



Federal Ministry of  
Agriculture & Irrigation



Japan International  
Cooperation Agency



# Capacity Building Project for the Implementation of the Executive Programme for the Agricultural Revival

2010 - 2014



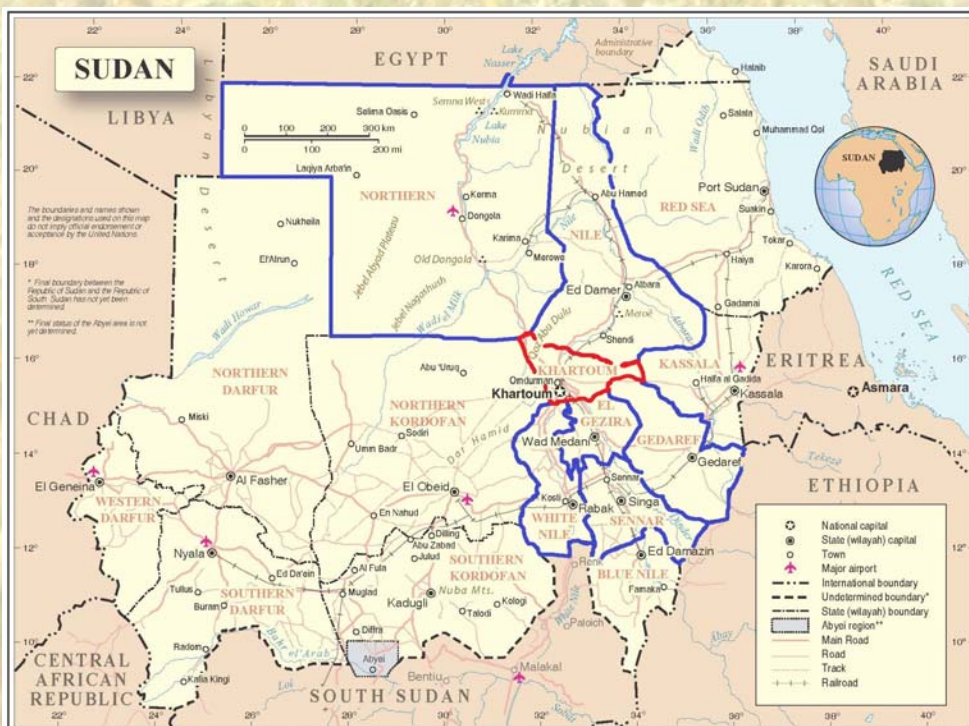
# Background

Capacity Building Project for the Implementation of the Executive Programme for the Agricultural Revival was launched by the Federal Ministry of Agriculture and Irrigation (FMOAI) of the Sudanese Government with cooperation by Japan International Cooperation Agency (JICA) in March 2010. Through this 4-year project, FMOAI and JICA are aiming to strengthen human and institutional capacities of FMOAI, Ministries of Agriculture in State levels and the relevant organizations to materialize "The Executive Programme for the Agricultural Revival" for Sudan. In addition to Agriculture ministry staff members at the federal and state levels as well as farmers are benefiting from this project.



# Project Sites

Khartoum (FMOAI), Gezira, Sennar, Gedaref, White Nile, River Nile and Northern State.



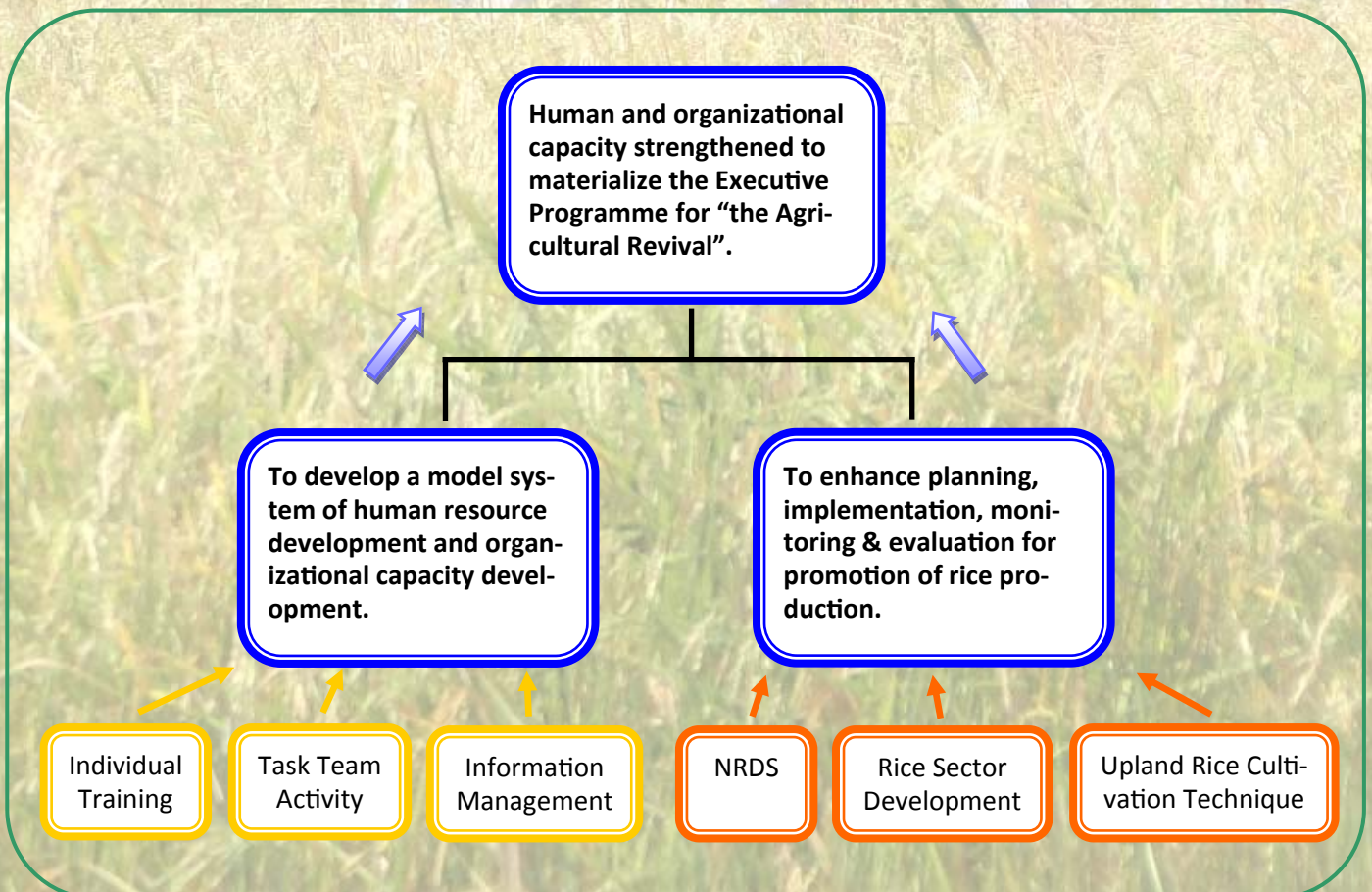
Source: United Nations Cartographic Section (Edited by Project Team)



## Project Purpose

“Human and organizational capacity of the Ministry of Agriculture and the organizations concerned is strengthened to materialize the Executive Programme for the Agricultural Revival”. This is the project purpose.

There are two main pillars in the Project. The first one is for development of Human Resource and Organizational Capacity Development. The activity is mainly conducted in the Federal Ministry. The second pillar is for enhancing the Promotion of Upland Rice Production. This activity was begun with Gezira State and White Nile State Ministry in 2010, and expanded to other four states (Gedaref, Sennar, River Nile and Northern State) from 2012.



# Project Output 1

Through the experimental activities of the Project, a model system of human resource development and organizational capacity development of the Ministry of Agriculture has been developed.

## Individual Capacity Building

The Project started trainings for individual capacity building from 2010 (1st year). The Project conducted 6 training courses with 232 participants in the 1st year, 8 training courses with 545 participants in the 2nd year and 6 training courses with 240 participants in the 3rd year.

Training starts from Capacity Assessment of trainees and each directorate. Based on the result of it, training programme is designed. After that, training is conducted and monitored. In the 3rd year (2012), the project focused on "Trainings to Utilization". Every participants in advanced courses (Policy Formulation, Quality Control, Strategic Management) formulated their action plan to apply the knowledge and skill which they learned in the class and implement the plan in their own work places.

Training subjects	Project Year 1 (FY2010)	Project Year 2 (FY2011)	Project Year 3 (FY2012)	Project Year 4 (FY2013)
PCM (Planning)	72	113	14	-
PCM (M&E)	-	76	57	-
Training of Trainers on PCM	13	22	-	-
Leadership	21	39	-	-
Basic Management	44	72	-	-
Negotiation	-	55	-	-
Coordination	-	52	-	-
Feasibility Study	-	116	50	-
English	27	-	-	-
IT	55	-	-	-
Agricultural Policy Formulation	-	-	25	15 Task Teams (OJT)
Quality Control	-	-	46	
Strategic Management	-	-	48	
<b>Total</b>	<b>232</b>	<b>545</b>	<b>240</b>	<b>-</b>



## Organizational Capacity Building

For the 2nd year, organizational capacity building activities were initiated by two pilot directorates. For the 3rd year, the project expanded activities to three pilot directorates.

Task team was formulated in the directorates respectively. Each Task Team analyzed issues in their directorates and formulated their action plan to solve those issues based on "Zero cost management". This is practical training to build capacities of their directorates through implementing action plan.



## Information Management

As a part of the organizational capacity building, information management working group was established in April 2011. The working group members, with assistance of the Project, formulated action plan in order to improve the current information management in the FMoAI, such as website, file sharing, network system, etc.

In 2012, IT unit was established in each directorate in FMoAI. The Project supports the activity of the working group and IT units through training and technical advice.



## Capacity Building Activity in the Year 2013 (The 4th Year)

The Project integrated Individual capacity building activity and Organizational capacity building activity into new 15 Task Teams activity in the 4th year. 15 Task teams formed their own action plan to improve their directorates and units. The Project provides technical support and OJT (On the Job Training) through the implementation of Action Plan.

## Toward Internalization after the Project ends

One of the main goals of the Project is to establish model system of Human Resources Development and Organizational Capacity Development. In order to achieve it, the Project will make "Capacity Development Guideline/Manual (JICA Model). This Guideline/Manual is to propose a sustainable management system for human resource development and organizational strengthening in the Federal Ministry of Agriculture and Irrigation by the end of the project.



Directorate	Title of Action Plans of 15 Task teams in 2013
PAE	<ul style="list-style-type: none"> <li>- Formulate Policies to Achieve Security in Food Deficit Area</li> <li>- Implementation of Strategic Management Concept in the PAE</li> <li>- Promotion and Improvement of Agricultural Export Commodity Policies</li> </ul>
TTE	<ul style="list-style-type: none"> <li>- Activation of the TTE TV Studio to Broadcast Agricultural TV Channel</li> <li>- Reactivation of Extension Services</li> <li>- Installation of Machinery Testing</li> <li>- Enhancing Micro Finance Policy to Raise the Awareness of Small Farmers in Khartoum State</li> </ul>
HSA	<ul style="list-style-type: none"> <li>- Quality Control of Mango Harvest</li> <li>- Extraction and Analysis of Lemon Grass Oil and in the Local and International Marketing Promotion</li> <li>- Development Work in Department Human Resources</li> <li>- Control preserving the Germplasm of Seed Plants at Botanical Garden</li> </ul>
ICI + MoAI	<ul style="list-style-type: none"> <li>- Establishment of MoAI site due to Increasing Investment</li> <li>- To organize International Quality Standards of Agricultural Products for Export</li> <li>- Develop Bilateral Cooperation Mechanism between Sudan and Turkey in the Agriculture Field</li> <li>- Activating Monitoring and Evaluation Process in the ICI</li> </ul>

# Project Output 2

Planning, implementation, monitoring & evaluation for promotion of rice production are enhanced.

## National Rice Development Strategy (NRDS) & Bottleneck Issues

NRDS was authorized and released in November 2012 with assistant of the Project. Along the framework of NRDS, Rice Sector Development Forum was conducted in February 2013. In this forum, it was discussed how to tackle and solve bottleneck issues for upland rice production from seed production, cultivation, harvest to marketing as pointed out in NRDS.

After the forum, working group was organized to discuss these issues continuously. Now bottleneck issues are categorized into 8 fields. The group aims to formulate roadmap to solve these issues and accelerate the development upland rice production.



Category of Bottleneck Issues Working Group		Concrete Bottleneck Issues	
		Issue	Items
1	Research	Seed	Development, Maintenance, Multiplication of Variety
		Soil Analysis	Physical Structure, Chemical (elements), PH, Salinity
		Sowing	Time, Density and Space
		Irrigation	Irrigation system and interval
		Weed Control	Herbicide
2	Training	Training and Extension	Training on rice cultivation, post harvest including machineries and capacity building Linkage among research, Training and Extension
3	Extension	Training and Extension	Extension of rice cultivation and Post Harvest including machineries
4	Cultivation (1) Seed	Pure line of Seed	Seeds
		(2) Machinery	Land Preparation (Leveling)
		Sowing (Seed Drilling )	Drilling Machineries, Operation
		Weed Control	Weeding by Machineries and Hands &Tools
		Harvest (Combine Harvester =big loss)	Machineries, Operation
		Post-harvest	Machineries and Milling
	(3) Irrigation Management	Irrigation	Water Management at Panicle Initiation Stage, Irrigation System & Knowhow
	(4) Weed Control	Weed Control	Weed Control and fertilizer
5	Agricultural Input including Fertilizer etc.	Weed Control, fertilizer and machineries	Herbicide, fertilizer etc.
6	Post Harvest including machineries and milling	Post Harvest	Cleaning, Milling, Packing, and Storage
7	Marketing	Marketing	Ways of Consumption, Quality , Domestic , Overseas
8	Agricultural Organization	Agricultural Cooperative	Agricultural Inputs, Share Cultivation Knowledge, Marketing

### Field Trial

JICA rice cultivation experts and Gezira State MoA conduct 4 field trials such as: irrigation interval, weed control, plant spacing, sowing time in order to develop appropriate upland rice cultivation technique.



### Seed Production

This activity is also conducted with Gezira State MoA. In order to improve seed availability, Nerica 4 is cultivated in 20 feddans in 2013.



## Demonstration Farms

JICA Rice cultivation experts with collaboration with the National Rice Project, Federal MoAI, MoA in Gezira, White Nile, Sennar, Gedaref, River Nile and Northern States are conducting demonstrations involving local farmers. This activity aims to introduce and expand upland rice cultivation by farmers in relevant states. It started from Gezira state and spread to other 5 states. For the 4th year (2013), the Project expanded 22 sites, more than 65 feddans in 6 states total. Not only extensionists gain cultivation experiences through management of demonstration farms but also local farmers can learn actual cultivation of upland rice. Target yield is 4 ton/ha in Gezira state and 3 ton/ha in other 5 states.



The image of the spreading upland rice cultivation, from Gezira State as the center of expanding upland rice in Sudan, to others.

**Yield Result of Demonstration Farms in Gezira State in 2012**

Demo Site	Area (Fed)	Yield (Whole area) (kg/ha)	Yield (Whole area) (kg/fed)	Yield (By sampling) (kg/ha)	Yield (By sampling) (kg/fed)
Amara Taha	4	2552	1070	2728	1146
Abu Juwali	4	3112	1310	3957	1662
Area 44, Block 9 Rahad	5	3125	1316	3192	1341
Wad Al Naim	4	3371	1412	4571	1920
GozAlhead	4	2859	1200	3102	1303



## Training for Extensionists

Besides on the job training (OJT) through field activities by JICA rice cultivation experts, the Project provides the opportunity of training outside Sudan.

### < Japan >

The Project sends about 10-12 extensionists to Japan every year for 10-12 specific themes respectively.

In 2012, the Project also organized special training in Japan for Top-Level Management with regards to Rice Sector Development. 8 important decision makers including 5 Ministers of Gezira, Sennar, Gedaref, White Nile and Northern State MoA, participated it to learn from the experience of Japan and also discuss the ways of development of rice sector in Sudan.



### < Uganda >

The Project, collaboration with JICA's "Promotion of Rice Development (PRiDe) Project" in Uganda, conducted rice cultivation trainings (basic and advanced courses). The collaboration began in 2010 and total 123 Sudanese extensionists have participated training so far.



### < Egypt >

The Project, cooperation with EICA (Egyptian International Center for Agriculture) and RTTC (Rice Technology Training Centre), conducts 4 trainings such as "Agricultural Machinery", "Weed Control", "Irrigation Management" and "Post-Harvest & Processing" from April 2013 in Egypt. The participants were selected from 6 states. Total number of participants will be 70.





Joint Hands toward Future



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