



APPLIED WORK

HIGH-LEVEL POLICY LEARNING PROGRAMME 2011

Addressing long-term development challenges: from short-lived interventions to lasting achievements

COUNTRY ACTION PLANS (CAPs)

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FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

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TABLE OF CONTENTS

Acronyms and abbreviations	1
1. Introduction	1
2. Background	2
3. Summary of the Countries' Action Plans	3
4. Concluding remarks.....	7
5. Annex 1: Detailed Country Action Plans	8
5.1. Angola	8
5.2. Bangladesh	10
5.3. Bhutan.....	12
5.4. Brazil.....	13
5.5. Burkina Faso	14
5.6. UEMOA (West African Economic and Monetary Union)	15
5.7. Egypt.....	17
5.8. Mauritius.....	19
5.9. Nigeria.....	19
5.10. Viet Nam.....	23
Annex 2 : List of Participants	24

ACRONYMS AND ABBREVIATIONS

APU	Agricultural Policy Union
ATAN	Agricultural Transformation Agenda Nigeria
BIDS	Bangladesh Institute of Development Studies
CAADP	Comprehensive Africa Agricultural Programme
CONEDD	National Council on Environment and Sustainable Development
CGE	Computable General Equilibrium
DG	Director-General
DGPER	Director –General for the promotion of rural economy
DoE	Department of Environment
EASYPol	FAO’s corporate repository of resources for policy making
ENVISAGE	Environmental Impact and Sustainability Applied General Equilibrium
EX-ACT	An FAO tool that provides ex-ante estimates of the mitigation impact of agriculture and forestry development projects, estimating net carbon balance from green house gas emissions and carbon sequestration
FFS	Farmer Field School
FMARD	Federal Ministry of Agriculture and Rural Development Nigeria
FORESIGHT	The ability to anticipate and explore what might happen or be needed in the future
FPMU	Food Planning and Monitoring Unit
HOD	Head of Department
IEA	Institute of Economic Affairs
INSD	National Institute of Statistics and Demography
M&E	Monitoring and Evaluation
MINAMB	Ministry of Environment, Angola
MINADERP	Ministry of Agriculture, Rural Development and Fisheries, Angola
MoEF	Ministry of Environment and Forests
MoA	Ministry Of Agriculture
MoFL	Ministry of Fisheries and Livestock
MoP	Ministry of Planning
MDA’s	Ministries, Departments Agencies
NEPAD	New partnership for Africa’s development
NPC	National Planning Commission
OMEGA	An approach adopted in Burkina Faso to target government measures for the soaring food prices in 2007-08 and to assess performance and impact
PCP	Project Concept Paper
SP/CPSA	Coordination Unit for Agricultural Sector Policies in Burkina Faso
TBD	To be determined
TOR	Terms of Reference
UEMOA	West African Economic and Monetary Union
UNDP	United Nation Development Programme
UFRGS	Federal University of Rio Grande do Sul, Brazil
VCA	Value Chain Analysis
V2030	Vision 2030-Kenya’s development blueprint covering the period 2008 to 2030

1. INTRODUCTION

The FAO High-Level Policy Learning Programme (HLPLP) is a bi-annual, two-week corporate flagship event, which strives to share policy-relevant knowledge and strengthen capacities of policy makers and senior policy analysts from selected countries and supranational organizations involved in country, regional or global policy processes¹.

Through the HLPLP, FAO translates its expertise and experience into learning opportunities for its member countries, which in turn bring their own perspectives and ideas on emerging issues. The HLPLP is therefore a knowledge sharing event which contributes to “*bottom-up*” (country-based) knowledge generation processes, where innovative ideas are moulded into evidence-based policy options to feed national and international policy processes.

This note, provides both summary and detailed information regarding the Country Action Plans (CAPs) prepared by each participating country team.

The CAPs highlight priorities and actions to be carried out at the country level to put into practice innovative ideas and policy recommendations shared during the HLPLP, including projects already being carried out, to which participants can introduce new approaches or new tools to enhance their work. As CAPs provide a concrete follow-up to apply the ideas discussed and tools learned, they are expected to lead to HLPLP’s tangible country-level impacts.

The CAPs were finalized at the country level by the participants with the support of their respective FAO Representatives. The CAPs also benefited from individual action plans, where each participant identified personal actions and further learning to improve her/his professional profile and new proposals (e.g. initiatives, projects, activities) that were shared with the country team.

On the one hand, FAO Representatives, where relevant, may use the CAPs to feed the Country Programming Framework (CPF) exercise, as CAPs reflect selected priorities in the policy making domain identified by influential stakeholders in national policy processes, On the other hand, the technical units of FAO which contributed to the HLPLP may draw relevant information on technical needs and priorities identified at the country level by the country groups, to reinforce selected areas of their work in order to increase their preparedness to respond to emerging country needs.

¹ More info on the FAO High-Level Policy Learning Programme can be found at:
<http://www.fao.org/tc/policy-learning/en/>.

2. BACKGROUND

The HLPLP 2011: “*Addressing long-term development challenges: from short-lived interventions to lasting achievements*”, was held in FAO HQ, Rome from 7 to 18 November 2011². The overarching objectives of the HLPLP 2011 was to gather experiences and ideas of influential stakeholders in policy processes from different countries³, and share with them FAO experiences in the field of sustainable development, food security and inclusive growth. In particular, the HLPLP 2011 aimed at:

- Identifying emerging issues affecting long-term development and new thinking regarding development processes, to trace possible ways forward;
- Translating innovative ideas into policy options, thanks to the collaboration and cross-fertilization of participating countries.

The first week focused on relevant global emerging and current issues and new ideas, whereas the second week addressed tools and methods for macro, socio-economic and environmental impact analysis of policy options. The topics covered include: a) Lessons and Policy Implications from Old and New Thinking and Practice on Development; b) Governance and Development; c) Natural Resources and Development; d) Long-term Perspectives and Policies for Sustainable Development.

More than forty participants attended the programme, which comprised different activities such as seminars, panel discussions, group work, a field trip and practical exercises⁴.

The HLPLP produced both intangible outputs, such as the increased policy-relevant knowledge of participants and improved cross-departmental working modalities of FAO, as well as tangible outputs such as the sets of learning materials, documents, proceedings⁵. In addition, at the end of the two-week programme, participants (decision makers and senior policy analysts) from different countries, were asked to prepare individual Country Action Plans (CAPs) to start implementing at national level the ideas and findings discussed and the tools learned at the programme.

The CAPs, described in the next sections, reflect the impact the HLPLP has had and will have on national policy making processes for sustainable development, food security and inclusive growth, through the actions of participants.

² Policy experts of the [Policy Assistance Support Service](#) developed the FAO HLPLP’s conceptual framework and prepared its content in close collaboration with policy officers from Agriculture, Economic and Social, Fisheries, Forestry and Natural Resources departments of FAO.

³ The participants to the HLPLP 2011 were from : Angola, Bangladesh, Bhutan, Brazil, Burkina Faso, Egypt, Mauritius, Nigeria, Viet Nam and the West African Economic and Monetary Union (UEMOA). See Annex 1.

⁴ Full evaluation reports are available upon request with the office of the Chief, FAO Policy Assistance Support Service, Rome.

⁵ The material produced for each HLPLP is hosted in [EASYPol](#), FAO’s corporate repository of resources for policy making www.fao.org/easypol. It is freely downloadable through EASYPol’s resource package [High-level policy learning programme www.fao.org/tc/policy-learning](#)

3. SUMMARY OF THE COUNTRIES' ACTION PLANS

In the Country Action Plans, all nine countries and the UEMOA cite two common follow-up actions to the HLPLP:

- Reporting back to their supervisors and colleagues in their respective countries on their experiences at the HLPLP 2011.
- Disseminating the information gained through seminars and workshops/training programmes to sensitise the public on the issues addressed during the HLPLP.

In addition, most countries, although to a different extent, emphasise on the following actions to be undertaken:

- Mainstreaming in national policies, the themes discussed during the HLPLP and more specifically sustainable development, food security and poverty reduction through appropriate policy measures, including macro-economic policies as well as grass root measures such as Farmer Field Schools and other community-based approaches.
- Applying at the country level the analytical tools discussed during the programme.
- Looking for support, including capacity development, in the above domains, to be provided by FAO and/or other relevant institutions.

More specifically:

Angola focuses on poverty reduction and the environmental issues that should be addressed in country's development policies.

Bangladesh highlights the importance of acting soon and identifies which concrete actions are needed to implement qualitative and quantitative analytical tools, placing emphasis on the necessity to upscale the ongoing FAO efforts to support the implementation of their Computable General Equilibrium (CGE) model for policy impact analysis. An immediate application of analytical tools regards the analysis of price volatility on disadvantaged groups in Bangladesh. In addition, actions to increase capacities to mainstream climate change issues in national policies are required.

Bhutan emphasizes the importance of the analytical tools discussed (such as EX-ACT carbon balance analysis tool, Community-based Approaches, "Forward Thinking"). They propose a draft framework to include issues related to Food Nutrition Security and Climate Change in the 11th five-year plan (2013-2018), in line with one of the major objectives of the plan, notably: "Enhancing Food and Nutrition Security". The Ministry of Agriculture and Forests has prepared TORs for a study on Investment on Agriculture which is now on-going, and the Ministry is planning to incorporate in the five-year plan the strategies obtained from this study. They also underline the importance of disseminating relevant information obtained at the HLPLP.

Burkina Faso focuses on setting up a multidisciplinary team with knowledge of the analytical tools discussed at the HLPLP, to address the perspectives of agriculture and food security, aimed at providing ex-ante information on policy options to decision-makers and other stakeholders in policy processes. A capacity development workshop to assess food and agricultural policies is planned, in preparation of a national workshop on agricultural perspectives to be held in July 2012.

UEMOA highlights the importance of setting up and implementing Monitoring & Evaluation tools, to support the UEMOA Commission in adapting the Union's Agricultural Policy (APU), and initiate a regional food crisis social protection programme.

Brazil highlights the need to improve its Agricultural Credit Co-operatives and unify the registries of beneficiaries across all government programmes, to enhance governance in Brazil.

Egypt proposes to address the issue of agricultural input subsidies, by setting-up a policy establishing criteria to determine input prices when purchased by the government. They also propose to revise the policy on the incentives required to involve the private sector in government projects.

Mauritius focuses on the possibility of implementing a national food security plan. The dialogue among stakeholders in preparation of the plan should also address the issue of food self-sufficiency versus food security. In addition there is the need to revise the mandate of the Department of Agricultural Planning and the Policy Unit, to give priority to the implementation of projects and important policy issues related to food security.

Nigeria focuses on the importance of implementing the analytical tools for policy impact analysis discussed during the HLPLP (FAO VCA-tool, FAO EX-ACT, FAO CGE models, etc), both at micro/sector level and macro-level, in order to improve policies and planning for long-term development. Emphasis is put on the role that FAO can play in policy support and capacity development, both at federal, state and local level (e.g. Farmer Field Schools), improving monitoring and evaluation exercises applied to existing and new policies, institutionalizing medium-term development planning through appropriate legislation and strengthening the Institutional Capacity of Anti-Corruption Agencies.

Viet Nam focuses on revising the Strategy of Agriculture 2011-2020 to cater for arising problems. In addition, the government is designing a pilot project to monitor rice production and crops damaged by pest, diseases and bad weather in the region of Red River Delta of Viet Nam. The country team also highlights the importance of disseminating relevant information discussed during the HLPLP and the possible adoption of the tools relating to foresight and planning for Community-Based Approaches in Agriculture.

The table here below provides a synoptic view of the proposed actions in the CAPs, by country.

Table: Overview of Country Action Plans

COUNTRY	ACTIONS
ANGOLA	a) Disseminate at Country-level HLPLP findings by means of a national Workshop b) Review current policies to include environmental concerns c) Inclusion of environmental issues d) Additional actions proposed: <ul style="list-style-type: none"> • Increase the level of consultation between different stakeholders in the country. • Improve the coordination system of data collection and information flow; • Establish a common approach for selecting and assessing development indicators
BANGLADESH	a) Report back on the HLPLP b) Finalize the country Computable General Equilibrium Model c) Analyse food price volatility and impacts on vulnerable groups d) Mainstream Climate change in national policies e) Adopt quantitative and qualitative models for policy making f) Other actions proposed: <ul style="list-style-type: none"> • Develop a framework to ensure regular interaction between state and non-state actors at all levels with emphasis on the local level. • Establish public disclosure of all draft acts/policies relating to agriculture and food security and the list of beneficiaries and intended benefits. • Encourage state-non-state partnerships during programmes and project implementation. • Adopt a participatory approach when selecting programmes/projects at grass root level, and encourage participation of women in projects.
BHUTAN	a) Report back on the HLPLP b) Carry out a study on opportunities, modalities, macro, socio economic and environmental impacts of Investment in Agriculture c) Additional Components to be included in the 11 th FYP: <ul style="list-style-type: none"> • Streamline foreign direct investment in the agricultural sector. • Invest in agriculture-to promote equitable and inclusive development. • Encourage social security vis-à-vis mainstreaming development processes. • Seek public-private partnership in agricultural development. • Improve natural resource management governance and service delivery. • Mainstream climate change adaptation and mitigation into agricultural policies. • Focus on organic farming as a separate programme with focus on carbon balance, energy and cost benefit analysis.

BRAZIL	<ul style="list-style-type: none"> a) Report back on the HLPLP b) Enhance Agricultural Credit Cooperatives c) Unify registries of beneficiaries
BURKINA FASO	<ul style="list-style-type: none"> a) Report back on the HLPLP b) Establish to hold annual meetings on Agricultural perspectives c) Set up a multi-disciplinary team for policy impact analysis d) Organize a Capacity Development workshop on policy impact analysis tools e) Other actions: <ul style="list-style-type: none"> • Increase information on statistical data, • Establish a list of vulnerable groups, and • Set up guidelines to implement National/Regional Governance Principles
UEMOA	<ul style="list-style-type: none"> a) Reporting back on the HLPLP b) Monitoring and Evaluation Unit c) Regional policy review
EGYPT	<ul style="list-style-type: none"> a) Reporting back on the HLPLP b) Adopting new analytical tools c) Review of input subsidy policy d) Additional actions proposed <ul style="list-style-type: none"> • Set up a policy to determine the prices of commodities purchased by the government. Team members include MoA and MoF staff . • Revise the policy on incentives so as to have the private sector involved in projects when needed by the government. Team members include MoF staff • Develop an export strategy through continuous negotiations and data analysis to assess the whole food chain and enhance food safety.
MAURITIUS	<ul style="list-style-type: none"> a) Prepare a Food Security plan b) Review Department of Agricultural Planning's duties c) Improve cross-ministerial interaction
NIGERIA	<ul style="list-style-type: none"> a) Report back on the HLPLP b) Establish a Policy Impact Analysis programme c) Promote and organize Farmer Field Schools d) Draw Lessons from ongoing policies e) Institutionalize the preparation of medium-term development plans f) Set up Anti-Corruption Agencies g) Adopt Participatory approaches in policy processes
VIETNAM	<ul style="list-style-type: none"> a) Report back on the HLPLP b) Revisit the strategy for Agriculture, 2011-2020 c) Monitor rice production

4. CONCLUDING REMARKS

The commitment of participants to disseminate HLPLP's findings and materials and the ongoing activities in this direction are going to generate multiplicative effects of the programme, at least in terms of circulation of concepts, issues and ideas. These dissemination efforts will be reinforced by the web dissemination of the proceedings and the finalized material through EASYPol⁶, the FAO web-based repository of policy making resources.

When browsing the CAPs, the capacity of participants to adapt and apply the concepts and tools discussed in the programme to their specific context is apparent. The CAPs also signal that the country-level concrete applications of new ideas discussed are numerous, which include broad revisions of national development policy frameworks to mainstream long-term sustainable and inclusive development concerns (such as Bhutan), specific interventions such as the organization of Farmer Field Schools (e.g. Nigeria) the set up of an input subsidy policy (Egypt), or the monitoring of selected food security-relevant crops (e.g. rice in Vietnam) as well as institutional reforms (such as in Burkina Faso and Mauritius). Although the different actions proposed and changes envisaged vary, across and within countries, in scope and depth, all the actions proposed aim at contributing to adapt the current course of actions towards more environmentally sustainable and inclusive development processes.

It is also worth noting that some actions planned in the CAPs are already under implementation, within the existing Country Programming Frameworks and/or in view of their update. This implies that the commitment of participants to induce positive changes in development policy processes is likely to lead to concrete results and tangible impacts.

Last but not least, if the planned actions have to display their full potential, the CAPs will have to be systematically supported and monitored. Considering the high commitment to change of the participants, all influential stakeholders in policy making processes, the efforts of FAO and other concerned institutions to support the implementation of CAPs are most likely going to produce concrete results with tangible impacts. However, FAO Representatives and technical divisions involved have a key role to play both in supporting and monitoring the implementation of CAPs.

⁶ EASYPol: www.fao.org/easypol

5. ANNEX 1: DETAILED COUNTRY ACTION PLANS

5.1. Angola

The Angola's CAP includes the following proposals/activities:

- a) **Country-level Dissemination Workshop.** The Angola team proposed and subsequently organized a workshop to inform the Minister of the Environment and respective colleagues of what was discussed during the HLPLP 2011 Programme. The team has disseminated information and has raised awareness on the six principles of governance, with support from: the Ministry of Agriculture, Ministry of Environment, and the Ministry of Finance.

Implementation Steps	Start Date	Finish Date	Who
Develop the schedule for the workshop and list of participants	Nov 2011	Nov 2011	MoP ⁷ , MINAMB ⁸ , MINADERP ⁹
Identify resource materials and financial needs	Dec 2011	Dec 2011	MoP, MINAMB, MINADERP
Organise the workshop	Jan 2012	Jan 2012	MoP, MINAMB, MINADERP
Report back on the workshop	Jan 2012	Jan 2012	MoP, MINAMB, MINADERP

The focal point persons are: Ermelinda Caliengue: MINADERP, Albertina Nzuzi: MINAMB, Arlete Monteiro de Sousa: MoF¹⁰ and Mamoudou Diallo (FAO Representative Angola). The team members include: MoP, MINADERP.

- b) **Review of current policies.** The country team proposed to review the policies and programmes for Poverty Reduction and Environmental Vulnerability to improve the coordination system in the Country, with the support from the Ministry of Agriculture, Ministry of Environment, Ministry of Planning and Ministry of Finance. There are no resisting factors cited.

⁷ MoP: Ministry of Planning

⁸ MINAMB: Ministry of Environment

⁹ MINADERP: Ministry of Agriculture, Rural Development and Fisheries

¹⁰ MoF: Ministry of Finance

Implementation Steps	Start Date	Finish Date	Who
Elaborate the Terms of Reference for the policies and programmes for poverty reduction and environmental vulnerability	Nov 2011	Dec 2011	MINADERP MINAMB MoP
Identify technical and financial support	Jan 2012	Feb 2012	MINADERP MINAMB MoP
Organise for the review by identifying development indicators and database organisation for policy and programmes	March/April 2012	August 2012	MINADERP MINAMB MoP
Report back to supervisors on the review	Sept 2012	Sept 2012	MINADERP MINAMB MoP

The focal point persons are: Ermelinda Caliengue: MINADERP, and Albertina Nzuzi: MINAMB. The team members are: MINADERP, MINAMB, Ministry of Finance/Planning and Municipalities.

- c) **Inclusion of environmental issues.** The inclusion of environmental issues in development activities (Community based approach example of the Farmer Field Schools) was highlighted to support best approaches on Natural Resource Management and resilience on Climate Change. Farmer Field Schools already exist in Angola however resisting factors include challenges in community mobilisation and limited technical resources.

Implementation Steps	Start Date	Finish Date	Who
Organise the technical team	Feb 2012	Feb 2012	MINADERP MINAMB, FAO
Organise the communities	March 2012	April 2012	MINADERP MINAMB, FAO
Develop a community work plan	April 2012	April 2012	MINADERP MINAMB, FAO
Implement the community work plan	April 2012	April 2012	MINADERP MINAMB, FAO

The resource requirements include technical and financial support. The focal point persons are: Ermelinda Caliengue: MINADERP, and Albertina Nzuzi: MINAMB. The team members are: MINADERP and the MINAMB with support from FAO.

d) **Additional actions proposed.** The country team highlighted the need for the government to:

- Increase the level of consultation between different stakeholders in the country.
- Improve the coordination system of data collection and information flow.
- Establish a common approach for selecting and assessing development indicators.

5.2. Bangladesh

The CAP includes the following proposals/activities:

- a) **Reporting.** The Bangladesh country team organized a meeting to report back on the HLPLP 2011 to discuss their learning experience in Rome with other policy makers. Team members include: Relevant researchers from Bangladesh Institute of Development Studies, Ministry of Planning, Ministry of Environment and Forests and the Ministry of Finance.
- b) **Computable General Equilibrium Model (CGE).** The country team proposed to introduce the CGE model using specific features of the Bangladesh economy to conduct Agricultural and Fiscal policy analyses. Supporting factors include: the need to address issues and to solve existing conflicting views regarding development priorities and the use of methodological tools. Resisting factors are resource constraints and limited technical skills.

Implementation Steps	Start Date	Finish Date	Who
Develop a support coalition group	Dec 2011	Mar 2012	BIDS ¹¹ , MoP ¹²
Identify an institutional framework	Feb 2012	May 2012	BIDS, MoP
Set up a Technical Unit and modelling group	May 2012	Oct 2012	BIDS, MoP
Develop a CGE model based on country's Social Accounting Matrix (SAM) and other data	Sept 2012	Dec 2012	BIDS, MoP
Organise interaction meetings to enhance credibility	Dec 2012	March 2013	BIDS, MoP
Develop policy scenarios to examine welfare implications and determine policy options	March 2013	TBD	BIDS, MoP

The resource requirements include: technical knowledge and financial resources. The focal point person is Dr. Mustafa Mujeri (BIDS).

¹¹ BIDS: Bangladesh Institute of Development Studies

¹² MoP: Ministry of Planning

- c) **Analysis of food price volatility.** The importance of analysing issues of food price volatility in Bangladesh was underlined to examine the consequences of food price volatility especially on the poor and disadvantaged groups and to suggest possible policy implications. Proposed team members include: Bangladesh Institute of Development Studies (BIDS), researchers, Ministry of Planning, Ministry of Food and Disaster Management (MOFDM) and the Food Planning and Monitoring Unit (FPMU).
- d) **Mainstreaming climate change.** The team identified a need to mainstream climate change in different sectors through a specific exercise on capacity building for climate change since Bangladesh is a vulnerable country in this area. This activity also falls within the mandate of the department of the Ministry of Environment and Forests, which addresses demand from different sectors. Resisting factors cited are resource constraints.

Implementation Steps	Start Date	Finish Date	Who
Organise to meet with relevant directors and the Director General	25 Nov 2011	25 Nov 2011	DoE ¹³
Prepare a project concept paper	12 Feb 2011	31 Dec 2011	DoE, Director of Planning
Present the Project Concept Paper to the Director General and concerned officer	1 Jan 2012	5 Jan 2012	DoE, Director of Planning
Seek approval from the Director General, Department of Environment	10 Jan 2012	28 Jan 2012	Director General, DoE
Seek approval from the Ministry of Environment	1 March 2012	31 March 2012	Minister MoEF ¹⁴
Follow up with the Donors, (FAO, UNDP) to organise training	1 April 2012	TBD	Minister MoEF, DoE

The resource requirements include financial support and the need to hire consultants.

- e) **Adoption of quantitative and qualitative models for policy making.** The country team proposed to adopt qualitative models to address policy recommendations in political decision making in collaboration with colleagues in the planning commission and various ministries. A resisting factor is the mistrust of various policy stakeholders in the efficiency of economic tools.

¹³ DoE: Department of Environment

¹⁴ MoEF: Ministry of Environment and Forests

Implementation Steps	Start Date	Finish Date	Who
Compile reports	2 Nov 2011	7 Nov 2011	BIDS
Distribute reports to the Minister and members	24 Nov 2011	30 Nov 2011	Secretary BIDS
Organise a seminar for the various divisions in the Planning Commission and Bangladesh Institute of Development Studies	Dec 2011	15 Dec 2011	BIDS Support staff
Organise a dissemination seminar for all relevant ministries	15 Dec 2011	Dec 2011	BIDS
Organise a short training course for officers	7 Jan 2012	12 Jan 2012	BIDS Consultants
Apply the CGE Model during the decision making process in the stakeholders ministries	March 2012	June 2012	MoA, MoFL , MoEF

f) **Other actions proposed.** The country team highlighted the need for the Government to:

- Develop a framework to ensure regular interaction between state and non-state actors at all levels with emphasis on the local level.
- Establish public disclosure of all draft acts/policies relating to agriculture and food security and the list of beneficiaries and intended benefits.
- Encourage state-non-state partnerships during programmes and project implementation.
- Embrace a participatory approach when selecting programmes/projects at grass root level, and encourage participation of women in projects.

5.3. Bhutan

The CAP includes the following proposals/activities:

- a) **Reporting.** The team proposed and subsequently organized a meeting to discuss and report back on the HLPLP 2011 and to share their learning experience with colleagues and supervisors. The country team has provided colleagues with links to analytical tools including EX-ACT (Ex-Ante Carbon-Balance Appraisal of Investment Projects) and other HLPLP material. The country team reported that following the HLPLP they were able to provide substantial inputs on food nutrition security and climate change in the draft framework of the 11th five year plan (2013-2018), which is in line with one of the major objectives of the plan notably: “Enhancing Food and Nutrition Security”, as approved by the Government of Bhutan
- b) **Study on Investment in Agriculture.** Terms of Reference (TORs) were drawn up by the country team for a study on Investment in Agriculture to be carried out between January

and June 2012 by the Gross National Happiness Commission, the results of which will be incorporated in the 11th Five-Year Plan (FYP).

c) **Additional Components in the 11th FYP.** The country team plans to incorporate the following major components in the 11th five year plan (2013-2018) of the Ministry of Agriculture and Forests, that will be finalised in December 2012:

- Streamline foreign direct investment in the agricultural sector.
- Invest in agriculture-equity and participation.
- Encourage social security vis-à-vis mainstreaming development processes.
- Seek public-private partnership in agricultural development.
- Improve natural resource management governance and service delivery.
- Mainstream climate change adaptation and mitigation into agricultural policies.
- Focus on organic farming as a separate programme with focus on carbon balance, energy and cost benefit analysis.

5.4. Brazil

The CAP includes the following proposals/activities:

a) **Reporting.** The country team proposed and subsequently organized a meeting to discuss and report back on HLPLP 2011. The team also proposed to organise a seminar to target selected staff in the university: Federal University of Rio Grande do Sul (UFRGS) and students, to present the HLPLP 2011, discuss the learning experience and provide links to the HLPLP material. A supporting factor is that the target group has a direct interest in the information. A resisting factor is time constraint.

Implementation Steps	Start Date	Finish Date	Who
Organise all the HLPLP materials	24 Nov 2011	15 Dec 2011	Colleagues at UFRGS ¹⁵
Prepare a report	24 Nov 2011	15 Dec 2011	Colleagues at UFRGS
Prepare a presentation	24 Nov 2011	15 Dec 2011	Colleagues at UFRGS
Organise the seminar	24 Nov 2011	15 Dec 2011	Colleagues at UFRGS

b) **Enhancement of Agricultural Credit Cooperatives.** The country team proposed to enhance Agricultural Credit Cooperatives to make credit simpler and less expensive, a

¹⁵ UFRGS: Federal University of Rio Grande do Sul

move which would be supported by agriculturalists, cooperatives and the Government. Resisting factors cited are the commercial banks.

Implementation Steps	Start Date	Finish Date	Who
Review the legislation	Dec 2011	April 2012	Lawyers, administrators in ministries
Propose changes in legislation	April 2012	Oct 2012	Congress of Politicians
Propose an increase of funds and credit cooperatives	Oct 2012	TBD	Ministry of Finance

The resource requirements include legal support and funds. Team members include Prof. Carlos Mielitz: Federal University of Rio Grande do Sul (UFRGS), secretaries to ministries and selected politicians to present and propose changes.

- c) **Unification of registries of beneficiaries.** Applying the unification of the different registries of beneficiaries to all governmental programmes, to improve governance was highlighted as important by the country team. A supporting factor is that the government will support this activity to ensure that funds are better used. Among the resisting factors cited there is the unwillingness of the actual beneficiaries of programmes to be registered in a unified register.

Implementation Steps	Start Date	Finish Date	Who
Organise meetings with all ministries involved	29 Nov 2011	TBD	Ministries
Improve the software programmes	29 Nov 2011	TBD	Ministries
Test the software programmes	TBD	TBD	Ministries
Implement programmes in the registries	TBD	TBD	Ministries

The resource requirements include: the technical people from the ministries and the team members are the secretaries to ministries.

5.5. Burkina Faso

The CAP includes the following proposals/activities:

- a) **Reporting.** The country team proposed and subsequently organised a meeting to discuss and report back to decision makers on the outcome of the HLPLP 2011 on Natural Resources and Food Security (Government, civil society).

- b) **Annual meetings on Agricultural perspectives.** The country team has proposed to have annual meetings on Agriculture and Food Prospective so as to provide ex-ante information based on analytical work to decision makers and other stakeholders in policy processes. A resisting factor is the absence of financial resources.

Implementation Steps	Start Date	Finish Date	Who
Adopt of a Regulatory framework	Dec 2011	Dec 2011	Minister
Develop a prospective analytical report (quantitative and qualitative)	Dec 2011	April 2012	DGPER ¹⁶ SP/CPSA ¹⁷ SP/ CONEDD ¹⁸ INSD ¹⁹ , DG's
Organise a meeting on Agricultural Perspectives	April 2012	April 2012	DGPER SP/CPSA DGEP SP/CONEDD INSD, DG's

The resource requirements include human resources, a Support Unit with knowledge of tools and funds to be obtained through a Government budget. The focal point is the DGPER, Service of Agricultural Perspectives).

- c) **Multi-disciplinary team for policy impact analysis.** There is the intention to set up a multi-disciplinary team up with knowledge of analytical tools under the coordination of DGPER.
- d) **Capacity Development workshop.** The country team will organise a high-level capacity development workshop on the use of country's Social Accounting Matrix to evaluate food and agricultural policies.
- e) **Other issues.** The team also highlighted the need for the government to:
- Increase information on statistical data,
 - Establish a vulnerable groups list, and
 - Set up guidelines to implement National/Regional Governance Principles

5.6. UEMOA (West African Economic and Monetary Union)

The UEMOA action plan comprises the following items:

- a) **Reporting.** The team proposed and subsequently organised a meeting to discuss and report back on the HLPLP 2011 at UEMOA. Focal Point Person: Moussa Kabore (UEMOA).

¹⁶ DGPER : General Directorate-I for the Promotion of the Rural Economy

¹⁷ SP/CPSA : Coordination Unit for Agricultural Sector Policies

¹⁸ CONEDD : National Council on Environment and Sustainable Development

¹⁹ INSD : National Institute of Statistics and Demography

- b) **Monitoring and Evaluation Unit.** It is important to set up and implement a bulk of Monitoring and Evaluation (M&E) tools (quantitative and qualitative) through dialogue and technical cooperation and form a steering team. This is because since 2001 when the Agricultural Policy Union (APU/UEMOA) was adopted, many projects have been implemented but there are no mechanisms for Monitoring and Evaluation (M&E) and coordination, which would ensure participation and support dialogue among stakeholders. M&E would also help curb the new challenges arising due to food crisis and address the issues the Union faces to shift to a new development paradigm. However, the resisting factors are absence of formal and continuous dialogue among the different policy stakeholders and the lack of a multidisciplinary steering team.

Implementation Steps	Start Date	Finish Date	Who
Develop a FAO-UEMOA Project and seek funds	Jan 2012	Mar 2012	FAO, UEMOA
Identify tools to adopt (e.g. FAO VCA-tool, EX ACT, ENVISAGE, OMEGA, Foresight)	April 2012	Jun 2012	FAO
Organise a workshop	May 2012	May 2012	FAO, UEMOA
Create a regional ,technical team and steering committee	Jun 2012	Sept 2012	UEMOA
Set up an institutional framework	July 2012	July 2012	FAO, UEMOA
Organise training to implement tools	Jun 2012	31 Dec 2013	FAO, UEMOA

The resource requirements include: supporting experts (3 persons), funds (estimated at around US\$ 2.5 million) and the availability of tools (such as the FAO VCA-tool²⁰, EX-ACT²¹, ENVISAGE²², OMEGA²³, Foresight approaches²⁴). The team members include the Director of Agriculture Food Security/ Commission of UEMOA and UEMOA selected Staff.

- c) **Regional policy review.** There is a need to support the UEMOA Commission to adapt the APU adopting new paradigm which considers new issues and the changing institutional framework (governance, climate change, CAADP²⁵/NEPAD²⁶). The Institutional

²⁰ FAO VCA-Tool : A FAO software for value chain analysis

²¹ EX-ACT: A tool developed by FAO for ex-ante estimates of Green House Gas emissions and carbon sequestration by agriculture and forestry development policies and projects.

²² ENVISAGE: The Environmental Impact and Sustainability Applied General Equilibrium Model

²³ OMEGA: An approach adopted in Burkina Faso, to target performance and impact of government's measures to address the rise in rice prices in 2007-2008.

²⁴ Foresight approaches allow for building future scenarios

²⁵ CAADP: Comprehensive Africa Agriculture Development Programme

²⁶ NEPAD: New Partnership for Africa's Development

Framework has been weakly integrated and a formal mechanism for regional policy review in agriculture and food security is also absent.

Implementation Steps	Start Date	Finish Date	Who
Organise meetings between (states, non-states) with regard to M&E	March 2012	August 2012	FAO, UEMOA
Develop a policy review and policy options proposal	April 2012	April 2012	FAO, UEMOA
Develop a project to adapt the regional policy and identify funding sources	June 2012	June 2012	FAO, UEMOA
Develop a new regional Agricultural Policy	June 2012	June 2012	FAO, UEMOA
Implement a new regional Agriculture Policy with M&E system set up.	June 2012	Sept 2012	FAO, UEMOA
Review the Environment and Policy Framework using (institutions, laws, public explanations, M&E results)	Oct 2012	Dec 2012	FAO, UEMOA

The estimated resource requirements amount to around US\$ 2million). The country team underlined a need to support the UEMOA Commission state members to initiate a regional food crisis social protection programme.

5.7. Egypt

The Egypt's country Action Plan includes the following proposals/activities:

- a) **Reporting.** The Egypt team organised a meeting to discuss and report back on the lessons discussed during the HLPLP 2011.
- b) **Adoption of new analytical tools.** They also proposed to initiate using new tools and procedures that will be used during the policy making process in Egypt, with the support of HLPLP documents. However time limitation is a resisting factor.

Implementation Steps	Start Date	Finish Date	Who
Collect relevant information from HLPLP material	20 Nov 2011	23 Nov 2011	MoF ²⁷
Organise information from HLPLP links	24 Nov 2011	25 Nov 2011	MoF
Write a report on HLPLP tools	26 Nov 2011	26 Nov 2011	MoF
Submit the report to relevant supervisors	27 Nov 2011	27 Nov 2011	MoF

²⁷ MoF: Ministry of Finance

Submit feedback to FAO	TBD	TBD	MoF
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The resource requirements include links to all HLPLP material²⁸ and the FAO Policy Support²⁹ Website. Team members include Dr. Abdel Aziz (Prof. Water Resource Economics) and Dr. Omar Abdin (MoF).

- c) **Review of input subsidy policy.** The country team's proposal to provide farmers with agricultural input subsidies aims to ensure that subsidies reach the target group so as to minimise leakages, reduce the financial burden on the Government budget and improve efficiency in delivery mechanisms. It is well-known that farmers need a better efficient subsidy system. However, good governance is required to ensure that subsidies reach the target groups. Resisting factors include corruption and non-existence of forward thinkers to organize the system in a better way.

Implementation Steps	Start Date	Finish Date	Who
Organise meetings with the concerned ministers (MoA) (MoF) on importance of the action plan	Feb 2012	Feb 2012	MoA ³⁰ , MoF
Formulate a steering Committee involving all the stake holders to overlook a study on the action Plan	Feb 2012	Feb 2012	MoA, MoF,
Establish a team to assess the impact of the proposed policy	Mar 2012	May 2012	MoA, MoF
Report back on Study Findings of the working group to Steering Committee and relevant ministries	Jun 2012	Jun 2012	MoA, MoF
Incorporate/adjust the comments of the steering committee in the final action plan	Jul 2012	Jul 2012	MoA, MoF
Implement policies/Action Plans	TBD	TBD	MoA, MoF

The resource requirements include policy impact analysis tools and local data. The focal point person is Dr. Omar Abdin, MoF (Ministry of Finance) and team members include Dr. Abdel Aziz (Prof. Water Resource Economics).

- d) **Additional actions proposed.** The country team highlighted the need for the government to:

- Set up a policy to determine the prices of commodities purchased by the government. Team members include MoA and MoF staff .

²⁸ EASYPol: online resources for policy making www.fao.org/easypol

²⁹ Policy Support website: www.fao.org/tc/policy-support

³⁰ MoA: Ministry of Agriculture

- Revise the policy on incentives so as to have the private sector involved in projects when needed by the government. Team members include MoF staff .
- Develop an export strategy through continuous negotiations and data analysis to assess the whole food chain and enhance food safety.

5.8. Mauritius

The CAP includes the following proposals/activities:

- a. **Food security plan.** The Mauritius team is developing a food security plan to address matters of food sufficiency and food security. Supporting factors include commitment of the colleagues who are involved in the steering committee/government/permanent secretary.

Implementation Steps	Start Date	Finish Date	Who
Determine the cause of food insecurity in the country	TBD	TBD	TBD
Organise meetings to discuss the food security plan	TBD	TBD	TBD
Narrow down to the major projects in the food security plan	TBD	TBD	TBD
Organise meetings with the Agricultural Development Bank, (for area planters to better understand how the payment mechanism works and how funds are disbursed)	TBD	TBD	TBD

The focal point person is Rajen Bahadoor (Ministry of Agro Industry and Food Security) and team members include the Planning Unit staff of Agricultural services.

- b) **Review of Department of Agricultural Planning’s duties.** There is a proposal to review the current duties of the Department of Agricultural Planning and the Policy Unit, in order to give priority to the implementation of projects addressing important policy issues. Team members include: colleagues in the department (Ministry of Agro Industry and Food Security) and staff in the agricultural services area.
- c) **Improving cross-ministerial interaction.** There is a need to ensure interaction among the main actors in the Ministry of Finance and Economic Development to facilitate involvement during the planning process and improve the organisation and preparation for new projects/policies.

5.9. Nigeria

The CAP includes the following proposals/activities:

- a) **Reporting.** The Nigeria team organized a workshop with colleagues in the Ministry of Agriculture to report back on the HLPLP 2011 and to illustrate what was discussed during the programme. The workshop enabled colleagues to get acquainted with ideas, approaches and tools to address long-term development issues. They also discussed about how to translate into practice ideas discussed and to apply relevant analytical tools for policy making. The Permanent Secretary also participated in the first week of the HLPLP which coincided with ATAN³¹. A resisting factor is the time constraint.

Implementation Steps	Start Date	Finish Date	Who
Prepare a report on the HLPLP	21 Nov 2011	24 Nov 2011	FMARD ³²
Liaise with the FAO Representative in Nigeria	22 Nov 2011	23 Nov 2011	Perm. Secr. FMARD
Seek approvals	28 Nov 2011	28 Nov 2011	FMARD
Prepare for the workshops training	28 Nov 2011	29 Nov 2011	FMARD
Carry out the evaluation of the programme	30 Nov 2011	30 Nov 2011	Planning dept. FMARD

The focal Point person Mrs Iro: FMARD Team members include: Staff in the Planning department, Ms Louise Setshwaelo FAO Representative in Nigeria.

- b) **Policy Impact Analysis programme.** The country team is organizing, with the support of FAO, a programme to formulate evidence-based policies for agricultural and rural sustainable development, food security and inclusive growth. The programme comprises capacity development on policy impact analysis and long-term development planning for planning officers in the Ministry of Agriculture and other stakeholders to adequately equip officers with appropriate skills to contribute to national policy processes, such as the ATAN.

³¹ ATAN: Agricultural Transformation Agenda Nigeria

³² FMARD: Federal Ministry of Agriculture and Rural Development

Implementation Steps	Start Date	Finish Date	Who
Prepare the proposal	21 Nov 2011	30 Nov 2011	FMARD
Liaise with the FAO Representative in Nigeria	1 st week of Dec 2011	2 nd week of Dec 2011	FMARD and FAOR-NG
Seek approval from the Minister of agriculture	12 Dec 2011	15 Dec 2011	Perm. Sec and minister FMARD
Organise workshops/ training sessions	2 nd week of Dec 2011	End of Jan 2012	FAO officials, Planning dept (FMARD)
Carry out the evaluation of the programme	TBD	TBD	FAO, FMARD

Financial and technical support is needed to implement the programme. The focal point person is Mrs Iro, FMARD. Team members include, among other stakeholders, the Permanent Secretary and the Minister of Agriculture: FMARD, Ms Louise Setshwaelo, FAO Representative Nigeria and the National Planning Commission.

- c) **Farmer Field Schools (FFS).** The country team proposed to establish FFS in Nigeria to provide a range of services to rural farmers towards enhanced productivity with support from the new orientation in the Ministry of Agriculture, ATAN and development planning as a tool of National Policy. Constraints include inadequate financing and lack of skills which need to be developed.

Implementation Steps	Start Date	Finish Date	Who
Review existing extension services by the ministry of agriculture and national planning commission	Dec 2011	Jan 2012	NPC ³³ FMARD
Review other countries practice with FFS	Feb 2012	Sept 2012	NPC, FMARD
Establish local contexts on FFS as for Bangladesh and Egypt	Feb 2012	Sept 2012	NPC, FMARD
Consult widely then agree on the implementation plan	Feb 2012	Sept 2012	NPC, FMARD
Select Pilot states and local Government offices	Feb 2012	Sept 2012	NPC, FMARD
Implement Farmers field schools	Feb 2012	Sept 2012	NPCF, MARD

The focal point person is Dr. Nazifi Darma, NPC and the team members include Mrs Iro: FMARD and other Ministries Departments and Agencies (M.D.A's) some of its members

³³ NPC: National Planning Commission

include: the Federal Ministry of Agriculture, water resources, national planning, young development, women affairs and state governments.

- d) **Lessons learning from ongoing policies.** The country team proposes to use monitoring and evaluation findings from existing policies to design new policies with the help of the National Monitoring and evaluation frameworks. A resisting factor is the limited availability of financial resources.

Implementation Steps	Start Date	Finish Date	Who
Form a task team with members from the Ministry of Agriculture and NPC	25 Nov 2011	2 Dec 2011	NPC, FMARD
Review of the M&E report	2 Dec 2011	20 Dec 2011	NPC, FMARD
Assess areas of impact on existing policies	TBD	TBD	NPC, FMARD
Analyse results	TBD	TBD	NPC, FMARD
Suggest new policies or modify existing ones	TBD	TBD	NPC, FMARD

The focal point person is Dr Nazifi Darma, National Planning Commission. Team members: Mrs Iro: FMARD, State Governments, water resources and Agriculture.

- e) **Institutionalising the preparation of a medium-term development plan.** It is important to institutionalise the preparation of medium-term development plans through an appropriate legislation. This would enable to prepare sectoral plans to ensure continuity. Supporting factors include the political will and the existence of a draft of a new development plan. Resisting factors are resources constraints.

Implementation Steps	Start Date	Finish Date	Who
Circulate the draft National Programme document (NPD)	2 Jan 2011	31 June 2012	NPC and States
Follow up with states to discuss areas of deficiency	TBD	TBD	NPC and States
Set deadlines on time lines to complete State drafts	TBD	TBD	NPC and States
Present draft to state Houses of Assembly	TBD	TBD	NPC and States

- f) **Anti-corruption agencies.** The country team emphasised the need of the Federal Government to strengthen the institutional capacity of anti-corruption agencies by streamlining their functions and enhancing their effectiveness and efficiency. Team members include the Federal Government, the State Government, law enforcement agencies, other stakeholders (civil society).

- g) **Participatory approach.** The country team highlighted the need for the Government to embrace a participatory approach in governance to ensure a more responsive behaviour in addressing citizens' complaints.

5.10. Viet Nam

The CAP includes the following proposals/activities:

- a) **Reporting.** The Viet Nam team proposed and subsequently organized a workshop to provide feedback to their colleagues on their participation to the HLPLP.
- b) **Revising the strategy for Agriculture, 2011-2020.** The country team organized a workshop in early march 2012 with participants from the Ministry of Agriculture and Rural Development and local agencies to discuss the coordination of the work with regard to revising the strategy for Agriculture 2011-2020. The country team is developing Terms of Reference for revising the Strategy for Agriculture 2011-2020 to cater for the emerging development issues arising. It was proposed that the team would identify an expert from FAO to take part in the workshop on revising the Strategy of Agriculture 2011-2020 (FAO to provide assistance upon receipt of TORs and schedule).
- c) **Monitoring rice production.** The country team will design a pilot project to monitor rice production and crops damaged by pest, disease and bad weather in the region of the Red River Delta of Vietnam.

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