning Framework, the National Development Plan devotes an entire chapter to M&E. It characterizes current national M&E arrangements as weak and composed only of a few functional systems at sector levels. It further notes that these systems are characterized by fragmentation, duplication, weak coordination, lack of a clear results chain, poor definitions, tracking and reporting of outcomes and results, use of different formats and approaches with no common guidelines and standards, lack of national ownership, inadequate feedback and sharing of results across government and other stakeholders, poor use of data generated, problems related to capacity and resourcing, and a large reliance on donors.

TABLE 22: SUMMARY OF ANTICIPATED RESULTS UNDER THEMATIC AREA 1: STRATEGIC AGRICULTURAL POLICY ANALYSIS

Inputs	Outputs	Outcomes	Institutions	Roles and Responsibilities
<ul style="list-style-type: none"> • Funding • Human capital • Physical capital • Trainings 	<ul style="list-style-type: none"> • Case studies documenting how public policies and investments are made, and what drives the choice among alternative policies. • Improved understanding of the political feasibility of different agricultural and food policy reforms. • Identification of factors that promote effective implementation of pro-poor policy decisions. • Capacity strengthening: PhD, MSc, and undergraduate students conducting research on policy and investment planning; training short courses and trainees, text books, and training manuals; partnerships with other training and capacity-building institutions; and participating in and organizing networks and conferences. • Human-capital based: Number of women and men trained under the CAADP process in policy and investment planning, trainees at short courses, training modules and curriculum materials developed. 	<ul style="list-style-type: none"> • Greater capacities of targeted decision makers and policy investment practitioners to access, interpret, and use strategic knowledge products and findings. • Growing influence of strategic products and findings on policy and investment decisions. • Increasing interest and understanding of general audience and media regarding agricultural policies and investment decisions. • Improved processes leading to policies and investment by reflecting on insights from research. • Greater role of actors in the formulation, design, and implementation of policies in agricultural and rural development. • Global public materials work on capacity strengthening (number of universities using the curriculum materials, texts, and articles). 	<ul style="list-style-type: none"> • Institutions: Universities, ministries, NGOs, civil society, research institutions (IFPRI), think tanks. • The goal is to increase the national capacity for policy analysis and research that leads to investment for pro-poor growth. 	<ul style="list-style-type: none"> • Facilitating collaboration among the public sector and CSOs in policy processes. • Promoting capacity development and cross-country learning. • Facilitating collaboration with institutions in charge of training service delivery, personnel employed at the universities, civil service colleges, and local governments in building capacity in areas of policy analysis and investment for agricultural and rural development. • Developing the training programs and curriculum materials for training, and developing training modules. • Developing a training and outreach program to build capacity and create awareness of the policy initiatives for rural development.

Source: Authors.

In its definition of roles and responsibilities of key actors, the National Development Plan makes no mention of universities and think tanks with the capacity to attract, nurture, and produce empirical analyses to guide the M&E function. The precondition for the M&E strategy also failed to adequately identify capacity building as one of the conditions for a successful M&E strategy. In its chapter on M&E, the Development Strategy and Investment Plan draws attention to the need for a functioning and appropriate three-stage sector wide information management system to support planning and M&E:

1. Collection, processing, analysis, interpretation, write-up, and presentation of data around a set of key performance indicators.
2. Derivation of lessons learned and policy messages from the data collected.
3. Absorption of the lessons learned and subsequent management action to improve implementation and performance.

The Development Strategy and Investment Plan also does not make a provision for capacity development as a necessary component for a successful M&E system. Like all other aspects of capacity, capacity development for monitoring, evaluating, and communicating information is taken for granted in development planning in Uganda. It seems that development planners' trust in the ability of universities and colleges to avail this critical resource is lacking. Current capacity and national requirements are not known, which makes an assessment of the gap a daunting task that further complicates capacity planning in this area. Among other things, the SAKSS node presents a timely opportunity to fill capacity and information gaps in this critical development area.

5.1.3. Strengthening the M&E Functioning via the SAKSS Node

A plan for M&E will be developed under each component and subcomponent of the CAADP process through the national agricultural development strategies. The plans will provide a framework to track both the process of implementation and the attainment of interim targets of the CAADP process. They will include milestones for activities, outputs (such as publications, datasets, training materials, and training activities), communication, dissemination, and networking (to ensure appropriate uptake of project outcomes). The study recommends that plans have provisions for corrective actions to be taken if milestones are missed. Indicators for tracking and assessing achievements should be constructed according to the SMART framework—specific, measurable, achievable, relevant, and time-bound—allowing for clear, results-based program components. A monitoring framework has been created to report on program activities, track progress, and take corrective actions when needed. Monitoring will be based on indicators and metrics for all outputs and outcomes. Evaluations will assess the achievement of outcomes and the translation of outcomes into impacts. The main outputs, outcomes, and impacts of this thematic area are described in the performance indicators in Table 23.

TABLE 23: SUMMARY OF ANTICIPATED RESULTS UNDER THEMATIC AREA 2: INVESTMENT PLANNING

Inputs	Outputs	Outcomes	Institutions	Roles and Responsibilities
<ul style="list-style-type: none"> • Trainings • Funding 	<ul style="list-style-type: none"> • Peer-reviewed publications: Journal articles, books, policy briefs, research reports, book chapters, and conference proceedings. • Non-peer-reviewed publications: Journal articles, discussion papers and project papers, unpublished reports. • Other research products: Methodologies, data bases, films, websites, and presentations of findings at scientific policy and public forums. • Web portal: Providing data, tools, models, report findings, policy and investment briefs, media, and capacity-building materials. • Analytical and capacity-building tools and materials, datasets, tools, and projections for the policy initiatives. • Qualitative and quantitative knowledge products, including peer-reviewed scientific publications. • Decision support tools for policymakers on strategies for sustainable investment. 	<ul style="list-style-type: none"> • Stronger public-sector capacity to appropriately adapt governance systems to country conditions for better results for the agricultural and rural poor. • User-friendly modeling programs and manual for non-modelers. • Web portal materials posted on social network avenues (blogs, Facebook, Twitter) for nonscientific and general audiences and media. • Methods and tools for monitoring and evaluating policy and public investment for agricultural and rural development. • M&E framework developed for monitoring and evaluating the CAADP indicators. 	<ul style="list-style-type: none"> • Universities, ministries, NGOs, CSOs, research institutions, think tanks. • The goal is to increase the national capacity for policy analysis and research that leads to investment in the economic growth of poor populations. 	<ul style="list-style-type: none"> • Facilitating collaboration among the public sector and civil society organizations in policy processes. • Promoting capacity development and cross-country learning. • Facilitating collaboration with institutions in charge of training service delivery, personnel employed at the universities, civil service colleges, and local governments in building capacity in areas of policy analysis and investment for agricultural and rural development. • Developing the training programs and curriculum materials for training modules. • Developing a data-generation strategy.

Source: Authors.

5.1.4. Knowledge Management and Sharing

The first stage of capacity strengthening under the knowledge management and sharing thematic area would focus on sharing research methods, tools, and results developed from the research components with key partners (the private sector, development NGOs, public-sector agencies, and donors). This sharing should be based on the premise of collaboration and mutual accountability, with a shared goal of contributing to improved policy processes and investment in agricultural sector and rural development. Table 24 summarizes some of the anticipated inputs, outputs, outcomes, and roles of the institutions and activities.

The long-term sustainability of the capacity-strengthening efforts will be ensured by the production of a set of public materials that partner institutions can effectively use to build local capacity and enhance the use of research methods, tools, and results generated from the policy research. This approach will have a multiplier effect, going beyond the aforementioned collaborative partnerships to reach a new generation of policy researchers and analysts—even beyond those covered by CAADP. On one hand, strategic linkages with educational, research, and professional networks will promote the replication of the research methods. On the other hand, strategic partnerships with policy and a better application of the political and economic dimensions of policymaking will go a long way in enhancing the utility of empirical evidence in policymaking. More must be done to understand the demand side of policymaking.

It is anticipated that the above outcomes will be translated into two core impacts: research activities and development impacts. Each will help in the policy processes and investment planning for agricultural and rural development in Uganda.

Improved knowledge management and sharing is expected to lead to the following outcomes:

- Policymakers and practitioners would influence policy formulation, design, development, or implementation by participating in the research. These institutions will be more likely to be aware of the findings and to apply them in practice, which will help to influence and strengthen other research. For example, national agricultural research systems that work with science policy institutions will be better able to target their technical research to meet the needs of poor people.
- Strategic partnerships between research analysts and policymakers would give them a better appreciation of the political and economic dimensions of policymaking and enhance the use of empirical evidence in policymaking. Realistically, there is a thin line between policymaking and political considerations. There are arguments that although politicians are rational actors, they are usually solving problems that do not take a purely economic form (Bates 1990). There are instances when what appears as economic costs may offer political benefits. On this point, authors like Bates elaborate that what economists may consider “bad policy” may not necessarily be the result of poor training or other deficiencies, but rather a result of politicians’ seeking gains different from those intended by an economist. To be effective, policy analysts may have to represent explicitly the political problems as perceived by the policymaker, and then proceed to use their analytical skills to solve them.

TABLE 24: SUMMARY OF ANTICIPATED RESULTS UNDER THEMATIC AREA 3: KNOWLEDGE MANAGEMENT AND SHARING

Inputs	Outputs	Outcomes	Institutions	Roles and Responsibilities
<ul style="list-style-type: none"> • Trainings • Funding 	<ul style="list-style-type: none"> • Identify and promote innovative, research-based policy options for agricultural and rural development and poverty reduction. • Share Identified, tested, and evaluative innovative policy analysis tool kits with the key stakeholders. • Disseminate and mainstream the identified options, so that they become solutions in national policies and investment programs. • Use knowledge dissemination avenues, like web-portals, tools for access to research findings, methodologies for policy analysis, and access to journal materials. 	<ul style="list-style-type: none"> • Improved capacity of the country program partners in knowledge sharing and networking in analyzing policy issues, specifically those related to policy processes and rural development. • Improved capacity strengthening, especially for universities, when they start using research findings in courses or graduate research, or when other organizations run training courses using the research outcomes. • Improved actor participation in policy research, investment analysis, rural development, and dissemination of findings. 	<ul style="list-style-type: none"> • Universities, ministries, NGOs, CSOs, research institutions, think tanks. • The goal is to improve the national capacity for knowledge management and sharing with regard to policy processes, and investment planning for rural development to relevant actors. 	<ul style="list-style-type: none"> • Facilitating knowledge sharing through workshops, organizing policy dialogues. • Organizing training on knowledge management and sharing. • Subscribing to international information sources (web portals), journals, etc. • Facilitating the dissemination of the policy research findings.

Source: Authors.

- Researchers may work directly with practitioners and policymakers for the direct purpose of influencing their behavior or positions. For example, through participatory action, a diversity of knowledge can be generated by working directly with a range of stakeholders (including farmers, foresters, local officials, and policymakers) to reconcile differences in their expectations and aspirations from particular policies and agricultural sector investment initiatives.
- Sharing knowledge through a network of partners and platforms ensures that the findings are communicated effectively, not only to the researchers, policymakers, and practitioner communities, but also to a broader public, thus improving their policy understanding and awareness.

5.1.5. Institutional Linkages and Management Mechanisms

The idea of a SAKSS node is not new to Uganda or to the Ministry of Agriculture, Animal Industry and Fisheries. Indeed, in 2008 a SAKSS node was established in the ministry and hosted by the Plan for Modernization of Agriculture secretariat. The node was active until mid-2012, when it literally ceased its functions because of both internal and external constraints. The node recorded a number of achievements, including establishing an e-library and a trends outlook report. It also engaged the services of a communications specialist to provide guidance in the development of policy briefs. Perhaps the greatest constraint faced by the SAKSS node was that it was perceived as a project, and its staff members were never truly integrated with the Ministry of Agriculture, Animal Industry and Fisheries, so their outputs were never appreciated as ministry outputs.

Housing and supporting the SAKSS node are equally important now in terms of utility and effectiveness. The study proposes a structure that encourages decentralized, innovative research, while maintaining effective oversight and minimizing bureaucracy and transaction costs. The design of this oversight, planning, management, and implementation structure should be informed by the following criteria: increased access to and judicious use of policy analysts based in different institutions, adequate linkages with international-level policy analysts, high involvement of stakeholders, high-quality scientific oversight, transparency, low transaction costs, and minimal bureaucracy. The study envisages a decentralized SAKSS that is also adequately anchored within the existing macro structure of the Ministry of Agriculture, Animal Industry and Fisheries, admittedly the main client for policy-relevant information if it is to be adequately used.

The current structure (see Figure 8) provides for a Policy Analysis Unit that lends itself as a natural home for a national SAKSS node. This unit structurally lies under ministry's Agricultural Planning Unit headed by a commissioner. The Agricultural Planning Unit is essentially the ministry's technical powerhouse. It is currently serviced by two economists supported by the assistant commissioner for agribusiness. This is partly the reason the study recommends the Agricultural Planning Unit as the correct point of entry for any efforts supportive of policy analysis and information utilization in the Ministry of Agriculture, Animal Industry and Fisheries.

The study proposes a thin structure comprised of a SAKSS coordinator and secretary housed by the Agricultural Planning Unit. The manager could be hired by the Ministry of Agriculture, Animal Industry and Fisheries as a consultant or as one of the current ministry staff second to this position. The node should be able to utilize all the other ministry support structures. The proposed design further provides for a SAKSS desk or focal person in each of the key policy analysis institutions, namely the Economic Policy Research Centre, the Department of Agribusiness and Natural Resource Economics of Makerere, the Makerere Institute for Social Research, the Centre for Basic Research, the national NGO Forum, the National Planning Authority, the CGIAR Centers, and others. ReSAKSS will

need to sign a memorandum of understanding (MOU) with the Ministry of Agriculture, Animal Industry and Fisheries to host the node. Meanwhile, the ministry will need to enter into an MOU with all SAKSS hosting institutions and organizations, providing for the scope of work, financial obligations, and arrangements. Among the functions of the SAKSS coordinator would be to follow up with all SAKSS desks and contacts to agree on a research program, assign work, ensure performance, and evaluate research results. The coordinator would also ensure that due payments are released and accountabilities are appropriately followed up. Perhaps more important is that the SAKSS coordinator would be required to prepare weekly briefs for presentation at weekly management meetings with the Ministry of Agriculture, Animal Industry and Fisheries and other related ministries.

A steering committee composed of senior commissioners of the Ministry of Agriculture, Animal Industry and Fisheries and related ministries (preferably chaired by the ministry's permanent secretary or the chairperson of the agricultural subcommittee of Parliament) is proposed to provide the necessary oversight and guidance for all national-level SAKSS activities. Other roles of the committee would include approving the budget and research agenda for SAKSS, and supporting fundraising efforts of ReSAKSS on behalf of the national SAKSS, as indicated in Figure 9.

Alternative options to the SAKSS node, including the Economic Policy Research Centre and/or academic institutions, run the risk of being perceived as external institutions pursuing other development agendas. If the first attempt with the SAKSS node failed when it was anchored in the Ministry of Agriculture, Animal Industry and Fisheries, this means the risk is higher with sister institutions serving as hosts. A case in point is the Food and Agriculture Policy Unit formed under then Faculty of Agriculture in the early 1990s with support from the United States Agency for International Development. Guided by an American professor of agricultural economics, this unit conducted very useful policy research and analysis, but the results had little or no policy impact, largely owing to the unit's location. Policy analysis and formulation in Africa south of the Sahara have a strong political economy dimension that can best be articulated in-house. Mainstreaming policy analysis and formulation within the Ministry of Agriculture, Animal Industry and Fisheries also stands a better chance of being financially sustainable, allowing donor support to play a catalytic and supportive role. In this case, donor support can best be perceived as a way to lay the foundation for integration of the policy function within the parent ministry.

FIGURE 8: MACRO STRUCTURE OF THE MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES

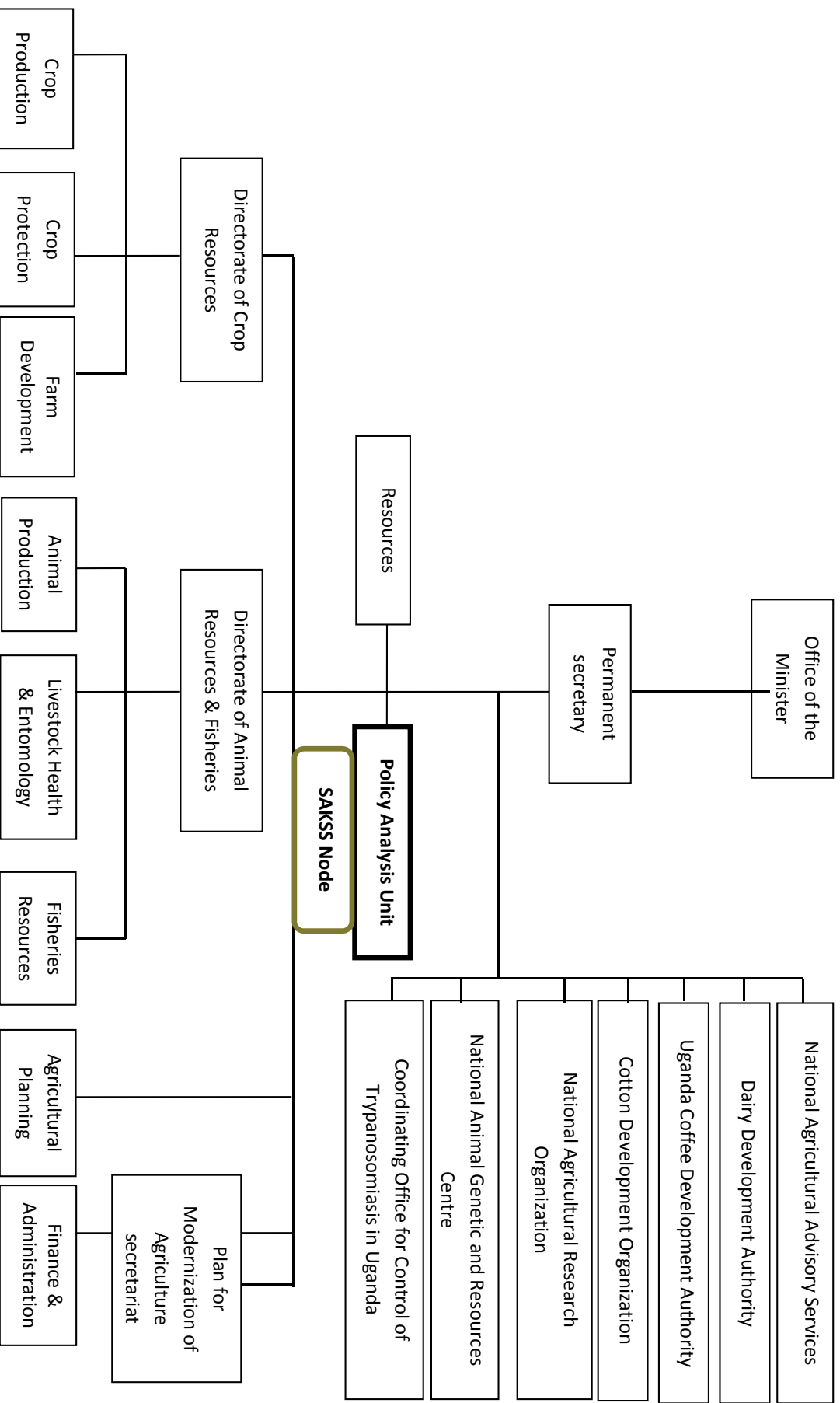
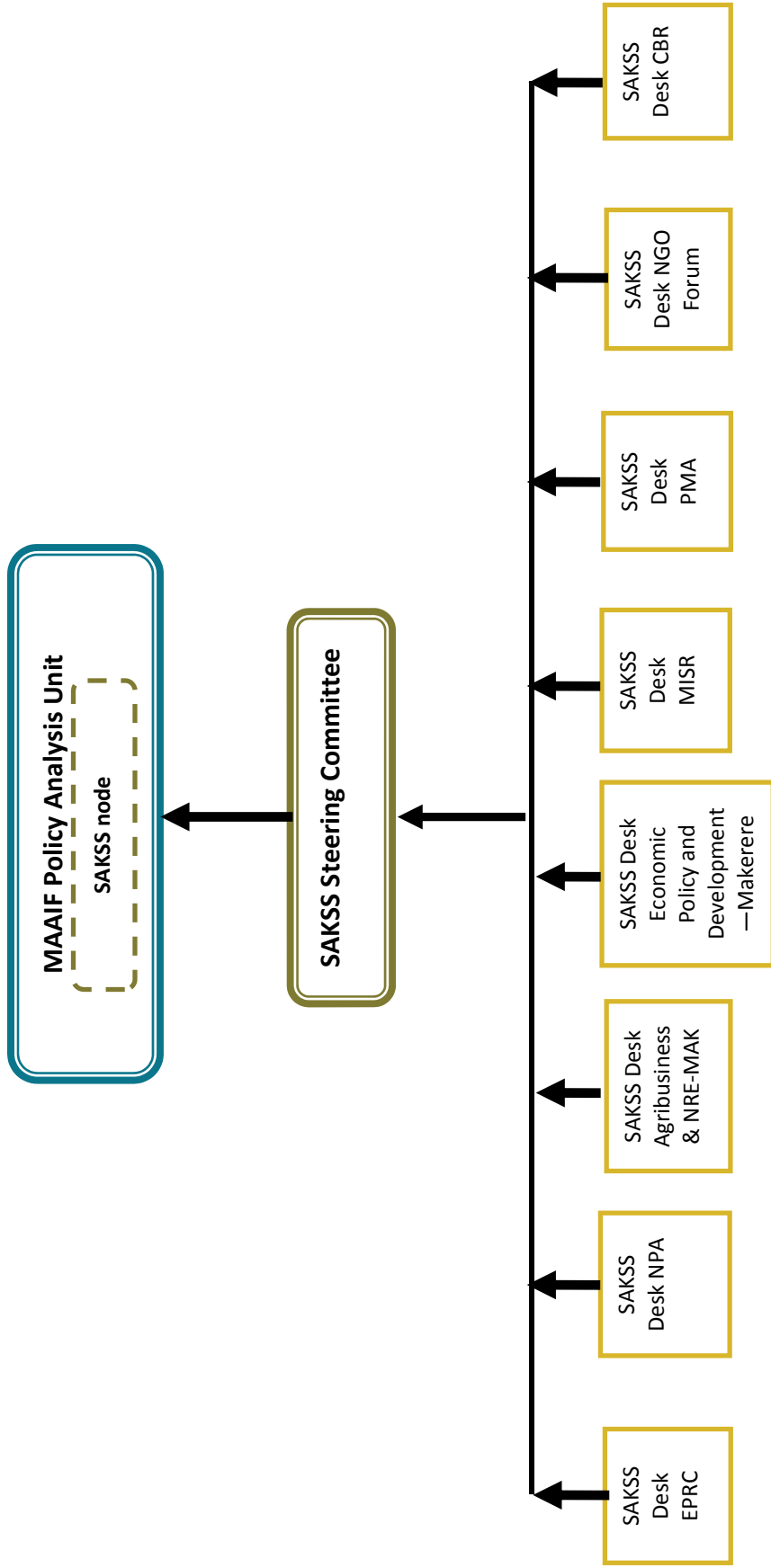


FIGURE 9: PROPOSED INSTITUTIONAL ARRANGEMENTS FOR A NATIONAL SAKSS NODE IN UGANDA



Source: Author.

Note: CBR = Centre for Basic Research; EPRC = Economic Policy Research Centre; MAAIF = Ministry of Agriculture, Animal Industry and Fisheries; MISR = Makerere Institute of Social Research; NPA = National Planning Authority; NRE-MAK = Natural Resource Economics of Makerere; PMA = Plan for Modernization of Agriculture; SAKSS = Strategic Analysis and Knowledge Support System.

5.2. Validation Workshop

A validation workshop of the ReSAKSS report findings was held in Kampala on October 30, 2013. The objective was to share the study with key actors in the agricultural sector, with a view of receiving their insights and inputs. The complete workshop report is provided in Appendix 4. The following findings were noted:

- The gap between science and policymaking remains wide: policy analysis and policymaking exist in silos, except at brief workshops (like this one).
- Agricultural policymaking in Uganda continues to exclude the voices of smallholder farmers or their representatives, although a number of other key stakeholders along the value chain are increasingly coming on board in the policy processes.
- The attention of development planning to policy analysis needs at the lower levels of government is inadequate, despite the district and sub counties being legally recognized as policymaking centers of government.
- Many of the analysts in Uganda's food and agricultural policy environment have qualifications to the MSc level, with only a few having PhD training.
- With the exception of the Uganda National Farmers' Federation, advocacy activities rank lowest in terms of the time commitment of personnel involved in policy work.
- All organizations rely heavily on development partners for financial resources.
- Without exception, all organizations reported inadequate funding and/or lack of separate budgets for policy analysis, research, and communications.
- The most common analytical software used included the STATA econometrics software, SPSS, and Excel, which are mainly popular with research and academic institutions.
- Analytical software is only lightly used by staff of the line ministry or farmers' organizations.
- Computer hardware was not reported as a problem.
- Government line ministries, the parliamentary groups, the National Planning Authority, and NGOs are the perceived beneficiaries of policy analysis research information, although an examination of the policy documents indicates otherwise.

The following recommendations were made by the stakeholders:

- A national SAKSS facility should be hosted by the Ministry of Agriculture, Animal Industry and Fisheries and should directly report to the permanent secretary, with a network of SAKSS desks and nodes strategically situated in each of the key policy analysis institutions.
- ReSAKSS should act as a neutral catalyst, not only to support effective and relevant policy analysis, but also to help stimulate demand among policymakers and practitioners.
- A work plan along clear thematic areas is proposed as an entry point for ReSAKSS to actively engage in supporting and strengthening local policy research capacity and reaching out to the policymakers.
- ReSAKSS should actively engage practitioners to increase the utility of policy analysis research outputs.

- The SAKSS facility will initially run as a project for three years, with a long-term objective of streamlining it within the Ministry of Agriculture, Animal Industry and Fisheries programs for continuity and sustainability.

5.3. Institutionalizing SAKSS within the Ministry of Agriculture, Animal Industry and Fisheries

Following the positive results of the validation workshop, the ReSAKSS staff at the International Livestock Research Institute, together with the consultant, met with the permanent secretary of the Ministry of Agriculture, Animal Industry and Fisheries. The consultation took place on February 27, 2014, at the ministry's headquarters in Entebbe. The permanent secretary noted as follows:

- Uganda needs a country SAKSS as soon as possible.
- SAKSS is a good initiative. During its existence in Uganda, it made very useful contributions by generating knowledge products that were very helpful for preparation of the Development Strategy and Investment Plan.
- Uganda's agricultural information systems need to be strengthened.
- Several questions need to be addressed within the agricultural sector:
 - Why do farmers combine farming with other income-generating activities, even when farming is not profitable?
 - What makes farmers not abandon agriculture?
 - What evidence do we have to convince the government to invest more in agriculture?

It was agreed to move forward with institutionalizing ReSAKSS within the Ministry of Agriculture, Animal Industry and Fisheries. The following 11-step process was agreed upon (see detailed minutes of the consultative meeting in Appendix 6):

1. The Ministry of Agriculture, Animal Industry and Fisheries and ReSAKSS will collaborate to quickly revive the Uganda SAKSS node.
2. The ministry (Mr. Deus Muhwezi and Mr. Tom Kakuba) will comment on and add inputs to the draft SAKSS concept note by March 15, 2014.
3. The capacity needs assessment facilitator will share the draft agreement with the Ministry of Agriculture, Animal Industry and Fisheries by Wednesday March 5, 2014.
4. ReSAKSS will work with Tom Kakuba and Deus Muhwezi to prepare a two-page summary of the concept note for the permanent secretary by March 20, 2014.
5. The ministry will immediately identify office space for the SAKSS node.
6. The ministry, with support from ReSAKSS, will prepare TORs for the SAKSS coordinator, advertise for the position, and start the recruitment process.
7. The selection process will be competitive and will follow the ministry's procedures for hiring project staff to avoid a lengthy process.

8. Aim to sign the agreement between the International Food Policy Research Institute and the Ministry of Agriculture, Animal Industry and Fisheries by April 2014.
9. Consider having a steering committee that is already in existence to oversee the SAKSS node. This will achieve better coordination with existing efforts.
10. The SAKSS coordinator will report to the planning commissioner.
11. Plan for Modernization of Agriculture staff will work very closely with the country SAKSS team.

6. CONCLUSION

As elsewhere, development planning in Uganda has greatly evolved, although it does not adequately prioritize capacity development for food and agricultural policy analysis. Because of this and other reasons, both human and physical capacities for policy analysis remain disjointed, thin, and weak. Considerable policy-relevant information exists in various organizations in Uganda that are scattered and poorly coordinated, which hampers access to and effective use of this information to inform the national and regional-level policy processes.

Meanwhile, Uganda has an ongoing policy process that remains inadequately informed by empirical evidence, which affects not only policy design but also policy implementation and effectiveness. Furthermore, effective demand for policy advice remains weak among policymakers. Opportunities for interaction between policy analysts and policymakers remain limited by a lack of appropriate platforms for candid dialogue and information exchange.

Opportunities exist for ReSAKSS to serve as a neutral catalyst in not only supporting effective and relevant policy analysis, but also helping to stimulate demand among policymakers and practitioners. ReSAKSS can serve as a bridge between policy analysts, policymakers, and practitioners. Housing the Uganda SAKSS node within the Ministry of Agriculture, Animal Industry and Fisheries—the key policymaking body for the agricultural sector—would enhance the utility of the information generated.

REFERENCES

Bates, R. H. 1990. "The Political Framework for Agricultural Policy Decisions." In *Agricultural Development in the Third World*. Second edition. Edited by C. K. Eicher and J. Staatz. Baltimore, MD, USA: John Hopkins University.

GRU (Government of the Republic of Uganda). April 2010. *National Development Plan (2010/11–2014/15)*. Kampala: National Planning Authority.

———. n.d. *The Plan to Achieve Prosperity for All Ugandans*.

MAAIF (Ministry of Agriculture, Animal Industry and Fisheries). March 2010. *Agriculture Sector Development Strategy and Investment Plan: 2010/11–2014–15*. Entebbe.

MAAIF and MFPED (Ministry of Agriculture, Animal Industry and Fisheries and Ministry of Finance, Planning and Economic Development). n.d. *Plan for Modernization of Agriculture: Eradicating Poverty in Uganda*. Entebbe and Kampala.

MFPED (Ministry of Finance, Planning and Economic Development). 2001. *Poverty Monitoring and Evaluation Strategy*. Kampala.

———. 2004. *Poverty Eradication Action Plan (2004/5–2007/8)*. Kampala.

OPM (Office of the Prime Minister, NIMES Secretariat). February 2008. *National Integrated Monitoring and Evaluation Strategy (NIMES) FY 2007–08 Bi-annual Implementation Progress Report*. Reporting Period July–December 2007. Kampala.

APPENDICES

Appendix 1: Study Instruments

Section A. Institutional Details (Questions A1–A8)

A1. Name of organization/department/unit

A2. Address

A3. Telephone

A4. Fax

A5. Email

Note: Please provide the email address (preferably both official and personal) of the head of the organization.

A6. Organization/faculty/unit website

A7. Year in which the organization became involved in food and agricultural policy analysis or research.

A8. Please provide your name and contact address, so that we can follow up on potential data omissions and inconsistencies, should this be necessary.

Note: The organizational contact should usually be the head of the organization or a person designated by him or her.

Name

Designation

Email address

Note. Please provide both official and personal email addresses.

Telephone

Fax

Section B. Human Resources (Questions B1–B4)

Note: For the purpose of this survey, food and agricultural policy analysts and researchers include individuals who have at least a BSc or equivalent degree (i.e., at least three, but usually four years of full-time university training or more), who hold a research or faculty position (including long-term consultancies), and who undertake food and agricultural policy research or analysis. (Please refer to the definition of food and agricultural policy research.) Only staff currently working should be reported (i.e., exclude staff on long-term unpaid leave, or positions approved but not filled). Management positions, such as deputy directors and heads of food and agricultural policy-related research programs, should also be included while counting researchers and analysts. Administrative personnel should not be included as researchers or analysts.

B1. Number of food and agricultural policy faculty, researchers, and analysts by the highest education level (2010).

Education Level	Male	Female	Total (Headcount)
PhD			
MSc			
BSc			
TOTAL			

Note: If the degree-level equivalence is unclear, apply the following educational scale:
PhD = more than 6 years of full-time university education, including a doctoral thesis.
MSc = 5–6 years of full-time university education.
BSc = at least 3 (but usually 4) years of full-time university education.
Please exclude staff on long-term unpaid leave. Please place staff with an honors degree in the BSc category.

B2. Age distribution of faculty, researchers, and analysts by education level (2010).

Education Level	<30	31–40	41–50	51–60	>60	Total (Headcount)
PhD						
MSc						
BSc						
TOTAL						

Note: The total number of food and agricultural policy researchers and analysts in B2 must equal the total number of researchers and analysts in B1.

B3.1. It is likely that faculty, researchers, and analysts engage in both research and nonresearch activities (e.g., teaching or extension). Please provide an estimate of the overall share of time that faculty and researchers spend on research, teaching and training, advocacy, and extension in your organization. (The sum of time allocated to different activities must be equal to 100%.)

Research and analysis _____%

Teaching and training _____%

Extension _____%

Advocacy _____%

Other (please specify) _____%

Note: **Research and analysis** includes activities like designing survey instruments, data processing and analysis, report writing, preparing journal papers, fundraising through research proposals, and research project management.

Teaching is providing formal education to the students in a classroom environment.

Training includes short-term training that the faculty, researchers, and analysts deliver to different beneficiaries. An example includes short-term training delivered to extension agents or other researchers.

Extension is an advisory service or education provided directly to farmers or intended beneficiaries of technology. It encompasses a wide range of communication and learning activities, such as organizing farmer tours to experiment stations, demonstrating new techniques, bringing farmers' problems to research professionals, explaining the methods of applying insecticides and fertilizers, and describing better farm management practices.

Advocacy is defined as any actions by an individual, group, or organization that are aimed to influence public policy and resource allocation decisions within political, economic, and social systems and institutions. Examples of advocacy activities include organizing groups or committees and building their power, educating legislators, lobbying, organizing rallies, and educating the public and informing policymakers and politicians about different issues, problems, and solutions.

B3.2. Please provide an estimate of time spent on food and agricultural policy research and analysis out of overall share of time dedicated to research by the faculty, researchers, and analysts of your organization.

_____%

Note: Please refer to definition of food policy research.

B3.3. Please provide an estimate of time spent on food policy advocacy out of overall share of time dedicated to advocacy by the faculty and researchers of your organization.

_____%

Note: **Food policy advocacy** is defined as any advocacy activities that are related to food and agricultural policy issues.

B4. As of December 2010, please provide the gross annual salary for the following positions in current local currency units.

Note: **Gross annual salary** includes regular salary plus pension plans, insurance premiums, communications, transportation, housing, public utilities, and other allowances and excludes loan payments and tax deductions. Please provide the following information in consultation with the human resource unit of your organization. (Please use the table relevant for the type of organization.)

Position/Equivalent	Number of Faculty, Food Policy Researchers, and Analysts	Salary Level
Higher Education/University		
Teaching Assistant/Research Assistant		
Lecturer		
Senior Lecturer/Assistant Professor		
Associate Professor/Reader		
Full Professor		
Research Organization		
Research Assistant/Research Analyst		
Research Scientist		
Senior Research Scientist		
Principal Research Scientist		
Chief Research Scientist/Director		
Policy Think Tank/Research Institute		
Research Assistant/Research Analyst		
Postdoctoral Fellow		
Junior Research Fellow		
Research Fellow		
Senior Research Fellow/Director		
Ministry of Agriculture		
Economist I		
Economist II		
Senior Economist		
Principal Economist		
Chief Economist/Director		

Note: If the above-specified positions do not reflect the position, classification, and hierarchy in your organization, please state the equivalent position, and mention the salary level and number of agricultural policy analysts holding the stated position accordingly.

Section C. Financial Resources (Questions C1–C6)

C1. Financial Year

The financial year runs from (day/month) _____ to _____.

C2. Total annual budget of the organization (in current local currency units) since 2008.

Year	Recurrent Budget	Capital Budget	Total Annual Budget
2008			
2009			
2010			

Note: Please provide the recurrent and capital budgets.

Recurrent budget includes staff salaries and benefits for all staff, plus budget for such items as gasoline, electricity, stationery, books, staff training, travel, and per diem expenses. It also includes budgets for running costs and maintenance of buildings, cars, and equipment.

Capital budget includes budgets related to the purchase or rental of items that last longer than one year, such as research equipment, furniture, computers, cars and vehicles, land, and buildings. Please provide the budget based on your financial year if the financial year and the calendar year do not match.

C3. Total annual expenditures of the organization (in current local currency units) since 2008.

Year	Recurrent Expenditures	Capital Costs	Total Annual Expenditures
2008			
2009			
2010			

Note: Please provide the actual recurrent expenditures and capital costs as possible—not budgeted or projected—expenditures. Please report all expenditures, including those funded by government, donors, own income, and other research contracts.

Recurrent expenditures include staff salaries and benefits for all personnel, plus expenditures on such items as gasoline, electricity, stationery, books, staff training, travel, and per diem expenses. It also includes expenditures on running costs and maintenance of buildings, cars, and equipment.

Capital costs include expenditures related to the purchase or rental of items that last longer than one year, such as research equipment, furniture, computers, cars and vehicles, land, and buildings. Depreciation costs (and interest charges) of past capital investments should also be included in this category.

If the financial and calendar years do not match, please place the figures in the calendar year that accounts for most of the financial year. For example, financial years beginning on or later than July 1, 2009, are to be reported as 2010 expenditures.

C4. Please state the share of expenditures on food and agricultural policy research and analysis out of total organizational expenditures (in percentage) for 2011. _____%

Note: Please refer to the definition of food policy.

C5. Please provide the approximate breakdown of sources of funds for food policy research (average for the last 3 years, 2009–2011).

Sources	Contribution (Average for the Last Three Years)
Government (core funding)	
Government (other)	
Bilateral and multilateral donors	
Private sector	
Farmers' organizations and nongovernmental organizations	
Revenue and Income-generating activities	
Others (please specify)	
1.	
2.	
3.	

Note: Please provide the sources of food policy research funds and their contributions in percentages. The total should be equal to 100%.

Bilateral donors are such organizations as the United States Agency for International Development, Japan international Cooperation Agency, German Organization for Technical Cooperation, governments of France and other countries, Bill and Melinda Gates Foundation, and other foundations.

Multilateral donors are such organizations as the World Bank, Food and Agriculture Organization of the United Nations, European Union, and CGIAR Centers.

C6. What percentage of the organization's total funding was unrestricted in 2011? _____%

Note: **Unrestricted funds** are the funds from the government, donors, and private sector that are not tied to any particular activity. Such funds do not have any donor-imposed restrictions for their use.

Section D. Physical Resources (Questions D1–D7)

D1. Please provide the number of equipment and facilities in use for food and agricultural policy research and analysis.

Equipment	Number
Computers	
Computers with word processing software (Microsoft Office suite, OpenOffice)	
Computers with bibliographic management software (OneNote, Endnote, Mendeley, Xotero, Reference Manager, Bibtextetc)	
Computers with analytical software	
<i>Econometric and statistical software (STATA, SPSS, SAS)</i>	
<i>GIS software (Arc View)</i>	
<i>Qualitative analysis software (NVivo, ATLAS Ti)</i>	
Vehicles	
Telephones	
<i>Landlines</i>	
<i>Cell Phones</i>	

Note: Please provide the number of computers and laptops that are provided **by your organization (not personal laptops and computers)** to faculty, researchers, and analysts for undertaking food policy research. This includes computers that are simultaneously used for other research as well. This also applies to word processing, bibliographic management, and analytical software. Kindly provide the number of vehicles that are used by food policy researchers. Vehicles include motorbikes, scooters, and cars and other four-wheel-drive vehicles that have been provided by the organization for use in official business. Please exclude personal motorbikes, scooters, and cars. Kindly provide the number of **direct (not an extension)** landline telephones and cellular phones that are provided by your organization to food policy researchers.

D2. Please provide a list of analytical software frequently used in your organization.

Analytical Software	Yes	No	Number of Researchers Using	If Yes, Frequency of Use (Please check one)			
				Daily	2–3 Times a Week	Monthly	Quarterly
STATA							
MINITAB							
SPSS							
MATLAB							
E-views							
SAS							
Excel							
GAMs							
Atlas Ti							
NVivo							
GIS Arc View							
Others (please specify):							
1.							
2.							
3.							

Note: Please check all that apply, and also mention the frequency of use and number of food and agricultural policy researchers and analysts using the above-mentioned software.

D3. Please provide the number of reports and publications produced using the following software in the last 2 years (2009–2010) by the researchers involved in food and agricultural policy research.

Analytical Software	Yes	No	Number of Publications and Reports That Used Analytical Software
STATA			
MINITAB			
SPSS			
MATLAB			
E-views			
SAS			
Excel			
GAMs			
Atlas Ti			

Analytical Software	Yes	No	Number of Publications and Reports That Used Analytical Software
NVivo			
Others (please specify):			
1.			
2.			
3.			

Note: The publications and reports do not need to be only policy related, but have to be produced by the researchers and analysts who are identified as food and agricultural policy researchers and analysts. Please check all that apply.

D4. Please provide a list of bibliographic management software used in the organization.

Bibliographic Management Software	Yes	No	Number of Researchers Using	If Yes, Frequency of Use (Please check one)			
				Daily	2–3 Times a Week	Monthly	Quarterly
Reference Manager							
Endnote							
Mendeley							
Zotero							
OneNote							
Bibtex							
Others (please specify):							
1.							
2.							
3.							

Note: Please check all that apply and also mention the frequency of use and number of food and agricultural policy researchers and analysts using the above-mentioned software.

D5. How do you rate the speed of Internet connection in your organization?

- Very slow
 Slow
 Moderate
 Fast
 Very Fast

D6. How long does it take for a website to load on your office computer?

- <5 seconds
 5–14 seconds
 14–29 seconds
 39–59 seconds
 1–2 minutes
 >2 minutes

Note: In order to measure this, open up Internet Explorer or any other browser (such as Mozilla Firefox), type www.google.com in the address bar, and hit enter. Note the time taken to load the Google web page. Follow the same procedure in 3–4 computers, and take the average time.

D7. How long does it take to download a 1-MB file from the web on your office computer?

- <5 seconds
 5–14 seconds
 14–29 seconds
 39–59 seconds
 1–2 minutes
 >2 minutes

Note: To note the download time for a 1-megabyte file, go to <http://www.immi.gov.au/living-in-australia/values/book/>. To go to the link above, copy and paste the link in the address bar of the browser. To download the file "Life in Australia" (1 MB), right click the file name, click "save as," and provide the saving location and name. After completing these steps, please note the time taken to download the file.

Section E. Research Policy Linkage (Questions E1–E12)

E1. Please provide the number of food and agricultural policy research and analysis projects undertaken by your organization in the last 2 years (2010–2011). _____

E2. In the last 2 years (2010–2011), how many food and agricultural policy research and analysis projects were developed with a communications strategy? _____

E3. Please rank (1–7) in order of importance your organization’s stakeholders for research.

Stakeholders	Rank (1–7)
Ministries (government)	
Parliament groups	
National planning commission and public organizations	
Nongovernmental organizations and civil society organizations	
Donors	
Private sector	
Other (please specify)	

E4. Has your organization conducted public consultations on food and agricultural policy issues in the last 2 years (2010–2011)?

- Yes
 No

Note: **Public consultation** is a process in which inputs or opinions of the public are sought about an issue.

E4.1. If yes, please provide the number of public consultations implemented by your organization on food and agricultural policy issues in the last 2 years (2010–2011). _____

Please provide the number of public consultations in which members of the general public were present and that were related to food and agricultural policy issues.

E5. Has your organization conducted policy dialogues or multistakeholder consultations (including policymakers) on food and agricultural policy issues in the last 2 years (2010–2011)?

- Yes
 No

Note: **Policy dialogue** constitutes an effort to exchange information and build consensus on recommendations among the public, private, and civic sectors through leaders who are in a position to make decisions or forge alliances to bring about specific change in existing policy or form a new policy.

Multistakeholder consultations comprise consultations with various groups of stakeholders on a given issue.

E5.1. If yes, please indicate how many events were held over the last 2 years (2010–2011). Please break down your answer according to the categories below.

Seminars less than two hours	
Two-hour seminars	
Half-a-day policy dialogues and meetings	
One-day workshops and conferences	
Two-day workshops and conferences	
Three-day workshops and conferences	
More than three-day workshops and conferences	

E6. Has your organization participated in policy dialogues or multistakeholder consultations (including policymakers) on food and agricultural policy issues in the last 2 years (2010–2011)?

Yes No

E6.1. If yes, please indicate how many events that your organization participated in the last 2 years (2010–2011)? Please break down your answer according to the categories below.

Seminars less than two hours	
Two-hour seminars	
Half-a-day policy dialogues and meetings	
One-day workshops and conferences	
Two-day workshops and conferences	
Three-day workshops and conferences	
More than three-day workshops and conferences	

E7. Has your organization participated in discussions on global, regional, and continental issues pertaining to the agricultural and food sectors in the last 2 years (2010–2011)?

Yes No

E7.1. If yes, kindly provide the number of global, regional, and continental events that you participated in.

Event Categories	Number of Events	Name of Events
Global events		
Continental events		
Regional events		

Note: Ask for evidence (as possible). Examples of evidence include names of events and conference proceedings where the organizations' names were listed.

E8. Please mark the tools that your organization uses from the categories provided below for communicating research findings. Please indicate how many times those communication tools were used in the last 2 years (2010–2011).

Analytical Software	Yes	No	Number of Times the Communication Tool Was Used in the Last 2 Years (2010–2011)
Personal contact with officials			
Small roundtable discussions with officials and key stakeholders			
Public roundtables with officials and press			
Newsletters to officials			
Policy briefs to officials			
Presentations to officials			
Press conferences and panel discussions			
Work with media to influence government			

Note: Please provide the figures on how many times the tools were used in the last 2 years.

Newsletters include both electronic and hard-copy newsletters. We request you to provide evidence (as possible and relevant). Examples of evidence include names of policy briefs and related information, such as volume numbers, authors, and dates of publication, and titles of press conferences.

E9. Does your organization receive direct requests from government and policymakers to provide specific information on food and agricultural issues?

Yes No

Note: Please note this question is referring to any policy-related information shared with the government and policymakers, not policy advice. For example, projected area of agricultural land inundation with 1 meter of sea level rise could be relevant and useful to inform policy related to climate change adaptation in agriculture.

E9.1. If yes, how often?

Once a week	
Twice a month	
Monthly	
Quarterly	
Semiannually	
Annually	
Other (please specify)	

E10. Is your organization a valuable source of research, data, and statistics?

Not at all Not much Somewhat Very much

E11. Does your organization have an influence on the budget-making process (in terms of openness, quality, or equity of budget choices) in the food and agricultural sectors?

Not at all Not much Somewhat Very much

E12. Does your organization have an impact on holding the government accountable for implementing food and agricultural policies?

- Not at all
 Not much
 Somewhat
 Very much

Section F. Evidence-Based Policymaking (Questions F1–F4)

F1. Has your organization or anyone in your organization played a specific role as a policy advisor in the food and agricultural sectors for the government?

- Yes
 No

Note: For example, a member of a national planning commission, a member of any national steering group, a member of a task force or advisory committee at the national level.

F1.1. If yes, please provide the number of researchers acting as policy advisors. _____

F2. Does your organization receive requests for providing policy advice on food- and agricultural-related issues?

- Yes
 No

Note: This question is referring to policy advice, not policy-related information. An example of policy advice would be providing suggestions regarding feasible options, or suggesting the plausible solutions for an issue.

F2.1. If yes, how often?

Once a week	
Twice a month	
Monthly	
Quarterly	
Semiannually	
Annually	
Other (please specify)	

F2.2. If yes in F2, please rate the level of use of policy advice by policymakers on a scale of 1 to 5, where 1 refers to no use and 5 refers to complete use. _____

F3. Has your organization been involved in the development of any food and agricultural-related policy and strategy documents in the last 5 years (2007–2011)?

- Yes
 No

F3.1. If yes, please list the documents that you have been involved in developing in the last 5 years.

Policy and Strategy Documents	Level of Involvement (1–5)*

*Levels of involvement: 1 = provided advice to drafters of the policy document during meetings and consultations; 2 = provided written comments or reviewed the drafts; 3 = participated during the validation workshops of the draft; 4 = drafted a section or chapter of the policy document; 5 = led the drafting of the policy document.

F4. Have any research and analytical products from your organization been used in the development of food and agricultural policy or strategy documents in the last 5 years (2007–2011)?

Yes No

F4.1. If yes, please provide the number of publications and reports from your organization used in policy or strategy documents. _____

Please provide the names and authors of the publications and reports used in policy documents.

Authors' Names	Publications Names	Strategy and Policy Documents That Used the Mentioned Publications

Section G. Policymaking Capacity (Questions G1–G4)

G1. Is there a parliamentary committee for the food and agricultural sectors in the country?

Yes No

G1.1. If yes, how many times did the parliamentary committee meet and discuss the issues in the food and agricultural sectors in 2011? _____

Note: if accessible, please review the parliamentary transcripts.

G2. Does the country have a food security task force?

Yes No

G2.1. If yes, please provide the name of the food security task force. _____

G2.2. How many times did the task force meet in 2011? _____

G3. Does the country have food security-related networks and associations?

Yes No

G3.1. If yes, please provide their names and the number of times they met in 2011.

Associations and Networks	Number of Meetings in 2011
1.	
2.	
3.	
4.	
5.	

Note: An example of such associations includes an agriculture economics association and network of food security NGOs.

G4. How many strategy and policy documents has the government approved in the last 5 years (2007–2011)? _____

Please provide the names of the policy and strategy documents related to the food and agricultural sectors approved in the last 5 years.

Appendix 2: Organizations and Institutions Surveyed

- 01 Economic Policy Research Centre, Makerere University
- 02 Department of Agribusiness and natural Resource Economics, Makerere University
- 04 Department of Development Economics and Policy, Makerere University
- 05 Makerere Institute For Social Research, Makerere University
- 06 Centre for Basic Research, Kampala
- 07 Uganda National Farmers' Federation, Nakasero Kampala
- 08 Ministry of Agriculture, Animal Industry and Fisheries (MMAIF), Entebbe
- 09 National Agricultural Research Organization of Ministry of Agriculture, Animal Industry and Fisheries, Entebbe
- 10 National Agricultural Advisory Services, Kampala
- 11 National Planning Authority–Planning House, Kampala
- 12 Ministry of Finance, Planning and Economic Development (MFPED), Kampala
- 13 National NGO Forum, Kampala
- 14 Uganda Christian University, Mukono
- 15 Faculty of Agriculture, Kyambogo University
- 16 International Food Policy Research Institute, Kampala Office
- 17 African Forum for Agricultural Advisory Services, Kampala
- 18 Association for Strengthening Agricultural Research In East and Central Africa

Appendix 3: Validation Workshop Participants

Ministry of Agriculture, Animal Industries and Fisheries Attendance List for the Workshop on Presentation of RESAKSS Working Paper Findings on Country-Level Capacity-Strengthening Strategy

OCTOBER 30, 2013, HOTEL AFRICANA, KAMPALA

Name	Organization
Fred Mutenyo	Makerere University Kampala
Bjoun Van Campeuhaut	International Food Policy Research Institute
Japheth Magyembe	National Agriculture Research Organization
Joseph Kamgie	International Livestock Research Institute/RESAKSS
Stella Massawe	International Livestock Research Institute/RESAKSS
Moses Kasigwa	Ministry of Agriculture, Animal Industries and Fisheries
Max Tusiime	Ministry of Agriculture, Animal Industries and Fisheries
Jovan Lubega	Ministry of Agriculture, Animal Industries and Fisheries
Gideon Gariyo	Ministry of Finance Planning and Economic Development
Emmanuel Muhoozi	Ministry of Agriculture, Animal Industries and Fisheries
Deus Muhwezi	Ministry of Agriculture, Animal Industries and Fisheries
Ronald Mbala	Ministry of Local Government
Miriam Kyotalimya	Association for Strengthening Agricultural Research in Eastern and Central Africa
Wamibu	Ministry of Trade and Cooperatives
Jackie Wabbi	Makerere University
Augustine Mwendya	Uganda National Farmers Federation
Joyce I. Nyeko	Ministry of Agriculture, Animal Industries and Fisheries
Swaibu Mbowa	Economic Policy Research Center
Moh Fowler	United States Agency for International Development
Owaro T.	Office of the Prime Minister
Peter Mugisha	Ministry of Agriculture, Animal Industries and Fisheries
Silim Nahdy	African Forum for Agricultural Advisory Service
Stephen Biribonwa	Ministry of Agriculture, Animal Industries and Fisheries
Kenneth Semakula	Private Sector Foundation Uganda
Charles Owach	Food and Agriculture Organization of the United Nations
Denis Olul	Ministry of Agriculture, Animal Industries and Fisheries
Francis Muhumuza	Ministry of Agriculture, Animal Industries and Fisheries
Caesar Asimwe	SNV Uganda Country Office
Isaac Onen	NGO Forum
Pascal Bitarabebo	Makerere Institute of Social Research
Bernard Bashaasha	Makerere University
Eric Makonzi	Makerere University

Appendix 4: Validation Workshop Report

Report on RESAKSS Working Paper Findings on Country-Level Capacity-Strengthening Strategy

Validation Workshop, October 2013, Hotel Africana, Kampala

1. Background

ReSAKSS is a knowledge management platform offering easily accessible, high-quality analysis, data, and tools to farmers, researchers, policymakers, and development professionals to promote evidence-based decision-making, improve awareness of agriculture's role in poverty reduction and food and nutrition security, promote dialogue, and facilitate the review, learning, and adoption of best practices associated with the CAADP Agenda. It operates as a multi-country network of collaborating partners represented by regional web-based platforms (www.resakss.org) that provide access to open data sources, analysis, and readily available tools and research evidence for informing agricultural and poverty-reduction strategies. ReSAKSS helps to strengthen ongoing policy dialogue at the continental, regional, and national levels to influence future strategic directions in African agricultural development for greater and better-distributed growth, poverty reduction, and food and nutrition security.

2. RESAKSS Focuses on the Following Activities

Strategic analysis: provide data, tools, and analysis for monitoring key growth and poverty-reduction priorities and assessing the impacts of interventions to address key questions, including the following: whether and how the interventions are having their desired impact on increasing growth and reducing poverty and malnutrition; what environments enable successful implementation of agricultural policies and strategies; and which interventions can lead to greater and better-distributed outcomes.

Knowledge management: develop a common pool of up-to-date information on key indicators at various levels to support policy planning, analysis, and dialogue; document lessons from past and ongoing research, policy analysis, impact assessment, policy processes, and practical experiences for improving future growth and poverty reduction strategies; and facilitate access to a variety of knowledge products to support assessment, review, and benchmarking of growth and poverty reduction strategies.

Capacity strengthening and policy communication: collaborate and work closely with national and regional networks of partners in carrying out the previously listed activities and in exchanging skills, training, and practical experiences to strengthen local capacities; and share with policymakers, through various media and interactions, key growth and poverty-reduction issues, analysis, and emerging challenges, as well as research findings associated with the performance and impact of growth and poverty-reduction strategies.

Establishment/strengthening of agricultural policy and knowledge systems: to support the implementation and M&E of the DSIP in line with the principles, objectives and commitments of the Government of Uganda in the Uganda CAADP Compact. ReSAKSS has mobilized resources to support the establishment of Uganda Strategic Analysis and Knowledge Support System (SAKSS).

Capacity enhancement: for strategic analysis, knowledge management, M&E, and impact evaluation.

Establishment/strengthening of agricultural policy and knowledge systems: to support the implementation and M&E of the DSIP in line with the principles, objectives and commitments of the Government of Uganda in the Uganda CAADP Compact.

Capacity enhancement: for strategic analysis, knowledge management, M&E, and impact evaluation.

3. Feedback from the Validation Workshop

The validation workshop was attended by various stakeholders with key interest and participation in policy related work. The workshop was meant to provide input to the capacity needs assessment for country level Strategic Analysis and Knowledge Support System (SAKSS) report; carried out by independent consultants led by Prof. Bernard Bashaasha and Fred Mutenyo. The validation workshop took place on 30th October 2013, at Hotel Africana.

3.1. Opening Remarks

The Assistant Commissioner, Agribusiness represented the PS MAAIF. In his opening remarks, he noted that ReSAKSS intervention in food and agricultural policy analysis was timely and welcome. He commended the various stakeholders present for their continued support in addressing the Agricultural development agenda. He however called on the participants to seize this opportunity to make a vital input in the ReSAKSS draft report findings. He said, the recommendations of the report would not only support build the capacity of various research based organizations /institutions, but also help link them together and increase demand for policy research products support. He concluded by asking the stakeholders present treat the policy analysis research agenda through ReSAKSS as a priority and accord it all the necessary support it deserves, and henceforth declared the workshop officially opened.

3.2. Presentation of RESAKKS Background/Concept

The ReSAKSS regional office represented by Dr. Joseph Karugia, Regional Coordinator ReSAKSS and Stella Massawe, M&E officer presented a background on how ReSAKSS has evolved over time giving an overview, country SAKSS concept and functions of country SAKSS. The representatives informed the participants that ReSAKSS would help bridge the gap between policy research analysis and policy making. They emphasized that MAAIF should be the lead champion especially in hosting the SAKSS node as an entry point. Dr. Karugia informed the workshop that ReSAKSS has mobilized resources to support the establishment of Uganda Strategic Analysis and Knowledge Support System (SAKSS).

3.3. Results/Findings of the Study

The consultants presented the findings of the study to the participants and thereafter opened the work shop for an open discussion and remarks as attached the presentation. Among the findings that were directly linked to the ministry were noted as below;

1. Gap between science and policy making remains wide: Policy analysis and policy making are virtually not talking except at brief workshops like this one
2. Agriculture policy making in Uganda continues to exclude voices of smallholder farmers or their representatives although a number of other key stakeholders along the value chain are increasingly coming on board in the policy processes.

3. There remains inadequate attention in development planning for policy analysis needs at the lower levels of government; despite the district and sub-counties being legally recognized as policy making centres of government
4. Many of the analysts in Uganda's food and agriculture policy environment have qualifications to the MSc level with only a few having PhD training.
5. With the exception of Uganda National Farmers Federation (UNFFE) advocacy activities rank lowest in terms of the time commitment of personnel involved in policy work.
6. All organizations rely heavily on development partners for financial resources.
7. With no exception all organizations reported inadequate funding and or lack of separate budgets for policy analysis research analysis and communication
8. The commonest analytical software used included STATA econometrics program, SPSS and Excel which are mainly popular with research and academic institutions.
9. However, analytical programs are only lightly used by staff of the line Ministry and the farmers' federation.
10. Computer hardware was not reported as a problem.
11. Government line ministries, the parliamentary groups, the National Planning Authority (NPA) and NGOs are the perceived beneficiaries of policy analysis research information although an examination of the policy documents indicates otherwise.

3.5. Recommendations

1. A national SAKSS facility hosted by MAAIF that directly reports to the Permanent Secretary (PS) with a network of SAKSS desks/nodes strategically situated in each of the key policy analysis institutions.
2. ReSAKSS should act as a neutral catalyst to not only support effective and relevant policy analysis but also help stimulate demand among policy makers and practitioners.
3. A work plan along clear thematic areas is proposed as an entry point for ReSAKSS to; actively engage in supporting and strengthening local policy research capacity and reaching out to the policy makers.
4. ReSAKSS should actively engage practitioners to increase the utility of policy analysis research outputs.
5. The SAKSS facility will initially run as a project for 3 years, with a long term objective of streamlining it within MAAIF programs for continuity and sustainability.

Appendix 5: Terms of Reference

Capacity-Strengthening Strategy through Capacity Needs Assessment for Country-Level Strategic Analysis and Knowledge Support System

Background

With the Maputo Declaration of Heads of State and the governments of the African Union in 2003, the Comprehensive Africa Agriculture Development Programme (CAADP) has become the vehicle for directing agricultural development efforts and partnerships in Africa. To date, more than 30 countries have gone through the CAADP roundtable process, and a majority of them are now elaborating their agricultural investment plans, which detail key investment areas for achieving agricultural sector objectives.

The CAADP process is progressing in these countries, albeit at various rates. One of the key elements needed for the success of the CAADP process and the achievement of its goals at the country level is the continuous generation of evidence for the design, implementation, and modification of various programs and interventions in the agricultural sector. To address this need, the CAADP Compacts signed so far by the countries identify the need for establishing mechanisms for continuous analysis of emerging issues, constraints, and challenges facing the agricultural sector, and for developing systems for information generation, monitoring and evaluation (M&E), and knowledge management. Thus, the setting up of country-level knowledge platforms—i.e., Strategic Analysis and Knowledge Support Systems (SAKSS)—to focus on country-specific analytical and capacity needs, working in close collaboration with the regional-level knowledge platforms (ReSAKSS), is seen as an important initiative in the CAADP process.

At the heart of the CAADP agenda is the need to improve the quality of policy and strategic planning and implementation in order to accelerate growth and progress toward poverty reduction and food and nutrition security. This calls for human and physical capacities, analytical tools, and information to generate credible, timely, and high-quality knowledge products to inform and guide agricultural sector policies and, in particular, planning and review processes. However, capacity to generate evidence-based information, M&E, and knowledge sharing through effective communication of the information and knowledge to policymakers and promotion of policy dialogue needs strengthening to varying degrees in all countries.

Strategic Questions

Key questions about capacity needs assessment and capacity development include:

1. What are the country-specific needs for strategic agricultural policy analysis and investment planning, M&E, and knowledge management?
2. What individual and organizational capacities are needed for strategic agricultural policy analysis and investment planning, M&E, and knowledge management in the short, medium and long terms to satisfy those needs?
3. How can these capacities be harnessed through their effective use in the organizations involved in the CAADP process, particularly for strategic agricultural policy analysis and investment planning, M&E, and knowledge management?
4. What institutional and capacity constraints exist in the policy process for the policy organizations to play their roles effectively to meet the objectives of CAADP?
5. How can such capacity gaps be identified and filled?

Answering these questions through a capacity needs assessment and a capacity-strengthening strategy is an important first step to customize the SAKSS concept (see Annex 1) to each country's context and capacity needs.

International Food Policy Research Institute researchers and ReSAKSS coordinators will guide the consultant to carry out the assessment and produce the Uganda country report, which will be published as a ReSAKSS Working Paper. Findings and recommendations from the survey will be used to design and implement country-specific capacity-strengthening strategies toward the establishment of a functional country SAKSS node. The April 2012 workshop held in Nairobi provides the basis for initiating the needs assessment exercise in Uganda and other "SAKSS-ready" groups of countries.

Objectives

The overall objective of the country-level capacity needs assessment is to develop a country-specific capacity-strengthening strategy to meet the strategic analysis and knowledge management needs of the Ugandan agricultural and rural development sectors. The specific objective of the capacity needs assessment is to identify areas for improving the quality and utility of agricultural policy analysis and investment planning, M&E, and knowledge management in Uganda. The findings of the study will be used in designing and establishing the Uganda country SAKSS.

Context, Levels, and Themes

The development of the capacity-strengthening strategy will be undertaken in the context of contributing to the agricultural and rural development process in Uganda through the establishment of a SAKSS. The capacity needs assessment will be undertaken at three levels: individual, organizational, and policy process.

Specific thematic areas for capacity needs assessment will include evidence generation through

1. Strategic policy analysis and investment planning,
2. Monitoring and evaluation, and
3. Knowledge management and sharing at the country level to help in the implementation of agricultural and food security plans and programs.

For example, assessing capacity for *strategic policy analysis and investment planning* will involve specific research and analytical skills for evidence generation. This will further include skills for generating and processing data, analyzing policy alternatives, and assessing the impacts of the policies and programs that are implemented.

In terms of assessing the capacity of *M&E* systems, for example, identifying what M&E systems are in place, strengthening them, and improving their synergy to provide sufficient data for producing periodic reports on the performance of the agricultural sector at the country level (such as the ReSAKSS flagship Agricultural Trends and Outlook Reports (ATORs)) need particular attention. Capacity needs assessment will include assessing

1. Indicators (definitions and measurements) for tracking agricultural and rural development policy and planning processes and agricultural funding; monitoring performance in the agricultural and rural sectors; and monitoring changes in development outcomes (e.g., poverty, food and nutrition security, hunger).
2. Data sources on the above, including instruments and tools.
3. Periodicity of data collection and reporting on indicators.
4. Data and knowledge management and analytical tools.

5. Availability of data, tools, and reports, including population targeted.
6. Integration of different data and M&E systems for monitoring and reporting on overall national growth and development objectives, and assessing the impacts of policies and programs on growth and development objectives.

Assessing the capacity for *knowledge management and sharing information* will involve, for example, systems for storing and managing data and communicating information using different knowledge products and channels to target different audiences.

Strengthening the capacity of the policy process will help identify opportunities for involving policy decisionmakers to demand policy analysis outputs and to use them effectively. The policy process differs from country to country, depending on the nature of leadership and governance. Nevertheless, the mapping of the policy process by identifying key players and actors, their roles, and their influence will help in identifying opportunities for strengthening the policy processes for effective implementation of agricultural and food security investment plans.

Specific Tasks for the Consultant

1. Assess the existing capacity for strategic policy analysis and investment planning at the country level. This will require identifying key individuals within those organizations who are currently contributing to the generation of evidence for policymaking in the agricultural sector. This level of assessment includes
 - a. Interviewing key informants to assess the need for human capacity in terms of the total number of professionals and their qualifications needed for strategic policy analysis, M&E, and knowledge management and sharing.
 - b. Using formal instruments to identify the existing human capacity in the organizations involved in policy research and analysis, M&E, and knowledge management and sharing.
 - c. Identifying capacity gaps by compiling and analyzing disaggregated data by gender, education attainment, and area of specialization.
 - d. Developing a baseline database on individual capacities, including their education, training, and experience by organizations, which will be used for periodic monitoring of progress made toward implementing the capacity-strengthening strategy.
2. Assess organizations' capacity and identify areas for improving the quality and utility of agricultural policy analysis and investment planning and implementation and M&E, including strengthening their capacity to produce periodic reports on the performance of the agricultural sector, such as the ReSAKSS flagship ATORs. This level of assessment includes
 - a. Developing an annotated list (including a map showing linkages) and the roles and responsibilities of the major state and non-state organizations involved in strategic policy analysis, investment planning, M&E, and knowledge management and sharing.
 - b. Assessing the existing organizational capacity for strategic policy analysis, investment planning, M&E, and knowledge management and sharing, and identifying the areas for strengthening their efficiency, effectiveness, and sustainability.

- c. Assessing the existing data and M&E systems related to tracking implementation of agricultural and food security investment plans, and identifying areas for strengthening the systems for effectiveness, efficiency, and sustainability.
 - d. Assessing the existing contents and knowledge management systems related to agricultural and rural development, and identifying areas for strengthening the systems for their effectiveness, efficiency, and sustainability.
3. Assess the institutional and capacity constraints in the policy process related to implementation of agricultural and food security strategies (including development and implementation of investment plans), with particular reference to effective use of evidence (including policy analysis results and M&E data) in policy and program design and in investment planning. Specific activities and outputs include
- a. Developing a network map of major decisionmakers in the agricultural and rural development sectors (e.g., ministers, principal secretaries, directors, Parliament members, federal executive councils, state governors, other Cabinet members, donors), their role, and the level of influence through discussions with key informants.
 - b. Assessing the demand for policy analysis results, M&E data, and other forms of knowledge by various players and actors of the policy process, and identifying the cycle of major events, policy discussions, and planning processes related to agricultural and rural development (e.g., budget preparation) and key M&E data and policy analysis used and demanded.
 - c. Assessing how evidence-based information is used by the policymakers and for what purposes.
 - d. Analyzing the current institutional and capacity constraints in the policy process that impede the design and implementation of investment plans, and identifying specific opportunities for strengthening the policy process.
4. Based on the above three levels of assessments across the three themes, develop a capacity-strengthening strategy for the country SAKSS. This will include
- a. Identifying specific capacity-strengthening activities and opportunities for strengthening the individual, organizational, and policy process capacities, with particular reference to the components and structure or architecture of the country SAKSS (e.g., coordination team, network and members (institutions and key individuals), host institutions, governance structure and members).
 - b. Relating the capacity-strengthening activities identified to the roles and responsibilities of the individuals and organizations involved in strategic policy analysis, M&E, development and implementation of investment plans, and knowledge management.
 - c. Suggesting how individual capacities could be effectively used by the country SAKSS.
 - d. Developing an initial capacity-strengthening work plan of the SAKSS, including inputs, outputs, and expected outcomes, as well as the roles and responsibilities of different actors to be involved.
 - e. Holding dialogue sessions with key potential actors in the Uganda SAKSS to build consensus on operationalization issues.

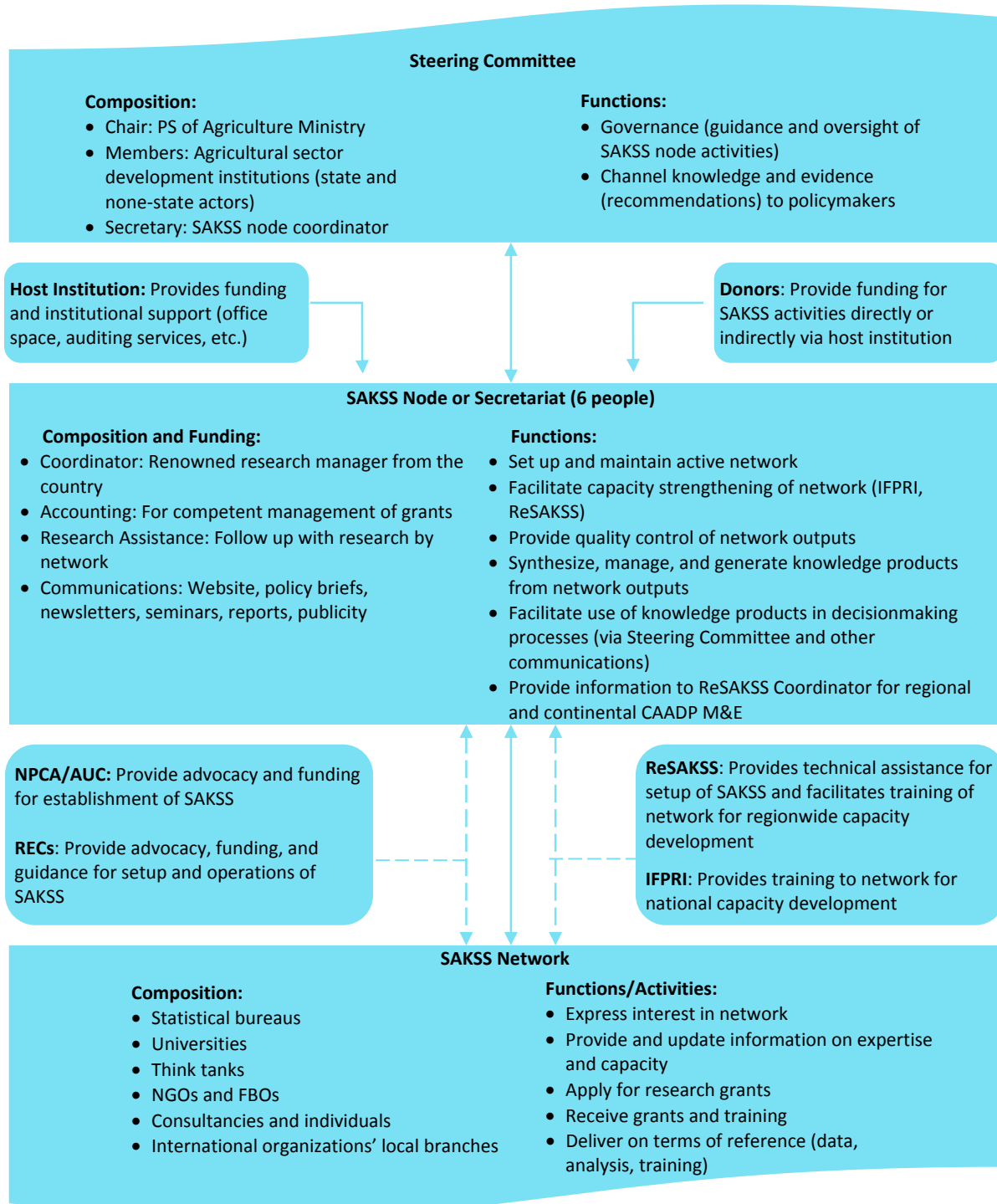
Annex 1 depicts a potential country SAKSS operational and governance structure. Annex 2 presents methods to be employed for accomplishing information collection for the first three tasks identified above.

Deliverables and Timelines

Before initiating the study, the consultant will develop a detailed implementation plan for discussion and approval by the ReSAKSS for Eastern and Central Africa Coordinator. The main deliverable of this exercise is the comprehensive peer-reviewed ReSAKSS working paper on the country-level capacity-strengthening strategy based on the capacity needs assessment. The working paper will contain three major elements:

1. **Needs assessment report:** The needs assessment component will be due within two months of signing the contract. This will be based on the first three tasks listed above.
2. **Baseline database for capacity M&E:** A major output of the capacity needs assessment exercise is the development of the baseline database that could be tracked and monitored in Uganda. The capacity development strategy will be linked to the existing capacity and the level of capacity needed through the database. This deliverable is due within one month of completion of the needs assessment report.
3. **Capacity-strengthening strategy and full report:** Within one month of completion of the needs assessment, the capacity-strengthening strategy will be developed and incorporated into the full report. The full report will contain all of the above elements, including an introductory section, a methodological section, and a concluding section.

Annex 1: A Potential Country SAKSS Operational and Governance Structure



Source: ReSAKSS 2014.

Notes: CAADP = Comprehensive Africa Agricultural Development Programme; FBOs = faith-based organizations; IFPRI = International Food Policy Research Institute; M&E = monitoring and evaluation; NGOs = nongovernmental organizations; NPCA/AUC = NEPAD Planning and Coordination Agency/African Union Commission; PS = Permanent Secretary; RECs = regional economic communities; ReSAKSS = Regional Strategic Analysis and Knowledge Support System; SAKSS = Strategic Analysis and Knowledge Support System.

Annex 2: Methods for Conducting Capacity Needs Assessment at a Country Level

The country-level capacity needs assessment for developing a capacity-strengthening strategy for the CAADP process involves understanding what capacity exists, what capacity is needed, what gaps exist, and how to fill the gaps. The capacity needs assessment will be conducted at three levels; policy process, organizational, and individual. The capacity assessment will focus on the thematic issues related to (1) strategic policy analysis, (2) M&E, and (3) knowledge management and sharing at the country level to help in the CAADP process or National Agriculture Investment Plan implementation process. Resources needed for implementing the study may vary, depending on the country. Instruments and guidelines for conducting the information gathering will be developed in consultation with the ReSAKSS coordinators and consultants identified for the study. The specific methods to be used at the three levels follow.

Policy Process Level

The collaborator will identify major actors and players in the policy process through a network mapping exercise conducted with 8–10 key informants who play a critical role in the policy process. Two case studies of the recently developed policies or strategies in the agricultural sector will be used to develop the network map of the policy process. During these interviews, information related to the role of various decision makers and the level of their influence in the policy process will be identified. Using the specifics related to the two case studies, the coordinator will analyze issues related to the demand for and the use of policy and strategic analysis, entry points for the use of information from policy analysis, data and briefs from M&E, and knowledge sharing. Finally, the institutional and capacity constraints in the policy process, as indicated by the interviews, will be documented. A formal questionnaire to guide this process will be used.

Organizational Level

Organizations identified by the collaborator through the policy process mapping exercise will be interviewed for their capacity needs in accomplishing the tasks related to the thematic issues. This will involve implementing a questionnaire that collects information on the characteristics of the organization and its role in the policy process and the thematic areas identified above. The questionnaire will also collect information related to how the organizations and their units are administered, coordinated, and led for accomplishing the tasks related to strategic analysis, M&E, and knowledge sharing. The interviews will also include questions related to how the data, M&E, and knowledge-sharing systems are organized, what challenges they face, and what outputs are produced. Finally, capacity needs for improving the systems and the issues, constraints, and challenges to improving the effective function of the organizations and the units will be identified through the interviews.

Individual Level

A formal pretested questionnaire will be used to collect information on individual capacity in the organizations that will contribute to the thematic issues addressed above. The survey will involve interviewing heads of the organizations (identified through the two levels above) for the information on the individuals involved in the thematic areas, their current qualifications, the need for additional skills and tools, and the gaps that need to be filled through capacity-strengthening activities. It is expected that the number of organizations that will be interviewed will vary, depending on the country context and the nature of the organizations involved in the policy process.

Appendix 6: Notes of Meeting at the Ministry of Agriculture, Animal Industry and Fisheries on February 27, 2014

Present

Mr. Vincent Rubarema , Permanent Secretary, Ministry of Agriculture, Animal Industry and Fisheries

Mr. Tom Kakuba, Ministry of Agriculture, Animal Industry and Fisheries

Ms. Stella Massawe, International Livestock Research Institute/ReSAKSS

Dr. Joseph Karugia, International Livestock Research Institute/ReSAKSS

After introductions, Joseph started with a short brief about the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) to the Permanent Secretary, noting that ReSAKSS supports African countries in the implementation and monitoring and evaluation (M&E) of agricultural investment plans developed under the Comprehensive African Agriculture Development Programme (CAADP)—the Development Strategy and Investment Plan, in the case of Uganda. ReSAKSS supports strategic analysis, M&E, knowledge management, and capacity building. ReSAKSS is also providing support to countries to strengthen country SAKSS to perform the same functions as the regional SAKSS, but at the country level. There is funding for a Uganda SAKSS from the Netherlands government through the International Food Policy Research Institute (IFPRI).

Joseph also briefed the Permanent Secretary about the results of the capacity needs assessment conducted by Professor Bashaasha of Makerere University and the stakeholder validation workshop, where the results were presented and discussed.

The Permanent Secretary made the following observations:

- Uganda needs to have the country SAKSS as soon as possible.
- SAKSS is a good initiative. During its existence in Uganda, it made very useful contributions by generating knowledge products that were very helpful for preparation of the Development Strategy and Investment Plan.
- Uganda’s agricultural information systems need to be strengthened.
- Several questions need to be addressed within the agricultural sector, such as
 - Why do farmers combine farming with other income-generating activities, even when farming is not profitable?
 - What makes them not abandon agriculture?
 - What evidence do we have to convince authorities to invest more in agriculture?

The needed next steps were discussed and agreed as follows:

- The Ministry of Agriculture, Animal Industry and Fisheries and ReSAKSS need to collaborate to quickly revive the Uganda SAKSS.
- The ministry (Mr. Deus Muhwezi and Mr. Tom Kakuba) will comment on and add inputs to the draft SAKSS concept note by March 15, 2014.
- Joseph will share the draft agreement with the ministry by Wednesday March 5, 2014.

- ReSAKSS will work with Tom and Deus to prepare a two-page summary of the concept note for the Permanent Secretary by March 20, 2013.
- The Ministry of Agriculture, Animal Industry and Fisheries will identify office space for the SAKSS node.
- The ministry, with support from ReSAKSS, will prepare terms of reference for the SAKSS coordinator, advertise for the position, and start the recruitment process.
- The selection process will be competitive and will follow the ministry's procedures for hiring project staff to avoid a lengthy process.
- Aim at signing the agreement between IFPRI and the Ministry of Agriculture, Animal Industry and Fisheries by April 2014.
- Consider having a steering committee that is already in existence to oversee the SAKSS. This will achieve better coordination with existing efforts.
- The SAKSS coordinator will report to the Planning Commissioner.
- Plan for Modernization of Agriculture staff will work very closely with the country SAKSS team.

Established in 2006 under the Comprehensive Africa Agriculture Development Programme (CAADP), the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) supports efforts to promote evidence and outcome-based policy planning and implementation as part of the CAADP agenda. In particular, ReSAKSS provides data and related analytical and knowledge products to facilitate benchmarking, review and mutual learning processes. It is facilitated by the International Food Policy Research Institute (IFPRI), in partnership with the African Union Commission (AUC), the NEPAD Planning and Coordinating Agency (NPCA), and leading regional economic communities (RECs). At the regional level, ReSAKSS is supported by three Africa-based CGIAR centers: the International Livestock Research Institute (ILRI) in Kenya, International Water Management Institute (IWMI) in South Africa, and International Institute of Tropical Agriculture (IITA) in Nigeria. www.resakss.org.

ReSAKSS has been established with funding from the United States Agency for International Development (USAID), the UK Department for International Development (DFID), the Swedish International Development Cooperation Agency (Sida), and the Bill & Melinda Gates Foundation. ReSAKSS also receives funding from the International Fund for Agricultural Development (IFAD) and the Ministry of Foreign Affairs of the Netherlands (MFAN). ReSAKSS-WA also receives funding from the Economic Community of West African States (ECOWAS).

ReSAKSS-Africawide

Godfrey Bahiigwa, IFPRI
P.O. Box 5689
Addis Ababa, Ethiopia
T: + 251 (0) 11 617 2500
F: + 251 (0) 11 646 2927
Email: g.bahiigwa@cgiar.org

ReSAKSS-East and Central Africa

Joseph Karugia, ILRI
P.O. Box 30709
Nairobi, Kenya
T: + 254 (20) 422 3000
F: +254(20) 422 3001
Email: j.karugia@cgiar.org

ReSAKSS-Southern Africa

Greenwell C Matchaya, IWMI
Private Bag X813
Silverton 0127
Pretoria, South Africa
T: + 27128459141
F: +27 (0)12 845 9110
Email: g.matchaya@cgiar.org

ReSAKSS-West Africa

Mbaye Yade, IITA
Oyo Road, PMB 5320
Ibadan, Oyo State, Nigeria
T: + 234 (2) 241 2626
F: + 873761798636
Email: m.yade@cgiar.org

ReSAKSS

Regional Strategic Analysis and Knowledge Support System
Facilitated by IFPRI 

Established in 2006 under the Comprehensive Africa Agriculture Development Programme (CAADP), the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) supports efforts to promote evidence and outcome-based policy planning and implementation as part of the CAADP agenda. In particular, ReSAKSS provides data and related analytical and knowledge products to facilitate benchmarking, review and mutual learning processes. It is facilitated by the International Food Policy Research Institute (IFPRI), in partnership with the African Union Commission (AUC), the NEPAD Planning and Coordinating Agency (NPCA), and leading regional economic communities (RECs). At the regional level, ReSAKSS is supported by three Africa-based CGIAR centers: the International Livestock Research Institute (ILRI) in Kenya, International Water Management Institute (IWMI) in South Africa, and International Institute of Tropical Agriculture (IITA) in Nigeria. www.resakss.org.

ReSAKSS has been established with funding from the United States Agency for International Development (USAID), the UK Department for International Development (DFID), the Swedish International Development Cooperation Agency (Sida), and the Bill & Melinda Gates Foundation. ReSAKSS also receives funding from the International Fund for Agricultural Development (IFAD) and the Ministry of Foreign Affairs of the Netherlands (MFAN). ReSAKSS-WA also receives funding from the Economic Community of West African States (ECOWAS).

ReSAKSS-Africawide

Godfrey Bahiigwa, IFPRI
P.O. Box 5689
Addis Ababa, Ethiopia
T: + 251 (0) 11 617 2500
F: + 251 (0) 11 646 2927
Email: g.bahiigwa@cgiar.org

ReSAKSS-East and Central Africa

Joseph Karugia, ILRI
P.O. Box 30709
Nairobi, Kenya
T: + 254 (20) 422 3000
F: +254(20) 422 3001
Email: j.karugia@cgiar.org

ReSAKSS-Southern Africa

Greenwell C Matchaya, IWMI
Private Bag X813
Silverton 0127
Pretoria, South Africa
T: + 27128459141
F: +27 (0)12 845 9110
Email: g.matchaya@cgiar.org

ReSAKSS-West Africa

Mbaye Yade, IITA
Oyo Road, PMB 5320
Ibadan, Oyo State, Nigeria
T: + 234 (2) 241 2626
F: + 873761798636
Email: m.yade@cgiar.org