



Republic of South Sudan



The National Effort for Agricultural Transformation (NEAT)

Launching Implementation Phase 1

Juba, South Sudan
March 7, 2013





The Agricultural Ministries prepared the NEAT plan which was approved by the President and Council of Ministers

What did the Council approve?



NEAT initial investment plan

- Prioritize and re-direct funds (government, donor, or loans) to support the NEAT plans for immediate investments
- The President, VP, and all Ministries use the zonal strategies to guide their activities and donor/ development partner/ private sector investments

Immediate creation of implementation unit

- Chaired by the President, reporting through the Minister of Agriculture

What could the impact be?



- ✓ Produce up to **1,500,000 MT** of new cereals – **300%** of the national deficit, with surplus for export
- ✓ Cultivate **600,000 MT** of high value fruits, vegetables, fish, and other animal opportunities
- ✓ Ultimately create up to **\$15bn** in annual production when all zones are scaled up



**We are here today to talk about a new way of working together,
with 3 critical next steps for implementation**

1

Investment planning



Translate strategic plans into clear, detailed action and implementation plans and secure funding

2

Delivery co-ordination/ M&E



Coordinate implementation – including regular progress reviews to course-correct

3

Zonal strategies



Design the quick-win strategic opportunity for each zone (focus on incomplete zones)

Success of the NEAT will require all of these activities to happen in parallel

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Zonal strategies





Achieving the NEAT vision requires a comprehensive and coordinated response from all stakeholders

NEAT is an RSS-led effort with clear roles for all stakeholders:



MAF, State governments, entrepreneurs, donors, implementing partners, and farmers will follow Paris Declaration principles:

Ownership: Partner countries exercise effective leadership and co-ordinate actions

Alignment: Donors base overall support on partner countries' national strategies, institutions and procedures

Harmonization: Donors' actions are more harmonized, transparent and collectively effective

Managing for Results: Managing resources and improving decision-making for results

Mutual Accountability: Government, donors and partners are accountable for development results

Ultimately we will achieve the New Vision for Agriculture in South Sudan

Fundamental Operating Principles:

- 1 Mobilize the private sector as driver of future growth and stability
- 2 Employ market-based solutions, including public-private partnerships
- 3 Empower farmers and entrepreneurs to reach their full potential
- 4 Integrate interventions to achieve momentum and scale



There are 4 ways that donors, development partners, and the private sector can support the transformation

Details Follow

Direct ZEAT activities

Significant support to **prioritized activities** listed in the ZEAT plan



NEAT Implementation Unit support

Recruiting, staffing, training, and administrative needs to drive NEAT implementation



Cross-cutting enabling activities

Investments that **promote a strong enabling environment for agriculture** via research, trade, land, and private sector development



Other agricultural programming (outside ZEAT)

Programs that help **households grow enough food and meet basic needs and nutrition requirements**; *programming should move from relief to development*





To coordinate support, each zone will have a detailed investment plan where all partners can align their projects

State teams shall work with the NEAT team to identify all investments required to achieve success in a zone

Each state, national ministry, and development partner reviews the plan and identifies where they can support implementation

CENTRAL EQUATORIA

Central Equatoria Year 1: Public/Donor investments

■ RSS commitments

PRELIMINARY

		Lainya	Yei	Morobo	Kajokeji
Entrepreneur support	Mechanization hire	<ul style="list-style-type: none"> 1 tractor Operation training 	<ul style="list-style-type: none"> 2 tractors Operation training 	<ul style="list-style-type: none"> 1 tractor Operation training 	<ul style="list-style-type: none"> 2 tractors Operation training
	Seed dealer	<ul style="list-style-type: none"> 1 dealer Seed training Startup grant 	<ul style="list-style-type: none"> 2 dealers Seed training Startup grant 	<ul style="list-style-type: none"> 1 dealer Seed training Startup grant 	<ul style="list-style-type: none"> 2 dealers Seed training Startup grant
	Processor	<ul style="list-style-type: none"> 1 mill 1 150MT store Mill training 	<ul style="list-style-type: none"> 2 mills 2 150MT stores Mill training 	<ul style="list-style-type: none"> 1 mill 1 150MT store Mill training 	<ul style="list-style-type: none"> 2 mills 2 150MT stores Mill training
	Warehouse operator	<ul style="list-style-type: none"> 2 500MT warehouses Mgmt training 	<ul style="list-style-type: none"> 4 500MT warehouses Mgmt training 	<ul style="list-style-type: none"> 2 500MT warehouses Mgmt training 	<ul style="list-style-type: none"> 4 500MT warehouses Mgmt training
Association with outgrowers	Organizing				
	Infra-structure				
Extension service	Salary	<ul style="list-style-type: none"> 4 extension agents (1 agent per county) Agronomy training 			
	Support	<ul style="list-style-type: none"> 4 motorcycles and supplies 			

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CENTRAL EQUATORIA

Central Equatoria Year 1: Public/Donor investments

■ RSS commitments

■ Partner 1

■ Partner 2

PRELIMINARY

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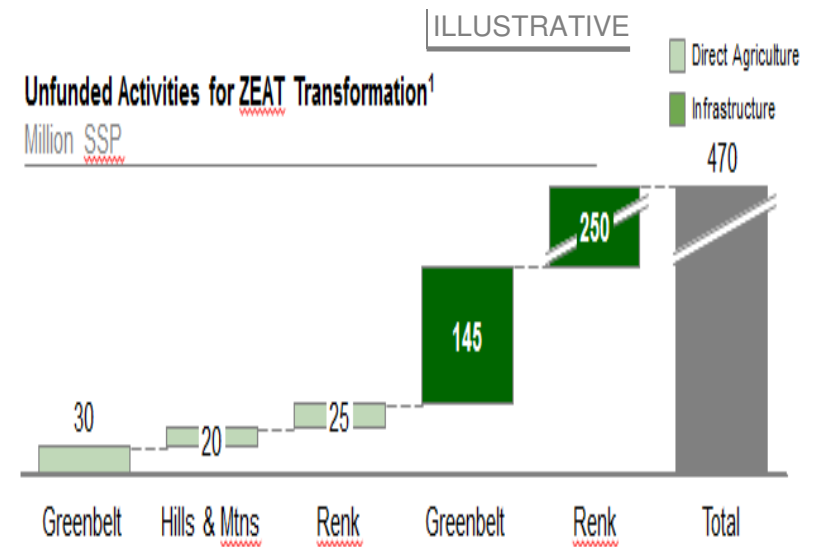
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NEAT will coordinate investments to maximize effectiveness and fill any funding gaps



The NEAT team will compile commitments and suggest possible shifts to enhance implementation



Together we will evaluate overall funding gap and look for additional support

- Additional in-kind donor commitments
- “Basket fund” contributions
- Private sector commitments from investor conferences, Grow Africa, etc...
- IMF Loans



NEAT will use the following guiding principles

Principle

Government at all levels must contribute resources to activities, not just depend on donor commitments

Donor/Development Partner commitments should be for **multiple years** to build local knowledge

Investment commitments should **take advantage of the unique strengths of the implementer**

Donors/Development Partners should support the **same target farmers across the value chain** to fully address needs before moving to other areas

Example

State Ministry of Agriculture trains high-performing extension agents and deploys them to priority counties

***Development Partner A** funds the training of 30 entrepreneurs in year 1, and builds on successes to scale to 100 by year 3*

***Implementer A** focuses on training, while **Implementer B** specializes in warehouse management*

The same farmers should receive support in both production and marketing, rather than dividing support to different groups

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Zonal strategies





What is the NEAT Implementation Unit

What it isn't ...



A decision making authority of its own

A “doer” of agricultural activities at the ground level

A new, parallel line of authority

A unit to plan and implement the entire Ministry of Agriculture agenda



What it is ...

A unit which enables fast, quick decision making that cuts through the bureaucracy and hierarchy of the government

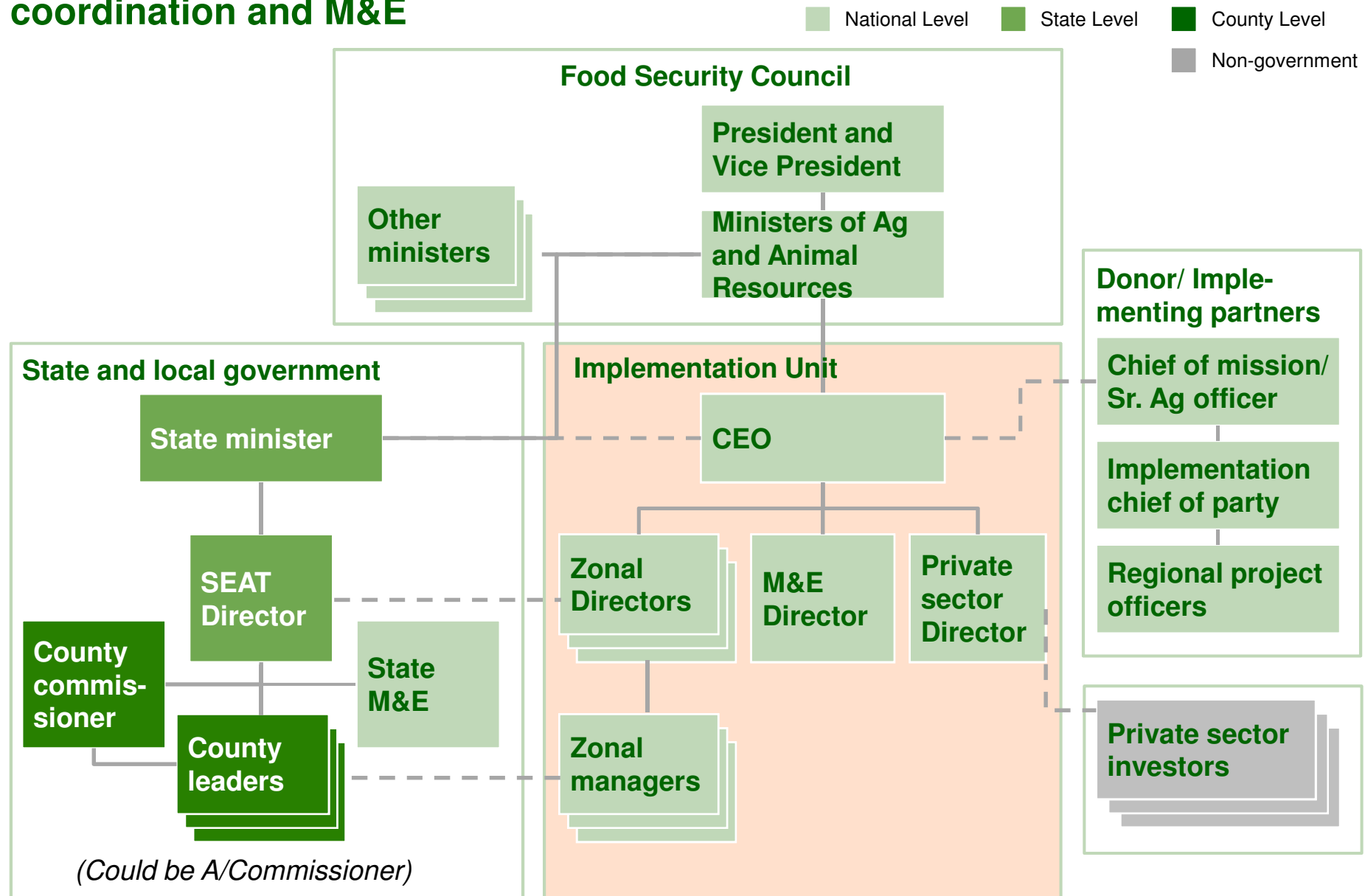
A coordinating body to unite the national and state government, development partners, and the private sector around common priorities

A body that helps create transparency by tracking and monitoring implementation and performance of key priorities of the country

A unit to create and drive targeted zonal strategies and investments



DRAFT: The new implementation unit will oversee delivery coordination and M&E





NEAT plays a supporting and coordinating role at all levels

Implementation Unit (focused only on NEAT activities)



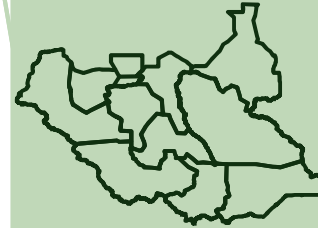
- “Do”
 - Lead zonal strategic planning
 - Raise funds and coordinate donors
 - Attract large private sector investments
- “Monitor”
 - “Shine a light” on progress at specific level across all stakeholders
 - Verify state data and produce regular reports
 - Highlight problems and challenges in impartial way
- “Support”
 - Train county implementation leaders to coordinate across implementers
 - Coordinate with cross-Ministerial working groups (e.g., roads, water)

Note: Day-to-day national ministry activities will continue outside of the Implementation Unit

National ministries (e.g., Roads, Transport)

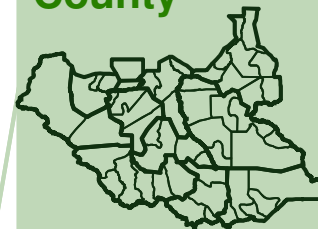
- Drive implementation of national schemes

SEAT team



- Direct state planning; select focus areas
- Supervise implementation
- Compile data; track progress

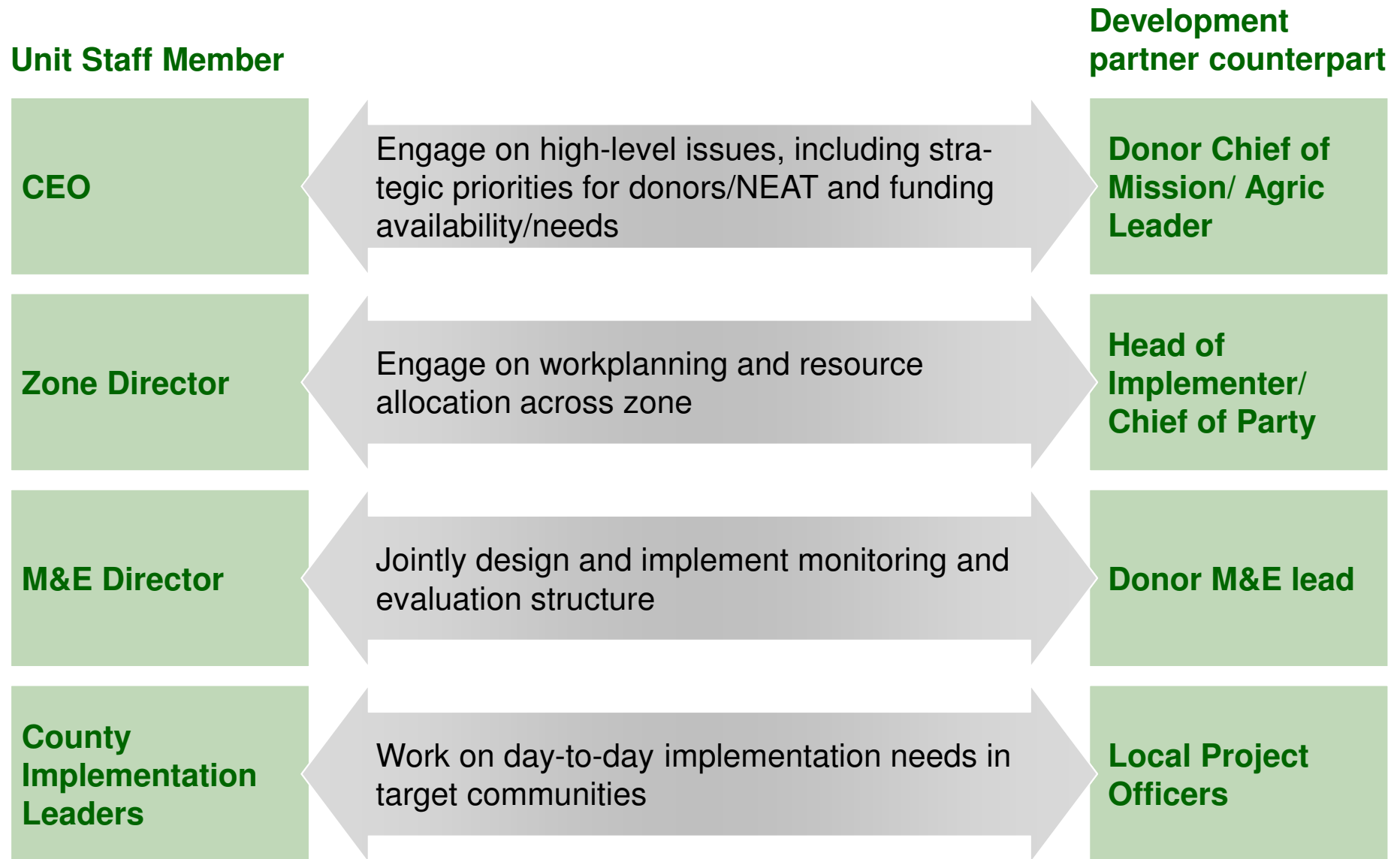
County



- Directly implement extension and local government services
- Coordinate day-to-day interactions with development partners and target populations
- Submit data



The Unit is led by the RSS, and development partners will work directly with the unit in planning, implementation and M&E





The unit will also attract private sectors investors

Functions

- 1 Scope opportunities
- 2 Prepare business cases
- 3 Solicit investors
- 4 Negotiate deals
- 5 Facilitate rapid clearances

Example investments



Renk Agribusiness Investment

- Establish tractor service company to plow large commercial farms of 10,000-20,000 hectares



Nile River Transport

- Establish barge company to transport goods along Nile from high potential regions to high demand markets



International Input Company

- Set up large scale seed/crop protection distribution network with outlets across the country



The Unit will create a transparent M&E framework to track progress and support informed decision-making

Meetings

Semi-Annual Review



Description

- Review progress towards reaching food security
- Determine bottlenecks in reaching more households and attracting investment

Monthly Flash Report



- Short monthly update on progress presented to Council of Ministers
- Highlight issues and needs from Development Partners and Line Ministries

Weekly Zone Check-in



- Tactical review of issues and potential solutions for each state



The Unit will create a monthly dashboard report to update the Council of Ministers and highlight issues with development partners

Reporting process

- County Implementation staff report progress to State M&E teams, which report to National M&E director
- National M&E director populates “dashboard” report for CEO to present to Minister
- Minister presents monthly update to Council of Ministers

Example Dashboard Report: Greenbelt – June 2013

Progress to date					
					● High concern ● On track ● Need to check-in ● Not yet applicable
	Metric	Current	Target	By when	Status
Execution of strategy	Feddans of land cleared	300	2500	Jun 1	●
	MT seed ordered	100 MT	135 MT	Jun 1	●
	Extension workers trained/equipped	5	20	Oct 1	●
	Warehouses built	4	4	Oct 1	●
Stakeholder Coordination	Weekly Zone meetings conducted	8	10	Jun 1	●
	M&E metrics identified	1	5	Sep 1	●
	Data collection reports filed	0	7	Jun 1	●
	Donor reports filed	4	4	Jun 1	●
Cross-cutting initiatives	KMs of roads constructed	17	379	Dec 1	●
	# counties where land act enforced	2	7	Oct 1	●
	Credit guarantees available	0	10	Jun 1	●
	Female entrepreneurs supported	15	20	Oct 1	●
Critical issues to address					
Issue			Proposed action for Council of Ministers		
RSS credit guarantees to banks not yet authorized hindering access to finance			Authorize RSS credit guarantees for agricultural loans made by commercial banks		
Land clearance moving at slow pace			Mobilize certain SPLA brigades to assist with land clearance		

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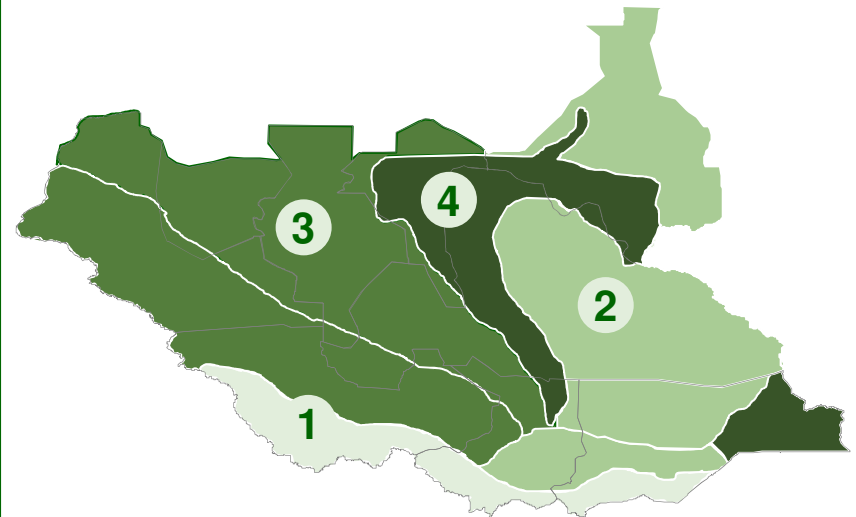


A strategy will be developed for each agro-ecological zone in South Sudan

The ZEAT planning process is being rolled out across the country in 2013

Detailed planning will take place in each agroecological zone with state governments, the National Ministry, and Development Partners

The process will be completed in 4 phases, based on available funding, regional stability, and the return on investment to quickly meet the call for food security by 2014



Completed in February

- Greenbelt



Beginning in March

- Hills and Mountains
- Eastern Flood Plains – Renk
- Eastern Flood Plains – Jonglei



Beginning in April

- Western Flood Plains
- Ironstone Plateau






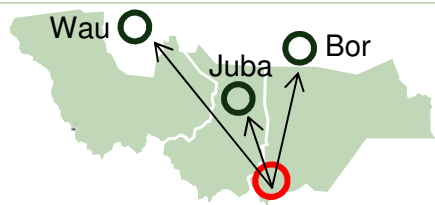
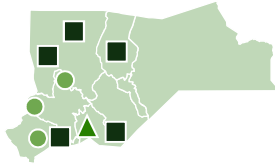






Coming soon (MARF-led)

- Nile Sobat
- Arid



To plan agricultural transformation strategies, 5 key questions must be answered for each zone

1	What is the highest potential crop/opportunity ?	    
2	What output markets will absorb increased production?	
3	What are the key constraints across the value chain?	<div>Input supply > Production > Harvest > Post-harvest > Resale</div> <div>↓ ↓</div> <div>← Low yielding poor inputs → ← Lack of storage →</div>
4	What is the best change model ?	<div><div>■ FBOs ▲ Commercial Farms ● Warehouses</div></div>
5	What are the necessary investments for scale?	   



The ZEAT team has started to build a preliminary fact base for all zones by collecting data to answer the first 3 questions

Research conducted to date:

1	What is the highest potential crop/opportunity ?	<ul style="list-style-type: none">▪ Crop production figures (WFP/FAO, World Bank)▪ Agronomic suitability maps (IFPRI)▪ Farmer and MAF/ MARF consultations
2	What output markets will absorb increased production?	<ul style="list-style-type: none">▪ Demand sink data (WFP/FAO cereal deficits)▪ Current import numbers (OECD and FAO)▪ Market pricing data (National Bureau of Statistics, CLIMIS)▪ Trade flows analysis (World Bank, MAF experts)
3	What are the key constraints across the value chain?	<ul style="list-style-type: none">▪ Constraint identification in project documents (WFP/FAO, World Bank, USAID, GIZ, EU, JICA, IFPRI, MAF, MARF)▪ Interviews with farmers, implementers, and other stakeholders in each zone
4	What is the best change model ?	<u>What still needs to happen</u> <ul style="list-style-type: none">▪ Validate preliminary research in field visits / consultations▪ Calculate demand sinks and production potential▪ Identify existing progressive farmers, agribusinesses, and potential change models▪ Determine economics for models to overcome constraints▪ Assess existing infrastructure and required improvements
5	What are the necessary investments for scale?	



The next step is to conduct workshops and local field visits to validate data, refine strategies and identify necessary investments

Hold workshops and field trips at the state and county levels

Potential stakeholders:

National ZEAT representatives

MAF/MARF staff

Development partners

Farmer representatives

Agribusinesses and other private sector representatives



Use these meetings to refine the prioritized zonal strategy

Outputs of the field visits:

1-2 focus crops/ opportunities

Zonal production targets

2-3 key constraints

Potential model to drive change

Necessary investments to jumpstart change





Eastern Flood Plains – North (Renk): NEAT will seek private investment and develop plans for plant protection and barge rehabilitation to reinvigorate large scale commercial farming

Next steps to implement

Goals

- 600,000 feddans under cultivation
- 300,000 MT increased production

3-year start-up cost

SSP 1.7 B

Annual increased economic value

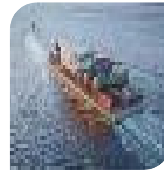
SSP 1.5 B

Lead Development Partner

??

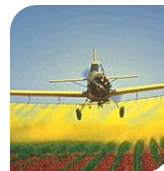
Preliminary strategy developed at national level

- Reinvigorate large scale commercial farming by establishing a plant protection program, rehabilitating warehouses, and restarting Nile River barge transport



Create barge transport rehabilitation plan

- Meet with Ministry of Transport to plan to reinitiate 3-5 barges in 2013 and for port rehabilitation/expansion to grow to 500,000 MT by 2015
- Recruit investors to launch barge operations in 2013



Develop plan to launch plant protection unit

- Determine chemicals required and best application method
- Reach out to plant protection vendors (crop dusting planes, mounted vehicle sprayer operators, chemical suppliers)



Secure public funding for infrastructure investments

- Meet with Ministry of Finance to ensure IMF and World Bank loans are prioritized to relaunch barge transport



Attract private investment and persuade banks to provide loans

- Identify existing and potential farmers and divide land into parcels
- Meet with Agricultural Bank, Cooperative Bank, and other banks operating in area

Hills and Mountains: NEAT will set up policy, investment and training support to accelerate horticulture production



Goal	390,000 MT increased production
3-year start-up cost	SSP 0.6 B
Annual increased economic value	SSP 5.9 B
Lead Development Partner	
Preliminary strategy developed at national level	<ul style="list-style-type: none"> Local traders act as for-profit agents, providing start-up packages to farmers, including irrigation, plant protection, improved inputs, and training Traders aggregate supply and connect directly with markets Repayment brokered from revenue of harvest

Next steps to implement

Conduct field visits March 14-18

- Identify where current centers of horticulture production are
- Determine their access to markets
- Determine key constraints to production and marketing, and assess value chain needs



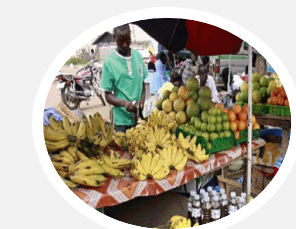
Have policy meeting to review regulations for agricultural inputs

- Ministry of Finance
- Customs staff at boarder
- State ministries of agriculture



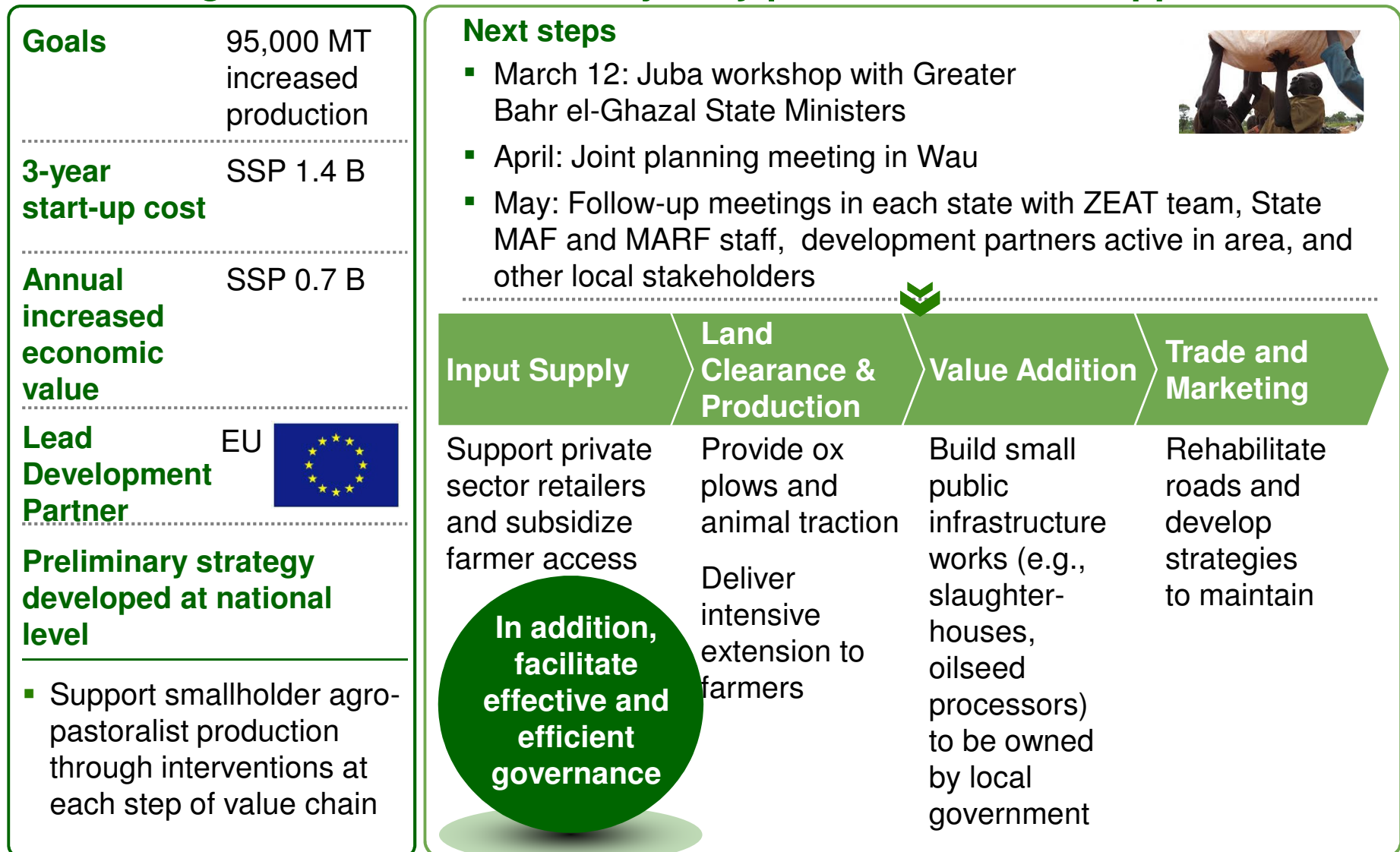
Attract private investment

- Meet with Chamber of Commerce
- Meet with Agrolife, Rejaf, local seed companies, Morobo producer





Western Flood Plains and Ironstone Plateau: NEAT will work with state governments and EU to jointly plan a value chain approach



SOURCE: FAO/WFP Crop Assessment Mission (2012); FAO Livestock Population Estimates (2010); IOM State Report Northern Bahr El Ghazal (2009); World Bank Crop Production estimates; OECD FAO import data; Ministry of Agriculture and Forestry Aweil Rice Scheme Feasibility Report



Eastern Flood Plains – South (Jonglei): NEAT will develop plans to promote resilience in the near-term

Next steps to implement

Goals 150,00 MT
increased small-
holder production

**3-year
start-up cost** : SSP 2.6 B

**Annual
economic
value** : SSP 0.7 B

**Lead Develop-
ment Partners**



**Preliminary strategy developed
at national level**

- Promote resilience in the near-term through infrastructure improvements and basic support for households involved in livestock, fisheries, and farming livelihoods



Cattle

- Create plan to open pastoralist field schools
- Choose locations for water catchments
- Develop strategy for grass testing to counter overgrazing



Fish

- Develop plan to strengthen fishermen collectives
- Create strategy to provide refrigerated storage facilities and market linkages



Sorghum

- Develop strategy to link farmers to pastoralists so grain can serve as animal feed
- Create plan to deliver intensive extension; explore methods to have influential youth lead farmers act as extension workers



Nile Sobat: NEAT will develop plans to establish fish processing hubs and boost maize production

Goals	100,000 MT increased production	Strategy to develop fish processing hubs							
3-year start-up cost	SSP 1.7 B	 <table><tr><td>1 Malakal</td><td>3 Shambe</td><td>5 Terekeka</td></tr><tr><td>2 Bentiu</td><td>4 Bor</td><td></td></tr></table>		1 Malakal	3 Shambe	5 Terekeka	2 Bentiu	4 Bor	
1 Malakal	3 Shambe			5 Terekeka					
2 Bentiu	4 Bor								
Annual increased economic value	SSP 1.0 B								
Lead Development Partner	??								
Next steps for planning in the field		Next steps at national level							
	MARF will lead field visits to identify best methods to organize fishermen into collectives and establish bush shop network		Meet with Ministry of Transport to reinstitute 3-5 barges in 2013						
	MAF will lead field visits to develop plan for boosting maize production		Develop business case for establishing fish processing facilities and seek private investors						

SOURCE: MARF, FAO Fisheries Reports, FAO/WFP Crop Assessment Mission (2012); FAO Livestock Population Estimates (2010); World Bank Crop Production estimates; OECD FAO import data; CLIMIS



Arid Zone: NEAT will develop a strategy to jumpstart the sheep industry

Goals : 50,000 annual sheep production

3-year start-up cost : SSP 46 M

Annual increased economic value : SSP 21 M

Lead Development Partner : **SNV**

Preliminary strategy developed at national level

- Strengthen sheep pastoralist associations through extension, holding yard construction and transport to markets
- Support agro-pastoralist sorghum production during short rainy season




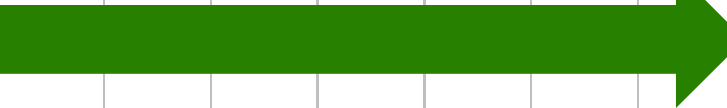

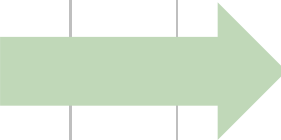
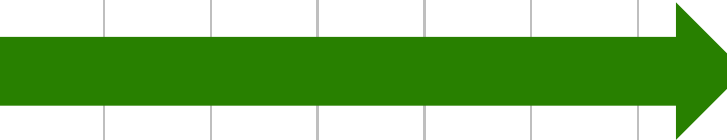


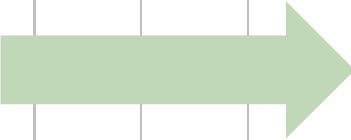



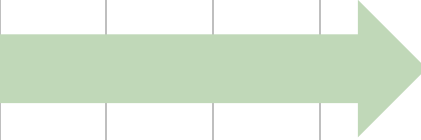
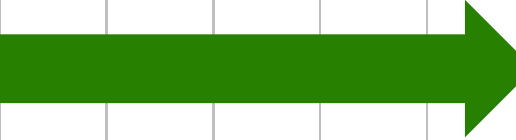

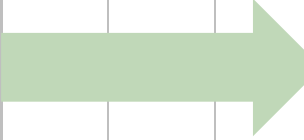

Next steps for planning in the field

- Develop plan for extension agents to organize sheep herdsmen into associations of 10-20
- Create investment plans for construction and operation of holding yards in Kapoeta and Narus with annual capacity of 50,000 sheep
- Reach out to private sector truck operators to transport sheep to Juba



Timeline for planning and implementing zonal strategies



Zone	Lead Dev't Partner	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
 Hills & Mountains											
 Eastern Flood Plains – North (Renk)	Private sector/ ??										
 Western Flood Plains & Ironstone Plateau											
 Eastern Flood Plains – South (Jonglei)											
 Nile Sobat	Private sector/??										
 Arid Zone	