

**JAMES JOUGHIN  
CURRICULUM VITAE**



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1. **Surname** Joughin
2. **Name:** James
3. **Year of birth:** 1952
4. **Nationality:** British
5. **Specialisation:** National resource economics; agri-business; policy reform; political economy
6. **Education:**

Institution	
University of Edinburgh, 09/1972 to 06/1976	BSc (Hons) Agricultural Economics
University of Reading, 09/1978 to 06/1979	MSc Agricultural Economics
Danish Centre for Competence Development, 0/2 to 06/2008	Certificate, Public Financial Management

7. **Membership of professional bodies:** - Agricultural Economics Society; Tropical Agriculture Association; International Consulting Economists Association
8. **Other skills:** (e.g. Computer literacy, etc.) Fully computer literate (Word, Excel, PowerPoint, PhotoShop, Adobe Acrobat Professional, Audacity).
9. **Key qualifications:**

James Joughin has over 30 years' experience covering all aspects of natural resources-based policies and projects (agribusiness, agriculture, environment, rural development, financial services, climate change) as well as social and institutional issues (poverty reduction, livelihoods, political economy, policy reform, evaluation). He has some nine years residential experience working for developing country governments and has also undertaken consultancy assignments in over 20 countries, many as Team Leader. He has worked for both public and private sector clients.

James started his career as a Fellow of the Overseas Development Institute, posted in St Vincent, West Indies. He then spent 5 years with the Natural Resources Institute, with numerous consultancy assignments. Between 1984 and 1988 he was Principal Agricultural Economist with the Ministry of Agriculture in Papua New Guinea. On returning to Europe in 1988, he was Divisional Director/Chief Economist at Cargill Technical Services. In 1993 he began working with Development Associates

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ApS in Copenhagen and, in 1999, he became a partner there.

Between 2007 and 2010, he was employed by Danida as a Senior Economic Adviser in the Ministry of Agriculture, Animal Industries and Fisheries in Uganda. Since then he has been concentrating largely on East Africa. His current areas of interest are institutional and policy reform, political economy, private sector development and evaluation.

#### **10. Specific experience (in non-EU member countries):**

2015-8: **Uganda:** Political Economy Adviser for Northern Uganda Transforming the Economy through Climate Smart Agribusiness (NU-TEC MD). A five year input to support project team as they develop partnerships and mechanisms to commercialise agriculture and agribusiness in Northern Uganda. So far this has involved preparing and/or editing and/or supervising some eight substantial documents, analytical background papers for the project. NU-TEC MD is a component of a 7-year DFID-funded programme that aims to increase the incomes and climate resilience of poor men and women in Northern Uganda by: (i) stimulating sustainable, pro-poor growth in selected agricultural markets; and (ii) improving the position of poor men and women within these market systems, by making the markets more inclusive for poor people. It is being delivered using a methodology based on the Making Markets Work for the Poor (M4P) approach. The intention is to align incentives such that the market actors move in a way that improves the poor's access to input and output markets as part of an investment that is itself commercially viable. Ongoing.

2017: **Uganda:** Political Economy Specialist on study of Governance and Incentive Aspects of Implementing Agricultural Reforms in Uganda. Prepared a 'concise, well-evidenced report on governance and political economy obstacles and opportunities for strengthening the performance of the agricultural sector'. Key areas of enquiry: (i) Land tenure; (ii) Technology adoption; and (iii) The challenges of expanding agribusinesses. World Bank. Presented at major WB event in Uganda, June 2017.

2017: **Uganda:** Northern Uganda Regional Investment Research Project. In a wide-ranging paper, contributed three sections on (i) the historic and current political economy issues leading to the nature of structural change, and (ii) the institutional environment for promoting inclusive economic growth and, (iii) Government's capacity for leading policy reform. For USAID.

2016: **Uganda:** Agricultural Economist on Midterm Review of the U-Growth II Programme. Focused on ascertaining the continuing relevance of the third component: Recovery and Development in Northern Uganda. Assessing the adequacy of the work undertaken so far; reviewing risk and assumptions; reviewing institutional and implementation arrangements as well as plans and budgets. Danida.

2014: **Kenya and others:** Team Leader and Agricultural Development Specialist on Institutional Review of African Agricultural Technology Foundation. Reviewing the organisational capacity of the AATF to carry out its role of making appropriate agricultural technologies available to poor farmers in sub-Saharan Africa. DFID.

**Uganda:** Political Economy Analysis of the Agriculture and Agribusiness sectors in Northern Uganda. Firstly, exploring the political economy factors influencing policy and institutions in the agriculture and agribusiness sectors, focussing on the structures, **value chains, institutions and stakeholders** that shape the outcomes for the rural population. Secondly, appraising options for intervention in the agribusiness sector in the north and informing project design from a political economy perspective. DFID.

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2013: **Uganda:** The Political Economy of Seed Reform in Uganda. Preparing a paper that includes an overview of the sector and how it is organized and an analytical framework that covers the role key interests play in sector initiatives. A fundamental issue is why after many years of considerable support to the seed sector, the basis for a sustainable industry is still lacking. World Bank. Presented to the African Agricultural Economist's Association Conference, Tunis, September 2013. Ongoing.

**Tanzania:** Team Leader, East and Southern Africa Staple Food Markets Programme Evaluation Management Unit. An independent evaluation initiative to assess the effectiveness, achievement and impact of a large programme seeking to improve the functioning of national and regional staple food market systems in nine ESA countries. The evaluation is seeking to reinforce the process of learning from interventions, testing the validity of all components of the theory of change. DFID.

**Africa:** Economist. Design of a Knowledge, Information and Skills Programme for African agriculture for NEPAD/CAADP. Consulting key stakeholders to establish a common understanding of how the new KIS system will be configured and operationalised. World Bank.

2012-3: **Uganda:** Process Consultant for the formulation of Danida-funded U-Growth II: Support to pro-poor growth in rural Uganda (2014-2018). The primary objective of 15 months assignment is to support the Embassy of Denmark in Kampala in their formulation of the USD90 million U-Growth II programme. Ongoing.

2012: **South Sudan:** Economist, Scoping Economic Development Component for Danish Support to South Sudan 2012-14. Specialist capacity in the area of economic development in a fragile state context to enable the Danish embassy to initiate a focussed formulation process on identified opportunities for economic development. Made recommendations on funding allocation of DKK 300m, identifying potential partners and areas of engagement, according to an analysis of funding need, absorption capacity and feasibility of engagement. Danida.

**Africa:** Technical Team Leader, Arranging and Financing CAADP Technical Assistance at the Country and Regional Levels. The brief is to establish a system to source, select and mobilise appropriate experts to assist country-level and regional institutions. The goal is to move to a structured system, easily available to all stakeholders. IDL, funded by the World Bank.

**Uganda:** Economist, prepared background paper on the maize sector as an input to the Diagnostic Trade Integration Study, including an analysis of the sector's economic structure, a discussion of key structural issues and their policy implications, coverage of political-economy issues, and policy recommendations. World Bank.

2011: **Indonesia:** Team Leader/Economist, Environmental Support Programme, Lessons Learned Study. The study extracted lessons from the entire ESP2 experience, with the view that a new Phase 3 environmental programme should build upon the successes of the last one and avoid the 'systemic issues' of the past. Development Associates, funded by Danida.

**Uganda:** Team Leader/Economist, Final Evaluation of Support to the Uganda Commodities Exchange and Warehouse Receipt System. Made an overall assessment as to the past performance of the project, identified key lessons learned and proposed practical recommendations for the future. Cardno Emerging Markets, funded by EU.

**Uganda:** Agricultural Economist, Country Programme Evaluation. Prepared preparatory papers covering the evolution of agricultural policy; an institutional assessment of key GOU

ministries; a summary of the donor landscape in the sector; background to the Rural Financial Services Programme and the National Agricultural Advisory Services Programme (NAADS). Later, undertook fieldwork and prepared comprehensive paper on agricultural development issues and their relationship to the IFAD country portfolio. Funded by IFAD.

2010: **Rwanda:** Conducted the detailed design of an intervention to support the implementation of the Programme to Support the Transformation of Agriculture and, through a comprehensive consultation process, developed a Business Case for DFID Sector Budget Support to Agriculture. The IDL Group, funded by DFID.

**Uganda:** Team Leader/Economist, Final Evaluation of the Agricultural Livelihoods Recovery Project (ALREP). Made an overall assessment as to the past performance of the project, identified key lessons learned and proposed practical recommendations for future similar interventions with particular attention to the 10<sup>th</sup> EDF projects in Northern Uganda. Cardno Emerging Markets, funded by EU.

**Uganda:** Economist, thirteen person consultancy, programming funds from new US Government Feed The Future initiative to support Government of Uganda processes aimed at improving the economic performance of the agricultural sector, with reference to rural financial services and private sector strengthening. A key aspect was to try to align USAID processes more closely within the framework of GoU priorities. The Mitchell Group, funded by USAID.

**Zimbabwe:** Economist, four person consultancy, to appraise the Programme Documentation for Phase II of the Danish supported Zimbabwe Transitional Programme in light of the prevailing situation. Paid particular attention to the planned support around the Agro-based Private Sector Recovery initiative, Rural Financial Services and the Danish contribution to the Multi Donor Trust Fund. In the end, re-formulated all these components. Cowi, funded by Danida.

2007-10: **Uganda:** Senior Adviser in the Ministry of Agriculture, Animal Industries and Fisheries. Tasks included:

- Assisting with the organisation of consultations, the establishment of Thematic Working Groups, the preparation of background papers and briefs, the writing of several drafts of the 2010 Development Strategy and Investment Plan for the agriculture sector;
- Facilitating technical dialogue: between the Ministry and the donors, between ministry technicians and management (and politicians), between MAAIF and the Treasury etc;
- Assisting to prepare the Ministry's annual Budget Framework Papers;
- Assisting with ongoing Public Expenditure Review processes;
- Working with the multi-stakeholder Agriculture Sector Working Group;
- Assisting the Ministry's contribution to the Northern Uganda Peace Recovery and Development Plan;
- Assisting with the development of climate change capacity in the Planning Department;
- Organising a training programme for professional staff;
- Providing advice to the PS and senior management on matters of the moment. Major areas were: completing the Restructuring Exercise of the ministry, financial services for the agricultural sector, trying to get the dairy industry onto a sustainable footing.

***Uganda Papers/Publications:***

Joughin J. 2008. "Helping the Heroes: Supporting Agriculture in Uganda." Paper to Conference on Opportunities and Challenges in Future Growth Strategies, Danish Development Research Network, Copenhagen.

Joughin, J., and A. M. Kjær. 2010. "The Politics of Agricultural Policy Reform: The Case of Uganda." Forum for Development Studies 37 (1): 61-78.

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Kjær, A. M., and J. Joughin. 2011. The Nature of Ownership and the Reversal of Agricultural Extension Reform in Uganda. Paper to the Agricultural Economics Society Annual Conference, Warwick University.

Kjær, A. M., and J. Joughin. 2012. "The Reversal of Agricultural Reform in Uganda: Ownership and Values". Policy and Society. 31 (4): 319-330.

Joughin, J. 2014. "The Political Economy of Seed Reform in Uganda: Promoting a Regional Seed Trade Market." Africa Trade Practice Working Paper Series Number 3. World Bank.

<https://www.openknowledge.worldbank.org/bitstream/handle/10986/17604/839040NWP0Afri0no30382116B00PUBLIC0.pdf?sequence=1>

Joughin, J. 21/7/2014. Fake seeds are keeping Uganda's farmers poor. The Guardian. <http://www.theguardian.com/global-development-professionals-network/2014/jul/16/fake-seeds-uganda>

Kjær, A. M., and J. Joughin. 2015. Politics or Design? The History of Agricultural Extension Services in Uganda. Paper to the International Conference on Public Policy, Milan. July 3rd, 2015.

2006: **Kenya:** Team Leader, three person consultancy to review the agricultural reform process to date and particularly to assess progress of the Agricultural Sector Co-ordination Unit. Follow up to 2004 work (see below). Funded by a basket of donors including DfID, Danida and GTZ.

**Vietnam:** Economist, Appraisal of the Agriculture and Rural Development Sector Programme Support. Covered five provinces (among the poorest in the country with a high proportion of minorities). Funded by Danida.

**Rwanda:** Team leader, Institutional Development and Capacity Building Project, MINAGRI. Designing DFID's support to the implementation of the Strategic Plan for Agricultural Transformation (PSTA), the basis for planning, budgeting and monitoring in the agricultural sector.

2005: **China:** Economist for Yunnan Environmental Development Programme. Reviewed feasibility studies for agriculture and water interventions designed earlier (see 2001, 2003 and 2004). Fieldwork undertaken at both provincial and village level. Funded by DFID.

**Indonesia/Aceh:** Economist, Environmental Sector Programme Support, Appraisal and Reformulation. Assessed the relevance of the draft programme in the context of the post-Tsunami situation. Danida.

**Uganda:** Economist, Restoration of Agricultural Livelihoods in Northern Uganda. Prepared project to help restore agricultural livelihoods (assets, capacities and activities) of the war-affected population, particularly IDPs and host communities. Danida.

**Uganda:** Institutions Specialist, Uganda Dairy Development Authority. Long running assignment (see 1999 and 1993) advising the DDA on business planning, the transition to industry-based funding, restructuring in a new regulatory environment, representation, accountability issues. Danida

2004: **China:** Economist for Yunnan Environmental Development Programme. Prepared feasibility studies for agriculture and water interventions in a pilot process around the environment and poverty interface. DFID.

**Kenya:** Team leader on three person consultancy to establish an Agricultural Policy Support Facility with a mandate to: (i) assist GoK/MoA to undertake policy analysis and support around the reform process; (ii) to assist private sector bodies to better engage with government

around the reform process; (iii) to assist parliamentarians to take an active reform role in the legislative process. DFID/DANIDA.

**Vietnam:** As an input to a second phase of the Agricultural Diversification Project, undertook a review of existing and planned agricultural information systems in the country, the focus of the work being on market (both input and output) information. World Bank.

2002-3: **Uganda:** Process Consultant/Institutional Specialist/Team Leader on twelve month contract to prepare a second phase of Danida's Agricultural Sector Programme Support, with an indicative budget of US\$45 million.

**China:** Economist for Yunnan Environmental Development Programme. Reviewed the YEDP pilot design reports and the Economics Strategic Framework. DFID.

2002: **Vietnam:** Economist, independent consultant and Report Writer on Danida team undertaking Mid-Term Joint Review of Small Livestock Component of Danida's Agriculture Sector Programme.

**Kenya:** Economist, independent consultant and Report Writer on four person team undertaking Mid-Term Review of Micro Enterprise Development Project. Danida.

**Trinidad, Guyana, Barbados:** Economist undertaking a review of policy options for an improvement in the business environment in the 15 countries of CARIFORUM. EU.

2001: **China:** Agricultural economist reviewing overall environment, development and poverty reduction plans and policies in Yunnan Province with special reference to Agricultural Extension and technology. DFID.

1999- 2001: **Eritrea:** Process Consultant/Team Leader on eighteen month contract to prepare a second phase of Danida's Agricultural Sector Support Programme, with an indicative budget of US\$40 million. This involved several missions including: land resources and crop production activities; agricultural research and HRD; support to the private sector; and livestock development.

2000: **Zimbabwe:** Economist/independent consultant on Danida team undertaking Annual Review of Agriculture Sector Programme Support.

**Kenya:** Economist and Team leader of three person team finalising a new phase of Danida's Rural Financial Sector Project (see below).

1999: **Nepal:** Economist/Editor on 5 person team reviewing Support to National Dairy Development Board project. Funded by Danida.

**Eritrea:** Economist, Institutions Specialist and Team Leader on mission to design new Seed Component for ongoing Danida Agricultural Sector Support Programme.

**Vietnam:** Economist and Team Leader on five person team designing a livestock component for Danida Agricultural Sector Support Programme.

**Uganda:** Economist, Institutions Specialist and Team Leader on three person team to assist with establishment of the new Uganda Dairy Development Authority. Danida

**Kenya:** Economist and Team leader of six person team preparing new phase of the Rural Financial Sector Project, a component of the Danida long term agriculture sector programme.

- Eritrea:** Economist and Institutions Specialist on Annual Review to Danida Agricultural Sector Support Programme. Specific inputs to as credit, livestock and irrigation components.
- 1998: **Nepal:** Reconnaissance mission to explore the background for a new programme of support to the dairy industry. Funded by Danida
- Eritrea:** Economist and Team leader of two person team preparing a credit component as part of Danida's long term Livestock Sector Programme. Funded by Danida
- Kenya:** Economist, reviewing Rural Financial Services Project and the long series of interventions in the three ASAL districts of Kitui, Taita Taveta and Makueni. Danida.
- Eritrea:** Economist and report writer on three person team formulating a Livestock Sector Programme Support. Ongoing work from 1995. Danida.
- 1997: **India:** Economist on six person team formulating an Agriculture Sector Programme Support for the states of Karnataka and Madhya Pradesh. Danida.
- Zimbabwe:** Financial analyst on mission to formulate and develop a Small-Scale Irrigation Development Programme (total external funding some US\$ 14 million). IFAD.
- Lesotho:** Presented workshop process on Sector Investment Programmes for staff from the Ministries of Finance, Agriculture, Education and Health. DFID.
- Worldwide:** Editor of paper on Livestock Policy for Danida. Co-ordinated inputs of 5 technical specialists and wrote on economics, marketing and policy. Published 1997.
- 1996: **Nepal:** Team Leader of two person team preparing Project Implementation Plan for project to support National Dairy Development Board. Funded by Danida
- Tanzania:** Team Leader of six person team formulating a Livestock Sector Programme Support under new Danida Guidelines for Programme Support. Funded by Danida.
- Mozambique:** Team Leader of four person team formulating a Fisheries Sector Programme Support under new Danida Guidelines for Programme Support. Funded by Danida.
- Kenya:** Team leader, 3-phase study to evaluate the Scandinavian-funded Rural Development Fund, a twenty year programme to support poverty alleviation and decentralisation. Danida.
- Kenya:** Organiser of workshop on the preparation of new legislation for the dairy industry. Danida
- 1995: **Eritrea:** Team Leader of 5 person team formulating a project to support dairy development in the Central Highlands. Danida.
- Kenya:** Team Leader of a Ministry of Agriculture Livestock Development & Marketing Taskforce to update the Dairy Master Plan of 1990 and to prepare new dairy policy. Danida.
- Kenya:** Team Leader of team making proposals for the restructuring and reform of the Kenya Dairy Board. Danida.
- Kenya:** Economist in a 3 person team on a Follow-up Review of four Danida-assisted natural resource management projects (Taita-Taveta, Kitui, Homa Bay and Makueni). Danida.

- 1994: **Indonesia:** Team Leader of 7 person team studying the economics of the salt industry with a view to improving iodisation and iodine delivery. UNICEF.
- Thailand:** Team Leader on joint Thai/Danish 8 person Evaluation covering 30 years of Danish support to the dairy industry. Danida.
- Vietnam:** Reconnaissance Mission to investigate opportunities for project development in the dairy sector. Visited all the production and processing areas. Danida.
- 1993: **Zimbabwe:** Team Leader/Economist on Evaluation of the smallholder irrigation sector. Danida.
- Malawi:** Project Director of 14 person team investigating potential for expanding smallholder sugar production. AfDB.
- Mongolia:** Institution Building and Policy Specialist working on a Livestock Sector Study. Danida.
- 1992-3: **Uganda:** Team Leader of 12 person team preparing Uganda Dairy Master Plan. Subsequent work involved the preparation of a Government White Paper on Policy for the Dairy Sector and an Investment Plan for the industry. Danida.
- 1992: **EEC:** Worked at DG1 evaluating tenders for Technical Assistance to Operation Flood III Dairy Development Project in India.
- 1991: **Africa:** Project Director of study to investigate economic impact of tobacco production in Africa. 5 person team; fieldwork undertaken in 12 countries. Private Client.
- 1991: **Barbados:** Team Leader/Credit Specialist for Livestock Sector Study. A project to support small farmers was designed. EU.
- Malawi:** Team Leader of mission to assess prospects for a private sector rice initiative. Prepared a development plan for the irrigation of up to 700 ha along the Shire River.
- Kenya:** Senior Economist in 15 person team preparing Kenya Dairy Master Plan for the Ministry of Livestock Development. Danida.
- 1990: **Yemen:** Economist. Evaluation of impact of first phase of a tractor programme. ODA.
- India:** As part of Kenya Dairy Master Plan Study, accompanied team of senior Kenyan civil servants on study tour of Operation Flood project in Gujerat and Karnataka.
- Indonesia:** Prepared a review of recent developments in the Indonesian economy for the Danish Parliamentary Committee on Foreign Assistance. Danida.
- 1989: **Malawi:** Agricultural Economist in team reviewing Government policy in the rice sector. Danida.
- Tanzania:** Team Leader of mission reviewing investment opportunities in the livestock sector. A development plan for a new feed mill was prepared and costed. Private Client.
- UK:** Reviewed opportunities in the UK market for fresh fruit and vegetables for a private client.



**Tanzania:** Team Leader of mission reviewing the potential for the rehabilitation of oilseed milling. Made proposal to revitalise the MOPROCO solvent extraction plant. Private Client.

**Tanzania:** Agricultural Economist in a six-person team reviewing the cotton sector. Funded by the Swedish Co-operative Centre.

1988: **Malawi:** Financial Analyst in a six-person team undertaking a review of the smallholder tea sector. A project to support smallholder tea farmers was prepared. EDF.

**Indonesia:** Team Leader of a mission preparing agricultural diversification investment programme. Private Client.

**India:** Visited spice production areas in Kerala to assess the potential for manufacturers there to increase exports of processed spices to Europe. Funded by Indian Mission to the EEC.

**Malawi:** Team Leader of a mission studying the effectiveness of the Tobacco Control Commission. World Bank.

**Nicaragua:** Trainer in the Ministry of Agriculture. With a team of economics graduates, designed a project for a coffee factory in Matagalpa. TecNICA, USA.

1984-88: **Papua New Guinea:** Government of Papua New Guinea, Department of Agriculture and Livestock, Principal Agricultural Economist. Responsible for the preparation of economic advice on agricultural policy and strategy with specific emphasis on food. This included: Giving economic advice to Government on import substitution and protection policy; the role of the traditional sector in enhancing food security; sugar policy; food marketing; nutrition; project design, particularly on behalf of Provincial Governments; construction of permanent institutional capacity; surveys.

1979-84: **UK:** ODA, Food Economics Section, Tropical Products Institute, (now Natural Resources Institute), Senior Research Officer. The post involved the provision of advice and consultancy services on the economic aspects of post-harvest problems related to renewable natural resources, including market research, investment and project appraisal.

1982-3: **Philippines, Japan, USA:** Fieldwork on world market for tropical fruits. ODA.

1982: **Jamaica:** Marketing economist in 6-person FAO Investment Centre team preparing a large project to revitalise the export crop sector. Funded by IBRD

1981: **East and Central Africa:** Consultant with ITC (UNCTAD/ GATT), to review pulse production in selected countries. Countries visited were: **Malawi, Tanzania, Ethiopia, the Sudan, Egypt and Saudi Arabia.**

1980: **St. Lucia:** Economist in two-person team advising on the commercial development of agro-industries with specific reference to fruit processing. Funded by ODA.

1976-8 **St. Vincent, West Indies:** Fellow of the Overseas Development Institute, London. Attached to the St. Vincent Marketing Corporation. Responsibilities included domestic and export marketing; design and supervision of a scheme to contract purchase the island's vegetable crops; and work on the design, costing and initial implementation of a major ODA-financed Crop Diversification Scheme.

1975: **Ghana:** University of Ghana, Legon. Research and thesis on the socio-economic and agricultural problems of the Volta Resettlement Scheme Villages.

## **EMPLOYMENT RECORD**

- 2007-10: **Uganda:** Senior Adviser, Ministry of Agriculture. Danida  
1999-to now: **Denmark:** Partner in Development Associates, Copenhagen  
1993-98: **Denmark:** Retained by Development Associates, Copenhagen  
1990-93: **UK:** Divisional Director/Chief for Economics, Cargill Technical Services Ltd.  
1989-90: **Denmark:** Retained by Carl Bro International, Copenhagen.  
1988-89: **UK:** Minster Agriculture Ltd., Thame, UK.  
1984-88: **Papua New Guinea:** Department of Agriculture.  
1979-84: **UK:** Tropical Development and Research Institute (now NRI), Food Economics Section.  
1976-78: **St. Vincent, West Indies:** Fellow of the Overseas Development Institute, London.