



## Comprehensive Africa Agriculture Development Programme (CAADP)

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# UGANDA

## *STRATEGIC ANALYSIS AND KNOWLEDGE SUPPORT SYSTEMS TO INFORM AND GUIDE THE CAADP IMPLEMENTATION PROCESS*

The New Partnership for Africa's Development (NEPAD) has made political and economic governance a cornerstone of its strategy, as illustrated by its adoption of and commitment to the African Peer Review Mechanism (APRM). At the sectoral level, this philosophy translates into

recognition of the need to improve policy and strategy planning and implementation. This in turn calls for tools to help generate the necessary knowledge to inform and guide sector policies and strategies in order to facilitate a successful implementation of CAADP.

### CAADP as a Strategic Framework

CAADP is a strategic framework to guide country development efforts and partnerships in the agricultural sector. Similar to the broader NEPAD agenda, it embodies the principles of peer review and dialogue, which, when adequately followed and applied, will stimulate and broaden the adoption of best practices, facilitate benchmarking and mutual learning and, ultimately, raise the quality and consistency of country policies and strategies in the agricultural sector. The following are some of the most important CAADP principles and targets:

- Designating agriculture-led growth as a main strategy to achieve the Millennium

Development Goal of halving by 2015 the proportion of people living on less than a dollar a day (MDG1).

- Pursuing a 6 percent average annual agricultural sector growth rate at the national level.
- Allocating at least 10 percent of the national budget to agriculture.
- Exploiting regional complementarities and cooperation to boost agricultural sector growth.
- Adopting the principles of policy efficiency, dialogue, review, and accountability, shared by all NEPAD programmes.

- Strengthening and expanding partnerships and alliances to include farmers, agribusiness, and civil-society communities.
- Assigning programme implementation to individual countries, coordination by designated Regional Economic Communities (RECs), and facilitation by the NEPAD Secretariat.

The successful application of the above principles and broad realisation of the related targets require knowledge tools that will encourage and support: (i) the move towards evidence-based and outcome-oriented programme design and implementation; (ii) the practice of inclusive policy review and dialogue within and across countries; as well as (iii) effective coordination and advocacy at the regional and continental levels.

## Review and knowledge processes for the successful implementation of CAADP

Achieving the CAADP objective of broad-based agricultural sector growth across Africa cannot happen without: (a) greater efficiency and consistency in the planning and execution of sector policies and programmes; (b) increased effectiveness in translating government expenditures into public goods and services; (c) an adequate level of these expenditures to sustain an annual agricultural sector growth rate of 6 percent and (d) the expertise and mechanism to regularly and transparently measure performance against targets and keep policies and programmes on track.

The review and dialogue processes under the CAADP agenda operate at three different levels:

1. *Mutual Review at the Continental Level:* There are two main mechanisms for review and dialogue at the continental level. The first is the African Partnership Forum (APF), which targets African leaders and their G8 partners and is supported by a technical secretariat at the Organisation for Economic Cooperation and Development (OECD). It is a forum for dialogue and review at the highest level, with respect to programme performance and progress across the broad NEPAD agenda. The second mechanism, the CAADP Partnership Platform, focuses more specifically on the CAADP agenda. It brings together representatives of the leading RECs and other regional bodies dealing with agriculture, major bilateral and multilateral development agencies, and private-sector and farmers' organisations.

2. *Peer Review at the Regional Level:* The leading RECs facilitate dialogue on and review of CAADP implementation through two distinct processes. The first regroups country representatives at the level of permanent secretaries and directors of planning. It focuses primarily on a collective review of implementation performance in individual countries and mutual learning to spread and accelerate progress toward CAADP goals and targets. The second process allows the leadership of RECs and representatives from the private sector, farmers' organisations, and development agencies to track programme progress and performance at the regional level and align development assistance and country policies and strategies with the CAADP targets and principles.

3. *Progress Review at the National Level:* Country-level implementation requires an inclusive dialogue and review process to ensure that policies and programmes, including budgetary policies and development assistance, are aligned with CAADP principles and are on track to meet CAADP objectives. The choice of mechanisms to facilitate this process depends on the institutional and technical realities in an individual country, but each country must carry out a transparent, broad, and inclusive dialogue that ensures the effective participation of the agribusiness sector and farmers' organisations. The identification of the appropriate policy and

programme mechanisms takes place during the country roundtable process.

The review and dialogue processes described above add real value to current and future development outcomes to the extent that they are well informed and supported through accurate and intelligent data derived from rigorous analysis of: (i) the strategic and operational challenges of implementing the CAADP agenda at the regional and country levels; (ii) the adequacy of the design and the execution of the programmes and policy measures adopted to address these challenges; and (iii) the impact of such programmes in terms of realising the growth, poverty, and food and nutrition security objectives of CAADP. This requires human capacities, technical infrastructure, analytical tools, and communications instruments to gather the relevant data and information and analyse it to generate credible, high-quality knowledge products, which can be stored and accessed, as needed, to inform and guide debates associated with review processes.

The above capacities, tools, and instruments are needed both at the regional and country level and can be acquired by building upon and strengthening existing institutions and experts networks. In addition, these institutions and networks can be linked within and across countries at the regional level to create the necessary critical mass for analysis and exploit technical complementarities. To this end, three Regional Strategic Analysis and Knowledge Support System (ReSAKSS) nodes have been established. The following sections describe the operation and key tasks of the ReSAKSS and provide an outline of the country-level knowledge system that is being established to support the implementation of the CAADP agenda in Uganda, as defined in the revised Development Strategy and Investment Plan (DSIP) of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). The DSIP is being revised in line with the broad objectives of the National Development Plan (NDP), currently under formulation.

### *Regional Strategic Analysis and Knowledge Support System (ReSAKSS)*

As part of the CAADP implementation process, three leading RECs—the Common Market of Eastern and Southern Africa (COMESA), the Economic Community of West African States (ECOWAS), and the Southern African Development Community (SADC)—are each working to establish their respective ReSAKSS. They are working in collaboration with four Africa-based centres of the Consultative Group on International Agricultural Research (CGIAR): the International Institute of Tropical Agriculture (IITA) in Ibadan, Nigeria; the International Livestock Research Institute (ILRI) in Nairobi, Kenya; the International Crop Research Institute for the Semi-Arid Tropics (ICRISAT), in Bulawayo, Zimbabwe, and the International Water Management Institute (IWMI), in Pretoria, South Africa, under the overall coordination of the International Food Policy Research Institute (IFPRI).

The objective of the three ReSAKSS nodes, which have now been established in Ibadan, Nairobi, and Pretoria, is to facilitate access by the RECs and their member states to policy relevant analyses of the highest quality in order to generate the necessary knowledge to improve policymaking, track progress, document success, and derive lessons that can feed into the review and learning processes associated with the implementation of the CAADP agenda. They operate under coordination and governance structures chaired by the RECs. Although facilitated by the CGIAR centers, the ReSAKSS are not research entities or projects within these centers. The main tasks of the ReSAKSS can be summarised as follows:

*Knowledge Management:* to mobilise existing networks and centers of expertise at the international, regional, and national levels in order to assemble the needed capacities and knowledge and provide first-rate analytical and advisory services to countries and RECs in the design, implementation, and evaluation of CAADP programmes.

*Building Country-Level Knowledge Management Capacity:* to provide assistance to countries in

the establishment of national knowledge system nodes, and promote cooperation with respect to generating, disseminating, and accessing knowledge products to support CAADP implementation. Of particular interest are using shared standards and protocols for the collection, storage, and exchange of data and the application of similar cutting-edge methodologies for policy and strategy analysis.

*Support to Review and Dialogue Processes:* to work with the national nodes to provide relevant and timely information to guide the mutual review at the continental level, peer review at the regional level, and progress review at the country level. The corresponding support forums are the African Partnership Forum and CAADP Partnership Platform at the continental level; the REC-specific coordination and governance structures at the regional level; and the review and dialogue mechanisms to be established at the country level as part of the CAADP implementation process.

### *Strategic Analysis and Knowledge*

#### *Support System in Uganda*

The aim of the knowledge-management component of the CAADP agenda is to add value to the efforts of individual countries, where necessary, to ensure that they have an information and knowledge system that aids dialogue and evidence-based decision making. As a complement to and an extension of the ReSAKSS described above, Uganda is establishing a country-level Strategic Analysis and Knowledge Support System (Uganda-SAKSS) as a technical component of an inclusive review and dialogue mechanism to facilitate better policy design and implementation in the agricultural and other sectors and thus, contribute to the successful implementation of the NDP agenda.

#### *Need for a Uganda SAKSS node under the NDP agenda*

At the moment, the development policy processes in Uganda are very dynamic and require a knowledge and information system that will support the ongoing debates and decisions that have to be made with timely evidence. Uganda is also completing a broad planning

phase under the NDP process that will lead to the implementation of programmes under a revised agricultural DISP—the centrepiece of the country's CAADP agenda—in the very near future. The establishment of a Uganda SAKSS node will provide a framework within which targeted knowledge products emanating from policy-relevant research, objective analysis, and high-quality local data can be made available and used during the policymaking processes related to the design and implementation of these programmes.

During the analytical phase of the roundtable process, strategy elements and options for agricultural growth, poverty reduction, and food security in Uganda have been defined. Although critical questions regarding the NDP agenda have been answered, it is certain that additional gaps will be identified as the process moves toward the operational, post-roundtable phase. The 2009–2014 timeframe of the NDP corresponds to phase one of the implementation of the agricultural agenda. A host of programme design and execution questions will emerge that will require immediate answers in order to ensure the steady and successful implementation of the NDP agricultural programmes. Moreover, a number of policy and strategy issues will also require attention. Leaving such questions and issues unaddressed, working with less-than-satisfactory answers, or having to rely on time-consuming, ad hoc, and sporadic consultant services to provide the necessary answers would significantly reduce the chances of success. Moreover, policy and strategy design and implementation are ongoing processes that require steady access to high-quality information.

Therefore, the establishment of a Uganda country SAKSS node, combined with the large expertise network of the East Africa ReSAKSS, will be invaluable for policymakers and other actors within and outside of government who are involved in the implementation of the NDP agenda. It will also help build institutional and technical capacities and foster collaboration among the various centres of expertise as well as other suppliers and users of the concerned knowledge products.

### *Role of the Uganda SAKSS*

The ultimate goal of the Uganda SAKSS node is to improve the quality of policy and strategy design and implementation in Uganda through the facilitation of well-informed planning, review, and dialogue processes. When it is established and fully functional, its main functions will be to:

- generate, compile, and share analyses and data relevant to Uganda's agricultural development in line with NDP objectives;
- perform strategic investment analyses for the agricultural sector, especially for the different subsectors, providing practical policy and investment options;
- undertake monitoring and evaluation of the NDP/agriculture programmes to facilitate evidence-based planning and implementation;
- produce knowledge products for dissemination through both real (stakeholder forums) and virtual (interactive multimedia) mechanisms;
- contribute to fostering constructive, cross-sectoral policy debates on future agricultural and rural development alternatives for Uganda;
- encourage dialogue and exchange of data and knowledge among the different stakeholders at national, regional, and international levels;
- facilitate access to a growing analytical and visualisation toolkit using information and communication technologies (ICTs); and
- strengthen local capacity to conduct objective, timely, and relevant policy research and analysis through a variety of short- and long-term training processes.

### *Operation and Governance of the Uganda SAKSS Node*

An inclusive steering committee or other oversight structure will be established whose role will be to ensure that the agenda of the SAKSS node remains relevant to the planning and implementation of the DSIP. The current PMA Steering Committee or a subcommittee formed by it is best placed to do this because it already is very active and has a broad representation of the key

stakeholders in agriculture and rural development in Uganda. The oversight structure will review both the outputs and the agenda of the Uganda SAKSS node. The activities of the node will be identified through an inclusive and dynamic process involving all major stakeholders in constant dialogue with NDP/DSIP implementers on the government side (MAAIF, local governments).

A technical unit is being created to carry out the day-to-day activities of the node. The unit will be of a limited size and will rely on a network of both users and suppliers of knowledge at the national and regional levels, particularly the ReSAKSS-Eastern and Central Africa (ECA) node, the existing national centres of expertise, and the technical organs of existing professional organisations in Uganda. The most important operations to be carried out within the unit are: (i) the coordination of the above collaborative and network framework to mobilise the available expertise in order to generate targeted knowledge products to support the implementation of the NDP/DSIP agenda as defined above; and (ii) the packaging, accessible storage, and dissemination of such products.

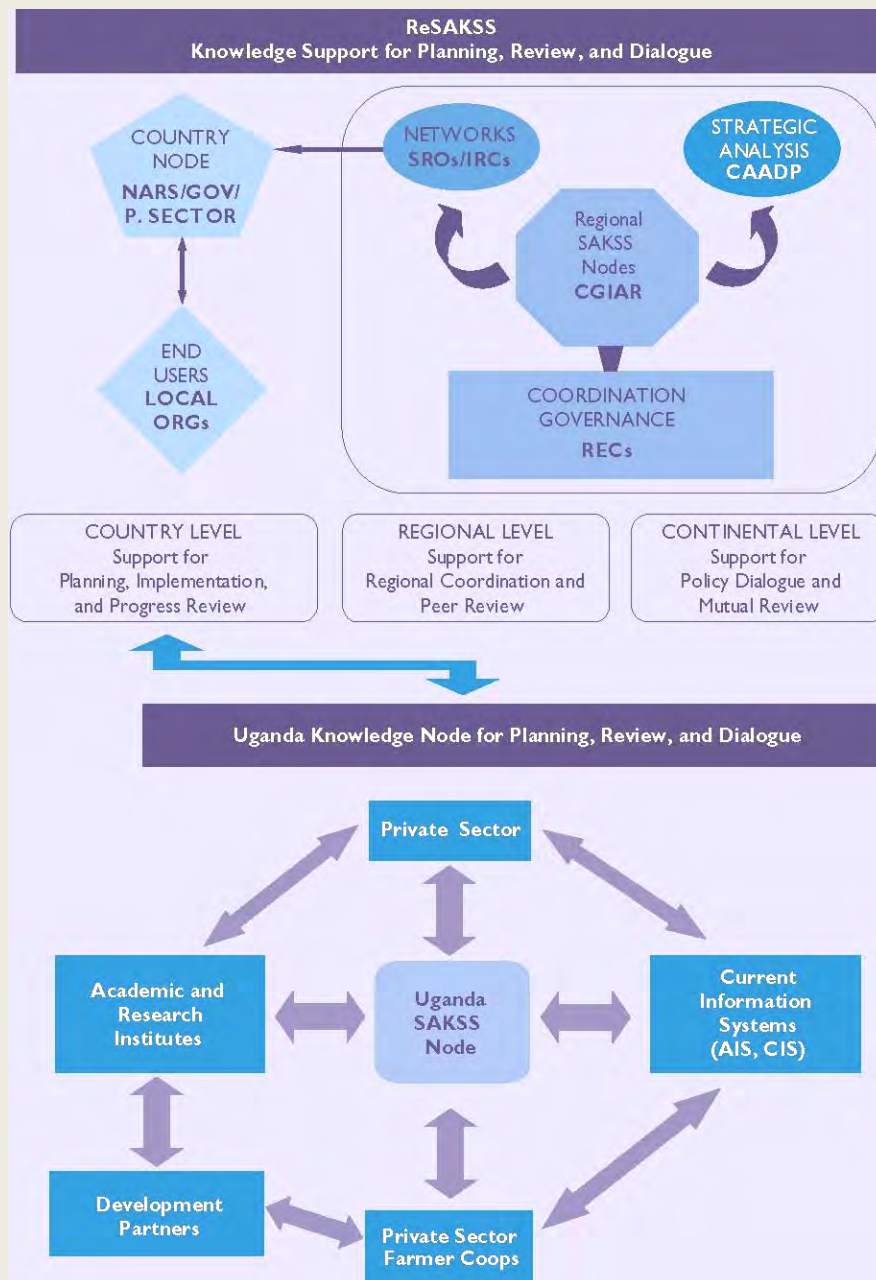
The Uganda SAKSS node will not operate in a vacuum. Several SAKSS-relevant initiatives are in their early stages in the country, all of them capable of contributing to review and dialogue mechanisms to support the successful implementation of the NDP/DSIP agenda. They include the Economic Policy Research Centre (EPRC), which serves as a policy and research think-tank for Uganda, and the Community Information System (CIS), which is being spearheaded by the Ministry of Finance, Planning and Economic Development. The Uganda SAKSS node will be hosted by the PMA Secretariat, a semiautonomous technical unit supporting the PMA Steering Committee.

### *Relationship between ReSAKSS and the Uganda SAKSS Nodes*

The diagram below illustrates the structures of and relationships between the regional and country SAKSS nodes. The ReSAKSS node, which operates under the coordination and governance of the respective REC (in this case COMESA) and



Figure 1: The relationship between ReSAKSS–ECA and the Uganda SAKSS node



with technical assistance from the CGIAR (in this case, ILRI), focuses on generating strategic analysis and information to guide the CAADP agenda in the region. It collaborates with sub-regional research organisations (in this case, ASARECA, the Association for Strengthening Agricultural Research in Eastern and Central Africa) and other international research centres and uses their networks to mobilise expertise and generate the required knowledge products. The ReSAKSS also provides assistance to country

nodes and helps foster collaboration and exchange among the various nodes in the region.

In general, the country nodes operate under the coordination of the government with technical support from agencies and research institutions that are involved in the design and implementation of policies and strategies linked to the CAADP agenda as well as in the creation of knowledge and other information that can

support these policies and strategies. At the forefront of these agencies and institutions are the National Agricultural Research Systems (NARs), universities, statistics offices, technical arms of professional organisations, and other relevant research entities. The country nodes do not just cater to the needs of national institutions and stakeholders but also serve the needs of local organisations and government agencies.

The Uganda SAKSS node is not an institution, but rather of a mechanism by which to bring together institutions and individuals within Uganda that both generate and use knowledge on agriculture and rural development. The country node also extends its relationships beyond Uganda to establish links with the ECA

ReSAKSS node and other international partners. A small unit composed of a coordinator and two or three technical staff will be sufficient to run the node, relying on people from other institutions in the country to satisfy the large demand for knowledge products. The bottom part of the diagram shows a schematic representation of the links between the Uganda SAKSS node and various stakeholders in the country.

The double-headed arrow on the left symbolises the link between the Uganda SAKSS node and the ReSAKSS node. The ultimate goal of both is to complement each other in supporting the review and planning processes needed to effectively and successfully implement the CAADP agenda in Uganda and across the region.

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