

Republic of Yemen  
Council of Ministers  
Ministry of agriculture and Irrigation  
Sana'a

**Document on  
the Evaluation and Planning Workshop on Agricultural  
Strategy and Structure of the Agricultural Sector**

**Held during  
8<sup>th</sup> – 10<sup>th</sup> May 2006.**

**Sana'a  
June, 2006**

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## **Background of the workshop**

The agricultural sector is still playing a national role in its contribution to the Gross domestic Product (GDP) when compared to other production sectors. The rural development is considered the core issue in the agricultural sector. The government of Yemen together with donor agencies gave adequate attention to this sector throughout the past decades. This support was exerted to target communities as well as to the institutional set up of different agricultural organizations. The support to the agriculture sector was aimed at increased agriculture production and sustainable use of natural resources.

The emphasis on sustainable development led to adoption of new directions, which were taken seriously by the government. The involvement of beneficiaries in the decision making process at all levels is a prerequisite for the sustainable use of available natural resources in an efficient manner. On the other hand the ability of the private and cooperative sector to play a vital role in production and provision of services allow the government institutions to concentrate more in technical issues related to the needs of targets. This also allows the ministry to perform its planning, management and legislative roles in a better way.

Since 1997 till the end of 1999, the ministry of agriculture organized several workshops to discuss the restructuring process of the agriculture sector. During these` workshops, scientific approaches and methodologies were applied. Along with the outputs of these workshops, several research activities and field studies were implanted on the same topic. These achievements were considered background information and inputs for discussions in the context of the conducted workshops.

Significant numbers of interested parties in the sector, representing different institutions were involved. These representatives were also from different structural levels in the management domain were involved. The private and cooperative sectors were also among participants in the restructuring debate. These approaches were vital in the overall process of the restructuring program and ensured ownership of the workshops outputs. This was deemed necessary in the translation of the objectives and policies into concrete plans at the different executive levels.

In April 2000 the Ministry of Agriculture and Irrigation issued the Agricultural strategy under the title “ Aden Agenda” “ Framework for restructuring of the agricultural sector” This unique title accompanied all preparation processes of the Strategy Preparation. The document included several domains and objectives of the agriculture sector and the development of its sub sector with emphasis on the concept of sustainable development in all aspects of the development of the sector.

In the course of the agricultural strategy implementation, several detailed objectives related to the restructuring of agricultural institutions under MAI were identified. Attention was also given to human resources, capacity building, and improved performance of human resources in the agriculture sector. It became apparent, the improved performance of the private and cooperative sectors as a result of support provided by the ministry to targeted projects in rural areas especially with respect to women's involvement and empowerment in decision making.

Attention was demonstrated by MAI in many occasions in the evaluation and revision of agricultural sector policies and strategies, and thereafter, develop these strategies and policies to cope with economic, political regional and global developments taking place at the local and international levels. This attention was necessary to improve performance in the implementation of executive programs of the strategies and policies.

In this context, MAI is preparing a national assessment and planning workshop on the Sector's strategy and on the development of institutional set up of the sector. This workshop is expected to last three days. During the period : 27 -29 May 2006.

MAI is keen to involve all stakeholders engaged in the agricultural sector development. Arrangements are being made to allow donor and international agencies submit a joint vision on the development of the agricultural sector . This resource paper will be subject for discussion in the workshop. It is expected that the total number of participants in the workshop more than 40 participants representing government and cooperative, and private sectors together with donor agencies of the agricultural sector.

## **2. Objectives and Expected Results of the Workshop:**

The objective of the workshop is to illustrate and analyze the current status of the agricultural sector through acquaintance with the nature of the vision of policies and strategies currently applied. Moreover, it will be also possible to be acquainted

with the type of agricultural institutions structure. Summaries of some papers related to agricultural policies and strategies will be presented.

As a result of this illustration and analysis it is expected that inputs of participants will be presented to the audience. Similarly, inputs from donor agencies will be raised on the current agricultural policies and strategies. The discussions of the different inputs will be helping create a joint vision of the future of agriculture development in Yemen.

**The results achieved in the workshop can be summarized as follows:**

- a. The participants should reach a common understanding on the formulation of a preliminary draft for the agricultural strategy till the year 2010 with clear long term and medium term strategic objectives and technical limitations of the strategic plan.
- b. The participants will be able to prepare a draft on the restructuring program of the agricultural sector and identify the nature of the institutional set up suitable and able to serve the strategic objectives.

Prepare a logical framework for two years reflecting in its content the agreed upon strategic objectives. The plan should include all technical planning limitations to ensure its implementation and evaluation and conformity with the time domain of the strategy.

This plan is considered from our perception a basic resource and reference to all mentioned authorities in the column of responsible agencies in order for them to formulate their own plans as per the tasks allocated to them. The importance of the plan is reflected in the fact that this document reflects the policies and directions of MAI in the coming two years. We therefore, see that the annual plans of different bodies should be highly technical, since it contains all limitations of technical planning to ensure its implementation and its evaluation. With respect to the medium term plan of MAI and the level of achievements of the long and medium term Agricultural Strategy Objectives.

The plan, should be further elaborated taking into consideration the following issues:

- Detailed activities with clear definitions of numbers, locations and targeted groups.

- The time dimension, should be reflected clearly during the year, with accuracy reflecting the level of implementation capacities of the targeted institutions.
- The responsible persons should be identified for each activity in the context of the department or the section involved.
- Calculate costs of implementation for every activity after proper analysis is carried out and breakdown of activities is finalized. The expected impacts should be spelled out for each activity or for a group of similar activities (not more than three similar activities). The presence of this column in the matrix is of vital importance to monitor progress and the importance of assessing the expected impact on the achievement of the Ministries Policies.
- Going back to the matrix` of the implemented annual plan for every authority or department, we must stress the importance of formulating or re formulating the five most important objectives of the concerned body. The formulation should be carried out with accuracy and careful phrasing to realize the impact of the implementation. Moreover, we will be able to assess the contribution of the concerned body in the realization of the medium term plan. These objectives should be documented in the second page after the title of the plan

Emphasis on the adoption of participatory planning and on the importance of adoption of decision makers of the above mentioned steps are essential. The approval of annual budgets of annual plans, after being carefully assessed and approved as per the previously mentioned technical planning conditions will help decision makers to assure donor agencies that, they rely on institutional planning work in the allocation of their financial needs. At the same time, they can approve budgets of implementing agencies according to clear budgeted activities.

The budgeted programs allow prediction of the positive progress of medium term impacts of activities in the agricultural sector. These achievements reflect the role of MAI at the sector and national levels. These roles should be in harmony with the Millennium Development Goals (MDG) which was accepted and ratified by the government of Yemen with the International Agencies and with other countries.

Last but not least, I would like to express gratitude to all participants in the workshop for their frank and open expression of their views. Thanks` are also due

to the organizers of the workshop from MAI and the WFP- European Union for their generous financial support of considerable portion of costs of the workshop. Thanks to all for allowing me to participate in the workshop.

Dr. Abdul Karim Thabet  
Development Consultant  
Workshop Facilitator

## Workshop Program

<b>Time</b>	<b>Activities</b>	<b>Responsible</b>
9.00-9.30	Opening of the workshop	
9.30-9.45	Break and preparation for the workshop	
9.45-10.00	Highlights on the importance of the workshop, objectives and expected results	Facilitator of the workshop Dr. Abdul Kareem Thabet
10.00-10.30	Presentation on vision of Agricultural Policies and Strategies	
10.30 – 11.00	Break	
11.0-12.0	Discussions on the previous presentation and creation pf working groups	
12.00-12.30	Presentation by Donors on Agriculture Development from donors perception.	Representative f the Donors
12.30-13.00	Discussions on the donors view on agriculture development	Facilitator of the workshop
13.00-13.15	Brief Break	
13.15-13.45	Presentation of Experiences of other countries and discussions	
13.45-14.00	Summing up of the first day's discussions and presentations	Facilitator of the workshop
	<b>Second Day</b>	
<b>Time</b>	<b>Activities</b>	<b>Responsible</b>
8.30-8.45	Revision of first day results	A participant in the workshop
8.45-10.30	Work in groups as per the strategy domains suggested to develop the basic objectives of the sector strategy	Facilitator of the workshop+ participants
10.30-11.00	Break	
11.00- 12.00	Presentation of working groups results	Facilitator of the workshop
12.00-12.15	Brief Break	
12.15- 13.45	Completion of the strategy elements , medium term objectives, time allocation in working groups	
13.45-14.00	Presentation of the most important issues of the working group results by the facilitator Highlights of the third day program Discussions and consensus on results	
	<b>Third Day</b>	
<b>Time</b>	<b>Activities</b>	<b>Responsible</b>
8.30-8.45	Revision of the most important points of the previous day.	Facilitator of the workshop +participants
8.45-10.30	Presentation of working group results of the previous day on the agricultural strategy Discussions and consensus on the results	Facilitator of the workshop
10.30-11.00	Break	
11.00-11.30	Presentation of the proposal on the restructuring of the agricultural sector and institutional building	Facilitators of groups or representatives of groups + facilitator
11.30-12.00 with a break	Discussions and consensus on results	Ministry Representative
12.00-13.00	Working groups for discussion of the proposal	Facilitator and participants
13.00-13.45	Presentation of results of working groups on the proposal for restructuring of the agricultural sector	
13.45-14.00	- Evaluation of the workshop - Closing ceremony	

