

Guiding seed sector transformation

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PPB & RSS course**

Gareth Borman & Mohammed Hassena



Integrated Seed Sector Development in Ethiopia Programme



Outline

From 2018-20, ISSD Ethiopia applied an analytical framework and process to reach stakeholder consensus on the vision, agenda and policy for transforming the seed sector

The outline to this story is as follows:

- **A brief history and introduction**
- **Guiding sector transformation**
- **Recent opportunities for policy entrepreneurship**
- **Achievements and lessons learnt**

A brief history and introduction



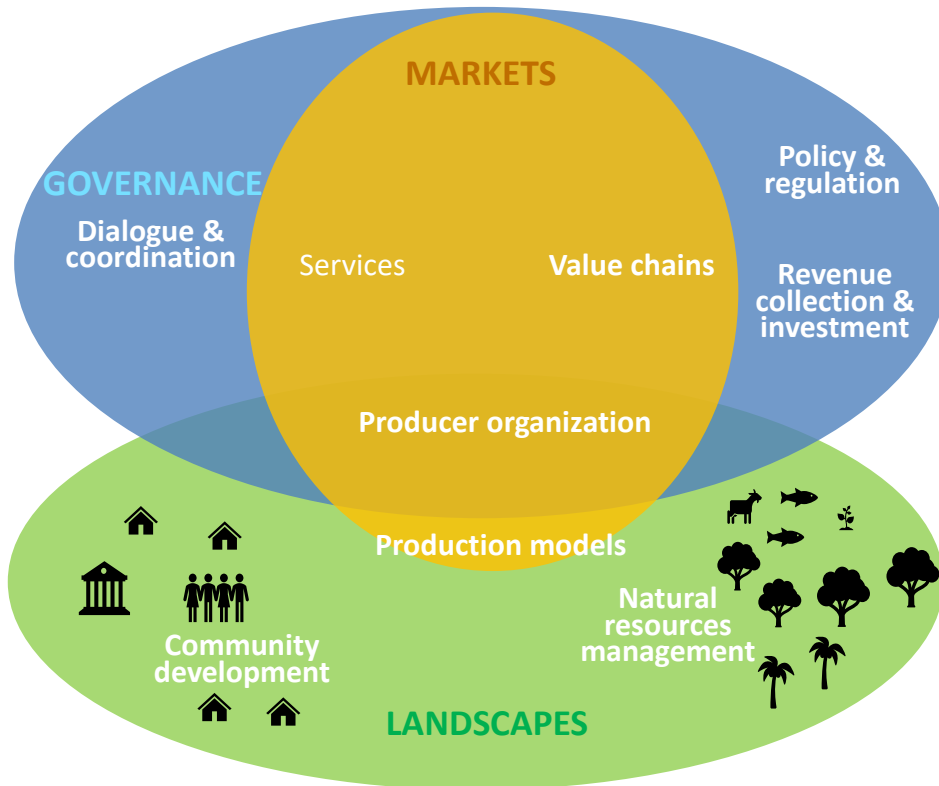
Guiding sector **transformation:**

the case of integrated
seed sector
development in Ethiopia

Gareth Borman, Mohammed Hassena, Karèn Verhoosel and Jan Willem Molenaar

Guiding sector transformation

Three spaces to transform sectors:



Landscapes

- Viable **production models**, embedded in **ecosystems** and **communities**

Markets

- Effective **producer organizations** to access services and markets
- Viable and scalable **service delivery models** to support value chains
- Transparent and fair **value chains** to incentivize good performance

Governance

- Conducive **regulation** and sector-wide **investments** for a level playing field
- **Coordination** and alignment of investments in sustainability

In 2040, the seed sector contributes to increased productivity, food security and income. It is self-sufficient, economically viable and efficient in ensuring availability, accessibility and affordability of high quality seed. It is internationally competitive and regionally harmonized. The sector is market-oriented, able to adapt and innovate continuously and is inclusive of different actors' needs. Biodiversity is maintained through conservation of genetic resources and seed provision of diverse crops and varieties. The sector is environmentally sustainable. Furthermore, it is well-organized, -coordinated and -regulated, independent and transparent.

Services

- Quality assurance is independent
- Quality assurance partners with and not only polices producers' in quality control
- Quality assurance may be voluntary, whilst random checks are carried out
- Quality assurance charges fees to cover some costs, also obtains public funds
- Private entities are state accredited in carrying out quality inspection
- QDS is applied to intermediary system
- Rural agri-financial service is expanded
- Producers get tailored financial products
- Services of machinery hire affordable

Production

- Seed companies develop varieties
- Public investment in neglected crops
- Royalties are paid for public varieties
- Seed is produced by public enterprises, private companies and PPPs
- Public enterprises establish EGS depts.
- Private companies produce own EGS and focus mainly on hybrids
- Through PPPs, low profit margin seed is produced for neglected crops
- 60% of the market share captured by private companies and PPPs
- Companies engage in marketing

Markets

- Market demand governs crop, variety, package, price and channel offered
- Markets play an important role in determining policies and regulation
- Marketing infrastructure is improved
- Agro-dealers penetrate rural areas and actively participate in seed marketing
- Agro-dealers collect real demand data
- Competition in quality, price and method of payment is created
- Margins generated by each actor in the chain are agreed upon through contracts
- Government builds trust between actors

Revenue generation & investment

- Tariffs and levies are charged on the import and export of seed respectively
- Fees for variety release, business registration and CoCs are charged
- ESA collects for strategic investment
- Revenue collection improved by ICT
- Development of improved varieties for food and nutrition security is funded
- Research for mechanization, irrigation and plant protection is funded
- Human resources are developed
- Promotion campaigns are paid for
- Coordination convening costs covered

Sector coordination

- Platform(s) accommodate all seed actors
- Regional participation in national dialogue is facilitated
- Coordinating bodies are embedded in government and deal only with seed
- Coordinating bodies are well staffed
- Leadership is competent, effective and accountable to higher bodies
- Respective mandates, roles and responsibilities in the sector are clear
- M&E system measures performance
- Coordinating bodies are transparent source of relevant sector information

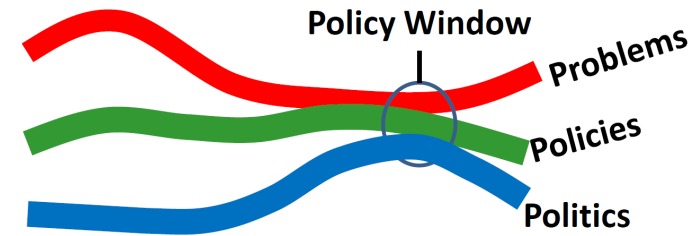
Regulation & management

- Seed marketing is liberalized
- Playing field for seed marketing is level
- Small-, medium-, and large-scale enterprise is enabled
- Government analyses statistics on crop production and shares data on climate, market and consumer behaviour trends
- Monopoly is prevented by government
- Seed reserve system is introduced
- Standards are equivalent internationally
- Improved legal frameworks for contractual agreements are developed
- Accountability is enforced

Opportunities for policy entrepreneurship

Recent political turmoil and reforms in Ethiopia

- **Cabinet shuffles in 2017-18**
- **Greater levels of consultation and collaboration**
- **A policy window is opened**



Multiple streams
(Kingdon 1984)



Opportunities for policy entrepreneurship

Using and expanding networks and problem framing:

- **Organization of MoA seed unit for strategic guidance**
- **Establishment of National Seed Advisory Group (NSAG)**
- **Monthly meetings with the state-/minister**
- **Convening National Seed Platform**



Opportunities for policy entrepreneurship

- **Yet another change**
- **New state-/minister assigned in September 2018**
- **Good rapport with state minister**
- **Working with advocacy coalitions like NSAG**
- **Leading by example and scaling up change processes**



Accomplishments and lessons learnt

November 2018



April 2018



Seed Sector Governance
Proceedings of the workshop
20-21 April 2018, Bishoftu, Ethiopia

Programme on Integrated Seed Sector Development in Ethiopia
Karim Verhoef, Garath Burman, Sanna Harpaz



January 2019

**TRANSFORMING
THE ETHIOPIAN SEED SECTOR**

Issues and Strategies



February 2020

**Seed
policy
proclaimed**

Early 2019

- **Draft seed policy**
- **Draft amendment to seed law**



Accomplishments and lessons learnt

Embrace systemic change

- **Take the vision of the future as a port of departure and not today's problems**
- **Focus the narrative on root causes of the problem and not its symptoms**

Manage adaptively

- **Timing is everything, grab opportunities when they present themselves**
- **Be inclusive in managing stakeholder participation**

Invest in social capital

- **Be present in the field as well as the boardroom**
- **Sector transformation is a long game, so be willing to make long term commitments**