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Center for Food  
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# Evidence based agricultural policy: global practices and proposal for Ukraine

February 2024

Photo: Ukrainian Grain Association



## DISCLAIMER AND ACKNOWLEDGEMENTS

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Center for Food  
and Land Use Research  
at Kyiv School of Economics

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**2024**

**Evidence based  
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## EVIDENCE BASED POLICY: WHAT IS IT, WHY IS EVIDENCE NEEDED, DOES IT WORK?

**Policy decision-making** is how governments or organizations determine the actions, strategies, or regulations they will adopt to address specific issues or achieve certain goals. It involves assessing various policy options, analyzing their potential impacts, and selecting the most appropriate action.

Policy decision-making typically follows a structured process that includes several key steps:

1. **Problem Identification:** Identifying and defining the specific issue or problem that requires attention (Willemssen 2018). It assumes understanding the underlying causes, consequences, and potential risks associated with the problem.
2. **Policy Formulation:** Generating potential policy options or alternatives to address the identified problem effectively. It may involve conducting research, consulting experts, considering public input, and drawing on existing evidence and best practices (Howlett et al 2009).
3. **Policy Analysis:** Evaluating the potential impacts, costs, benefits, and feasibility of each policy option (CDC 2022). This analysis involves assessing each alternative's economic, social, environmental, and political implications (LPC 2022).
4. **Decision-Making:** Selecting the preferred policy option based on the analysis conducted. This decision-making process may involve weighing the evidence, considering political feasibility, prioritizing stakeholder interests, and aligning with broader policy goals and values.
5. **Policy Implementation:** Putting the chosen policy into action by developing detailed plans, allocating resources, establishing regulations or guidelines, and coordinating relevant stakeholders to ensure effective implementation.
6. **Policy Evaluation:** Monitoring and assessing the outcomes and impacts of the implemented policy. This evaluation helps determine the policy's effectiveness, identify unintended consequences, and make necessary adjustments or revisions.

Policy decision-making can occur at various levels, such as national, regional, or local government, as well as within organizations or international bodies. It involves a combination of evidence, expert opinions, stakeholder input, political considerations, and ethical considerations.



**Evidence-based decision-making** considers a broad range of options, data points, and information to expand understanding of a given issue. This method helps organizations make objective decisions that are best for the group as a whole (Indeed 2022). Careful weighing of options and using numerical and historical data to support hypotheses can help you make an unbiased choice. Evidence is crucial in policy decision-making for several reasons:

1. Informing Policy Choices: Evidence provides objective and reliable information about the nature and magnitude of problems, the effectiveness of potential solutions, and the likely outcomes of different policy options. It helps policymakers understand the implications of their decisions and make informed choices (Banks 2009).
2. Ensuring Accountability: Evidence-based policymaking enhances transparency and accountability by grounding decisions in facts and data. It allows policymakers to justify their choices and enables public control, reducing the influence of personal biases and political agendas (Risely 2022).
3. Optimizing Resource Allocation (Bizmanualz 2022): Policymakers often face resource constraints and must allocate them efficiently. Evidence helps identify cost-effective approaches by evaluating the cost-benefit ratios, estimating the impacts on different stakeholders, and considering long-term consequences.
4. Enhancing Effectiveness: Policies based on evidence are more likely to achieve their intended outcomes effectively (Head, Brian W, 2016). Evidence helps identify best practices, learn from past successes and failures, and adapt policies to changing circumstances (Indeed 2022).

While evidence-based decision-making is widely supported, it is important to acknowledge that policymaking involves multiple factors, including political considerations, values, and public opinion. **Evidence can serve as a critical foundation, but policymakers must consider broader contextual factors** to develop comprehensive and effective policies. It is also worth noting that collecting evidence takes a lot of time; therefore, governments often have to make decisions before data can be fully collected and analyzed. Sometimes, results could be misinterpreted to justify decisions not in the public interest (PIVOTAL 2022).

Despite the seemingly obvious need for evidence-based policy, there are cases when governments directly or indirectly influence how evidence is viewed to give legitimacy to existing policies (Cairney and Oliver 2017 2018). **The effective policies must consider both scientific evidence and public values** (Marmot 2004). The absence of alternative evidence with an acceptable credibility and legitimacy base, leads to choosing only available solutions, even if they are not the most efficient (Duke and Thom 2014). Intensifying the analysis focused solely on one perspective of the

problem tends to divert attention from potential alternative interpretations. When employing evidence-based policy, these alternative viewpoints become like 'uncomfortable knowledge,' effectively excluded from the policy discussion (Saltelli and Giampietro 2017). Increasing public and stakeholder participation in science and complementing science with alternative forms of knowledge will create alternative evidence with appropriate confidence (Backstrand 2004).

Considering all this information, it becomes feasible to identify potential challenges that may arise in evidence-based policy:

- **Time-Consuming:** Conducting rigorous research and gathering evidence can be time-consuming. In urgent situations, it could be a big challenge, the need to wait for comprehensive evidence before implementing policies;
- **Data Limitations:** Sometimes, the available data may be limited or incomplete, making it challenging to base policies on robust evidence. This can lead to potential biases and uncertainties in the policy-making process;
- **Conflicting Evidence:** In some cases, different research studies may produce conflicting evidence or misleading, making it difficult for policymakers to make clear-cut decisions. This can result in debates and challenges in the policy formulation process;
- **Costly Research:** Conducting high-quality research to inform evidence-based policies can be costly. Policymakers may need to allocate significant resources to commission studies and gather relevant data;
- **Political Interference:** In certain instances, policy-making may be influenced by political considerations and interests, potentially impacting the selection and interpretation of evidence. This can potentially lead to policies that are not entirely evidence-driven.

It is essential to strike a balance between timely decision-making and the use of robust evidence to achieve the best possible outcomes. The following approaches can be used for this:

- **Prioritize critical issues:** Policymakers can focus on urgent matters and implement short-term solutions while allowing for more comprehensive research on long-term policies;
- **Encourage data sharing:** Policymakers can promote collaboration between relevant agencies to share data and fill data gaps;
- **Conduct meta-analyses:** Policymakers can review and analyze multiple research studies together to identify common themes and trends, helping to address conflicting evidence;



- Establish independent review mechanisms: Creating independent bodies to review and validate evidence can help ensure the integrity of the policy-making process.

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## STANDARD POLICY CYCLE

The standard policy cycle consists of several stages:

- Identifying the Problem and Agenda Setting

This stage involves recognizing concerns that might require government action intervention. If multiple areas are identified, they can all be evaluated, or specific issues can be prioritized.

- Formulation and Adoption

In this stage, the policy framework is established. It entails determining the objectives that need to be accomplished, assessing potential additional ramifications, estimating costs, and anticipating the reactions of key stakeholders to these outcomes.

- Implementation of the Policy

Ensuring that the appropriate partners possess the necessary resources and expertise to implement the policy is crucial. This may involve establishing an external organization to execute the required actions. Additionally, it is essential to conduct monitoring activities to guarantee the proper implementation of the policy.

- Evaluation

In this stage, the effectiveness and achievement of the policy are evaluated. Are there any unforeseen consequences that have emerged? These assessments can be conducted using quantitative and/or qualitative measures.

Some of the experts and policymakers figure out additional stage of policy making – **support and maintenance**. During this phase, studies how the policy can be developed or provide additional support for its continuation based on received feedback. Also considered is the possibility of terminating this or that policy if it is considered ineffective.

### EUROPEAN UNION

The European Union (EU) has several public bodies that are empowered with agricultural policy decision-making. The hierarchy of these bodies can be described as follows:

European Commission: The European Commission is the executive branch of the EU and holds the highest decision-making authority in agricultural policy. It is responsible for proposing legislation, implementing policies, and managing the EU budget. The Directorate-General for Agriculture and Rural Development (DG AGRI) within the European Commission specifically deals with agricultural policies (see the organigram of DG Agri at the end of this section).

The Commission's work is steered by a College of Commissioners, and led by its President. The Commissioners work on specific policy priorities that are set out by the Commission President. For example, the 2019-2024 team includes the President, Ursula von der Leyen, the Commissioner for agriculture, Janusz Wojciechowski, the vice-president responsible for the European Green Deal, Frans Timmermans and 25 more Commissioners, each representing a Member State.

Agriculture and Fisheries Council: The Agriculture and Fisheries Council (AGRIFISH) is one of the councils of the EU, composed of ministers from the member states. It is responsible for adopting EU agricultural legislation, coordinating agricultural policies, and ensuring their implementation relating to the production food, rural development, and the management of fisheries. The council works closely with the European Commission and the European Parliament in the decision-making process.

European Parliament: The European Parliament represents the citizens of the EU and shares legislative power with the Council. It participates in the decision-making process of agricultural policies by providing input, proposing amendments, and ultimately voting on proposed legislation. The Parliament's Committee on Agriculture and Rural Development is specifically dedicated to agricultural issues.

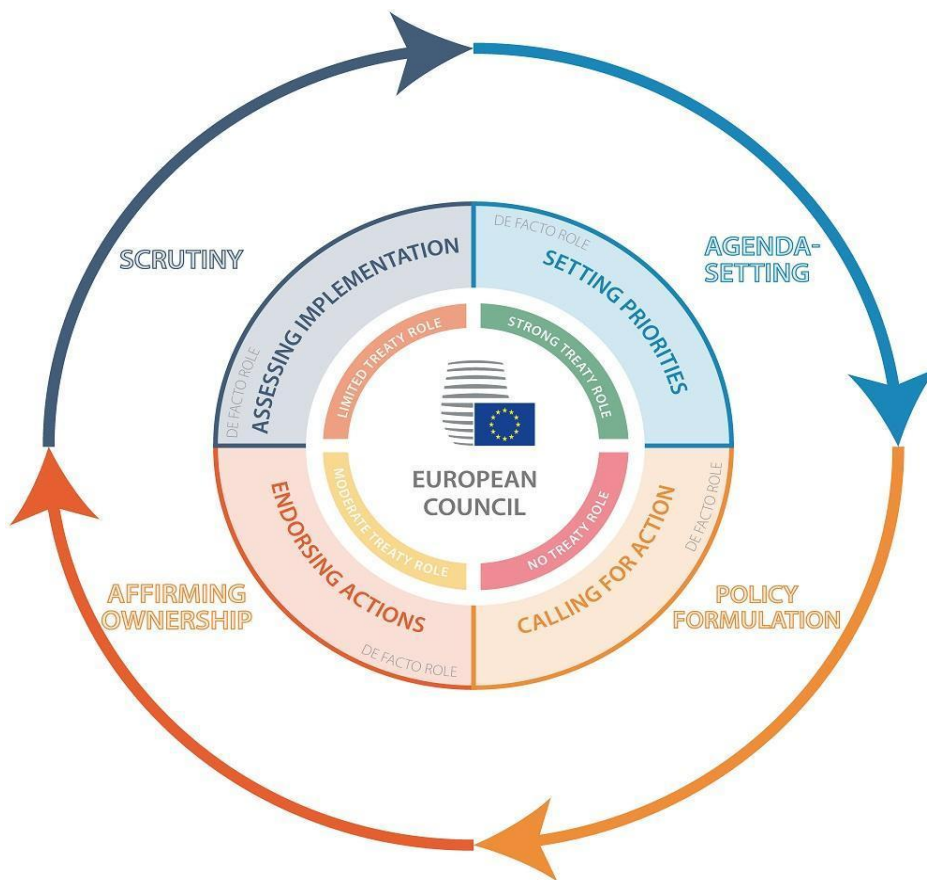
Court of Justice of the European Union: The Court of Justice of the European Union (CJEU) is the highest court in the EU and plays a crucial role in interpreting and enforcing EU laws, including agricultural policies. It ensures the consistent application and compliance with EU legislation by member states and other EU institutions. The CJEU can hear cases related to agricultural policies and issue binding rulings.

European Agricultural Guarantee Fund (EAGF) Committee: The EAGF Committee is a consultative body that advises the European Commission on the financial aspects

of the Common Agricultural Policy (CAP). On 2 December, 2021, the agreement on reform of the common agricultural policy (CAP) was formally adopted. The new legislation, which entered into force on 1 January 2023, paves the way for a fairer, greener and more performance-based CAP. It includes representatives from member states and meets regularly to discuss and provide recommendations on the budgetary aspects of agricultural policy implementation.

**National Agricultural Ministries:** The agricultural ministries of the member states have an important role in shaping and implementing agricultural policies at the national level. They participate in the Agriculture and Fisheries Council, where they negotiate and coordinate their positions on EU agricultural policies. The national ministries are responsible for the implementation of EU agricultural legislation within their respective countries.

The standard policy cycle in the European Union's agricultural sector follows a similar framework to the general EU policy cycle.



**Figure 0-1** Standard EU policy cycle

**Source** European Parliamentary Research Service<sup>1</sup>

However, some specific processes and institutions are particularly relevant to

<sup>1</sup> European Parliamentary Research Service, see - <https://epthinktank.eu/2019/09/03/the-european-councils-role-in-the-eu-policy-cycle/>

agricultural policy. Here is an outline of the standard policy cycle in the EU's agricultural sector:

Agenda Setting: The agenda-setting process in the agricultural sector often starts with the European Commission's proposal for the Common Agricultural Policy (CAP), which is the EU's primary agricultural policy framework. The Commission considers various factors, including input from stakeholders, market analysis, and environmental considerations, while formulating the proposal;

Policy Formulation: The European Commission, in collaboration with agricultural experts and stakeholders, formulates the CAP proposal. This involves conducting **impact assessments, assessing market trends**, analyzing environmental and rural development needs, and considering input from Member States and relevant stakeholders.

Decision-Making: The CAP proposal is subject to negotiation and decision-making processes involving the European Parliament and the Council of the European Union. The Parliament and the Council, and the European Commission engage in triologue negotiations to reach a consensus on the CAP's final legislative text.

Implementation: Once the CAP legislation is adopted, it is implemented by the Member States. The Member States develop and implement national CAP Strategic Plans, which outline how they will achieve the objectives and targets set by the CAP. The implementation of the CAP involves the allocation of financial resources, the design of support schemes, and the enforcement of regulations at the national level;

Evaluation: The CAP is regularly evaluated to assess its effectiveness, efficiency, and impact. The European Commission **conducts evaluations and collects data** on the implementation of the CAP to measure its performance against the set objectives. Stakeholders, including farmers, industry associations, and environmental organizations, may also provide feedback during this evaluation process.

Review and Revision: The CAP is subject to review and revision based on the evaluation findings. The European Commission proposes adjustments and updates to the CAP framework, considering evolving needs, emerging challenges, and new policy priorities. The review process involves consultation with stakeholders, impact assessments, and discussions within the EU institutions.

In the European Union's agricultural sector, various types of evidence are provided to inform policy-making and decision-making processes. Here are some examples of the types of evidence commonly used in the EU's agricultural sector:

Scientific Research: Scientific research plays a crucial role in providing evidence-based information on various agricultural topics. This includes studies on crop production, animal health, environmental impacts, soil management, genetic



research, and agricultural technologies. Research findings contribute to understanding the implications of different agricultural practices and help shape policies that promote sustainable and efficient agricultural systems.

Data Analysis: Agricultural data, such as production statistics, market trends, trade flows, and environmental indicators, are collected and analyzed to assess the current situation, identify challenges, and evaluate the effectiveness of existing policies.

Risk Assessments: Evidence is gathered through scientific studies and risk assessments conducted by EU agencies such as the European Food Safety Authority (EFSA), European Chemicals Agency (ECHA), or the European Medicines Agency (EMA). These agencies evaluate available data on potential risks posed by substances, products, or practices, and provide independent advice to decision-makers based on their findings.

Impact Assessments: These assessments analyze policy options' social, economic, and environmental impacts, helping decision-makers understand the potential consequences and trade-offs associated with different policy choices. Impact assessments provide evidence on policy interventions' costs, benefits, and distributional effects.

Stakeholder Consultations: Stakeholder consultations provide an opportunity for farmers, agricultural organizations, consumer groups, environmental NGOs, and other relevant actors to contribute their perspectives, experiences, and expertise.

Expert Opinions and Advice: Expert opinions and advice are sought from a range of actors, including scientific committees, research institutes, and agricultural experts.

Case Studies and Best Practices: These examples showcase successful initiatives, innovative approaches, and practical solutions to agricultural challenges from different regions and countries within the EU.

**“FAIR principles help managing scientific evidence transparently.** Making evidence FAIR ensures that studies, data, but possibly also code of models, protocols applied and other research resources, are as far as possible **“findable** by anyone using common search tools; **accessible** so that the data and metadata can be examined; **interoperable** so that comparable data can be analysed and integrated through the use of common vocabulary and open formats; and **reusable** by other researchers or the public as a result of robust metadata, provenance information and clear usage licences..

Sources of evidence include:

### **Data and statistics**

- [Data.europa.eu](https://data.europa.eu) provides links to open access data produced by EU, national, regional and local public administration, as well as by some international

organisations. The [JRC data catalogue](#) is integrated in the data portal.

- A [Commission data catalogue](#) provides the metadata on all key data assets held by the Commission that are relevant for the Commission's decision-making processes and functioning. The data sets may not be open.
- [Eurostat](#) provides free access to statistics at European level (from data collected by statistical authorities of Member States) using harmonised methodologies that enable comparisons between countries and regions.
- [Eurobarometer](#) monitors public opinion in Member States and provides results representative of the targeted populations on major topics (e.g. enlargement, social situation, health, culture, environment, information technology, the euro, defence, etc.). A Eurobarometer survey can be requested in the context of DG COMM's annual programming depending on the Commission's priorities.
- OpenAIRE - support open access and open data mandates in Europe by publishing EU-funded research results, including scientific publications and research data.
- [KnowSDGs](#) (Knowledge base for the Sustainable Development Goals) platform organises knowledge on policies, indicators, methods and data to support the evidence-based implementation of the SDGs.
- [UN SDG Indicators Database](#) - provides access to data compiled through the UN System in preparation for the Secretary-General's annual report on 'Progress towards the Sustainable Development Goals'.

## Commission Services

- The Commission's [Central Intellectual Property Service](#) can help with tender specifications and license agreements<sup>35</sup>.
- The Commission [Data Advisory Service](#)<sup>36</sup> is available to support with respect to data analytics and data management matters. For data publication contact the [Publications Office](#).
- Consult the Commission harmonised procedures for the management of studies on a dedicated [SG page](#) and contact the material and [services](#) offered to ensure transparency, traceability and accessibility of all key evidence. Study reports and data should be properly stored, published and curated, as well as correctly referenced. For this, obtain early permanent identifiers (e.g., DOIs) and include them whenever these studies are cited. For referencing evidence sources, follow the [Interinstitutional Style Guide](#) and – for statistical data – [Eurostat guidelines](#).
- If models are used to support an impact assessment, contact [MIDAS \(Modelling Inventory of the Commission\)](#) team to insert the model description in the

inventory.

- The [Publications Office](#) and the [EU Community of Practice](#) on data visualisations (Connected) may provide support on the subject.

### **Evaluations, impact assessments, and studies**

- The Commission evaluations and impact assessments are published on the [register of Commission documents](#) and in [EUR-Lex](#).
- Public studies prepared by or for EU institutions and bodies can be found in [EU Publications](#).
- Also evaluations carried out by Member States and, where relevant, by third countries may be taken into account.
- All studies planned or already conducted on behalf of the EU institutions and bodies can be found in the [Interinstitutional Database of Studies](#).
- Explore academic publications by searching [Commission library](#).

### **Experts**

- Permanent bodies at EU level are characterised by a high level and a broad range of expertise, prevention of conflicts of interest and transparency.
- The [Joint Research Centre](#) (JRC) provides science and knowledge for EU policies. It provides data and analysis to help design new policy initiatives and legislative proposals, to monitor existing ones, and to look beyond them, by anticipating challenges, needs, and transformations. It also hosts the Commission's [Knowledge4Policy platform](#) (K4P), which makes available policy-relevant scientific knowledge to policymakers. K4P hosts the services offered by competence centres and knowledge centres and enables collaboration between scientists and policymakers (see also intro of Chapter 8).
- The scientific opinion "[Scientific Advice to European Policy in a Complex World](#)", developed by the Group of Chief Scientific Advisors with [contribution from the JRC](#), provide guidance to the Commission for the provision and use of scientific advice to inform policymaking in the European context. It shows how to organise scientific advice for policymakers, how to address conflicts of interest, how to ensure that the policy advice is relevant and covers all relevant fields, and how to tackle uncertainties and disagreement among scholars.

These recommendations were further developed in the JRC [Science for Policy Handbook](#), which brings science closer to a political process, where different values and perspectives, as well as different timeframes have to be considered and provides specific guidelines on the science advice process.

- The group of [Chief Scientific Advisors](#) provides independent, high-level scientific

advice to the European Commission at the request of the College of Commissioners on any policy topic at any stage of the policy cycle. The Scientific Opinions draw on comprehensive evidence review reports that are produced by the network of European science academies (SAPEA consortium) and are initiated via Commissioners' cabinets contacting the Cabinet of the Commissioner responsible for Research and Innovation. The drafting of a scoping paper that sets out the context and the specific policy question to be addressed then follows. Services can trigger the process by contacting the service in DG RTD responsible for the Secretariat of the Group of Chief Scientific Advisors.

- Decentralised/ Executive [EU Agencies](#) are characterised by a high level and a broad range of expertise.
- Scientific committees set up by the Commission, such as the Scientific Committee on Emerging and Newly Identified Health Risks (SCENIHR).
- Expert groups are composed by outside experts that bring information regarding practical experience in a given policy area. They can involve individuals and/or stakeholder representatives, organisations or Member States' authorities. A dedicated [public register](#) ensures transparency about group composition and interests.
- Commission online tools for the collection of expertise such as the web communication platform [SINAPSE](#) that enables the creation of e-communities.
- Consultants can provide input to the Commission's assessment. The lead DG and the interservice group should work closely with the consultant to ensure that the results are of sufficient quality and that they can be used accordingly.

## Stakeholders

- Besides collecting views, stakeholder consultation can also trigger submission of other types of information (e.g. data, lessons from implementation)<sup>37</sup>. When using evidence gathered through consultation one should bear in mind the specific interest of stakeholders providing the information and try to validate the robustness of the results. Peer-reviewing or benchmarking with other surveys/studies or consultation activities can significantly enhance the quality of such information.” (p. 28, [European Commission 2023](#))

“The **Directorate-general of the European Commission Joint Research Center** (see the JRC's organigram at the end of this section) of the European Commission (JRC) plays a key role at multiple stages of the EU policy cycle. It contributes to the overall objective of [Horizon Europe](#). They work closely with research and policy organisations in the Member States, with the European institutions and agencies, and with scientific partners in Europe and internationally, including within the United

Nations system. The core strengths they offer are anticipation, integration and impact. The work is organized in 33 portfolios”:

- 1) Cancer and non-communicable diseases Tackling cancer and other non-communicable diseases.
- 2) Cities and buildings Cities and buildings for better lives.
- 3) Climate neutrality Pathways to carbon climate neutrality through a low carbon energy system and land use management.
- 4) Crisis management Enhanced situational awareness for crisis management.
- 5) Cybersecurity Cybersecurity of society and industry.
- 6) Data for science and policy Exploiting data as a strategic resource for science and policy.
- 7) Digital transition Monitoring and shaping the digital transition.
- 8) Earth observation Observing the Earth for policy.
- 9) Economic governance Economic governance and structural reforms.
- 10) Education, skills and jobs
- 11) Energy solutions. Sustainable, clean, innovative, and competitive energy solutions.
- 12) Global satellite navigation (Galileo) Galileo next generation and secure connectivity.
- 13) Green transitions Shaping the green transitions for a sustainable and fair Europe.
- 14) Health crises response Better preparedness and response to health crisis.
- 15) Healthy biodiversity Healthy biodiversity and natural capital accounting.
- 16) Hydrogen Hydrogen and other decarbonised gases.
- 17) Inclusive and resilient society Towards an inclusive and resilient society: social justice and fair twin transitions.
- 18) Industrial transformations Industrial transformations for sustainability, competitiveness and open strategic autonomy.
- 19) Innovative policymaking Innovative policymaking in a complex world: science, foresight and evaluation for policymaking and democracy.
- 20) International cooperation, sustainable and trusted connections Science for the Global Gateway and the International Green Deal.

- 21) Life and health sciences Innovation in life and health sciences.
- 22) Mobility Decarbonised, smart and safe mobility.
- 23) Nuclear compliance assurance Support to nuclear compliance assurance.
- 24) Population dynamics and migration Challenges and opportunities of population dynamics and migration for stronger Europe in the World.
- 25) Risks and opportunities of the future Understanding and acting on risks and opportunities of the future.
- 26) Safe nuclear technology Safety of nuclear technology in support to the transition towards climate neutrality.
- 27) Science for security
- 28) Small modular reactors
- 29) Sustainable food systems Transition to sustainable food systems in a European and global context.
- 30) Sustainable materials Sustainable materials and products for a circular and resilient Europe.
- 31) Technical intelligence. Territorial intelligence for EU policies.
- 32) Trustworthy artificial intelligence (AI) Trustworthy AI for a fair and democratic Europe.
- 33) Zero pollution Zero pollution for planetary health - Integrated responses.

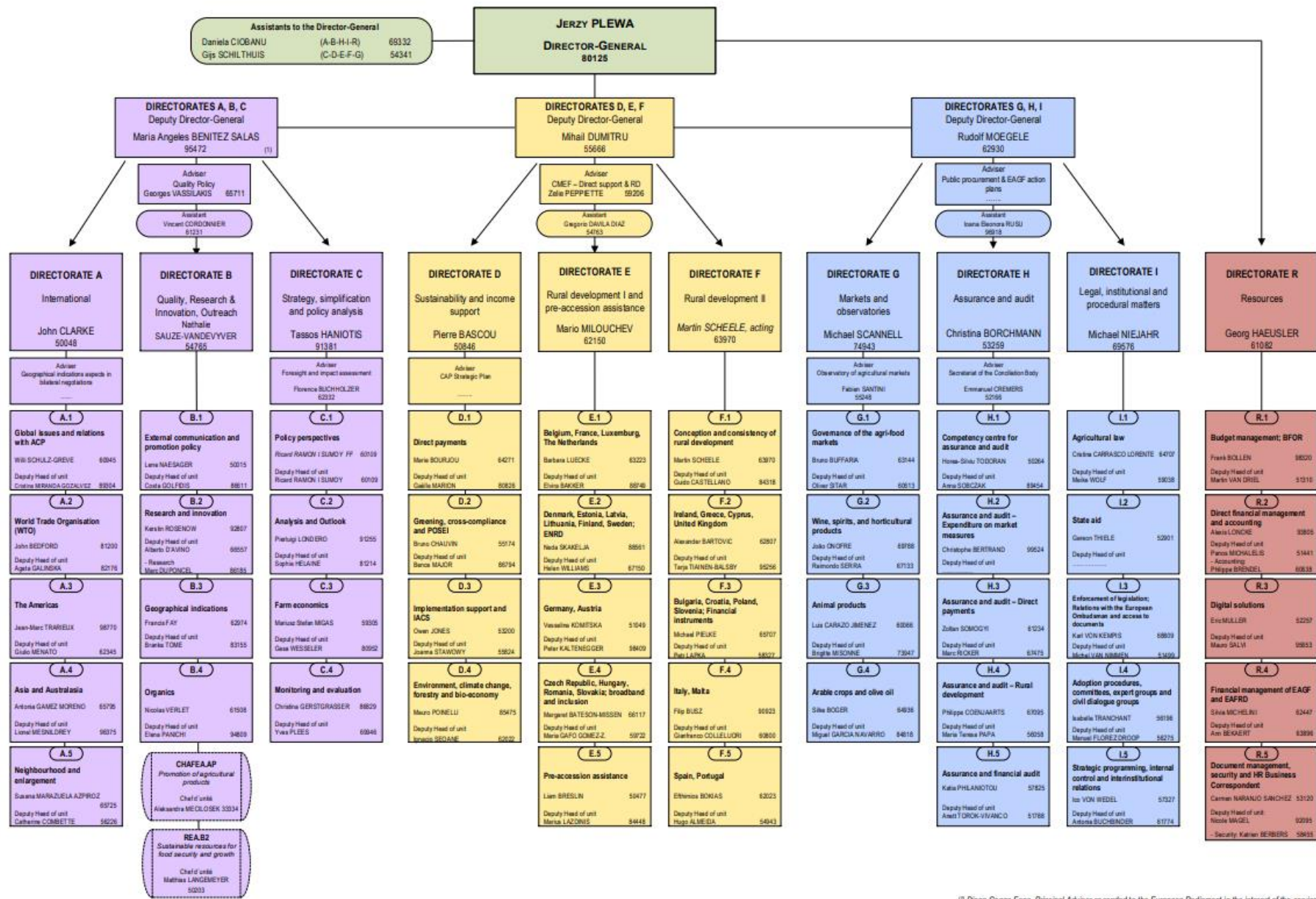
(JRC 2023)

JRC is funded with the funds of the European Commission. It is entitled to grant subsonctarct to the EU research organizations for conducting research and analytics.

By integrating diverse sources of evidence, the EU aims to ensure that agricultural policies are based on robust information and expertise, considering the agricultural sector's specific needs, challenges, and opportunities across member states. For example, at the end of 2020 EU Commission invited more than 300 scientists to help halt biodiversity loss and deliver their recommendations on the basis of the best available evidence. During workshops, participants emphasized the need for a more structured dialog between science and policy (Pe'er et a 2022)







<sup>(1)</sup> Diego Canga Fano, Principal Adviser seconded to the European Parliament in the interest of the service.

JRC has developed many evidence-based policies, for example:

1. Minimum quality requirements for water reuse in agricultural irrigation and aquifer recharge<sup>2</sup>. The JRC developed a report in 2017 that provides scientific support for developing a Legal Instrument on minimum quality requirements for water reuse at the EU level for two specific uses, agricultural irrigation and aquifer recharge. This document has been requested by DG ENV and developed with additional inputs from experts in the water reuse field.
2. Criteria and indicators to incorporate sustainability aspects for seafood products in the marketing standards under the Common Market Organization<sup>3</sup>. Scientific, Technical and Economic Committee for Fisheries reviewed existing methodologies providing sustainability assurance claims, including identifying and describing the criteria and indicators used in these methodologies. As a result, it was proposed to re-evaluate scoring systems at regular intervals for all FAPs products at once as knowledge and data availability progress and more FAPs become more sustainable.
3. Economic impact of eliminating the fuel tax exemption in the EU fishing fleet<sup>4</sup>. This analysis investigates the impacts of the potential elimination of the fuel tax exemption across EU fishing fleets and discusses the extent to which the small-scale fleet (SSF), large-scale fleet (LSF) and long-distance fleet (DWF) could be affected. This analysis is useful to inform policy-makers and stakeholders on the consequences of the potential elimination of the fuel tax exemption, as well as to discuss potential measures to mitigate the socio-economic impacts arising from this eventual change in the current regulatory framework.
4. Soil related indicators to support agro-environmental policies<sup>5</sup>. JRC modeled datasets and indicators on soil erosion, soil organic carbon stocks and soil nutrients. These datasets can potentially enhance the development of management practices to improve agricultural soil conditions, combat land degradation, and effectively target policy interventions. The creation of soil nutrient datasets was proposed, encompassing individual indicators such as Phosphorus, Nitrogen, and Potassium, as well as a composite indicator representing overall soil fertility.

## ***References and further materials***

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<sup>2</sup> <https://publications.jrc.ec.europa.eu/repository/handle/JRC109291>

<sup>3</sup> <https://publications.jrc.ec.europa.eu/repository/handle/JRC124927>

<sup>4</sup> <https://publications.jrc.ec.europa.eu/repository/handle/JRC123645>

<sup>5</sup> <https://publications.jrc.ec.europa.eu/repository/handle/JRC119220>

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## UNITED KINGDOM

In the United Kingdom, there are several public entities vested with the authority to make decisions regarding agricultural policies. The hierarchy of these bodies can be outlined as follows:

- Department for Environment, Food and Rural Affairs (DEFRA): DEFRA is a government department responsible for environmental protection, food production, agriculture, fisheries, and rural communities. It sets overall policy and provides strategic direction for agricultural matters in the UK.
- Agriculture and Horticulture Development Board (AHDB): AHDB is a non-departmental public body funded by a statutory levy on farmers and growers in the UK<sup>6</sup>. It operates across various sectors, including cereals, livestock, horticulture, potatoes, and dairy, providing market research, development programs, and promotional activities.
- Rural Payments Agency (RPA): RPA is an executive agency of DEFRA responsible for administering agricultural subsidy programs and payments to farmers and landowners, such as the Basic Payment Scheme<sup>7</sup> and the Environmental Stewardship Scheme<sup>8</sup>.
- Forestry Commission<sup>9</sup>: The Forestry Commission is a non-ministerial government department responsible for protecting and expanding Britain's forests and woodlands. It plays a role in managing forestry-related policies and initiatives.

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<sup>6</sup> <https://ahdb.org.uk/about-ahdb>

<sup>7</sup> <https://www.gov.uk/guidance/basic-payment-scheme>

<sup>8</sup> <https://www.gov.uk/government/collections/environmental-stewardship-guidance-and-forms-for-existing-agreement-holders>

<sup>9</sup> <https://www.gov.uk/government/organisations/forestry-commission>



- Natural England<sup>10</sup>: Natural England is a non-departmental public body responsible for conserving and enhancing the natural environment in England. It advises on agricultural and rural policy matters relating to biodiversity, land management, and sustainable development.
- Scottish Government and Agriculture and Rural Economy<sup>11</sup>: As agricultural policy is devolved in the UK, Scotland has its government and separate departments responsible for agriculture. The Scottish government and its agencies make decisions and set policies specifically related to agriculture in Scotland (rural land management, enhancing animal welfare, etc.).
- Welsh Government and Welsh Agricultural Departments: Similarly, the Welsh Government and its departments are responsible for agricultural policy and decision-making in Wales, as it also has devolved powers over agriculture.
- Northern Ireland Executive (NIE) and Department of Agriculture, Environment and Rural Affairs (DAERA): The NIE and its agriculture department, DAERA, are responsible for agricultural policy and decision-making in Northern Ireland;
- Centre for Evidence-Based Agriculture (CEBA): The CEBA analyzes existing agri-food evidence to support decision-making in policy, industry, practice, and research. Provide advice and various training on evidence synthesis and its adoption.

**DEFRA** works with 35 public bodies to ensure successful delivery of its goals. Among these bodies, Defra's Science Advisory Council - an executive non-departmental public body, sponsored by DEFRA.

“Research and analysis provides evidence for decision-making, ensuring Defra’s policies are based on a sound, comprehensive understanding of current evidence. It helps us find new policy solutions and identify and tackle future issues.

We use the term ‘evidence’ to encompass material from a variety of disciplines – science research, statistics, economics, social research or operational research, and geographical information. We use a variety of quality assurance processes.

### **DEFRA’s Science Advisory Council**

Defra’s [Science Advisory Council](#) provides independent advice and challenge to [Defra’s Chief Scientific Adviser](#) and ministers on the science underpinning Defra policies.

#### *Science research and analysis*

To inform sound policy-making, Defra needs access to the right information and needs to be confident of the quality of that information. Understanding the knowledge base

<sup>10</sup> <https://www.gov.uk/government/organisations/natural-england>

<sup>11</sup> <https://www.gov.scot/about/how-government-is-run/directorates/agriculture-rural-economy/>

and using targeted investment to fill critical gaps will help achieve value for money and innovative approaches.

Our refreshed [Defra group research and innovation interests document](#) sets out our high level areas of science, evidence and analysis interest across the Defra group.

Information about individual projects is available in our [science and research projects database](#)

### *Commissioning research and analysis projects*

Research and analysis projects are commissioned through a competitive process and advertised on our [e-Tendering site](#). You can express your interest by registering for an account and logging in.

### *Research project reporting*

Contractors should use the following forms when reporting to Defra on projects:

- [Annual/interim project report form \(EVID3\)](#) - to report on progress in delivering research projects
- [Evidence project final report form \(EVID4\)](#) - to report on final project results and outputs

### *Statistics*

Across Defra group, our statisticians produce a wide range of official and national statistics providing insight for external users and for policy-makers on state and on change across our environmental, food and farming, rural and marine portfolios. The products are developed in accordance with the principles and guidelines set out in the UK Statistics Authority's Code of Practice for Official Statistics.

### *Economics*

Defra economists provide analysis, appraisal and evaluation for all aspects of Defra policy, to ensure policy decisions are informed by high quality and robust evidence in order to meet Defra's strategic objectives.

### *Social research*

Good social science research helps make good government strategy, policy and delivery. Social science research informs the development, implementation and evaluation of a wide range of government policies. The best results are often the result of teamwork, with [Government Social Research Profession](#) members, other analysts and policy or delivery officials working together throughout the development and implementation of an idea to ensure it is as evidence based as possible. Engagement as early as possible in this process helps ensure the results of any analytical work are as useful as possible.



### *Operational research*

Operational research is all about helping people to understand complex problems, achieving the best outcomes and making the best use of public money. It provides flexible techniques that can be applied to a variety of problems, from discussions and logical problem structuring through to analysing statistics and building predictive models. It is especially useful to conduct ‘what if’ analyses, to help policy-makers evaluate different policy options.

### *Geospatial data*

Geospatial data is any data that is referenced to a specific location, such as a postcode, field parcel or grid reference. Types of data include imagery, features, basemaps and tabular data with links to specific locations.

Defra makes extensive use of geospatial data to support the development, monitoring and delivery of its policies, as well as underpinning the communication of the impact of those policies to a wide variety of audiences. Defra is one of the leading users of geospatial data in government and has been at the forefront of a number of innovative developments using geographic information systems (GIS).

Defra is the lead department for the implementation of the INSPIRE regulations. If you would like to know more, email [geography@defra.gov.uk](mailto:geography@defra.gov.uk)

Defra group has a large number of members of the [Government Geography Profession](#).

### *Quality assurance*

Defra makes a substantial investment in commissioning, assessing and using evidence to inform policy and it is important to ensure that evidence is fit for purpose.

### *Peer review*

Defra uses peer review of selected evidence proposals and outputs to help ensure the evidence it funds is good quality and fit-for-purpose.

### *The Joint Code of Practice for Research*

The [Joint Code of Practice for Research \(JCoPR\)](#) sets out standards for the quality of science and the quality of research processes that contractors who carry out research on behalf of Defra, and other signatory organisations, must follow.

### *The Joint Code of Practice for Veterinary Activities*

The Joint Code of Practice for Veterinary Activities sets out standards for the quality of evidence processes, to help assure the quality of veterinary data across animal health activities.

### *Social Research*

The [Government Social Research \(GSR\) Code](#) sets out 7 principles to guide the work and behaviour of the Government Social Research Profession.”

One example of evidence-based policy in recent years in the United Kingdom was the "sugar tax," officially known as the **Soft Drinks Industry Levy**<sup>12</sup>, which was introduced in the United Kingdom in April 2018. The evidence behind this policy came from numerous studies linking high sugar consumption to obesity, type 2 diabetes, and other health problems. Research showed that sugary drinks, in particular, were a significant source of added sugars in people's diets<sup>13</sup>, contributing to weight gain and health issues.<sup>14</sup> The UK government used this evidence to design a tax targeting soft drinks with high sugar content. The tax levied on sugary drinks was applied based on the amount of added sugar they contained. This way, drinks with higher sugar content faced a higher tax rate, while drinks with little added sugar were exempt from the levy.

See more at <https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs/about/research>

## UNITED STATES OF AMERICA

In the United States, agricultural policy decision-making involves multiple public bodies at different levels of government. Here is an overview of some key bodies empowered with agricultural policy decision-making and their hierarchy:

- United States Department of Agriculture (USDA): The USDA is the federal executive department responsible for developing and implementing agricultural policies and programs. It plays a central role in formulating national agricultural policies, administering farm and conservation programs, conducting research, and providing technical assistance to farmers. The USDA is headed by the Secretary of Agriculture.
- Farm Service Agency (FSA): The FSA is an agency within the USDA that administers and delivers farm programs and financial assistance to farmers. It provides loans, commodity price support, disaster assistance, conservation programs, and other services to support agricultural producers.
- Natural Resources Conservation Service (NRCS): The NRCS, also part of the USDA, focuses on promoting sustainable land use and conservation practices. It provides technical assistance, financial incentives, and conservation planning to farmers, ranchers, and private landowners to support environmental safety.

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<sup>12</sup> <https://www.legislation.gov.uk/ukxi/2018/41/contents/made>

<sup>13</sup> <https://www.mrc-epid.cam.ac.uk/research/studies/sdil/>

<sup>14</sup> <https://www.gov.uk/government/statistics/soft-drinks-industry-levy-statistics/soft-drinks-industry-levy-statistics-background-and-references>

- Agricultural Marketing Service (AMS): The AMS is responsible for facilitating the marketing and trade of agricultural products. It develops quality and grade standards, conducts market research, and operates marketing programs to enhance market access for farmers and ensure fair trading practices.
- Food and Nutrition Service (FNS): The FNS oversees federal food assistance programs, including the Supplemental Nutrition Assistance Program (SNAP)<sup>15</sup>, which provides nutrition assistance to low-income individuals and families. It sets policies and regulations related to food assistance programs and works to improve access to nutritious food for vulnerable populations.
- National Institute of Food and Agriculture (NIFA): The NIFA is a federal agency within the USDA that provides funding for agricultural research, education, and extension programs. It supports research projects, scholarships, and cooperative extension activities at land-grant universities and other Institutions to advance agricultural knowledge and innovation.
- State Departments of Agriculture: Each state in the United States has its own Department of Agriculture, responsible for implementing agricultural policies and regulations at the state level. State Departments of Agriculture play a crucial role in promoting agricultural development, supporting farmers, enforcing regulations, and implementing state-specific programs.
- County and Local Agricultural Commissions: At the county and local levels, agricultural commissions or similar bodies may exist to address agricultural issues specific to their jurisdictions. These bodies may provide local policy recommendations, coordinate agricultural programs, and support farmers within their respective areas.

**USDA’s in-house agencies are:**

Agricultural Marketing Service (AMS)

AMS facilitates the strategic marketing of agricultural products in domestic and international markets while ensuring fair trading practices and promoting a competitive and efficient marketplace. AMS constantly works to develop new marketing services to increase customer satisfaction.

**Agricultural Research Service (ARS)**

ARS is USDA's principal in-house research agency. ARS leads America towards a better future through agricultural research and information “Global leadership in agricultural discoveries through scientific excellence”.

- 660 research projects within 15 National Programs
- 2,000 scientists and post docs

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<sup>15</sup> <https://www.ers.usda.gov/topics/food-nutrition-assistance/supplemental-nutrition-assistance-program-snap/>

- 6,000 other employees
- 90+ research locations, including overseas laboratories
- \$1.7 billion fiscal year budget

### Animal and Plant Health Inspection Service (APHIS)

APHIS provides leadership in ensuring the health and care of animals and plants. The agency improves agricultural productivity and competitiveness and contributes to the national economy and the public health.

### Economic Research Service (ERS)

ERS is USDA's principal social science research agency. Each year, ERS communicates research results and socioeconomic indicators via briefings, analyses for policymakers and their staffs, market analysis updates, and major reports.

“The mission of USDA's Economic Research Service is to anticipate trends and emerging issues in agriculture, food, the environment, and rural America and to conduct high-quality, objective economic research to inform and enhance public and private decision making.

ERS shapes its research program and products to serve those who routinely make or influence public policy and program decisions. Key clientele include White House and USDA policy officials; the U.S. Congress; program administrators/managers; other Federal agencies; State and local government officials; and organizations, including farm and industry groups. ERS research provides context for and informs the decisions that affect the agricultural sector, which in turn benefits everyone with efficient stewardship of our agricultural resources and the economic prosperity of the sector.

As a federal statistical agency covered by the [Office of Management and Budget's \(OMB\) Statistical Policy Directives](#), ERS is responsible for ensuring the quality, objectivity, and transparency of the statistical information it provides. Our [policies and procedures for publishing research and data](#) are designed to ensure that we provide high quality and objective analysis.

ERS research and analysis covers a broad range of economic and policy topics:

- Agricultural Economy – farm sector performance and farm households’ well-being; farm size and concentration; market analysis, data, and projections on commodity supply, demand, and prices; and Federal farm policies
- Food and Nutrition – U.S. food security, food and nutrition assistance programs, food choices and health outcomes, food access and store proximity, food retailing and marketing, and food prices

- Food Safety – societal benefits associated with reducing food safety risks, economic impacts of food hazards, and potential results of regulation versus industry decisions
- Global Markets and Trade – major markets and competitors, economic impacts of exports and imports, trade barriers, and potential trade agreements
- Resources and Environment – economic impacts of conservation programs, efficacy of policies designed to protect the environment, and enhancing agricultural competitiveness through technology
- Rural Economy – investments in rural communities and drivers of rural economic performance, demographic change and its impact on rural communities

ERS digitally publishes its research and analysis in economic [research reports](#), articles in our award-winning [Amber Waves](#) magazine, [data visualizations](#) and [data products](#) throughout the year. ERS's suite of data products encompasses estimates, forecasts, and economic and statistical indicators.

In addition, the ERS commodity outlook program delivers timely, independent, and objective information about agricultural markets and provides projections of U.S. and world agricultural commodity production, consumption, and trade. These [outlook reports](#) and data are among the most widely accessed ERS products. For all upcoming ERS releases, see our [calendar of releases](#).

Closely watched products include: [forecasts of farm business and household income](#), [commodity cost of production](#), [outlook reports](#) covering major crops and livestock products, annual [10-year projections for the farm sector](#), forecasts of the [Consumer Price Index \(CPI\) for food](#), estimates of [U.S.](#) and [international agricultural productivity](#), [rural county typologies](#), [state fact sheets](#), annual report of [food security of U.S. households](#), [Food Access Research Atlas](#), [Food Environment Atlas](#), and [Cost Estimates of Foodborne Illnesses](#).

The team of expert economists also share their findings and conclusions in other ways. Our webinar series, [ERS Insights](#), provides a forum for our experts to interact with the public and provide in-depth information on a research topic. In addition, [ERS economists](#) provide oral briefings, written staff analyses, and congressionally mandated studies delivered directly to executive and legislative branch policymakers and program administrators. They also often publish [articles in professional journals](#) and present papers to academic colleagues at conferences and meetings.” (see <https://www.ers.usda.gov/about-ers/>)

### Farm Service Agency (FSA)

The Farm Service Agency implements agricultural policy, administers credit and loan

programs, and manages conservation, commodity, disaster and farm marketing programs through a national network of offices.

#### Food and Nutrition Service (FNS)

FNS increases food security and reduces hunger in partnership with cooperating organizations by providing children and low-income people access to food, a healthy diet, and nutrition education in a manner that supports American agriculture and inspires public confidence.

#### Food Safety and Inspection Service (FSIS)

FSIS enhances public health and well-being by protecting the public from foodborne illness and ensuring that the nation's meat, poultry and egg products are safe, wholesome, and correctly packaged.

#### Foreign Agricultural Service (FAS)

FAS works to improve foreign market access for U.S. products. This USDA agency operates programs designed to build new markets and improve the competitive position of U.S. agriculture in the global marketplace.

#### Forest Service (FS)

FS sustains the health, diversity and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.

#### FPAC Business Center

The FPAC Business Center is a first-of-its-kind organization at USDA, combining the talent of employees from all three FPAC agencies into specialized teams that serve employees and customers across the Farm Service Agency (FSA), the Natural Resource Conservation Service (NRCS) and the Risk Management Agency (RMA).

#### National Agricultural Statistics Service (NASS)

NASS serves the basic agricultural and rural data needs of the country by providing objective, important and accurate statistical information and services to farmers, ranchers, agribusinesses and public officials. This data is vital to monitoring the ever-changing agricultural sector and carrying out farm policy.

#### National Institute of Food and Agriculture (NIFA)

NIFA's mission is to invest in and advance agricultural research, education, and extension to solve societal challenges. NIFA's investments in transformative science directly support the long-term prosperity and global preeminence of U.S. agriculture.

#### Natural Resources Conservation Service (NRCS)

NRCS provides leadership in a partnership effort to help people conserve, maintain and improve our natural resources and environment.



### Risk Management Agency (RMA)

RMA helps to ensure that farmers have the financial tools necessary to manage their agricultural risks. RMA provides coverage through the Federal Crop Insurance Corporation, which promotes national welfare by improving the economic stability of agriculture.

### Rural Development (RD)

RD helps rural areas to develop and grow by offering Federal assistance that improves quality of life. RD targets communities in need and then empowers them with financial and technical resources.

### Rural Utilities Service (RUS)

RUS provides financing to build or improve infrastructure in rural communities. This includes water and waste treatment, electric power and telecommunications services. These services help expand economic opportunities and improve the quality of life for rural residents.

### Rural Housing Service (RHS)

RHS offers a variety of programs to build or improve housing and essential community facilities in rural areas. RHS offers loans, grants and loan guarantees for single- and multi-family housing, child care centers, fire and police stations, hospitals, libraries, nursing homes, schools, first responder vehicles and equipment, housing for farm laborers and much more.

### Rural Business-Cooperative Service (RBS)

RBS offers programs to help businesses grow as well as job training for people living in rural areas. These programs help provide the capital, training, education and entrepreneurial skills that can help people living in rural areas start and grow businesses or find jobs in agricultural markets and in the bio-based economy.

The USDA performance assessment report states “The United States Department of Agriculture (USDA) is committed to using performance measurement, data analysis, and evaluation to achieve the most effective and equitable program outcomes and greater accountability. Per the Foundations for Evidence-Based Policymaking Act of 2018 (Public Law (P.L.) 115-435, the “Evidence Act”), this Departmental Regulation (DR) establishes the policy, best practices, and requirements for evaluations for the Department. Such best practices and requirements will help the Department better characterize and account for the ways resources are used, who benefits, and to achieve Mission Area, agency, and enterprise-level goals and objectives. The purpose of the policy is to give USDA employees, partners, and stakeholders a common framework and approach to designing, conducting, and using evaluations.”

See more at

<https://www.ars.usda.gov/>

<https://www.ers.usda.gov/>

<https://www.usda.gov/our-agency/agencies>

<https://www.usda.gov/directives/dr-1230-001>

## **BRAZIL**

In Brazil, agricultural policy decision-making involves several public bodies at different levels of government. Here is an overview of some key bodies empowered with agricultural policy decision-making and their hierarchy:

- **Ministry of Agriculture, Livestock, and Food Supply (MAPA):** The Ministry of Agriculture, Livestock, and Food Supply is the central government body responsible for formulating and implementing agricultural policies in Brazil. It develops strategies, regulations, and programs related to agriculture, livestock, agribusiness, and food supply;
- **Brazilian Agricultural Research Corporation (EMBRAPA):** EMBRAPA is a government-owned research institution focused on agricultural research and innovation. It conducts scientific research, develops technologies, and provides technical expertise to support evidence-based agricultural policies and practices;
- **Brazilian Institute of Environment and Renewable Natural Resources (IBAMA):** IBAMA is the agency responsible for environmental protection and enforcement in Brazil. While not solely focused on agriculture, it plays a role in regulating and overseeing environmental aspects related to agricultural activities, such as deforestation and land use changes;
- **National Advisory Council (CAN) for Rural Development:** CAN is a consultative body that includes representatives from various sectors, including agriculture, rural communities, and government agencies. It provides advice and recommendations on rural development policies and programs;
- **National Council for Food and Nutrition Security (CONSEA):** CONSEA is an advisory body responsible for guiding food and nutrition security policies in Brazil. It is responsible for formulating and proposing public policies whose purpose is to guarantee the human right to healthy and adequate food;
- **State Secretariats of Agriculture:** Brazil is divided into states, and each state has its own Secretariat of Agriculture responsible for implementing agricultural policies and programs at the state level. These secretariats collaborate with the federal government to address regional agricultural challenges and support farmers and

agribusinesses in their respective states.

EMBRAPA is a state-owned company, and its financing primarily comes from the Brazilian federal government. The Brazilian government provides funding through the Ministry of Agriculture, Livestock, and Food Supply (MAPA) as part of its budget allocation for agricultural research and development. EMBRAPA is an innovation-driven company that focuses on the generation of knowledge and technology for Brazilian agriculture<sup>16</sup>. Under the aegis of the Brazilian Ministry of Agriculture and Livestock EMBRAPA began to develop the technological foundation for a genuinely tropical model of agriculture and animal farming. The initiative has been tasked with providing Brazil with food security and a leading position in the international market for food, fiber, and energy. EMBRAPA is in constant dialogue with farmers, scientific organizations, government, and community leaders and adheres to the following principles:

- scientific excellence in agricultural research;
- crops and livestock production efficiency and quality;
- environmental sustainability;
- social aspects;
- partnerships with the production sector.

EMBRAPA operates through a decentralized network of research units across Brazil. Each unit is responsible for specific research areas and operates based on the agroecological conditions and needs of its region.

One example of evidence-based policy in Brazil, influenced by the Brazilian Agricultural Research Corporation (EMBRAPA), is developing and promoting sustainable agriculture practices in the Amazon region.

The Amazon rainforest is a critical ecosystem; its preservation is essential for global biodiversity and climate regulation. However, deforestation for agriculture and other activities significantly threatens the Amazon's integrity<sup>17</sup>. EMBRAPA's research<sup>18</sup> has led to the development of agroforestry systems, which combine tree planting with crops and livestock production. Agroforestry practices allow farmers to cultivate food crops while preserving trees and maintaining ecosystem functions. The research has shown that well-designed agroforestry systems can benefit farmers economically, enhance soil fertility, conserve water resources, and promote biodiversity.

Additionally, EMBRAPA's research has informed policies related to land tenure and

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<sup>16</sup> <https://www.embrapa.br/en/sobre-a-embrapa>

<sup>17</sup> <https://www.embrapa.br/en/busca-de-noticias/-/noticia/78026270/study-shows-that-degradation-has-affected-over-a-third-of-the-amazon-rainforest>

<sup>18</sup> <https://www.science.org/doi/10.1126/science.abp8622>

environmental regulations in the Amazon. Evidence of the ecological benefits of preserving forests has contributed to establishing protected areas and regulations to curb deforestation and illegal land use.

## **SPECIAL REVIEW: CHINA**

In China, formulating agricultural policies involves the participation of numerous public organizations at different tiers of the government. Here is a summary outlining key entities entrusted with agricultural policy decision-making and their hierarchical structure:

Ministry of Agriculture and Rural Affairs (MARA): MARA is the central government ministry responsible for formulating and implementing agricultural and rural development policies in China. It sets overall agricultural strategies, formulates regulations, and coordinates the activities of other government agencies involved in agriculture. MARA oversees various departments, bureaus, and research institutes related to agriculture.

National Development and Reform Commission (NDRC): The NDRC is a powerful central economic planning agency in China. It plays a key role in formulating and implementing national economic policies, including agricultural policies. The NDRC's responsibilities include macroeconomic planning, resource allocation, price controls, and development planning related to agriculture and rural areas. Also manage the National Food and Strategic Reserves Administration and the National Energy Administration.

State Administration of Grain and Reserves (SAGR): responsible for managing China's grain production, storage, and distribution systems. It sets policies related to grain production targets, grain reserves, and market regulation. SAGR works closely with MARA and other relevant agencies to ensure food security and stabilize grain prices.

Provincial Departments of Agriculture and Rural Affairs: At the provincial level, each province in China has its own Department of Agriculture and Rural Affairs (DARA). These departments are responsible for implementing agricultural policies and programs at the provincial level. They oversee agricultural production, rural development, agricultural technology, and agricultural investment within their respective provinces.

County and Township Agricultural Offices: At the local level, county and township agricultural offices are responsible for implementing agricultural policies and programs in rural areas. These offices work closely with farmers, providing guidance, technical support, and extension services to promote agricultural development and improve

farmers' livelihoods.

Chinese Academy of Agricultural Sciences (CAAS): CAAS is a national research institution focusing on agricultural science and technology. It conducts research, provides technical expertise, and advises the government on agricultural policies. CAAS plays a crucial role in agricultural research, innovation, and technology transfer to support agricultural development in China.

State-owned Agricultural Enterprises: In China, there are state-owned enterprises (SOEs) involved in agricultural production, processing, and distribution. These enterprises often have a significant influence on agricultural policy decision making due to their scale and economic importance. They work closely with government agencies and may participate in policy formulation and implementation processes.

## JAPAN

In Japan, the process of making agricultural policy decisions involves multiple public entities at various levels of government. Below is a summary of important bodies responsible for agricultural policy decision-making and their hierarchical structure:

- Ministry of Agriculture, Forestry, and Fisheries (MAFF): MAFF is the central government ministry responsible for formulating and implementing agricultural, forestry, and fisheries policies in Japan. It develops strategies, regulations, and programs related to agricultural production, rural development, food safety, and sustainable resource management.
- Agricultural Committees: Agricultural Committees are established at the prefectural level in Japan. These committees consist of representatives from agricultural organizations, agricultural cooperatives, and local farmers. They play a role in providing recommendations, advice, and feedback on agricultural policies and programs implemented at the local level.
- Prefectural Governments: Prefectural governments in Japan have significant authority over agricultural policy implementation within their respective regions. They collaborate with MAFF and local agricultural committees to implement agricultural programs, provide support services to farmers, and manage agricultural resources and facilities at the prefectural level.
- Agricultural Cooperative Associations: Agricultural Cooperative Associations<sup>19</sup>, commonly known as JA (Japan Agriculture), are grassroots organizations that support and represent farmers' interests in Japan. They are involved in the delivery of agricultural services, marketing, distribution, and financial support to farmers. JA cooperatives have a strong influence on agricultural policy decisions through their representation and advocacy efforts.

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<sup>19</sup> [https://www.jica.go.jp/Resource/jica-ri/ja/research/jica-dsp/l75nbg000019c4h6-att/case\\_iuj\\_05.pdf](https://www.jica.go.jp/Resource/jica-ri/ja/research/jica-dsp/l75nbg000019c4h6-att/case_iuj_05.pdf)

- Research Institutes and Agricultural Experiment Stations: Research institutes and agricultural experiment stations are involved in agricultural research, technology development, and innovation. These institutions, for example Hokkaido Agricultural Research Center (NARO), both at the national and prefectural levels, conduct research on crop production, livestock, agricultural economics, and environmental conservation. Their findings and recommendations contribute to evidence-based agricultural policy decisions.
- Food Safety Commission (FSC): The FSC is an independent body responsible for assessing and ensuring the safety of food and agricultural products in Japan. It evaluates risks associated with food safety and provides recommendations for policies and regulations to protect consumer health and ensure the quality of agricultural products.
- Agricultural Land Improvement and Conservation Offices: Agricultural Land Improvement and Conservation Offices, established at the prefectural level, are responsible for land development, water management, irrigation systems, and soil conservation. They work to improve agricultural infrastructure, land productivity, and environmental sustainability in agricultural areas.

### ***Box: EBPM in Japan***

Starting in 2017, Japan has begun promoting evidence-based policy-making (EBPM). Japan's food self-sufficiency rate is not high, and rebuilding agricultural policies is a major challenge for those purposes EBPM is crucial (Meiji 2021). To promote Evidence-Based Policy Making (EBPM) in the agricultural sector, it is essential to have a robust collection of big data, including a wealth of micro-data. Japan, in particular, has been diligently gathering world-class agricultural and forestry statistics through initiatives like the Census of Agriculture and Forestry and the Agricultural Management Statistics Survey. This survey has reached more than 2 million agricultural farmers and conducts a complete survey of Agriculture and Forestry every five years. High-quality big data is one of the pillars of quality evidence-based policy.

At the state level, MAFF is the major player in setting the agricultural policy in Japan. Its structure is diverse and complex, involving several bureaus and non-ministerial bodies. The department requiring special attention within the current study is Agriculture, Forestry and Fisheries Research Council (AFFRC). The organigram of MAFF together with the structure of the Research Council is presented below.



英文農林水産省組織・機構名

Ministry of Agriculture, Forestry and Fisheries	農林水産省
— Minister of Agriculture, Forestry and Fisheries	農林水産大臣
— State Minister of Agriculture, Forestry and Fisheries (2 members)	農林水産副大臣
— Parliamentary Vice-Minister of Agriculture, Forestry and Fisheries (2 members)	農林水産大臣政務官
— Vice-Minister of Agriculture, Forestry and Fisheries	農林水産事務次官
— Vice-Minister for International Affairs	農林水産審議官
— Secretary to the Minister of Agriculture, Forestry and Fisheries	農林水産大臣秘書官
<b>【Internal Bureaus】</b>	<b>【内 局】</b>
— Minister's Secretariat	大臣官房
— Food Safety and Consumer Affairs Bureau	消費・安全局
— Export and International Affairs Bureau	輸出・国際局
— Crop Production Bureau	農産局
— Livestock Industry Bureau	畜産局
— Management Improvement Bureau	経営局
— Rural Development Bureau	農村振興局
— Agriculture, Forestry and Fisheries Research Council	農林水産技術会議
— Councils	審議会等
— Facilities	施設等機関
— Local Branch Offices	地方支分部局
<b>【Affiliated Agencies】</b>	<b>【外 局】</b>
— Forestry Agency	林野庁
— Fisheries Agency	水産庁

— Internal Subdivision	内部部局であることを示す
— Positions to preside, to carry out the functions and in charge of coordination	所掌事務を分掌し、又は総括整理する等の職であることを示す
----- Councils, Facilities and Extraordinary Organizations	審議会、施設等機関及び特別の機関であることを示す
— Local Branch Offices	地方支分部局であることを示す



The rest of the structure of MAFF can be found at <https://www.maff.go.jp/e/about/organ/attach/pdf/index-4.pdf>

“AFFRC is a special organization established in the Ministry of Agriculture, Forestry and Fisheries. Its main duties are:

1. Formulating the basic objectives and other fundamental matters for agricultural, forestry and fishery research activities
2. Liaison and coordinating between the experimental and research institutions and administrative sections
3. Investigating the status and achievements of the research and development activities
4. Transacting matters concerning incorporated administrative agencies, such as the National Agriculture and Food Research Organization
5. Subsidizing research and development activities conducted by the prefectural governments and private sector
6. Improving the quality of researchers (see <https://www.affrc.maff.go.jp/docs/e/duties.htm>)”

The key player in agricultural research and provision of evidence to policy makers is NARO – the National Agriculture and Food Research Organization (see <https://www.naro.go.jp/english/about-naro/history.html>).

“In 2001, as part of Japan's administrative reforms, the National Agricultural Research Organization (NARO) was established as an independent administrative agency

covering a full range of agriculture technology research by integrating and reorganizing the 12 national research institutes and experimental stations.

The National Agriculture and Food Research Organization or NARO is the core institute in Japan for conducting research and development on agriculture and food. Our overall mission is to contribute to the development of society through innovations in agriculture and food, by promoting pioneering and fundamental R&D. We conduct technological development to make agriculture a competitive and attractive industry, and contribute to increasing the nation's food self-sufficiency rate. To this end, we conduct R&D to increase the productivity and safety of agriculture, and lessen production costs; and to promote new markets and future industries by developing value-added agricultural products, through incorporating market needs into respective products. In addition, we conduct R&D regarding global issues such as climate change, and the utilization of local agricultural resources to maximize the multi-functionality of agriculture. We regard the contribution to recovery from the Great East Japan Earthquake, and especially R&D in relation to the aftermath of the nuclear power station accident, as an important NARO mission. Achievements and intellectual properties become meaningful only when they are promulgated throughout society. NARO aims at the speedy implementation of our achievements by promoting public relations and promulgation efforts through industry-academia-government cooperation. Our missions are summarized as follows:

#### *Establishment of Regional Farming Models*

“First, we set a goal to establish a regional farming model for each region, to contribute to the enhancement of production sites. Based on the research achievements of NARO, we will collaborate with national research institutes, universities and public corporations, to establish farming models adapted to each region. NARO and its regional research centers will play a major role in research on farm management, cultivation and cropping systems, ICT (Information and Communication Technology) and agricultural mechanization, livestock, horticulture, breeding, fertilizer and pest control.”

#### *Advancement in crop breeding using genomic selection*

“Breeding new cultivars and developing new technologies are essential to vigorous agricultural production. In particular, we regard advancement in crop breeding, which exploits research achievements in genome selection, as vital. The NARO Institute of Crop Science facilitates the speedy development of novel crops with highly desirable agronomic traits. For the time being, the research focus is rice, wheat and soybeans but in future this will be expanded to a wide range of crops, to advance breeding using genomic selection.”

#### *Incorporating market needs into research*

The Agriculture and Food Business Research Center has been established to incorporate market needs into research, and thereby contribute to the health and quality of life. This research center will aim at enhancing research methods for industry-academia- government collaboration in developing functional products, as well as enhancing NARO's capacity to conduct consistent R&D from the production site to consumer's table.

#### *Global issues and the utilization of local agricultural resources*

“The plans above involve future initiatives, but we consider it necessary to immediately emphasize and pursue cooperation regarding R&D projects relating to global issues and the utilization of local agricultural resources. These tasks are fundamental to agriculture and farming communities, and a critical cornerstone of NARO's R&D. We must strengthen our R&D efforts regarding climate change, increasing the multi-functionality of agriculture and farming communities, development of biomass and reusable energy, utilization of abandoned fields and paddies, wildlife management, etc. The term 'environment', which is common to all these issues, is an important keyword for agricultural research. With the integration of the National Institute for Agro-Environmental Sciences (NIAES) into NARO, we will explore how R&D regarding the environment should incorporate environmental conservation-type agricultural R&D in the context of global issues.”

#### *Recovery from the Great East Japan Earthquake*

R&D for recovery from the Great East Japan Earthquake is an important cornerstone of NARO's R&D mission. In 2012, we established the Agricultural Radiation Research Center in the Fukushima Prefecture, to respond to the nuclear power station accident. Based primarily in this center, we have been contributing to the development of decontamination technologies for farmland soil, and radioactive material transfer-control technologies for agricultural products; and will continue our efforts to restore productivity to all farms which are effected by the incident.

#### *Creative research organization*

Given the mission described above, NARO will aim to become a highly creative research organization, promoting gender equality and an open and comfortable working environment for our staff. At the same time, we will ensure rigorous operation, with full compliance and thorough risk management. In sum, NARO will seek to translate its goals into relevant terms for each member of its staff, while at the same time promoting a strong sense of unity and contribution to society.

The institutes and research centers at NARO are:

[Research Center for Agricultural Information Technology, NARO](#)

[Research Center for Agricultural Robotics, NARO](#)

[Research Center of Genetic Resources, NARO](#)  
[Research Center for Advanced Analysis, NARO](#)  
[Institute of Food Research, NARO](#)  
[Institute of Livestock and Grassland Science, NARO](#)  
[National Institute of Animal Health, NARO](#)  
[Hokkaido Agricultural Research Center, NARO](#)  
[Tohoku Agricultural Research Center, NARO](#)  
[Central Region Agricultural Research Center, NARO](#)  
[Western Region Agricultural Research Center, NARO](#)  
[Kyushu Okinawa Agricultural Research Center, NARO](#)  
[Institute of Agricultural Machinery, NARO](#)  
[Institute of Crop Science, NARO](#)  
[Institute of Fruit Tree and Tea Science, NARO](#)  
[Institute of Vegetable and Floriculture Science, NARO](#)  
[Institute of Agrobiological Sciences, NARO](#)  
[Institute for Agro-Environmental Sciences, NARO](#)  
[Institute for Rural Engineering, NARO](#)  
[Institute for Plant Protection, NARO](#)  
[Center for Seeds and Seedlings, NARO](#)  
[Bio-oriented Technology Research Advancement Institution, NARO](#)

The analytical reports published on the Government's webpage of Japan prove the use of evidence by the public bodies. One of such reports analyses the situation in the country with food production and agricultural sector and explains the respective policies [https://www.maff.go.jp/e/policies/law\\_plan/attach/pdf/index-13.pdf](https://www.maff.go.jp/e/policies/law_plan/attach/pdf/index-13.pdf)

## **GERMANY**

The German approach to agricultural policy decision-making incorporates multiple government entities operating at distinct hierarchical tiers:

- [Federal Ministry of Food and Agriculture \(BMEL\)](#): The BMEL is the central government ministry responsible for formulating and implementing agricultural policies in Germany. It develops strategies, regulations, and programs related to

agriculture, rural development, food safety, biodiversity, climate stewardship and consumer protection.

- Federal Agency for Agriculture and Food (BLE): The BLE is an agency under the BMEL that implements agricultural support programs and manages agricultural funds. It plays a role in the administration of subsidies, grants, and payments to farmers, as well as the coordination of agricultural research and innovation projects.

- Standing Committee on Agriculture (Agrarausschuss): The Standing Committee on Agriculture is a committee within the German Bundestag (Parliament). It consists of members of parliament who are responsible for reviewing and proposing agricultural policies, discussing legislative proposals, and scrutinizing government actions related to agriculture.

- Agricultural Chambers (Landwirtschaftskammern): Agricultural Chambers operate at the state level in Germany. These chambers (for example Landlords in Bewegung) represent the interests of farmers and agricultural businesses in their respective regions. They provide advice, support services, and vocational training to farmers and contribute to agricultural policy discussions and advocacy.

- State Ministries for Agriculture: Each German state has its own Ministry for Agriculture (Landwirtschaftsministerium). These ministries are responsible for implementing agricultural policies and programs at the state level. They collaborate with the federal government and agricultural chambers to address regional agricultural challenges, support farmers, and promote sustainable agriculture.

- Rural Development Agencies: Rural Development Agencies are present at the state and local levels in Germany. They focus on rural development and provide support for diversification, economic growth, and sustainable practices in rural areas. These agencies often play a role in implementing programs related to rural infrastructure, environmental protection, and regional development.

- Expert Advisory Bodies: Various expert advisory bodies contribute to agricultural policy decision-making in Germany. These include scientific institutes, research organizations, and advisory committees that provide expertise on specific agricultural issues, such as crop production, livestock management, environmental sustainability, and food safety.

“Well-founded scientific insights are crucial for political decisions. The Federal Ministry of Food and Agriculture (BMEL) can draw on its well-positioned specialist research institutions. This departmental research includes four federal research institutes as well as the Federal Institute for Risk Assessment (BfR) and the German Biomass Research Centre (DBFZ). Innovative research and competent scientific policy advice are closely linked tasks undertaken by these institutions.

- Julius Kühn Institute (JKI) Federal Research Institute for Cultivated Plants
- Friedrich Loeffler Institute (FLI) Federal Research Institute for Animal Health



- Johann Heinrich von Thünen Institute (TI) Federal Research Institute for Rural Areas, Forestry and Fisheries

- Max Rubner Institute (MRI) Federal Research Institute of Nutrition and Food

These four institutes primarily work on scientific guidance in decision-making for the BMEL, but they also undertake certain statutory tasks. They conduct application-oriented research and expand the state of the art in their fields for the common good.

- The German Biomass Research Centre (DBFZ) investigates how biomass can be used sustainably and efficiently as an energy source.

- The Federal Institute for Risk Assessment (BfR) conducts research into consumer health care.

In addition, six Leibniz institutes are co-funded by the BMEL and the federal state in which their headquarters are located. These institutes conduct application-oriented basic research, thus complementing the scientific range of the research institutes listed above.

- The Leibniz Institute of Agricultural Development in Transition Economies

- Leibniz Centre for Agricultural Landscape Research

- Leibniz Institute for Agricultural Engineering and Bioeconomy

- Leibniz Institute of Vegetable and Ornamental Crops

- Leibniz Institute for Food Systems Biology

- Leibniz Institute for Farm Animal Biology

The research institutions are not limited to solving national issues: they also cooperate with European and international partners. Research is, for example, also conducted to further the EU's Common Agricultural Policy, to fight global hunger, and to fulfil international agreements.

The research findings are always made available to the public (Information System for Agriculture and Food Research). This means that consumers, practitioners in the agricultural, forestry and fisheries sectors, the business community, and people living in rural areas all benefit from BMEL research.

If the departmental research bodies do not have the capacity, or do not have sufficient capacity, to work on topics relevant to policy consultation, the BMEL can also finance research assignments carried out by third parties.”

Throughout years, Federal Ministry of Food und Agriculture (BMEL) as funded various projects on agriculture to support its policy decision making. The recent initiatives are:

Greenhouse Gas Neutral Germany: Effects on the Economy and Living Conditions in Rural Areas

## Roadmap for the rewetting of organic soils in Germany

This project is financed by five federal states: “5-Länder-Evaluation: What are the effects of financing rural development on agriculture, on environment and well-being in rural areas?”

See more at

<https://www.bmel.de/EN/ministry/research/research-institutions.html>

<https://www.thuenen.de/en/institutes/rural-studies/fields-of-activity-institute-of-rural-studies/policy-impact-assessment-and-evaluation>

## NETHERLANDS

In the Netherlands, agricultural policy decision-making involves the following key bodies:

- Ministry of Agriculture, Nature, and Food Quality: The Ministry of Agriculture, Nature, and Food Quality is responsible for formulating and implementing agricultural policies in the Netherlands. It develops strategies, regulations, and programs related to agriculture, nature conservation, food quality, and animal welfare.
- Agricultural Economics Research Institute (LEI Wageningen UR): The LEI Wageningen UR is a research institute that provides economic analysis and research to support agricultural policy decisions. It conducts studies on market trends, agricultural production, and rural development, contributing to evidence-based policy formulation.

Wageningen Research, part of WUR, is a public research institute. Wageningen Research aims to solve societal issues, support the government and develop and disseminate knowledge to reinforce the Netherlands' innovation power and competitiveness.

Wageningen Research (WR) is made up of nine research institutes for contract research. WR competes with other knowledge institutes to acquire commissions. Its main client is the Dutch Ministry of Agriculture, Nature and Food Quality (Dutch acronym LNV), but WR also conducts research for other administrations, businesses and civic organizations.

- Agricultural and Horticultural Board (Productschap Tuinbouw, PT): The PT is an industry-funded organization that represents the interests of the horticultural sector in the Netherlands. It provides advice and recommendations on agricultural policies, conducts research, and coordinates activities related to horticultural production, marketing, and sustainability.
- Provincial Governments: The Netherlands is divided into 12 provinces, and each province has its own provincial government. Provincial governments have

responsibilities in various areas, including agriculture. They implement agricultural policies at the provincial level, manage agricultural land, and support rural development initiatives within their respective provinces.

- Dutch Agricultural Council<sup>20</sup>: The Dutch Agricultural Council is an advisory body that provides advice to the Ministry of Agriculture, Nature, and Food Quality. It consists of representatives from agricultural organizations, farmer associations, research institutions, and other stakeholders. The council offers insights and recommendations on agricultural policy issues, reflecting diverse perspectives from the agricultural sector.

The Netherlands Scientific Council for Government Policy (WRR) is an independent advisory body for government policy. Its position is governed by the Act Establishing a Scientific Council on Government Policy of 30 June 1976 (Instellingswet WRR). The task of the WRR is to advise the Dutch government and Parliament on strategic issues that are likely to have important political and societal consequences.



**Figure 0-2** Dutch advisory landscape

**Source** <https://english.wrr.nl/about-us/national-international-context>

This ecosystem is characterized by a core of planning agencies and councils, which are directly connected to the various ministries. These planning agencies provide

<sup>20</sup> [https://www.rvo.nl/onderwerpen/buitenlandnetwerk/landbouw-attache-netwerk-lan?gclid=CjwKCAjwwb6lBhBJEiwAbuVUSnWPe8DnCM5\\_NiEIPMhLD-8ebVE2p3ukki9bwwlsI7HmTM87opdshoCdMMQAvD\\_BwE](https://www.rvo.nl/onderwerpen/buitenlandnetwerk/landbouw-attache-netwerk-lan?gclid=CjwKCAjwwb6lBhBJEiwAbuVUSnWPe8DnCM5_NiEIPMhLD-8ebVE2p3ukki9bwwlsI7HmTM87opdshoCdMMQAvD_BwE)

policy-relevant analyses and projections. The sectoral and technical councils provide strategic policy advice on specific areas or topics.

- Agricultural Collective Funds (Collectieve Belangenorganisaties): Agricultural Collective Funds are industry organizations that contribute to agricultural policy decision-making in the Netherlands. These funds, supported by farmers and growers, play a role in promoting sustainable practices, providing research and innovation support, and representing the interests of specific agricultural sectors, such as dairy, arable farming, or livestock production.

- Netherlands Food and Consumer Product Safety Authority (NVWA): The NVWA is responsible for food safety and quality control in the Netherlands. It ensures compliance with regulations related to food production, animal health, and plant health. The NVWA collaborates with the Ministry of Agriculture, Nature, and Food Quality to enforce and monitor agricultural policies and standards.

In recent years, the Netherlands has directed its attention towards climate change and resource scarcity. Consequently, efforts have been concentrated on closing mineral and resource cycles to the greatest extent possible, enhancing the emphasis on biodiversity, and respecting the Earth's natural boundaries. Additionally, measures have been taken to prevent waste and ensure that farmers receive fair compensation for their diligent efforts<sup>21</sup>.

“Shortly before the summer, Wageningen University & Research presented the concept note “Kringlooplandbouw” (circular agriculture), in which a new perspective is outlined for Dutch agriculture. This note was discussed in a technical briefing with the agricultural committee of the Dutch Parliament in mid-June. At 8 September, the Dutch minister of agriculture, nature and food quality, launched here vision on the transition of the Dutch agriculture in a direction of circularity.” See more at <https://www.wur.nl/en/show/circular-agriculture-a-new-perspective-for-dutch-agriculture-1.htm>

## SPAIN

In Spain, agricultural policy decision-making involves various public bodies at different levels of government. Here is an overview of some key bodies empowered with agricultural policy decision-making and their hierarchy:

- Ministry of Agriculture, Fisheries, and Food (MAPA): The Ministry of Agriculture, Fisheries, and Food is the central government ministry responsible for formulating and implementing agricultural policies in Spain. It develops strategies, regulations, and programs related to agriculture, fisheries, rural development, and food safety;

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<sup>21</sup> <https://www.government.nl/ministries/ministry-of-agriculture-nature-and-food-quality/vision-anf>

- **State Secretariat for Agriculture and Food:** The State Secretariat for Agriculture and Food operates within the Ministry of Agriculture, Fisheries, and Food. It assists in policy formulation and implementation, overseeing various directorates and agencies responsible for specific agricultural sectors and issues;
- **Autonomous Communities:** Spain is divided into 17 autonomous communities, each with its own regional government. Regional governments have significant authority over agricultural policies within their respective regions. They develop and implement regional agricultural programs, manage agricultural resources, and address specific regional challenges;
- **Regional Departments of Agriculture:** Each autonomous community has its own Department of Agriculture, responsible for implementing agricultural policies at the regional level. These departments collaborate with the central government, agricultural organizations, and stakeholders to develop regional agricultural strategies, support farmers, and promote sustainable agricultural practices;
- **Spanish Agrarian Guarantee Fund (FEGA):** FEGA is an agency under the Ministry of Agriculture, Fisheries, and Food. It is responsible for implementing and managing agricultural subsidy and support programs in Spain. FEGA oversees the administration and payment of agricultural subsidies, such as direct payments and rural development funds;
- **Institute for Agrifood Research and Technology (IRTA):** IRTA is a research institution owned by the Government of Catalonia, that conducts scientific research and technological development in the fields of agriculture and food. It provides technical expertise, conducts studies, and collaborates with other research institutions to support evidence-based agricultural policies and promote innovation in the sector;
- **Interprofessional Organizations:** Interprofessional organizations (for example InterPorc Spain) represent specific agricultural sectors in Spain. These organizations are formed by representatives from different stakeholders within a particular sector, such as wine, olive oil, or livestock. They work to promote and support the interests of their respective sectors, providing input on policy matters and implementing activities to enhance sectoral development.

For the proper execution of its broad powers, the MAPA Department has attached agencies, companies and entities, figures that respond to the unique needs that arise in the development of its functions<sup>22</sup>.

The Ministry of Agriculture and Fisheries, Food and the Environment (MAPA) coordinates the drafting of the 'National Action Plan for the Sustainable Use of Plant Protection Products' (hereinafter referred to as 'the NAP'), in agreement with the national plant protection committee, the autonomous communities and other departments of the General State Administration whose responsibilities include

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<sup>22</sup> <https://www.mapa.gob.es/en/ministerio/funciones-estructura/organismos-publicos/>

contributing to the plan<sup>23</sup>.

The specific objectives of the NAP are as follows:

1. Improve training and information on the sustainable and safe use of plant protection products.
2. Promote research, innovation and technology transfer in integrated pest management and the sustainable use of plant protection products.
3. Promote integrated pest management to ensure a rational use of plant protection products.
4. Promote the availability of plant protection products that effectively control pests, diseases and weeds, without harming health or damaging the environment.
5. Promote techniques that minimise the risks related to the use of plant protection products.
6. Intensify monitoring of the marketing of plant protection products.
7. Improve controls on the use of plant protection products.
8. Reduce the risk arising from the use of plant protection products in specific areas.
9. Improve and extend the use of plant protection alerts for citizens and the vulnerable and sensitive population

The MAPA is responsible for creating an annual report that outlines the outcomes of implementing the NAP in the preceding year. This report must include an assessment of these outcomes concerning the accomplishment of the set objectives. If deemed necessary, the report should also specify any potential adjustments needed for the NAP. To facilitate this process, the relevant designated authorities and central-government bodies involved must provide the required information to MAPA within the first three months of the subsequent year.

MAPA will then collate data from the competent authorities and prepare a preliminary report, which will be circulated to these entities for their input and feedback. Ultimately, the final version of the annual report will be submitted to the national plant protection committee (CFN) by June 1st each year for examination, analysis, and approval.

**Integrated pest management (IPM)** is a holistic approach to controlling crop pests that emphasizes the prevention of over-reliance on chemical treatments. IPM combines cultural, biological, and chemical measures to manage pest populations below economically damaging thresholds. In recent years, the Spanish government has invested heavily in research and extension programs designed to encourage the

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<sup>23</sup> [https://food.ec.europa.eu/system/files/2019-03/pesticides\\_sup\\_nap\\_esp-rev-2017\\_en.pdf](https://food.ec.europa.eu/system/files/2019-03/pesticides_sup_nap_esp-rev-2017_en.pdf)



adoption of IPM among farmers<sup>24</sup>. Research institutions collaborate closely with growers to develop customized IPM plans tailored to specific cropping systems and regions<sup>25</sup>. Public authorities provide training sessions, field demonstrations, and cost-sharing schemes to facilitate the transition towards more sustainable and resilient agricultural practices. By supporting science-based decision-making, the Spanish government strives to enhance food security while reducing negative environmental impacts associated with intensive pesticide use.

#### References:

MAPA. Ministry of Agriculture, Fisheries, and Food. <https://www.mapa.gob.es/en/ministerio/ministerio-exterior/brexit/Papel-MAPA.aspx>.

FEGA. Spanish Agrarian Guarantee Fund. <https://www.fega.gob.es/en/fega>.

IRTA. Institute for Agrifood Research and Technology. <https://www.irta.cat/en/irta/about-us/>.

InterPorc Spain. Spanish Inter-professional Agri-Food Organization for White Pork. <https://www.interporcspain.org/>.

## IRELAND

In Ireland, agricultural policy decision-making involves various public bodies at different levels of government. Here is an overview of some key bodies empowered with agricultural policy decision-making and their hierarchy:

- Department of Agriculture, Food and the Marine (DAFM): The Department of Agriculture, Food and the Marine is the central government department responsible for formulating and implementing agricultural policies in Ireland. It develops strategies, regulations, and programs related to agriculture, food production, fisheries, rural development, and animal health and welfare;
- Agriculture Appeals Office (AAO): The AAO is an independent body responsible for reviewing appeals and complaints related to agricultural schemes, grants, and penalties. It provides an avenue for farmers and stakeholders to challenge decisions made by the Department of Agriculture, Food and the Marine regarding agricultural programs and support;
- Teagasc: Teagasc is the Agriculture and Food Development Authority in Ireland. It is a semi-state body responsible for providing research, advisory, and training services to the agricultural sector. Teagasc conducts scientific research,

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<sup>24</sup> <https://www.euractiv.com/section/agriculture-food/news/integrated-pest-management-a-success-in-spain-but-more-support-needed/>

<sup>25</sup> <https://www.ews-group.es/en/integrated-pest-management-ipm/>

delivers extension services, and provides training and education to support evidence-based decision making and the adoption of sustainable practices in Irish agriculture;

- **Rural Development Programme (RDP) Monitoring Committees:** RDP Monitoring Committees operate at the national and regional levels in Ireland. These committees oversee the implementation and evaluation of rural development programs funded by the European Union and the Irish government. They provide input and feedback on rural development policies, assess project proposals, and monitor the effectiveness of rural development initiatives;

- **Local Authorities:** Local authorities, including county councils, play a role in implementing agricultural policies at the local level in Ireland. They support rural development initiatives, manage agricultural infrastructure, and address local agricultural issues within their respective jurisdictions;

- **Bord Bia:** Bord Bia, also known as the Irish Food Board, is responsible for promoting and marketing Irish food and agricultural products domestically and internationally. It conducts market research, provides market intelligence, and develops marketing strategies to support the growth of the Irish agricultural sector;

- **Irish Farmers' Associations:** Farmers' associations, such as the Irish Farmers' Association (IFA), play a significant role in representing the interests of farmers in Ireland. These associations advocate for farmers' needs, provide input on agricultural policies, negotiate with the government and other stakeholders, and provide support services to their members.

The Department of Agriculture, Food and the Marine offered online service, where either provide some online information or register agriculture agents as suitably qualified planners/ advisors/ consultants.

- [Agfood](#)
- [Information on Agriculture Agents](#)
- [AgFood Agent/Agency Forms](#)

According to new Sustainable Food Systems Ireland will become a world leader in Sustainable Food Systems (SFS) over the next decade. For this purpose, the stakeholder's committee prepares and presents a 10 years plan to the Minister for Agriculture, Food, and the Marine every five years. The strategy consist of 22 Goals, grouped in a four high-level Missions for the sector to work toward<sup>26</sup>:

- 1) A Climate Smart, Environmentally Sustainable Agri-Food Sector
- 2) Viable and Resilient Primary Producers with Enhanced Well-Being

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<sup>26</sup> <https://www.gov.ie/pdf/?file=https://assets.gov.ie/179717/910771f6-05ed-43f1-b8ce-52ef7c602710.pdf#page=18>

3) Food Which is Safe, Nutritious And Appealing, Trusted And Valued at Home and Abroad

4) An Innovative, Competitive and Resilient Agri-Food Sector, Driven by Technology And Talent

There has been significant investment by DAFM, Teagasc, Bord Bia, Science Foundation Ireland and Enterprise Ireland in the development of science led research centres, industry led technology centres, regional clusters, innovation for piloting and demonstration to support the Irish Agri-Food Industry in the implementation of its innovation agenda. These research centers include VistaMilk Agri-Digitalisation, MaREI Renewable Energy, AMBER Sustainable Materials, Moorepark Food Hub, Bia Innovator Hub – Galway – Food Innovation, BIM Seafood Innovation Hub and many others.

**Origin Green** is Ireland's national food and drink sustainability program, developed by Bord Bia (the Irish Food Board)<sup>27</sup>. The program aims to make Ireland's agri-food sector more sustainable, environmentally friendly, and socially responsible. The program was developed in response to evidence of environmental challenges associated with the agri-food sector, including greenhouse gas emissions, water quality issues, and habitat loss. Research and data analysis highlighted the need for more sustainable practices. The Origin Green program establishes specific sustainability targets and performance benchmarks for various aspects of the agri-food sector, including agriculture. These targets are informed by scientific evidence and international best practices.<sup>28</sup>

## References

DAFM. Department of Agriculture, Food and the Marine. <https://www.gov.ie/en/organisation/departments-of-agriculture-food-and-the-marine/#>.

AAO. Agriculture Appeals Office. <http://www.agriappeals.gov.ie/aboutus/>.

Teagasc. Agriculture and Food Development Authority in Ireland. <https://www.teagasc.ie/about/>.

RDP. Rural Development Programme Monitoring Committees. <https://ruralnetworkni.org.uk/about-programme/Monitoring-Committee>.

Bord Bia. Irish Food Board. <https://www.bordbia.ie/about/about-bord-bia/>.

IFA. Irish Farmers' Associations. <https://www.ifa.ie/who-we-are-what-we-do/>.

## POLAND

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<sup>27</sup> <https://www.origingreen.ie/>

<sup>28</sup> <https://www.origingreen.ie/what-is-origin-green/how-does-origin-green-work/>

In Poland, several state bodies at different levels of government are involved in decision-making regarding agrarian policy. Among these bodies are:

- **Ministry of Agriculture and Rural Development (MRiRW):** The Ministry of Agriculture and Rural Development is the central government body responsible for formulating and implementing agricultural policies in Poland. It develops strategies, regulations, and programs related to agriculture, rural development, food quality, and animal welfare;

- **Agricultural Market Agency (ARR):** The Agricultural Market Agency is an agency under the Ministry of Agriculture and Rural Development. It plays a role in implementing agricultural support programs, managing market interventions, and ensuring market stability for agricultural products. ARR administers agricultural subsidies, grants, and other financial instruments to support farmers and agricultural enterprises;

- **Agricultural Advisory Centre (CDR):** The Agricultural Advisory Centre is an organization that provides agricultural advisory services and expertise to farmers, rural communities, and other stakeholders. It offers technical advice, conducts training programs, disseminates knowledge, and supports farmers in adopting sustainable agricultural practices;

- **Provincial Governments:** Poland is divided into 16 provinces, known as voivodeships. Provincial governments have responsibilities in various areas, including agriculture. They implement agricultural policies at the regional level, manage agricultural resources, provide support services to farmers, and address specific regional agricultural challenges;

- **Voivodeship Agricultural Advisory Centers:** Voivodeship Agricultural Advisory Centers operate at the regional level in Poland. They provide specialized advisory services, technical support, and training to farmers and rural communities. These centers assist in implementing agricultural policies, disseminating information, and promoting sustainable farming practices;

- **National Research Institute of Animal Production (IZ PIB):** The National Research Institute of Animal Production conducts research and provides expertise in the field of animal production. It contributes to evidence-based policy decisions by conducting scientific studies, developing innovative farming practices, and addressing challenges related to animal health, welfare, and productivity;

- **Polish Agency for Enterprise Development (PARP):** The Polish Agency for Enterprise Development supports rural development initiatives and programs in Poland. It provides funding, technical assistance, and expertise for agricultural projects, entrepreneurship in rural areas, and the development of agricultural value chains.

Ministry of Agriculture and Rural Development has several departments and offices,

the main ones:

1. Minister's Political Cabinet<sup>29</sup> - executes direct orders from the Minister and provides policy and substantive advice to the Minister, Secretaries of State and Undersecretaries of State as appropriate to their assigned duties.
2. Food Safety and Veterinary Department<sup>30</sup> - executes the Minister's tasks concerning veterinary protection of public health, protection of animal health, quality and hygiene of feedstuffs, protection of animals and livestock farming.
3. Plant Breeding and Protection Department<sup>31</sup> - plant breeding and seed production, fertilisation and the assessment of its impact on the environment, protection of gene resources, genetically modified plants in the scope of supervision of cultivation and registration, and etc.
4. Innovation, Digital Affairs and Knowledge Transfer Department<sup>32</sup> - digital affairs and knowledge transfer in the areas of agriculture, rural development, agricultural markets and fisheries, research, scientific cooperation, agricultural advisory services and supervision of research institutes not covered by other departments.
5. Department of Communication and Promotion<sup>33</sup> - communication and promotion activities and is responsible for informing the public about the Minister's activities, as well as for informing the Management of the Ministry about the public perception of the policy pursued by the Minister.
6. Land and Rural Infrastructure Department<sup>34</sup> - performs the tasks of the Minister concerning land management, supporting changes in the agrarian structure and revindication of agricultural real estate, the recovery of agricultural land, including the allocation of agricultural land for non-agricultural purposes, spatial planning, agricultural surveying, land classification, technical means of production for agriculture

Ministry of Agriculture and Rural Development helped and supervised conducting of agricultural studies in The Institute of Soil Science and Plant Cultivation<sup>35</sup> (IUNG-PIB) and the Institute of Agricultural and Food Economics – National Research Institute<sup>36</sup>.

The IUNG-PIB institute is Poland's largest and oldest research-development center,

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<sup>29</sup> <https://www.gov.pl/web/agriculture/ministers-political-cabinet>

<sup>30</sup> <https://www.gov.pl/web/agriculture/food-safety-and-veterinary-department>

<sup>31</sup> <https://www.gov.pl/web/agriculture/plant-breeding-and-protection-department>

<sup>32</sup> <https://www.gov.pl/web/agriculture/innovation-digital-affairs-and-knowledge-transfer-department>

<sup>33</sup> <https://www.gov.pl/web/agriculture/departament-of-communication-and-promotion2>

<sup>34</sup> <https://www.gov.pl/web/agriculture/land-and-rural-infrastructure-department>

<sup>35</sup> <https://www.iung.pl/>

<sup>36</sup> <https://www.ierigz.waw.pl/>

conducting agricultural studies. The scope of IUNG-PIB activities is directed to scientific research and elaboration and modeling of cropping systems and decision support systems elaborations for farmers and policy makers. The broad range of activities comprises crop production, soil science and fertilization, as well as recognition and protection of agricultural areas against various forms of degradation.

The Institute of Agricultural and Food Economics – National Research Institute (IERiGZ-PIB) is a Polish independent scientific and research organization with nearly 70 years of achievements and experiences in analyzing rural economy, particularly agricultural and food markets, as well as economic and social changes in rural areas. IERiGZ-PIB plays a key role in the process of programming and evaluating rural policy in Poland.

In Poland, all evaluations commissioned by public institutions must be available to the public. A national database has been created and all evaluations are published on a dedicated website. This platform shares the results of over 1000 studies conducted since 2004, as well as methodological tools for evaluators (OECD).

An example of an evidence-based agricultural policy in Poland is the **Good Agricultural Practice** (Kodeks Dobre Praktyki Rolnicze<sup>37</sup>) program. The DPR program is an initiative developed by the Polish Ministry of Agriculture and Rural Development to promote sustainable and environmentally responsible agricultural practices. The DPR program was developed in response to evidence of environmental challenges in agriculture, such as soil degradation, water pollution, and loss of biodiversity. Research and data analysis highlighted the need for more sustainable agricultural practices. Based on the analysis program provides farmers with guidelines and recommendations for adopting sustainable agricultural practices.

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MRiRW. Ministry of Agriculture and Rural Development Republic of Poland. <https://www.gov.pl/web/agriculture/scientific-research-within-the-polish-maritime-areas---the-most-important-information>.

ARR. Agricultural Market Agency. <https://bbs.fobshanghai.com/company/1f563159l82rga3.html>.

CDR. Agricultural Advisory Centre in Brwinów. <https://en.cdr.gov.pl/index.php/about-us/our-mission>.

IZ PIB. National Research Institute of Animal Production. <https://iz.edu.pl/en/about-the-institute/>.

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<sup>37</sup> [https://iung.pl/dpr/publikacje/kodeks\\_dobrej\\_praktyki\\_rolniczej.pdf](https://iung.pl/dpr/publikacje/kodeks_dobrej_praktyki_rolniczej.pdf)



## AUSTRALIA

In Australia, agricultural policy decision-making involves several public bodies at different levels of government. Here is an overview of some key bodies empowered with agricultural policy decision-making and their hierarchy:

- Australian Government Department of Agriculture, Fisheries and Forestry: The Department of Agriculture, Fisheries and Forestry is the central government department responsible for formulating and implementing agricultural policies in Australia. It develops strategies, regulations, and programs related to agriculture, water resources, environmental sustainability, biosecurity, and natural resource management;

- Agricultural Industry Advisory Councils: The Australian Government consults with various agricultural industry advisory councils representing different sectors, such as grains, livestock, horticulture, and dairy. These councils comprise industry representatives who provide input, advice, and recommendations on agricultural policies, market access, research priorities, and sector-specific issues.

- National Farmers' Federation (NFF): The National Farmers' Federation is the peak national body representing farmers and agriculture-related industries in Australia. It advocates for farmers' interests, contributes to policy discussions, and provides input on agricultural policies and programs;

- State and Territory Department of Primary Industries and Agriculture: Australia has separate departments responsible for primary industries and agriculture in each state and territory. These departments play a crucial role in implementing agricultural policies at the state/territory level. They develop and deliver agricultural programs, provide extension services, support rural development, and address regional agricultural challenges;

- Rural Research and Development Corporations (RDCs): Australia has several RDCs that support agricultural research, development, and innovation in specific sectors. Examples include Meat and Livestock Australia (MLA)<sup>38</sup>, Grains Research and Development Corporation (GRDC)<sup>39</sup>, and Hort Innovation<sup>40</sup>. These RDCs are industry-funded bodies that invest in research, extension, and adoption activities to enhance productivity and sustainability in their respective sectors;

- Murray-Darling Basin Authority (MDBA): The MDBA is responsible for managing water resources in the Murray-Darling Basin, a major agricultural region spanning multiple states. It oversees water allocations, water quality, and

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<sup>38</sup> <https://www.mla.com.au/>

<sup>39</sup> <https://grdc.com.au/>

<sup>40</sup> <https://www.horticulture.com.au/>

environmental management in the basin, influencing agricultural water availability and irrigation practices;

- Australian Pesticides and Veterinary Medicines Authority (APVMA): The APVMA is the national regulatory body responsible for the assessment and registration of agricultural chemicals, including pesticides and veterinary medicines. It ensures the safety and effectiveness of these products, contributing to sustainable and responsible chemical use in agriculture.

The Department of Agriculture, Fisheries and Forestry focused on 3 objectives<sup>41</sup>:

- Industry growth - supporting industry to grow towards a \$100 billion agriculture, fisheries and forestry industry by 2030 amid changing global market conditions;
- Biosecurity - strengthening our national biosecurity system to provide an appropriate level of protection to Australia's people, our environment and economy from the biosecurity threats of today and tomorrow;
- Resilience and sustainability - increasing the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment. has several economics research division under their control.

The ministry has 2 research centers under its authority Australian Bureau of Agricultural and Resource Economics and Sciences<sup>42</sup> (ABARES) and the Plant Innovation Center<sup>43</sup> (PIC). The ARABES undertakes research and collects data to support informed decisions and policies. ARABES mainly focus on:

1. Insights. *ABARES Insights* series provides an evidence-based context for discussion of industry issues and complement our current analytical reports, forecasts, and statistical series.
2. Agricultural Outlook
3. Agricultural forecasting
4. Trade
5. Water
6. Fisheries
7. Forests
8. Climate and drought
9. Farm surveys and analysis
10. Productivity

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<sup>41</sup> <https://www.agriculture.gov.au/about/what-we-do>

<sup>42</sup> <https://www.agriculture.gov.au/abares>

<sup>43</sup> <https://www.agriculture.gov.au/science-research/pic>

11. Labour
12. Land use
13. Social sciences
14. Biosecurity
15. Invasive species
16. Food demand

The PIC team have significant scientific expertise and experience in areas such as:

1. plant pathology
2. diagnostics
3. molecular biology
4. microbiology
5. biotechnology.

An example of evidence-based policy in Australian agriculture is the introduction of the **National Water Infrastructure Development Fund (NWIDF)**<sup>44</sup>. The NWIF was established in 2019 to improve water infrastructure across regional Australia, particularly in drought-affected areas. Projects include pipelines, dams, weirs, and other infrastructure necessary to secure water supplies for irrigators, industries, and households. Evidence shows that improved water storage capacity can significantly reduce the risk of drought conditions and increase productivity in agriculture<sup>45</sup>. By investing in evidence-based solutions that address critical water needs, the Australian government aims to ensure long-term prosperity and stability in rural communities.

## References

Australian Government Department of Agriculture, Fisheries and Forestry. <https://www.agriculture.gov.au/>.

NFF. National Farmers' Federation. <https://nff.org.au/about-us/>.

State and Territory Department of Primary Industries and Agriculture. <https://www.dpi.nsw.gov.au/>.

RDCs. Rural Research and Development Corporations.

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<sup>44</sup> <https://federalfinancialrelations.gov.au/agreements/national-water-infrastructure-development-fund-feasibility-studies-component>

<sup>45</sup> <https://www.business.qld.gov.au/industries/mining-energy-water/water/industry-infrastructure/supply-planning/nwidf-feasibility-studies#:~:text=National%20Water%20Infrastructure%20Development%20Fund&text=NWIDF%20is%20an%20initiative%20of,regional%20economic%20activity%20and%20development.>

MDBA. Murray-Darling Basin Authority. <https://www.mdba.gov.au/>.

APVMA. Australian Pesticides and Veterinary Medicines Authority. <https://apvma.gov.au/>.

## NEW ZEALAND

In New Zealand, agricultural policy decision-making involves several public bodies at different levels of government. Here is an overview of some key bodies empowered with agricultural policy decision-making and their hierarchy:

- Ministry for Primary Industries (MPI): The Ministry for Primary Industries is the central government ministry responsible for formulating and implementing agricultural policies in New Zealand. It develops strategies, regulations, and programs related to agriculture, fisheries, forestry, food safety, biosecurity, and animal welfare;
- Primary Sector Council (PSC): The Primary Sector Council is an independent advisory body that provides advice and recommendations to the government on primary sector matters, including agriculture. It comprises representatives from various primary industries, including agriculture, horticulture, forestry, and fisheries, and helps shape agricultural policies and strategies;
- Ministry of Business, Innovation and Employment (MBIE): MBIE is a government ministry that plays a role in supporting agricultural innovation, research, and economic development. It provides funding, resources, and expertise to support agricultural research and technology development;
- New Zealand Agricultural and Resource Economics Society (NZARES): NZARES is a professional association of agricultural and resource economists. It contributes to evidence-based agricultural policy decisions by conducting economic research, analyzing agricultural markets, and providing insights on the economic implications of agricultural policies;
- Ministry for the Environment (MfE): The Ministry for the Environment is responsible for environmental policy and regulations in New Zealand. While not solely focused on agriculture, MfE plays a role in shaping policies related to environmental sustainability, land use, water quality, and climate change, which are closely connected to agricultural practices;
- Regional Councils: New Zealand is divided into regional councils that have responsibilities in various areas, including land and water resource management. Regional councils implement and enforce policies related to land use, soil conservation, water quality, and environmental protection. They work closely with farmers and stakeholders to promote sustainable agricultural practices and manage natural resources;

- DairyNZ, Beef + Lamb New Zealand, and other industry organizations: Industry organizations, such as DairyNZ (representing the dairy sector) and Beef + Lamb New Zealand (representing the sheep and beef sector), are industry-funded bodies that provide support services, research, and advocacy for their respective sectors. They contribute to agricultural policy discussions, research priorities, and sector-specific initiatives.

The (MPI) as a agriculture decision makers in New Zealand has more than 3,600 staff working in over 45 locations across the country and internationally to grow and protect New Zealand. MPI provides policy and regulatory advice, market access and trade services, and manages major regulatory systems of biosecurity, food safety, forestry, fisheries management, and animal welfare. MPI also has strong relationships with other government agencies, primarily within the economic, border, and natural resources sectors. MPI business units include:

- Biosecurity New Zealand<sup>46</sup>. The biosecurity system protects New Zealand from imported pests and diseases that could harm the food and primary sector, New Zealand’s environment and biodiversity, and the health of New Zealanders.
- Fisheries New Zealand<sup>47</sup>. Fisheries New Zealand monitors the sustainability of fish stocks and sets limits on commercial catches that maintain the balance between commercial and other uses. It works with other agencies on broader marine management initiatives, including the proposed marine protected areas (MPA) reform programme which is led by the Ministry for the Environment.
- New Zealand Food Safety<sup>48</sup>. The business unit and other areas across MPI work together to ensure that consumers can trust that the food they eat is safe, suitable and accurately labelled.
- Te Uru Rākau - New Zealand Forest Service<sup>49</sup>. New Zealand Forest Service is leading the Government’s renewed focus on forestry, by supporting the ongoing development, growth, and management of the forestry sector. New Zealand Forest Service works with the forestry sector to promote and protect New Zealand’s forestry resources. It funds programs that encourage innovation and supports forestry projects that improve land production or reduce erosion.
- Agriculture and Investment Services<sup>50</sup>. Agriculture and Investment Services funds food and fibre sector innovation, helps farmers and rural communities to

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<sup>46</sup> <https://www.mpi.govt.nz/biosecurity/>

<sup>47</sup> <https://www.mpi.govt.nz/fishing-aquaculture/>

<sup>48</sup> <https://www.mpi.govt.nz/food-business/>

<sup>49</sup> <https://www.mpi.govt.nz/forestry/>

<sup>50</sup> <https://www.mpi.govt.nz/agriculture/>

plan for the future and recover from adverse events, helps Māori achieve their agribusiness aspirations, attracts workers to the primary sector, and supports economic development projects.

Public Affairs at the MPI brings together the functions that assist MPI's director-general to meet the general public's expectations, ministers, and main industry stakeholders. This includes a wide range of communication with the primary sector, challenges, and opportunities, focusing on maintaining a consistent dialogue with the dairy, meat, horticulture, fisheries, and forestry industries<sup>51</sup>.

One of the evidence-based policies in New Zealand is the **National Policy Statement for Freshwater Management**<sup>52</sup>. This policy is part of the Resource Management Act (RMA) and sets out national objectives and policies for freshwater management nationwide. The policy was developed in response to evidence of declining freshwater quality in New Zealand's rivers, lakes, and aquifers<sup>53</sup>. Research and data analysis highlighted the impact of intensive land use, including agricultural activities, on water quality<sup>54</sup>. The policy incorporates scientific monitoring and reporting of freshwater quality and ecosystem health. This includes regular assessments of water bodies to identify areas of concern and trends over time.

## References

MPI. Ministry for Primary Industries. <https://www.mpi.govt.nz/>.

PSC. Primary Sector Council. <https://www.mpi.govt.nz/about-mpi/structure/government-advisory-groups/primary-sector-council/>.

MBIE. Ministry of Business, Innovation and Employment. <https://www.mbie.govt.nz/>.

NZARES. New Zealand Agricultural and Resource Economics Society. <https://www.nzares.org.nz/>.

MfE. Ministry for the Environment. <https://environment.govt.nz/>.

DairyNZ. <https://www.dairynz.co.nz/>.

Beef + Lamb New Zealand. <https://beeflambnz.com/>.

DALRRD. Department of Agriculture, Land Reform and Rural Development. <http://www.dalrrd.gov.za/>.

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<sup>51</sup> <https://www.mpi.govt.nz/about-mpi/structure/organisational-structure/>

<sup>52</sup> <https://ballance.co.nz/essential-freshwater-policy/overview>

<sup>53</sup> <https://environment.govt.nz/acts-and-regulations/freshwater-implementation-guidance/factsheets-on-policies-and-regulations-in-the-essential-freshwater-package/>

<sup>54</sup> <https://environment.govt.nz/assets/publications/Files/essential-freshwater-agricultural-intensification-factsheet-final.pdf>



## SOUTH AFRICA

In South Africa, agricultural policy decision-making involves several public bodies at different levels of government. Here is an overview of some key bodies empowered with agricultural policy decision-making and their hierarchy:

- **Department of Agriculture, Land Reform and Rural Development (DALRRD):** The DALRRD is the central government department responsible for formulating and implementing agricultural policies in South Africa. It develops strategies, regulations, and programs related to agriculture, land reform, rural development, and food security;

- **Agricultural Research Council (ARC):** The Agricultural Research Council is a premier research institution that conducts agricultural research and provides scientific expertise to support evidence-based policy decisions. It focuses on crop production, livestock, natural resource management, and rural development;

- **Land Bank:** The Land Bank is a government-owned agricultural development finance institution. It provides financial services, loans, and support to farmers, agricultural businesses, and agribusinesses. The Land Bank plays a role in supporting agricultural development, land reform initiatives, and rural development. Provincial Departments of Agriculture: South Africa is divided into nine provinces, and each province has its own Department of Agriculture. These departments implement agricultural policies and programs at the provincial level. They support farmers, manage agricultural resources, promote agricultural development, and address regional agricultural challenges;

- **Agricultural Research and Extension Services:** Agricultural research and extension services, often affiliated with universities and research institutions, provide technical support, training, and research services to farmers. These services assist in the dissemination of best practices, technological innovations, and knowledge transfer to farmers and rural communities;

- **National Agricultural Marketing Council (NAMC):** The NAMC is an independent body that provides economic analysis, market intelligence, and advice on agricultural marketing and trade policies. It contributes to evidence-based policy decisions by analyzing market trends, facilitating market access, and promoting fair and competitive agricultural markets;

- **National Agricultural Advisory Services (NAADS):** NAADS is a government program that aims to provide agricultural extension services and support to smallholder farmers. It assists farmers with knowledge transfer, technology adoption, and access to inputs, with the goal of improving agricultural productivity and livelihoods;

- **National Agricultural Products Standards (NAPS):** NAPS is responsible for developing and enforcing quality standards and regulations for agricultural products

in South Africa. It ensures compliance with national and international quality standards, certification processes, and food safety requirements.

The DALRRD is a main department for agricultural development is also supported by the following statutory bodies<sup>55</sup>:

- Environmental Assessment Practitioners Association of South Africa<sup>56</sup>(EAPASA). It exists to promote, on a non-profit basis, the advancement of the practice and quality of environmental assessment in South Africa in the public interest, in the interest of the environment and in terms of relevant legislation;
- South African Weather Service<sup>57</sup> (SAWS). SAWS aims to provide useful and innovative weather, climate and related products and services by enhancing observational data and communications networks;
- iSimangaliso Wetland Park<sup>58</sup>;
- South African National Biodiversity Institute<sup>59</sup> (SANBI). Collaborating closely with the Department of Environmental Affairs and the broader biodiversity sector, SANBI is entrusted with spearheading the biodiversity research initiative. This crucial role involves several aspects: furnishing essential knowledge and information and offering policy guidance and counsel. Moreover, SANBI actively participates in ecosystem restoration and rehabilitation programs and implements best practice models to ensure more effective biodiversity management;
- South African National Parks<sup>60</sup> (SANParks). The core areas that provide a fundamental basis of SANParks' mandate are conservation management through the national parks system, constituency building and people-focused ecotourism management, and corporate governance and sound business and operational management.

The DALRRD seeks to facilitate environmental cooperative governance across all spheres of government and to provide geographically referenced environmental information for decision-making. This part of the department's work includes<sup>61</sup>:

- Developing the State of the Environment Report (SOER) and appropriate indicators for the purpose of reporting on the state of the environment;

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<sup>55</sup> [https://www.dffe.gov.za/services/statutory\\_bodies](https://www.dffe.gov.za/services/statutory_bodies)

<sup>56</sup> <https://eapasa.org/site/about-us/>

<sup>57</sup> <http://www.weathersa.co.za>

<sup>58</sup> <http://www.isimangaliso.com>

<sup>59</sup> <https://www.sanbi.org>

<sup>60</sup> <http://www.sanparks.org.za>

<sup>61</sup> [https://www.dffe.gov.za/services/government\\_spheres](https://www.dffe.gov.za/services/government_spheres)

- Promoting the incorporation of environmental objectives into strategic planning instruments at national, provincial, and local government level;
- Developing and maintaining the departmental research and development agenda to ensure informed and coherent policy-making;
- Facilitating the development and implementation of the National Greening Program.

Also, promote environmental awareness and education, the department has prioritized a school-based environmental education program, as well as a community-based environmental awareness program.

In 2007 South Africa became one of five Key Partners to the OECD, along with Brazil, China, India and Indonesia. In 2023 Africa and OECD deepen their collaboration. South Africa's participation spans a wide array of policy issues, including macroeconomic policy and structural reform, debt management, fiscal policy, domestic resource mobilisation, competition policy, agricultural policy, public governance, rural and urban development, the fight against bribery, development, science, technology and innovation, chemicals testing and tourism<sup>62</sup>.

**South Africa National Policy on Food and Nutrition Security.** This policy aims to ensure food and nutrition security for all South Africans by addressing various factors that affect food availability, accessibility, and utilization<sup>63</sup>. The development of the policy was prompted by compelling evidence indicating significant food and nutrition insecurity in South Africa, characterized by issues such as hunger, malnutrition, and food poverty<sup>64</sup>. Research and data analysis highlighted the extent of the problem and the need for targeted interventions. The policy draws on nutritional research to identify specific nutritional needs and gaps in the population's diet. Evidence-based research helps inform interventions to address malnutrition and dietary deficiencies.

## References

ARC. Agricultural Research Council. <https://www.arc.agric.za/Pages/Home.aspx>.

Land Bank of South Africa. <https://landbank.co.za/About-Us/Pages/Our-Business.aspx>.

NAMC. National Agricultural Marketing Council. <https://www.namc.co.za/>.

NAADS. National Agricultural Advisory Services. <https://naads.or.ug/>.

NAPS. National Agricultural Products Standards. <https://naads.or.ug/about-us/>.

Pe'er, Guy & Finn, John & Díaz, Mario & Birkenstock, Maren & Lakner, Sebastian &

<sup>62</sup> <https://www.oecd.org/southafrica/south-africa-and-oecd.htm>

<sup>63</sup> [https://www.gov.za/sites/default/files/gcis\\_document/201409/37915gon637.pdf](https://www.gov.za/sites/default/files/gcis_document/201409/37915gon637.pdf)

<sup>64</sup> <https://link.springer.com/article/10.1007/s12571-018-0813-4>

Röder, Norbert & Kazakova-Mateva, Yanka & Šumrada, Tanja & Bezák, Peter & Concepción, Elena & Dänhardt, Juliana & Morales, Manuel & Rac, Ilona & Spulerova, Jana & Schindler, Stefan & Stavrinides, Menelaos & Targetti, Stefano & Viaggi, Davide & Vogiatzakis, Ioannis & Guyomard, Hervé. (2022). How can the European Common Agricultural Policy help halt biodiversity loss? Recommendations by over 300 experts. *Conservation Letters*. e12901. 10.1111/conl.12901.

### MAPF DECISION-MAKING AND EVIDENCE

According to Article 95 of the Constitution of Ukraine, the right of legislative initiative has three subjects — **the President of Ukraine, the Parliament and the Cabinet of Ministers** (i.e., the Government), i.e., the Ministries including the **Ministry for Agrarian and Food Policy of Ukraine (MAPF)**. The right of legislative initiative is, actually, the right to register a bill for parliamentary hearings. A bill, by definition, is a document that contains a policy proposal. According to the "Rules for drafting laws and the main requirements of the legislative techniques"<sup>65</sup>, which were prepared by the Main Legal Department of the Apparatus of the Verkhovna Rada of Ukraine (Головним юридичним управлінням Апарату Верховної Ради України), the documents accompanying a bill must include:

- a draft resolution,
- list of authors of the bill,
- a proposal regarding the candidacy of the rapporteur of the bill at the plenary session of the Parliament,
- and an **explanatory note**.

The explanatory note should contain the following elements:

- 1) justification of the need to adopt the bill, the purpose, objectives and provisions, place in the legal system,
- 2) substantiation of the expected socio-economic, legal and other consequences of adoption of the law,
- 3) indication that the implementation of the draft law affects or does not affect the national and/or local budgets. In case of introduction draft law, the implementation of which affects the expenditure and/or revenue part of the state or local budgets, financial and economic justification is added to it (calculation amount of expenses) and an offer to cover these expenses,
- 4) information on the necessity of holding a referendum (in case of introduction draft law, the final decision on which is possible only based on the results referendum),
- 5) other information necessary for consideration of the draft law.

In accordance with Part 2 of Art. 103 of the Law on the Regulations of the Verkhovna

<sup>65</sup> [http://static.rada.gov.ua/site/bills/info/zak\\_rules.pdf](http://static.rada.gov.ua/site/bills/info/zak_rules.pdf)

Rada (закон України про Регламент Верховної Ради), the bill included in the agenda of the session of the Parliament in preparation for the first reading must be sent to the scientific examination carried out by the Chief Scientific Expert Committee of the Verkhovna Rada (CSECVR).

CSECVR is one of the key structural subdivisions of the apparatus of the Verkhovna Rada of Ukraine. Its main task is to carry out a scientific examination of bills, in particular, on the following subjects:

- assessments of their conceptual level,
- legal, economic, social expediency of adopting the law,
- compliance with the Constitution of Ukraine and with the international agreements of Ukraine,
- compliance with the modern level of scientific knowledge, principles and principles of state policy,
- forecasting the consequences of their adoption.

All bills submitted for the first reading, as well as proposals (veto) of the President of Ukraine regarding laws adopted by the Verkhovna Rada of Ukraine, must undergo this examination.

Expertise is mainly carried out by experts of the department to which the submitted bill belongs. Experts reflect the results of the examination of draft laws in a conclusion, which is sent to specialized committees, and before considering the bill at the session of the parliament, this document is distributed to all MPs.

CSECVR consists of the following departments:

- Department for constitutional issues and state construction
- Department for humanitarian and international issues, harmonization of legislation with EU countries and protection of human rights
- Department for social issues and labor
- Department for Civil and Economic Relations and Entrepreneurship
- Department for Agrarian and Environmental Issues and Nature Management
- Department for Budget, Taxation and Banking
- Department for National Security, Defense, Law Enforcement and Crime Fighting

## **REVIEW OF BODIES THAT PROVIDE EVIDENCE FOR THE AGRICULTURAL POLICY**



When the bill reaches the CSECVR, it is already supposed to include all of the necessary and advocating information. This information is supposed to be included in the explanatory note. In fact, the explanatory note is the document where the data, analytical and scientific evidence should be presented. MAPF is equipped with collecting evidence for their bills through the **public research institutions under its jurisdiction**.

The Law of Ukraine "On the State Budget of Ukraine for 2023" (Закон України «Про Державний бюджет України на 2023 рік») under the budget program 2801050 provides 112.124 million UAH to the Ministry of Agrarian Policy for "Scientific and scientific and technical activities in the field of development of the agro-industrial complex, standardization and certification of agricultural products". The purpose of the program is to conduct applied scientific research and scientific and technical (experimental) developments in the field of development of the agro-industrial complex, standardization and certification of agricultural products, including in priority directions, and introduction of modern developments and progressive experience into production by scientific institutions that are assigned to the sphere of management of MAPF.

The order of the Ministry of Agrarian Policy dated 10.02.2023 No. 168 approved the passport of the budget program for 2021 under 2801050 "Scientific and scientific and technical activities in the field of development of the agro-industrial complex, standardization and certification of agricultural products" in the amount of 112124 million UAH, including, from the general fund – 56.542 million UAH and from the special fund – 55.582 million UAH.

### Research institutions of MAPF

1. State scientific institution "[Ukrainian Research Institute of Forecasting and Testing of Equipment and Technologies for Agricultural Production named after Leonid Pohorily](#)"

Address: str. Inzhenerna, 5, smt. Doslydniske, Vasylkivskyi district, Kyiv region, 08654.

Organizational structure: central office and Southern Ukrainian, Lviv and Kharkiv branches.

Main areas of activity:

- formation of the State Register of technical means for the agro-industrial complex of Ukraine,

- examination and optimization of technologies, technological operations and machine complexes,
- forecast of the development of mechanical engineering, machine use and technical service,
- technical regulation in the system of engineering and technical support of the agro-industrial complex,
- creation of information databases in the system of engineering and technical support of the agricultural industry of Ukraine,
- transfer of innovations, promotion and dissemination of knowledge based on the results of research and testing activities,
- scientific support of tests of equipment and technologies.

## 2. [Ukrainian Research Institute of the Productivity of the Agro-Industrial Complex](#)

Address: square Solomyanska, 2, Kyiv, 03035

Organizational structure: central office and 25 branches

Main areas of activity:

- development of sectoral systems of economic norms and standards in the agro-industrial complex,
- development of scientific and methodological support for effective use of the production potential of the agro-industrial complex,
- development of methodological principles for managing the productivity of enterprises and sectors of the agro-industrial complex,
- implementation of monitoring of the level of productivity of enterprises and agro-industrial complex industries,
- carrying out an expert assessment of the value of products of the agro-industrial complex;
- scientific support of state policy in the field of improving social and labor relations in the agricultural sector,
- scientific substantiation and development of professional qualification characteristics and pricing of works and professions in the fields of the agro-industrial complex,
- scientific support of industry programs for the development of rural areas.

### 3. [State institution "Institute of Soil Protection of Ukraine"](#)

Address: prov. Babushkina, 3, building 3, Kyiv, 03190

Organizational structure: central office and 24 branches

Main areas of activity:

- implementation of soil fertility monitoring to ensure state control over their condition,
- scientific substantiation of agrochemical support for agricultural producers, scientific research aimed at surveying the soils of agricultural lands on all areas used by agricultural enterprises and farms every five years,
- formation of a database of indicators of soil fertility and environmental safety and monitoring of the trend of their changes in space and time, for objective forecasting of the Ministry of Agricultural Policy for the production of plant products.

### 4. [Ukrainian Institute of Expertise of Plant Varieties \(UIESR\)](#)

Address: str. Generala Rodymtseva, 15, Kyiv, 03041.

Organizational structure: central office and 24 branches (plant variety examination centers).

Main areas of activity:

- implementation of state scientific and technical examination of plant varieties;
- participation in the formation and implementation of scientific, technical, technological and innovation policy in the fields of agro-industrial complex, protection of rights to plant varieties and varietal certification of seeds and planting material;
- scientific and methodological provision of state scientific and technical examination of plant varieties of all types, development of methods for carrying out studies of qualification examination of plant varieties, post-registration and pre-registration study of varieties, site (soil) and laboratory variety control and other types of state scientific and technical examination of plant varieties;
- implementation of applied and other research projects.

MAPF as well manages 13 institutions of post-graduate and vocational education (hereinafter referred to as educational institutions of MAPF), which provide advanced training of specialists and training of workers for the agro-industrial sector. Educational

institutions of MAPF, at the expense of the state budget, carry out a public order to improve the qualifications of specialists in the agro-industrial complex. In accordance with the Law of Ukraine "On the Formation and Placement of a State Order for the Training of Specialists, Scientific, Scientific-Pedagogical and Labor Personnel, Advanced Qualification and Retraining of Personnel" (Закон України «Про формування та розміщення державного замовлення на підготовку фахівців, наукових, науково-педагогічних та робітничих кадрів, підвищення кваліфікації та перепідготовку кадрів»), the Resolution of the Cabinet of Ministers of Ukraine dated April 15, 2013 No. 306 approved the Procedure for Forming a State Order for the Training of Specialists, Scientific, Scientific-Pedagogical and Labor Personnel, Advanced Qualification and Retraining of Personnel (hereinafter referred to as the Procedure). In accordance with the Procedure, every year the Cabinet of Ministers of Ukraine by resolution approves the list of state customers and the volumes of state orders for the training of specialists, scientific, scientific-pedagogical, and labor personnel, for advanced training and retraining of personnel. Funds are provided in the state budget for the stated purposes of MAPF. In particular, the Law of Ukraine dated November 3, 2022 No. 2710-IX "On the State Budget of Ukraine for 2023" (with amendments) (Закон України від 3 листопада 2022 року № 2710-IX «Про Державний бюджет України на 2023 рік» (із змінами)) under the budget program 2801130 "Increasing the qualifications of specialists of the agro-industrial complex" provides funds to the MAPF educational institutions in the amount of 13 million UAH. The order of the Ministry of Agrarian Policy dated February 9, 2023 No. 156 approved the passport of the budget program for 2023 under 2801130 "Increasing the qualifications of specialists of the agro-industrial complex" in the amount of UAH 29.68 million, including UAH 13 million from the general fund and UAH 16.67 million from the special fund.

### Educational institutions of MAPF

1. State educational institution "Rivna Regional Training Center for the Training, Retraining and Advanced Training of Agricultural Workers"

33028, Rivne, st. Drahomanova, 27

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms:

- Agricultural tractor driver (categories A1, A2, B1)
- Retraining of tractor drivers for work on a specific tractor or combine harvester
- Retraining for work on a specific tractor

- Motor vehicle driver (category A1)
- Motor vehicle driver (category B)
- Electric gas boiler
- Locksmith repairing agricultural machinery and equipment
- Machinist (fireman) of the boiler room
- Boiler room operator

## 2. Volyn Regional Training Center for the Training, Retraining and Advanced Training of ACP Personnel

45626 Volyn region, Lutskyi district, Rokiny village, str. Naukova, 1

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms:

- Tractor driver of agricultural production category A 1
- Electric gas boiler
- Boiler room operator
- Car crane operator
- Hairdresser
- Manicurist
- Seller of food products

## 3. State educational institution "Dnipropetrovsk regional educational center for training, retraining and advanced training of agricultural personnel"

49000 m. Dnipro, ave. Dmytro Yavornytskyi, 76/1

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms, including on labor protection.

## 4. State educational institution "Donetsk Regional Training Center for Training, Retraining and Advanced Training of ACP Personnel"

85630 Donetsk region, Pokrovsky district, Krasnohorivka, st. Nakhimova, 2a

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms:

- Zoo technicians
- Agronomists
- Veterinary staff
- Specialists in the economic profile
- Engineering professionals

5. State educational institution "School of Advanced Training of Specialists in Farm Animal Breeding and Breeding"

07403 Kyiv region, Brovary, st. O. Onikienka, 69

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms:

- Zoo technicians, zoo technicians-breeders
- Specialists in the reproduction of agricultural animals
- Techniques of artificial insemination of agricultural animals

6. State Vocational and Technical Educational Institution "Odesa State Vocational Training Center for Processing Industry Workers"

65069, Odesa, str. Krymska, 61

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms:

- Boiler room operator
- Elevatorist
- Line operator in the production of food products (beverages)
- Tractor driver of agricultural production category A1

7. State educational institution "Kharkiv Regional Educational Center for Training, Retraining and Advanced Training of ACP Personnel"

62416 Kharkiv region, Kharkiv district, PISOCHYN village, str. Nekrasova, 11

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms:

- Tractor driver of agricultural production category A 1



- Category B driver
- Electric gas boiler
- Boiler room operator

8. Chernivtsi regional educational and advisory center for agricultural personnel

58026, Chernivtsi, st. Kashtanova, 53

Improving the qualifications of managers and specialists of agricultural enterprises, institutions, organizations and farms.

- Agricultural tractor driver of category A 1
- Heads of agricultural formations, organizations, institutions
- Specialists in vegetable growing and horticulture, in plant protection, in the field of forestry
- Animal husbandry specialists
- Land managers

9. State educational institution "Hadyatsk Agrarian School"

3537300, Poltava region, Gadyach, str. Zamkova, 1

Training, retraining and advanced training of workers

10. State vocational and technical educational institution State Dnipropetrovsk educational center "Dniproagrotechservice"

49000 m. Dnipro, str. Kilchenska, 15

Training, retraining and advanced training of workers

11. State vocational and technical educational institution "Cherkassky Educational Center of the Ministry of Agrarian Policy and Food of Ukraine"

19703 Cherkasy region, Zolotonosha, st. Obukhova, 48 B

Training, retraining and advanced training of workers, advanced training of agro-industrial complex specialists

12. Kyiv Regional State Training and Course Combine

09500 Kyiv region, Tarasha city, str. B. Khmelnytskyi, 75

Training, retraining and advanced training of workers:

- Electric gas boiler
- Slinger
- Boiler room operator
- Agricultural tractor driver (categories A1, A2, B1, B2, D1, E1, E2, G1, G2)
- Motor crane operator

Other bodies providing evidence to MAPF for policy decisions are producer associations. The agricultural and agri-food processors associations most often involved in communication with MAPF include:

- 1) Асоціація виробників молока України Association of milk producers  
<https://avm-ua.org/uk>
- 2) Аграрний союз України Agrarian Union of Ukraine  
<http://www.auu.org.ua/uk/web/>
- 3) Союз птахівників України Union of poultry producers of Ukraine  
<https://www.poultryukraine.com/>
- 4) Асоціація «Укроліяпром» Association Ukroilprom <https://ukroilprom.org.ua/>
- 5) Насіннева асоціація України Association Ukrseeds <https://ukrseeds.org.ua/>
- 6) НАЦУ «Укрцукор» National Association of Sugar Producers of Ukraine
- 7) <http://www.ukrsugar.com/en>
- 8) Всеукраїнська аграрна рада Ukrainian agri council <https://uacouncil.org/en>
- 9) Спілка молочних підприємств України The union of dairy enterprises of Ukraine <https://uadairy.com/en/>
- 10) «Укрхарчопром» Association Ukrfood <http://ukrfood.org/>
- 11) Борошномели України Union Millers of Ukraine  
<https://www.ukrmillers.com/en>
- 12) Українська аграрна конфедерація Ukrainian Agrarian Confederation  
<http://agroconf.org/>
- 13) Український клуб аграрного бізнесу Ukrainian Agribusiness Club  
<https://www.usab.ua/ua>
- 14) Об'єднання підприємств хлібопекарної галузі «Укрхлібпром» Union Ukrhlibprom <http://ukrhlibprom.org.ua>
- 15) Всеукраїнська асоціація пекарів Ukrainian Bakers Association  
<https://vap.org.ua/>

- 16) Українська горіхова асоціація Ukrainian Public Organization "Ukrainian nut association" <https://ukr-nuts.com.ua/>
- 17) Об'єднання виробників кондитерської, харчоконцентратної та крохмалопатокової галузей України Union of confectionery, food concentrates and starch producers of Ukraine <https://ukrkondprom.com.ua/?lang=en>
- 18) Співтовариство виробників і споживачів бобових України Public Association "Community Of Pulse Producers And Customers Of Ukraine" (SPPBU) <https://ukraine-pulse.org/en/>
- 19) Асоціація українських виробників «Морозиво і заморожені продукти» Association of Ukrainian producers "Ice cream and frozen products" <http://www.auvm.com.ua/>
- 20) Національна асоціація молочників України «УКРМОЛПРОМ» National Association of milk producers of Ukraine <https://www.facebook.com/ukrmolprom/>
- 21) Асоціація «Свинарі України» Association of pig producers of Ukraine <http://asu.pigua.info/>
- 22) Всеукраїнська асоціація імпортерів м'яса та м'ясопродуктів Association of meat and meat products importers <https://www.vaimm.org.ua/>
- 23) Асоціація «Ягідництво України» Ukrainian berries association <https://uaberries.com/en/>
- 24) Асоціація «М'ясної галузі» Meat industry association of Ukraine <https://association-mg.com.ua/>
- 25) Українська корпорація по виноградарству і виноробній промисловості «Укрвинпром» Ukrvinprom corporation <https://ukrvinprom.com.ua/en/>
- 26) Національна асоціація виробників дитячого харчування, молочноконсервної та сокової продукції "Укрконсервмолоко" National association of baby food producers, milk and juice producers Ukrconservmoloko
- 27) Асоціація «Українських імпортерів риби і морепродуктів» Association "Ukrainian importers of fish and seafood" <https://uifsa.ua/en>

MAPF is as well entitled to organize public hearings of bills. Currently, it is not an obligation but is left upon the choice of MAPF. However, the bill "On Public Consultations" (№4254) defines the basic principles (standards) of conducting public consultations during the formation and implementation of state policy. In this regard,

the bill is intended to reveal the content of the principles of public consultations (participation, openness and transparency, accessibility, accountability, efficiency, proportionality), regulate the rights and obligations of subjects of authority and interested parties in legal relations related to public consultations; provide for the operation of a single web portal for public consultations; determine the specifics of conducting electronic consultations, consultations in the form of public discussion and targeted consultations; establish the terms of conducting public consultations, the procedure for submitting proposals during electronic and public consultations and preparing a report based on the results of their conduct, monitoring and coordinating the process of conducting public consultations, etc.

*Additional information at:*

<https://minagro.gov.ua/napryamki/agrarna-nauka-ta-osvita/zakladi-osviti>

<https://minagro.gov.ua/pro-nas/struktura/struktura-aparatu-ministerstva-agrarnoyi-politiki-ta-prodovolstva-ukrayini>

<https://minagro.gov.ua/napryamki/agrarna-nauka-ta-osvita>

## **LEGISLATION IN UKRAINE THAT REGULATES POLITICAL DECISION-MAKING**

***Review of the legislation regulating the adoption of acts of the Verkhovna Rada of Ukraine***

### ***Constitution of Ukraine***

The Constitution serves as the supreme law of the country and sets the fundamental principles for political decision-making.

***Law of Ukraine No. 1861-VI of February 10, 2010 "On the Regulations of the Verkhovna Rada of Ukraine", as amended***

The Cabinet of Ministers has the right of legislative initiative. Draft laws are developed by ministries. After that, draft laws are registered in the Verkhovna Rada of Ukraine.

Each draft law is sent to a committee, which, in accordance with the committees' responsibilities, is determined by the head of drafting and preliminary consideration of the draft law. The main committee considers the draft law and adopts a conclusion on the expediency of including it in the agenda of the session of the Verkhovna Rada.

Prior to the preliminary consideration of a draft law, a draft of another act, the main committee at its meeting may offer the Cabinet of Ministers of Ukraine, ministries, other state bodies, and citizens' associations to express their opinion on the expediency of its adoption.

For the preliminary consideration of the draft law, the initiator of the introduction of the draft law or the representative of the legal subject of the legislative initiative, and, if

necessary, representatives of the Cabinet of Ministers of Ukraine, ministries, other state bodies, associations of citizens, as well as experts, specialists and other persons, are invited to the meeting of the main committee.

### ***Statistical data law***

#### ***Law of Ukraine No. 2524-IX dated August 16, 2022 "On Official Statistics"***

This Law defines the legal and organizational principles of the functioning of the national statistical system, the competence and powers of state statistical bodies, regulates legal relations in the field of official statistics with the aim of providing the state and society with impartial and objective official state statistical information on economic, social, demographic, environmental, cultural and other spheres of society in Ukraine and its regions.

Entered into force on January 1, 2023.

#### ***Law of Ukraine No. 1877-IV dated 24.06.2004 "On State Support of Agriculture of Ukraine", as amended***

The law specifies that the State Agrarian Register functions on the principles of providing the central executive body implementing state policy in the field of statistics with information from the State Agrarian Register for statistical purposes.

#### ***Law of Ukraine No. 1445-VI of June 4, 2009 "On Identification and Registration of Animals", as amended***

Information from the Unified State Register of Animals is provided free of charge to the central executive body that implements state policy in the field of statistics, for use for statistical purposes.

#### ***Law of Ukraine No. 3613-VI dated July 7, 2011 "On the State Land Cadastre", as amended***

The central executive body implementing state policy in the field of statistics receives information from the State Land Cadastre free of charge for use for statistical purposes.

#### ***Law of Ukraine No. 1952-IV dated 01.07.2004 "On State Registration of Property Rights to Immovable Property and Their Encumbrances", as amended***

Information from the State Register is provided free of charge to the central executive body that implements state policy in the field of statistics, for use for statistical purposes.

#### ***Law of Ukraine No. 755-IV dated 15.05.2003 "On State Registration of Legal Entities, Individual Entrepreneurs and Public Organizations", as amended***

Information from the Unified State Register is provided free of charge to the central executive body that implements state policy in the field of statistics, for use for statistical purposes.

### ***Economic Code of Ukraine***

All business entities, separate subdivisions of legal entities, allocated to a separate balance sheet, are required to keep primary (operational) accounting of the results of their work, compile and submit in accordance with the requirements of the law statistical information and other data specified by law, and also keep (except for citizens of Ukraine, foreigners and stateless persons who conduct economic activities and are registered in accordance with the law as entrepreneurs) accounting and submit financial statements in accordance with the law.

It is forbidden to demand from business entities, separate subdivisions of legal entities, allocated to a separate balance sheet, the submission of statistical information and other data not provided for by law or in violation of the procedure established by law.

### ***Code of Administrative Offenses***

Provides for administrative liability in the form of fines for violation of the procedure for submission or use of state statistical observation data (Article 186-3 of the Code of Administrative Offenses)

### ***Review of the legislation regulating the adoption of acts of the Cabinet of Ministers of Ukraine***

#### **CABINET ACTS RELATED TO POLICY DEVELOPMENT**

#### **Resolution of the Cabinet of Ministers No. 950 of July 18, 2007 "On Approval of the Regulations of the Cabinet of Ministers of Ukraine", as amended**

The Regulations of the Cabinet of Ministers of Ukraine establish the procedure for holding meetings of the Cabinet of Ministers of Ukraine, preparation and decision-making, and determine other procedural issues of its activity in peacetime and under the conditions of the legal regime of martial law.

Ensuring the formation and implementation of state policy in the areas assigned to the competence of the Cabinet of Ministers is carried out by the ministries through:

- studying the state of affairs in the relevant areas;
- identification of socially important problems that need to be solved and their prioritization;
- finding optimal ways to solve problems;



- development and implementation of program documents of the Cabinet of Ministers, as well as monitoring and evaluation of their implementation;
- participation in the preparation of documents on planning activities of the Cabinet of Ministers and ensuring their implementation;
- development of draft legislative acts, other acts of legislation, implementation of control over the implementation of adopted acts;
- development and implementation of activity plans for the medium term and/or work plans for the year, focused on the implementation of the tasks of the Program of Activities of the Cabinet of Ministers, other program documents of the Cabinet of Ministers and documents on issues of planning the activities of the Cabinet of Ministers.

People's deputies of Ukraine, scientists and other specialists, as well as representatives of citizens' associations may be involved in the development of the draft act of the Cabinet of Ministers with their consent.

During the development of the draft act of the Cabinet of Ministers, the developer studies the state of affairs in the relevant field, identifies the problem that needs to be solved, analyzes the causes of its occurrence, defines the goals and chooses ways to achieve them, defines the list of interested parties and predicts the impact of the implementation of the act on their interests, determines the subject of legal regulation, the mechanism for solving the issue (in particular with the use of information and communication technologies) that needs to be solved, provides rules and procedures that, in particular, would make it impossible to commit corruption offenses and also makes a forecast of the results of the implementation of the act and determines the criteria (indicators) by which the effectiveness of its implementation will be evaluated.

If the implementation of the act requires financing from the state or local budgets, the developer carries out the necessary financial and economic calculations.

Draft acts of the Cabinet of Ministers are subject to processing for compliance with Ukraine's obligations in the field of European integration.

The draft act of the Cabinet of Ministers is subject to mandatory approval by all interested bodies, as well as the Ministry of Finance, the Ministry of Economy and the Ministry of Digital Affairs, and is subject to legal examination by the Ministry of Justice.

If the draft act of the Cabinet of Ministers implements the legislation of the European Union, it is sent to the European Commission for consultations based on the proposal of the main developer.

The developer of the act of the Cabinet of Ministers ensures public consultations with representatives of interested parties.

The prepared draft act of the Cabinet of Ministers is submitted for consideration by the government committee, and then to the meeting of the Cabinet of Ministers.

Draft laws can be prepared by ministries taking into account the requirements of the Regulations of the Verkhovna Rada of Ukraine. Appendices to laws are similar to the appendices to acts of the Cabinet.

Draft acts of the President of Ukraine may be developed by ministries according to the procedure provided for the development of acts of the Cabinet of Ministers.

## **ACTS OF THE CABIN RELATING TO STATISTICAL DATA**

### **Resolution of the Cabinet of Ministers of Ukraine No. 573 of June 2, 2021 "On the functioning of the State Agrarian Register", as amended**

This Procedure defines the legal and organizational principles of maintaining and administering the State Agrarian Register, which is a state automated information system for collecting, accounting, accumulating, processing and providing information about producers of agricultural products and the agricultural activities they conduct. And also determines the List of information of the State Agrarian Register.

#### ***Review of legislation regulating the adoption of acts of the Ministry of Agrarian Policy and Food of Ukraine***

Order of the Ministry of Agrarian Policy and Food of Ukraine No. 248 dated 05.10.2021 "On approval of the Procedure for the interaction of the Ministry of Agrarian Policy and Food of Ukraine with the central bodies of executive power, the activities of which are directed and coordinated by the Cabinet of Ministers of Ukraine through the Minister of Agrarian Policy and Food of Ukraine", registered in the Ministry of Justice of Ukraine on October 22, 2021 under No. 1366/36988

This Procedure defines:

- organizational and procedural issues of the interaction of the Ministry of Agrarian Policy with the central bodies of the executive power, the activities of which are directed and coordinated by the Cabinet of Ministers of Ukraine through the Minister of Agrarian Policy and Food of Ukraine (hereinafter - the Minister), in the process of forming and implementing state policy in the relevant spheres;
- the mechanism of interaction and exchange of information, the periodicity of its submission between the Ministry of Agrarian Policy and the central bodies of the executive power, the activities of which are directed and coordinated by the Cabinet of Ministers of Ukraine through the Minister (hereinafter referred to as the Cabinet of Ministers of Ukraine).

## **CASES OF USING EVIDENCE IN MAKING POLITICAL DECISIONS**

## **Case of using evidence in making political decisions on the example of land reform in Ukraine since 2019**

Ukraine's agricultural sector faced challenges due to restrictions on land ownership and use, as a result of a moratorium on the sale of agricultural land. The moratorium, in place since 2001, prohibited the sale and purchase of agricultural land. It hindered investment, productivity, and overall development in the agricultural sector.

### **1. Agenda Setting**

In order to solve the problem and make informed decisions, the President of Ukraine and the Ministry of Economy, Trade and Agriculture initiated the process of land reform.

### **2. Policy Formulation**

The Ministry of Economy, Trade and Agriculture began to develop policies based on data from various sources.

**Economic Studies:** Researchers and economists conducted studies on the potential benefits and drawbacks of lifting the land sale moratorium. They analyzed how it might impact agricultural productivity, foreign investment, rural development, and food security.

**Stakeholder Consultation:** The Government engaged with stakeholders including farmers, landowners, agricultural associations, Ministries, MPs to understand their needs, concerns and visions for land reform.

**International Best Practices:** The Government studied land reform experiences in other countries to learn from their successes and failures. In particular, great attention was paid to the opening of the land market in EU countries. This helped identify lessons that can be applied to the Ukrainian context.

**Expert recommendations:** Independent experts and think tanks have provided

science-based recommendations on how to structure land reform to achieve the desired results.

**Data analysis:** Government agencies collected and analyzed data on land use, land tenure and agricultural efficiency to assess the current situation and potential future scenarios.

### **3. Decision-Making**

Using the collected evidence, the Ukrainian government developed a package of land reform laws aimed at gradually lifting the moratorium on the sale of agricultural land, deregulating land relations, introducing electronic land auctions, and others. The law was then submitted to the Verkhovna Rada of Ukraine for discussion and approval.

The Verkhovna Rada of Ukraine continued the discussion of draft laws in expert circles with the involvement of stakeholders, taking into account their needs and amendments from people's deputies of Ukraine until the adoption of laws.

### **4. Implementation**

By-laws were developed by the Ministry of Agrarian Policy and the State Geocadaastre and adopted by the Cabinet of Ministers to implement the provisions of the adopted laws. They were also developed with the involvement of stakeholders, experts and scientists.

Procedures such as, for example, certification of land purchase contracts, exercise of the preemptive right to purchase land, holding of electronic land auctions have been launched.

### **5. Evaluation**

A regulatory framework has been created and a platform for monitoring land relations has been launched. Monitoring data can be used to assess the implementation of land reform.

On the order of the USAID AGRO project, Center for Food and Land Use Research (KSE Agrocenter) conducts research on the assessment of the functioning of the land market with the aim of developing proposals for further improvement of the land market.

## **6. Review and Revision**

Stakeholder feedback and appeals were collected and expert analysis was conducted on the practice of applying legislation on the purchase of agricultural land. Based on it, legislation was developed and amended to improve procedures and address loopholes, but did not revise land market conditions.

Based on the results of the KSE Agrocenter study, proposals will be developed to review the conditions of the land market for legal entities.

## PROPOSAL FOR UKRAINE WITH SPECIAL FOCUS ON WAR-TIMES, POST-WAR RECOVERY AND OCCUPIED AND LIBERATED TERRITORIES

### CONCLUSIONS ON THE CURRENT STATE OF EVIDENCE PROVISION FOR MAPF

With respect to the reviews conducted for the international experience of evidence based agricultural policy decision-making and the experience in Ukraine, the following conclusions on the latter can be done.

The evidence is delivered to MPAF through six main channels: (i) public research institute, (ii) producer associations, (iii) in-kind support by known experts and organizations/institutions, (iv) MAPF analysts which are financially supported with donor programs, (vi) analysis conducted by the analytical team of the Ministry of Economic Development and Trade within the framework of their tasks.

Although seemingly plenty, evidence provision to MAPF **could be improved in terms of 1) long-term perspective, 2) systematic approach, 3) institutionalization of knowledge and 4) accessibility to advanced analytical**. In particular: (i) public research institute, namely National research institute of productivity of the agro-industrial complex, НДІ Укראгропромпродуктивність, delivers data on prices and production standards but does not perform policy impact analysis, rural development analysis and the rest of the topics useful for MAPF (see the list in the section below), (ii) producer associations deliver stakeholder opinions and data but are not obliged to provide complex analytics on the issues of MAPF's interest all the time, (iii) in-kind support by known experts and organizations is sporadic and depends on motivation and availability of the latter, (iv) the financial support of the MAPF analysts depends on the availability of donor's budget which is risky in terms of long-term availability, (v) analysis conducted by the analytical team of the Ministry of Economic Development and Trade is limited by their standard indicators, and they are not obliged to provide additional support to MAPF.

With respect to the above limitations, the authors reviewed several options of improving the current situation with evidence delivery to MAPF and developed the proposal. The next sections present the list of topics needed by MAPF as evidence, the policy support unit options and the final proposal.

### TYPE OF EVIDENCE FOR MAPF

*Adjusted according to the comments of MAPF*

*in English*



**Commodities coverage:** grains and oilseeds and their processing products, vegetables and pumpkin-likes, field vegetables, technical crops, perennial crops, energy crops, livestock and livestock commodities, GMO, organic commodities.

**Farming units coverage:** agricultural enterprises, agricultural holdings, farms and rural households.

## **1. Agricultural policy and policy of trade of agricultural commodities**

- 1.1. examine program trends and policy changes. Methods in essence: qualitative and quantitative description
- 1.2. analyze expenditures. Methods in essence: qualitative and quantitative description
- 1.3. ex-post and ex-ante policy impact analysis, analysis of impact of specific instruments (subsidies, taxes, investments etc.). Methods in essence: econometric analysis, partial equilibrium modelling, optimization modelling
- 1.4. development of policy instruments. Methods in essence: qualitative and quantitative description, econometric analysis, partial equilibrium modelling, optimization modelling

## **2. Farm Economy, Practices and Management**

- 2.1. analysis of financial performance of farms, production factors use and efficiency and costs, operating profit margin, the current ratio of assets to debt, rate of returns to investments etc. Methods in essence: quantitative description with application of microeconomic and investment analysis (e.g., optimum and maximum production level, production frontier analysis etc)
- 2.2. description of farms and farm structure “farm at a glance”: analysis of data on production practices: livestock rearing (e.g., grazing open-air, animal welfare standards), crops production (e.g., till, no-till), types of contracts, labor, machinery used, structure of agricultural enterprise, etc. Methods in essence: quantitative and qualitative description, visualization
- 2.3. analysis of farms’ performance with respect to different standards and requirements. Methods in essence: econometric analysis, descriptive methods
- 2.4. assessment of access to markets and services

## **3. Agricultural sector, markets and trade**

- 3.1. assessment of the agricultural export and import potential
- 3.2. assessment of the potential of specific agricultural sectors and processing

**3.3.**assessment of the (potential) returns from public investments

**3.4.**prices review, monitoring and forecasting

**3.5.**price transmission analysis

**3.6.**analysis of stakeholders' market power

**3.7.**value chain and value added analysis

**3.8.**analysis of input markets and sectors, development potential

**3.9.**yields, cropping patterns, areas analysis and forecasting

**3.10.** domestic and foreign demand analysis, supply and demand balances

Methods in essence: econometric analysis, equilibrium modelling, neural networks and machine learning, big data analysis, GIS and remote sensing

#### **4. Losses, damages and recovery needs estimation**

**4.1** war-time estimation of losses, damages and needs

**4.2** ex-ante and ex-post analysis of the efficiency of the reconstruction and recovery support due to the war and post-war.

Methods in essence: quantitative and qualitative analysis, econometric analysis, equilibrium modelling, optimization modelling

#### **5. Food and Nutrition Security**

**5.1** food security index. Methods: econometric based modelling approaches

**5.2** consumption patterns analysis

**5.3** food accessibility analysis

**5.4** household expenditures on food

**5.5** analysis of the need for food assistance

Methods in essence: econometric analysis, quantitative and qualitative descriptions

#### **6. Natural Resources & Environment**

**6.1** irrigation and water use by farming

**6.2** impact of agriculture on climate change (e.g., GHG emissions)

**6.3** use of organic fertilizers and impact and use of nature-based agricultural production methods

**6.4** agriculture and soil erosion

## 6.5 agriculture and biodiversity

Methods is essence: econometric analysis, quantitative and qualitative descriptions, biological modelling

## 7. Rural Economy & Population

7.1 rural development markers and impact assessment

7.2 role of agriculture in development of rural communities

Methods is essence: econometric analysis, quantitative and qualitative descriptions

## 8. Farmland market

8.1. analysis of key trends and developments on the farmland market.

8.2. price formation on the farmland markets.

*in Ukrainian*

**Охоплення продукції:** зернові та олійні культури та продукти їх переробки, овочі та баштанні, технічні культури, багаторічні насадження, енергетичні культури, живі тварини та продукція тваринного походження генетично модифіковані організми, органічна продукція,.

**Охоплення виробників:** сільськогосподарські підприємства, агрохолдинги, фермерські господарства та сільські домогосподарства.

Розрахунок репрезентативної вибірки. Формування плану вибірки. Підготовка опитувальників

### 1. Сільськогосподарська політика та політика торгівлі сільськогосподарською продукцією

1.1 аналіз тенденцій програм та змін у політиці. Методи: якісний та кількісний опис

1.2 Аналіз витрат на підтримку. Методи: якісний та кількісний опис

1.3 аналіз впливу політики на аграрний сектор, ринки та фермерські одиниці, аналіз впливу окремих інструментів (субсидії, податки, інвестиції тощо). Методи: економетричний аналіз, моделювання часткової рівноваги та математична оптимізація

1.4 розробка політичних інструментів. Методи: якісний та кількісний опис,

економетричний аналіз, моделювання часткової рівноваги та математична оптимізація

## **2. Економіка, практики та менеджмент у сільському господарстві**

- 2.1** аналіз фінансової діяльності сільськогосподарських товаровиробників, використання факторів виробництва, ефективності та витрат, рентабельність, поточне співвідношення активів до заборгованості, прибутковість інвестицій тощо. Методи: кількісний опис із застосуванням мікроекономічного та інвестиційного аналізу (наприклад, оптимальний та максимальний рівень виробництва, аналіз фронтирів виробництва тощо)
- 2.2** опис сільськогосподарських товаровиробників: аналіз даних про виробничі практики, вирощування тварин (наприклад, пасовищне утримання, стандарти добробуту тварин), вирощування культур (наприклад, обробка, безорбітна обробка), типи контрактів, праця, використання техніки, структура сільськогосподарських підприємств тощо. Методи: кількісний та якісний опис, візуалізація
- 2.3** аналіз продуктивності ферм з урахуванням різних стандартів та вимог. Методи: економетричний аналіз, описові методи
- 2.4** оцінка доступу до ринків та послуг

## **3. Сільськогосподарський сектор, ринки та торгівля**

- 3.1** оцінка потенціалу експорту та імпорту сільськогосподарської продукції
- 3.2** оцінка потенціалу певних сільськогосподарських секторів та переробки
- 3.3** оцінка (потенційного) прибутку від інвестицій
- 3.4** моніторинг, перегляд та прогнозування цін
- 3.5** аналіз трансмісії цін
- 3.6** аналіз ринкової сили учасників
- 3.7** аналіз ланцюжка створення доданої вартості
- 3.8** аналіз ринків та секторів з постачання, розвиток потенціалу
- 3.9** аналіз та прогнозування урожайності, посівних площ та зонування
- 3.10** аналіз внутрішнього та зовнішнього попиту, баланси попиту та пропозиції

Методи: економетричний аналіз, моделювання рівноваги, нейронні мережі та машинне навчання, аналіз великих даних, гіс та дистанційне

зондування

#### **4. Оцінка втрат, збитків та потреб у відновленні**

**4.1** аналіз втрат, збитків та потреб внаслідок війни

**4.2** екс-анте та екс-пост аналіз ефективності реконструкції та підтримки.

Методи: кількісний та якісний аналіз, економетричний аналіз, моделювання рівноваги та оптимізації

#### **5. Харчування та продовольча безпека**

**5.1** індекси продовольчої безпеки. Методи: засновані на економетричних підходах моделювання

**5.2** аналіз споживання продуктів

**5.3** аналіз доступності продуктів

**5.4** витрати домогосподарств на продукти харчування

**5.5** аналіз потреби у харчовій допомозі

Методи: економетричний аналіз, кількісний та якісний опис

#### **6. Природні ресурси та довкілля**

**6.1** зрошення та використання води для сільського господарства

**6.2** вплив сільського господарства на зміну клімату (наприклад, викиди парникових газів)

**6.3** використання органічних добрив та вплив та використання природоохоронних методів сільськогосподарського виробництва

**6.4** сільське господарство та ерозія ґрунтів

**6.5** сільське господарство та біорізноманіття

Методи: економетричний аналіз, кількісний та якісний опис, біологічне моделювання

#### **7. Сільське господарство та населення сільських районів**

**7.1** показники розвитку сільських районів та оцінка впливу

**7.2** роль сільського господарства у розвитку сільських спільнот Методи: економетричний аналіз, кількісний та якісний опис

## **8. Ринок сільськогосподарських земель**

- 8.1** аналіз основних тенденцій та розвитку на ринку сільськогосподарських земель.
- 8.2** формування цін на ринках сільськогосподарських земель.

## **REVIEW OF OPTIONS FOR EVIDENCE UNIT**

### *Option 1*

*in Ukrainian*

## **АЛЬТЕРНАТИВА 1. СТВОРЕННЯ ВІДОКРЕМЛЕНОГО СТРУКТУРНОГО ПІДРОЗДІЛУ З ПИТАНЬ АНАЛІТИЧНОГО ЗАБЕЗПЕЧЕННЯ В СТРУКТУРІ МІНАГРОПОЛІТИКИ**

### **ЩОДО СТВОРЕННЯ СТРУКТУРНОГО ПІДРОЗДІЛУ**

Закон України № 3166-VI від 17.03.2011 «Про центральні органи виконавчої влади», зі змінами у статті 11 передбачає наступну структуру апарата міністерства.

1. Апарат міністерства - організаційно поєднана сукупність структурних підрозділів і посад, що забезпечують діяльність міністра, а також виконання покладених на міністерство завдань.

2. Апарат міністерства очолює державний секретар міністерства.

3. Апарат міністерства складається із секретаріату та самостійних структурних підрозділів.

Структуру апарату міністерства затверджує міністр.

4. Вимоги до формування структури апарату міністерства визначаються Кабінетом Міністрів України.

5. Державні службовці апарату міністерства призначаються на посаду та звільняються з посади державним секретарем міністерства в порядку, передбаченому законодавством про державну службу.



Відповідно до пунктів 1, 1-1 Постанови Кабміну № 179 від 12.03.2005 «Про упорядкування структури апарату центральних органів виконавчої влади, їх територіальних підрозділів та місцевих державних адміністрацій», зі змінами

У міністерствах можуть утворюватися департаменти, управління, відділи та сектори.

**Самостійний сектор** - структурний підрозділ, що утворюється для виконання завдань за окремим напрямом діяльності органу виконавчої влади, функції якого неможливо поєднати з функціями інших структурних підрозділів, з штатною чисельністю не менш як 2 одиниці. Сектор очолює завідувач.

**Перелік структурних підрозділів**, які можуть утворюватися у складі апарату міністерства, встановлюється міністром з урахуванням граничної чисельності працівників апарату, складності та обсягу покладених на орган завдань.

**Гранична чисельність працівників апарату Мінагрополітики** визначається Постановою Кабміну від 5 квітня 2014 р. № 85 «Деякі питання затвердження граничної чисельності працівників апарату та територіальних органів центральних органів виконавчої влади, інших державних органів».

На період воєнного стану заборонено збільшувати чисельність працівників апарату в центральних органах державної влади.

Тобто, окремий аналітичний структурний підрозділ можна зробити шляхом внесення змін до штатного розпису за рахунок скорочення вакантних посад в інших структурних підрозділах Мінагрополітики.

## **ЩОДО ОПЛАТИ ПРАЦІ ДЕРЖАВНИХ СЛУЖБОВЦІВ**

Заробітна плата державного службовця складається з:

- 1) посадового окладу;
- 2) надбавки за вислугу років;
- 3) надбавки за ранг державного службовця;
- 6) премії (у разі встановлення).

За результатами роботи та щорічного оцінювання службової діяльності державним службовцям можуть встановлюватися премії. До премій державного службовця належать:

- 1) премія за результатами щорічного оцінювання службової діяльності;
- 2) місячна або квартальна премія відповідно до особистого внеску державного службовця в загальний результат роботи державного органу;
- 3) місячна або квартальна премія за належне виконання умов контракту про проходження державної служби (у разі укладення).

При цьому загальний розмір премій, які може отримати державний службовець за рік, не може перевищувати 30 % фонду його посадового окладу за рік.

Джерелом формування фонду оплати праці державних службовців є державний бюджет.

Фонд оплати праці державних службовців формується за рахунок коштів державного бюджету, а також коштів, які надходять до державного бюджету в рамках програм допомоги Європейського Союзу, урядів іноземних держав, міжнародних організацій, донорських установ. Порядок використання таких коштів, які надходять до державного бюджету, затверджується Кабінетом Міністрів України.

Порядок формування фонду оплати праці державних службовців у державному органі, а також порядок преміювання державних службовців затверджуються Кабінетом Міністрів України.

*(частини 2-4 статті 50 Закону України № 889-VIII від 10.12.2015 «Про державну службу», зі змінами)*

## **Посадовий оклад**

Згідно **Схеми посадових окладів на посадах державної служби з урахуванням категорій, підкатегорій та рівнів державних органів у 2023 році**, затвердженої постановою Кабінету Міністрів України від 18 січня 2017 р.

№ 15 (в редакції постанови Кабінету Міністрів України від 2 лютого 2022 р. № 89) посадовий оклад державного службовця Мінагрополітики складає:

Керівник самостійного відділу, служби (категорія Б) - 16 600 грн;

Завідувач самостійного сектору (категорія Б) - 14 600 грн;

Головний спеціаліст (категорія В) - 11 300 грн;

Провідний спеціаліст (категорія В) – 9000 грн;

Спеціаліст державного органу (категорія В) – 8300 грн.

### **Надбавка за ранг державного службовця**

Відповідно до частини 3 статті 39 Закону України «Про державну службу» присвоюються такі ранги:

- державним службовцям, які займають посади державної служби категорії "Б", - 3, 4, 5, 6 ранг;

- державним службовцям, які займають посади державної служби категорії "В", - 6, 7, 8, 9 ранг.

Тобто, керівник аналітичного центру буде отримувати щомісяця надбавку за ранг державної служби від 600 до 800 грн. А спеціалісти від 200 до 500 грн.

### **Надбавка за вислугу років**

Надбавка за вислугу років на державній службі встановлюється на рівні 3 % посадового окладу державного службовця за кожний календарний рік стажу державної служби, але не більше 50 відсотків посадового окладу. *(частина 1 статті 52 Закону України № 889-VIII від 10.12.2015 «Про державну службу», зі змінами)*

### **Надбавка за інтенсивність праці**

*Пункти 4, 5 Положення про застосування стимулюючих виплат державним службовцям, затвердженого постановою Кабінету Міністрів України від*

*18 січня 2017 р. № 15) встановлюють наступне.*

Надбавка за інтенсивність праці та надбавка за виконання особливо важливої роботи (далі - надбавки) встановлюються державним службовцям у відсотках до посадового окладу.

Надбавки встановлюються згідно з наказом (розпорядженням) керівника державної служби в державному органі.

Надбавка за інтенсивність праці встановлюється державним службовцям з урахуванням таких критеріїв:

- 1) якість і складність підготовлених документів;
- 2) терміновість виконання завдань, опрацювання та підготовки документів;
- 3) ініціативність у роботі.

### **Надбавка за виконання особливо важливої роботи**

Надбавка за виконання особливо важливої роботи також встановлюється державним службовцям, які забезпечують впровадження пріоритетних реформ держави у відповідних галузях.

Надбавка за виконання особливо важливої роботи, передбачена абзацом першим цього пункту, виплачується в межах фондів заробітної плати, затверджених у кошторисах.

*(аб. 3-4 пункту 7 Положення про застосування стимулюючих виплат державним службовцям, затвердженого постановою Кабінету Міністрів України від 18 січня 2017 р. № 15).*

Пропозиції щодо встановлення стимулюючих виплат, що потребують розгляду Міністром Кабінету Міністрів України, подаються до Секретаріату Кабінету Міністрів України до 5 числа місяця, що передує місяцю, з якого пропонується встановити стимулюючі виплати, із зазначенням періоду, на який їх пропонується встановити.

*(пункт 10 Положення про застосування стимулюючих виплат державним службовцям, затвердженого постановою Кабінету Міністрів України від 18 січня 2017 р. № 15).*

**Виплата за додаткове навантаження у зв'язку з виконанням обов'язків за вакантною посадою державної служби** встановлюється керівником державної служби за поданням безпосереднього керівника державним службовцям, між якими здійснено розподіл обов'язків за вакантною посадою, пропорційно додатковому навантаженню за рахунок економії фонду посадового окладу за відповідною посадою.

**Премії** виплачуються в межах фонду преміювання залежно від особистого внеску державного службовця в загальний результат роботи державного органу.

Фонд преміювання державного органу встановлюється у розмірі 20 % загального фонду посадових окладів за рік та економії фонду оплати праці.

*(частини 4, 6-7 статті 52 Закону України № 889-VIII від 10.12.2015 «Про державну службу», зі змінами)*

**Заробітна плата працівникам аналітичного структурного підрозділу буде виплачуватись із загального фонду оплати праці Мінагрополітики. Тому заробітна плата інших працівників може зменшитись. Це призведе до незадоволення працівників, заробітна плата яких зменшиться.**

**Щоб збільшити фонд оплати праці Мінагрополітики за рахунок зменшення інших видатків, потрібно вносити зміни до закону про Державний бюджет України (аб7 1-2 пункту 11 статті 23 Бюджетного кодексу України). Це є політично складне рішення, оскільки в період воєнного стану переважна частина видатків йде на оборону.**

#### **Висновки:**

1) Створення у період воєнного стану відокремленого структурного підрозділу з питань аналітичного забезпечення в структурі Мінагрополітики є проблематичним через обмеження щодо збільшення граничної чисельності

працівників апарату міністерств, але можливе за рахунок скорочення вакантних посад в інших структурних підрозділах;

2) Працівники відокремленого структурного підрозділу з питань аналітичного забезпечення в структурі Мінагрополітики будуть державними службовцями. Для зайняття вакантної посади вони повинні пройти конкурс та подавати декларацію про доходи при вступі на посаду та щорічно. Це може бути фактором, який створюватиме перешкоду у залученні експертів на роботу до аналітичного центру.

3) Оплата праці працівників аналітичного центру буде з державного бюджету та буде складатись з посадового окладу, можливих надбавок та премії до 30% від окладу. Така заробітна плата може бути нижче ринкової.

#### **Кроки:**

1. Розробити та затвердити в Кабміні нову структуру міністерства.
2. Ініціювати внесення змін до державного бюджету для збільшення видатків на оплату праці.

*in English*

## **OPTION 1. CREATION OF THE UNIT FOR ISSUES OF ANALYTICAL SECURITY IN THE STRUCTURE OF THE MINISTRY OF AGRARIAN POLICY AND FOOD OF UKRAINE**

### **REGARDING THE CREATION OF A THE UNIT**

Law of Ukraine No. 3166-VI dated 17.03.2011 "On Central Bodies of Executive Power", as amended in Article 11, provides for the following structure of the ministry's apparatus.

1. The apparatus of the ministry is an organizationally combined set of structural subdivisions and positions that ensure the activity of the minister, as well as the performance of tasks assigned to the ministry.



2. The apparatus of the ministry is headed by the state secretary of the ministry.
3. The apparatus of the ministry consists of the secretariat and independent structural units.

The structure of the ministry's staff is approved by the minister.

4. The requirements for the formation of the structure of the ministry's staff are determined by the Cabinet of Ministers of Ukraine.
5. Civil servants of the ministry's staff are appointed and dismissed by the state secretary of the ministry in accordance with the procedure provided by the legislation on civil service.

In accordance with paragraphs 1, 1-1 of Cabinet Resolution No. 179 dated 12.03.2005 "On streamlining the structure of the apparatus of central executive bodies, their territorial divisions and local state administrations", as amended

Departments, departments, divisions and sectors can be formed in ministries.

**An independent sector** is a structural unit formed to perform tasks in a separate area of activity of an executive body, the functions of which cannot be combined with the functions of other structural units, with a staff of at least 2 units. The sector is headed by the manager.

**The list of structural subdivisions** that can be formed as part of the ministry's staff is established by the minister taking into account the maximum number of staff of the staff, the complexity and scope of the tasks assigned to the body.

**The maximum number of employees of the Ministry of Agrarian Policy and Food** is determined by the Resolution of the Cabinet of Ministers of April 5, 2014 No. 85 "Some issues of approval of the maximum number of employees of the apparatus and territorial bodies of central executive bodies, other state bodies."

During the period of martial law, it is forbidden to increase the number of employees of the apparatus in the central bodies of state power.

That is, a separate analytical structural unit can be created by making changes to the

staff list due to the reduction of vacant positions in other structural units of the Ministry of Agrarian Policy.

## **REGARDING THE PAYMENT OF CIVIL SERVANTS**

The salary of a civil servant consists of:

- 1) official salary;
- 2) seniority allowances;
- 3) allowances for the rank of civil servant;
- 6) bonuses (if established).

According to the results of the work and the annual evaluation of official activity, bonuses may be set for civil servants. State employee bonuses include:

- 1) bonus based on the results of the annual assessment of official activity;
- 2) a monthly or quarterly bonus in accordance with the personal contribution of the civil servant to the overall result of the work of the state body;
- 3) a monthly or quarterly bonus for the proper fulfillment of the terms of the civil service contract (if concluded).

At the same time, the total amount of bonuses that a civil servant can receive for a year cannot exceed 30% of his official salary fund for a year.

The state budget is the source of formation of the salary fund of civil servants.

The civil servants' remuneration fund is formed at the expense of the state budget, as well as funds that come to the state budget as part of aid programs of the European Union, foreign governments, international organizations, and donor institutions. The procedure for using such funds that come to the state budget is approved by the Cabinet of Ministers of Ukraine.

The procedure for forming the remuneration fund for civil servants in the state body, as well as the procedure for awarding civil servants, are approved by the Cabinet of Ministers of Ukraine.

*(Parts 2-4 of Article 50 of the Law of Ukraine No. 889-VIII dated 10.12.2015 "On Civil Service", as amended)*

## **Salary**

According to the Salary Scheme for civil service positions taking into account the categories, subcategories and levels of state bodies in 2023, approved by Resolution No. 15 of the Cabinet of Ministers of Ukraine dated January 18, 2017 (as amended by Resolution No. 89 of the Cabinet of Ministers of Ukraine dated February 2, 2022) the official salary of a civil servant of the Ministry of Agrarian Policy is:

Head of an independent department, service (category B) - UAH 16,600;

Head of the independent sector (category B) - UAH 14,600;

Chief specialist (category B) - UAH 11,300;

Leading specialist (category B) – UAH 9,000;

Specialist of a state body (category B) – UAH 8,300.

## **Allowance for the rank of civil servant**

In accordance with Part 3 of Article 39 of the Law of Ukraine "On Civil Service", the following ranks are assigned:

- civil servants who hold civil service positions of category "B", - 3rd, 4th, 5th, 6th rank;
- civil servants who hold public service positions of category "B", - 6, 7, 8, 9 rank.

That is, the head of the analytical center will receive a monthly allowance from 600 to 800 hryvnias for the civil service rank. And specialists from 200 to 500 hryvnias.

## **Seniority allowance**

The allowance for years of service in the civil service is set at the level of 3% of the official salary of a civil servant for each calendar year of civil service experience, but

no more than 50% of the official salary. (Part 1 of Article 52 of the Law of Ukraine No. 889-VIII dated 10.12.2015 "On Civil Service", as amended)

### **Allowance for labor intensity**

Clauses 4, 5 of the Regulations on the Application of Incentive Payments to Civil Servants, approved by Resolution No. 15 of the Cabinet of Ministers of Ukraine dated January 18, 2017, establish the following.

Allowance for labor intensity and allowance for performance of particularly important work (hereinafter referred to as allowances) are established for civil servants as a percentage of the official salary.

Allowances are established in accordance with the order (order) of the head of the civil service in the state body.

The allowance for labor intensity is established for civil servants taking into account the following criteria:

- 1) quality and complexity of prepared documents;
- 2) the urgency of completing tasks, processing and preparing documents;
- 3) initiative in work.

### **Allowance for performance of particularly important work**

An allowance for the performance of particularly important work is also established for civil servants who ensure the implementation of priority state reforms in the relevant sectors.

The allowance for the performance of particularly important work, provided for in the first paragraph of this clause, is paid within the limits of the wage funds approved in the estimates.

*(paragraphs 3-4 of clause 7 of the Regulation on the application of incentive payments to civil servants, approved by Resolution No. 15 of the Cabinet of Ministers of Ukraine*

*dated January 18, 2017).*

Proposals for the establishment of incentive payments, which require consideration by the Minister of the Cabinet of Ministers of Ukraine, are submitted to the Secretariat of the Cabinet of Ministers of Ukraine by the 5th of the month preceding the month from which it is proposed to establish the incentive payments, with an indication of the period for which they are proposed to be established.

*(Clause 10 of the Regulations on the Application of Incentive Payments to Civil Servants, approved by Resolution No. 15 of the Cabinet of Ministers of Ukraine dated January 18, 2017).*

**Payment for additional workload in connection with the performance of duties for a vacant position in the civil service** is established by the head of the civil service at the request of the direct manager to civil servants, among whom the duties for the vacant position have been distributed, in proportion to the additional workload at the expense of saving the salary fund for corresponding position.

**Bonuses** are paid within the bonus fund depending on the personal contribution of the civil servant to the overall result of the work of the state body.

The bonus fund of the state body is established in the amount of 20% of the general salary fund for the year and the saving of the wage fund.

*(Parts 4, 6-7 of Article 52 of the Law of Ukraine No. 889-VIII dated 10.12.2015 "On Civil Service", as amended)*

**The salary of the employees of the analytical structural unit will be paid from the general wage fund of the Ministry of Agrarian Policy. Therefore, the wages of other employees may decrease. This will lead to dissatisfaction among employees, whose wages will decrease.**

**In order to increase the wage fund of the Ministry of Agrarian Policy at the expense of reducing other expenses, it is necessary to make changes to the law on the State Budget of Ukraine (ab7 1-2 of clause 11 of article 23 of the Budget**

**Code of Ukraine). This is a politically difficult decision, since during the period of martial law, the majority of expenditures go to defense.**

### **Conclusions:**

1) During the period of martial law, the creation of a separate structural unit for analytical support in the structure of the Ministry of Agriculture is problematic due to restrictions on increasing the maximum number of employees of ministries, but it is possible due to the reduction of vacant positions in other structural units;

2) Employees of the separate structural unit for analytical support within the structure of the Ministry of Agrarian Policy will be civil servants. To fill a vacant position, they must pass a competition and submit a declaration of income upon entry into the position and annually. This can be a factor that will create an obstacle in attracting experts to work in the think tank.

3) Remuneration of the employees of the analytical center will be from the state budget and will consist of the official salary, possible allowances and a bonus of up to 30% of the salary. However, such wages may be lower than market wages.

### **Steps:**

1. Develop and approve the new structure of the ministry in the Cabinet of Ministers.
2. Initiate changes to the state budget to increase labor costs.

### ***Option 2***

*in Ukrainian*

## **АЛЬТЕРНАТИВА 2. СТВОРЕННЯ ВІДОКРЕМЛЕНОГО СТРУКТУРНОГО ПІДРОЗДІЛУ З ПИТАНЬ АНАЛІТИЧНОГО ЗАБЕЗПЕЧЕННЯ В СТРУКТУРІ НДІ «УКРАГРОПРОМПРОДУКТИВНІСТЬ»**

НДІ «Украгропромпродуктивність» заснований на державній власності, належить до сфери управління Міністерства аграрної політики та продовольства

України та є державною бюджетною неприбутковою науковою установою (пп. 1.1. Положення про НДІ «Украгпромпромпродуктивність»).

Серед **предмету діяльності Інституту** є наступні напрямки:

- дослідження та аналіз статистичної звітності в галузях агропромислового комплексу;
  - моніторинг, аналіз, прогнозування кон'юнктури ринків сільськогосподарської та промислової продукції та продовольства;
  - аналіз та дослідження світових ринків аграрної продукції та продовольства;
  - аналіз експортно-імпортних тенденцій на ринках аграрної продукції та продовольства;
  - моніторинг стану галузі тваринництва та ринків м'ясо-молочної продукції;
  - моніторинг діяльності оптових ринків сільськогосподарської продукції, в тому числі реалізації сільськогосподарської продукції;
  - проведення моніторингу, аналізу і прогнозування кон'юнктури ринку сільськогосподарської техніки та устаткування для виробництва, переробки і зберігання сільськогосподарської продукції;
  - виконання замовлень органів державної влади, Уповноваженого органу управління стосовно розроблення наукових засад аграрної політики;
- та інше.

(пп. 3.2. Положення про НДІ «Украгпромпромпродуктивність»).

#### **Матеріально-технічне забезпечення Інституту:**

- здійснюється відповідно до кошторису, який затверджує Мінагрополітики;
- за рахунок коштів Державного бюджету України, а також інших, не заборонених законодавством джерел. (п. 7 Положення про НДІ «Украгпромпромпродуктивність»).

#### **Трудові відносини та оплата праці:**

Трудовий колектив Інституту становлять усі громадяни, які своєю працею беруть участь у його діяльності згідно з трудовим договором (контрактом, угодою) та формується на загальних засадах відповідно до вимог законодавства.

Джерелом коштів на оплату праці працівників Інституту є кошти Державного



бюджету України. Оплата праці працівників Інституту здійснюється згідно із законодавством.

(п. 10 Положення про НДІ «Укragenpromproductivnist»).

#### **Висновки:**

1. Працівники Інституту не є державними службовцями, але вони отримують заробітну плату з коштів державного бюджету. Це означає, що на працівників Інституту не розповсюджуються вимоги Закону України «Про державну службу» щодо оплати праці, а тому заробітна плата працівників Інституту може бути вищою. Для цього потрібно, щоб Мінагрополітики погодило кошторис. Окрім того на працівників не будуть розповсюджуватись вимоги законодавства про державну службу щодо проходження конкурсів та декларування доходів.

2. Інститут може укладати договори з фізичними особами, тобто може укласти договір з фізичною особою – підприємцем щодо надання аналітичних послуг. Тобто, аналітики можуть працювати не за трудовим законодавством, а як самозайняті особи.

3. Також Інститут може залучати інше фінансування не заборонене законодавством, наприклад, гранти або матеріально-технічну допомогу. Так можна залучити кошти для фінансування діяльності Аналітичного центру.

4. Робочі місця працівників Аналітичного центру Інституту можуть знаходитись в приміщенні Мінагрополітики для кращої співпраці зі структурними підрозділами Мінагрополітики.

*in English*

#### **OPTION 2. CREATION OF A SEPARATE STRUCTURAL UNIT FOR ISSUES OF ANALYTICAL SUPPLY IN THE STRUCTURE OF THE UKRAINIAN RESEARCH INSTITUTE OF THE PRODUCTIVITY OF THE AGRO-INDUSTRIAL COMPLEX**

Research Institute "Ukragroproductivnist" is based on state property, belongs to the sphere of management of the Ministry of Agrarian Policy and Food of Ukraine and is a state budget non-profit scientific institution (clause 1.1. Regulations on Research

Institute "Ukragroproduktivnist").

Among **the subjects of the Institute's activities** are the following directions:

- research and analysis of statistical reporting in the branches of the agro-industrial complex;
  - monitoring, analysis, forecasting of the market situation of agricultural and industrial products and food;
  - analysis and research of world markets of agricultural products and food;
  - analysis of export-import trends in agricultural products and food markets;
  - monitoring of the state of the livestock industry and meat and dairy products markets;
  - monitoring the activity of wholesale markets of agricultural products, including the sale of agricultural products;
  - monitoring, analysis and forecasting of the market situation of agricultural machinery and equipment for the production, processing and storage of agricultural products;
  - execution of orders of state authorities, the authorized management body regarding the development of the scientific foundations of agrarian policy;
- and other.

(clause 3.2. Regulations on the Research Institute "Ukragroproduktivnost").

#### **Material and technical support of the Institute:**

- carried out in accordance with the estimate approved by the Ministry of Agrarian Policy;
- at the expense of the State Budget of Ukraine, as well as other sources not prohibited by law. (clause 7 of the Regulations on the Research Institute "Ukragroproduktivnost").

#### **Labor relations and wages:**

The labor team of the Institute consists of all citizens who participate in its activities with their work in accordance with the labor contract (contract, agreement) and is formed on general principles in accordance with the requirements of the law.

The source of funds to pay the Institute's employees is the State Budget of Ukraine. The remuneration of the employees of the Institute is carried out in accordance with

the legislation.

(clause 10 of the Regulations on the Research Institute "Ukragroproduktivnost").

### **Conclusions:**

1. Employees of the Institute are not civil servants, but they receive wages from the state budget. This means that the requirements of the Law of Ukraine "On Civil Service" regarding wages are not applied to the employees of the Institute, and therefore the salary of the employees of the Institute may be higher. For this, the Ministry of Agrarian Policy needs to approve the estimate. In addition, employees will not be subject to the requirements of the civil service legislation regarding tenders and income declaration.

2. The Institute may enter into contracts with natural persons, that is, it may enter into a contract with a natural person – an entrepreneur regarding the provision of analytical services. That is, analysts can work not according to labor legislation, but as self-employed persons.

3. Also, the Institute can attract other funding not prohibited by law, for example, grants or material and technical assistance. This is how you can attract funds to finance the activities of the Analytical Center.

4. The workplaces of the employees of the Analytical Center of the Institute can be located in the premises of the Ministry of Agrarian Policy for better cooperation with the structural divisions of the Ministry of Agrarian Policy.

### ***Option 3***

*in Ukrainian*

**АЛЬТЕРНАТИВА 3. ЩОДО СТВОРЕННЯ АНАЛІТИЧНОГО ЦЕНТРУ  
МІНАГРОПОЛІТИКИ НЕ В СТРУКТУРІ МІНІСТЕРСТВА**

В Мінагрополітики можна створити Аналітичний центр як допоміжний орган. Він створюється наказом Міністра. (частина 9 статті 11 Закону України «Про державну службу»).

Фінансування діяльності Аналітичного центру та оплата праці його працівників може здійснюватись за залучені кошти матеріально-технічної допомоги (МТД), відповідно до Постанови Кабміну від 15 лютого 2002 р. № 153 «Про створення єдиної системи залучення, використання та моніторингу міжнародної технічної допомоги»

#### **Висновки:**

1. Експерти Аналітичного центру будуть надавати послуги як фізичні особи-підприємці, які уклади договір з організацією, що надає МТД.
2. У такому разі на експертів Аналітичного центру не розповсюджуються вимоги законодавства про державну службу, оплата праці може бути вищою ніж на державній службі.

#### **Кроки:**

1. Розробити та затвердити наказ Мінагрополітики про створення аналітичного центру.
2. Залучити кошти матеріально-технічної допомоги.

*in English*

### **ALTERNATIVE 3. REGARDING THE CREATION OF AN ANALYTICAL CENTER FOR MAPF WITHIN THE STRUCTURE OF A RESEARCH INSTITUTION**

An Analytical Center can be created for the Ministry of Agrarian Policy of Ukraine as an auxiliary body. It is created by order of the Minister. (Part 9 of Article 11 of the Law of Ukraine "On Civil Service").

Financing of the activities of the Analytical Center for the payment of its employees can be carried out with the funds of material and technical assistance (MTD), in accordance with the Resolution of the Cabinet of Ministers of February 15, 2002 No.

153 "On the creation of a unified system of attracting, using and monitoring international technical assistance"

### **Conclusions:**

1. Experts of the Analytical Center will provide services as natural persons-entrepreneurs who have entered into an agreement with the organization that provides MTD.
2. In this case, the requirements of the legislation on civil service do not apply to the experts of the Analytical Center, the salary may be higher than in the civil service.

### **Steps:**

1. Develop and approve the order of the Ministry of Agrarian Policy on the creation of an analytical center.
2. To attract funds for material and technical assistance.

## **FINAL PRPOSAL**

### *in English*

The creation of sustainable, implying long-term and successful in terms of measurable impact, unit for providing the MAPF with advanced evidence for policy making is not a trivial task in the reality of Ukraine. Public service has usually lower than market remuneration levels for experts with proper expertise and experience, and at the same time limits the income sources to the public salary, educational and creative activities and passive income sources. Creation of the unit within the already existing institution may result in severe clash of visions on development and state of art analytical and advising activities. This may lead to the stagnation of the entire initiative and frustration of staff that in turn will result in staff leaving, absence of results delivery and general decline of the unit. Another drawback of placing the unit into already existing organization is that the public salary of the employees is lower than the market level, and hence the staff would need to find sources of income. As the law does not define such employees as public servants, it hence does not limit their income sources. Respectively, the staff can potentially co-finance its activities with work in analytical projects. Financial and organizational management of such projects is not, however, a trivial thing, and would require the respective experience and knowledge. Therefore, the strategy for development of the analytical unit/team for MAPF must account for **six basic needs**:

- I. The need for **experts with international experience, set of advanced**

**methodological skills**, good knowledge of the Ukrainian and English languages.

- II. The ability to pay market level **remuneration**
- III. Proven commitment of **MAPF** to cooperate and rely on the unit. The best option would be a certain **financial commitment**.
- IV. Long-term existence of the unit.
- V. The ability to run the operations and manage the unit with respect to the **best international practices** of the analytic and public advisory unit.
- VI. Ability to keep **scientific integrity** and objectivity without sacrificing the **political correctness**.

Another extremely important aspect to be considered when developing the proposal for the Unit is the need for the analytical support of the Government for the country which is about to join the EU. With the above circumstances in mind, the proposal is developed as a 2-stage process: short-term actions and longer-term actions.

#### **Short-term period (4 months - 1.5 years)**

**Summary:** The analysis of agrarian policy is supervised by the Department of Strategy of the Agro-Industrial Complex at the Ministry of Agrarian Policy, but carried out by a team of experts, specifically assigned within a reputable research or educational institution.

**Specifically:** Agricultural Policy Analysis Unit can be as an auxiliary body by order of the Minister. MAPF will commit to paying the experts the remuneration at the level which would not require a complicated approval procedure with the maximum possible within the legal limits duration of the contracts. The Unit will be subordinated to the Head of the Department of Strategy of the Agro-Industrial Complex at the Ministry of Agrarian Policy. Such department must be organized from the existing pool of employees of the Ministry. The experts from the auxiliary body will be working fully and completely for the needs of MAPF aiming at providing the latter with strategic and advanced evidence to support policy decision making with respect to agricultural production and trade policies, EU integration, war-related needs, post-war recovery and other needs.

In parallel, the experts will be hired into the team of a known and reputable research organization, comprising the analogues unit. In order to avoid conflict of interest and disclosure risks, the respective points shall be stated in the experts' contracts. Such dual organization is expected to bring the following advantages:

- 1) Market level remuneration to the experts with additional funds from the research organization, where the budget can be allocated to such experts. The allocation

of the budget shall take place based on the synergy approach, implying that the work done for MAPF will as well be useful for the research organization (unless limited by the non-disclosure agreement).

- 2) The research organization will serve as quality assurance of the evidence delivered to MAPF. The experts hired with lesser or greater experience will extend their methodological, analytical, reporting and language skills by adhering to the standards of this organization and working in close relation to it.
- 3) In such synergy the experts will be able to keep the scientific integrity of the analysis, while following the agreement with MAPF.
- 4) The Unit by being integrated into the research organization has good chances for long-term development. The knowledge and experience will be institutionalized which will allow for easier transitions.
- 5) At the same time, by paying remunerations to the Unit's staff MAPF will remain committed to cooperating with the Unit, thus further developing the culture of evidence based policy making.
- 6) The Unit will be able to perform subcontracting of analytical services where the expertise is missing.

To further reassure the tight cooperation, MAPF shall sign the **framework agreement** for in-kind cooperation with the research organization.

### **Internal organization of the Unit and cooperation with MAPF**

In order to structure the work with MAPF, the Unit and MAPF will discuss the research topics for the next 6 months and long term goals. This arrangement shall be done in written to allow for planning of the Unit's activities. The staffing shall be flexible to accommodate the growing research needs, but the minimum number of the researchers shall be the following: the head of the team MAPF Chief Economist (senior researcher), two economists (researchers, analysts) and 2 junior economists. All shall be counted as full-time commitment.

### **Longer-term period (1.5 - 5 years)**

MAPF will extend the Department of Strategy of the Agro-Industrial Complex at the Ministry of Agrarian Policy to accommodate highly skilled agricultural economists and agricultural production and business specialists with respect to the needs. They will receive contracts as MAPF employees. The material and technical support of the Department shall be secured from the Facility Plan to ensure the competitive remunerations and technical support of the experts (i.e., functioning of the department).



The Auxiliary Body created in the short-term will extend to more experts (depending on the needs defined by MAPF), and continue cooperating with MAPF under long-term framework contract with defined remuneration and tasks of the experts. The difference with the short-term will be that the work of these experts for MAPF will be remunerated within the Framework contract. The benefits from this extended cooperation is assurance of non-biasness of the analytical results, scientific novelty and extended analytical capability of MAPF analysts.

### **Scientific board for MAPF**

In addition to the Unit, the Scientific Advisory Board for Agricultural Policy, Trade and Food will be created. It is a panel that advises the ministry on the development of its policies. The Board operates on a voluntary basis, is independent, and creates expert opinions and statements on self-selected topics. The tasks of the advisory board are:

- to scientifically analyze the development of the agricultural system in terms of its economic, ecological, and social sustainability,
- to analyze and assess the development of rural areas,
- to review and evaluate the goals, measures, and instruments of current agricultural policies,
- to develop proposals for the advancement of agricultural policies,
- other topics agreed with MAPF.

The Board operates under the Minister's order, and may establish arrangements with flexibility to fit the needs of MAPF and possibilities of the Board members.

The main task of this Board will be to support the Unit and the Ministry with highly qualified knowledge on agricultural policy impacts, impacts of the decisions of the Government to join international treaties, and comment in general on complex issues which require great, including international, experience in agricultural economics, policy and trade and related to agriculture fields. The Board will function without the remuneration, on voluntary grounds.

The MAPF may select the Board members or create an official call. The suggested size of the Board members is 15-20 people.

**The underlying purpose of creating such board is to assemble the “best minds” around the Ministry for advisory purposes. And instead of them operating individually, motivating them to work together for issuing one combined opinion on the topic.**

### *Українською*

Створення стійкого, тривалого та успішного підрозділу з надання МАПП засобів доказової політики не є тривіальним завданням в реальності України. Державна

служба зазвичай пропонує рівні винагород для експертів із досвідом, що є нижчими в порівнянні з ринковими, і в той же час обмежує джерела доходів лише публічною зарплатнею, освітньо-творчою діяльністю та пасивними джерелами доходу. Також, створення підрозділу всередині вже існуючої установи може призвести до конфлікту в уявленнях про розвиток та стан сучасних аналітичної та консультативної діяльності. Це може призвести до стагнації всієї ініціативи і розчарування персоналу, що в свою чергу призведе до втрати персоналу та відсутності результатів діяльності. Ще одним недоліком розміщення підрозділу у вже існуючій організації є те, що державна зарплата для таких працівників є зазвичай нижче ринкової і персоналу доведеться знаходити додаткові джерела доходів. Оскільки закон не визначає таких працівників як державних службовців, він не обмежує їхні джерела доходів. Відповідно, персонал може потенційно співфінансувати свою діяльність роботою в аналітичних проектах. Однак фінансове та організаційне управління такими проектами не є простим завданням і вимагатиме від відповідного персоналу досвіду та знань.

Основні шість потреб, які слід враховувати при розробці стратегії розвитку аналітичного підрозділу/команди для МАПП:

- I. Потреба в експертах з міжнародним досвідом, набором високорівневих методологічних навичок, гарним знанням української та англійської мов.
- II. Здатність оплачувати винагороду на ринковому рівні.
- III. Підтверджена готовність МАПП співпрацювати та покладатися на підрозділ. Найкращим варіантом було б певне фінансове зобов'язання.
- IV. Тривале та стає існування підрозділу.
- V. Здатність керувати операціями та управляти підрозділом з урахуванням найкращих міжнародних практик аналітичної та консультативної діяльності.
- VI. Здатність зберігати наукову цілісність та об'єктивність, не жертвуючи політичною коректністю.

Ще одним надзвичайно важливим аспектом, який слід враховувати при розробці пропозиції для підрозділу, є вимога аналітичної підтримки Уряду для країни, яка готується приєднатися до ЄС, тобто проводить переговори щодо приєднання до ЄС. Отже, автори поточного звіту посилаються на загальний фреймворк таких вимог, наявність коштів українських та міжнародних донорів, особливо з урахуванням триваючої війни та потреб у післявоєнному відновленні. З урахуванням цих обставин фінальна пропозиція розроблена як 2-етапний процес: короткострокові заходи та довгострокові заходи.

**Короткостроковий період (4 місяці - 1,5 роки)**

**Резюме:** Керування аналізом аграрної політики здійснюється Департаментом стратегії Агропромислового комплексу в Міністерстві аграрної політики, але виконується командою експертів, спеціально призначених в межах відомої дослідницької або освітньої установи.

**Конкретно:** Створюється Підрозділ аналізу аграрної політики в Міністерстві аграрної політики як вторинний орган наказом Міністра. МАПП зобов'язується оплачувати експертам винагороду на рівні, яке не вимагатиме дуже довгого процесу схвалення, з максимально можливим строком дії контрактів в межах законних обмежень. Підрозділ буде підпорядкований начальнику Департаменту стратегії Агропромислового комплексу в Міністерстві аграрної політики. Такий департамент повинен бути організований з наявного персоналу Міністерства. Експерти з допоміжного органу будуть працювати повністю на потреби МАПП із метою забезпечення надання останньому передових доказів для підтримки прийняття рішень з питань політики щодо сільськогосподарського виробництва та торговельної політики, інтеграції в ЄС, потреб, пов'язаних із війною, відновленням після війни та іншими потребами.

У паралельному порядку експерти будуть найматися в команду відомої та поважної дослідницької організації, яка має аналогічний підрозділ. З метою уникнення конфлікту інтересів та ризиків розголошення відповідні пункти будуть визначені в контрактах експертів. Очікується, що така двоїста організація принесе наступні переваги:

1. Ринковий рівень винагороди для експертів з додатковими коштами від дослідницької організації, де бюджет може бути виділений для таких експертів. Розподіл бюджету повинен відбуватися згідно з синергетичним підходом, що передбачає, що робота, виконана для МАПП, також буде корисною для дослідницької організації (за винятком випадків, обмежених угодою про нерозголошення).
2. Дослідницька організація буде служити як засіб забезпечення якості доказів, наданих МАПП. Експерти, які мають менший чи більший досвід, розширять свої методологічні, аналітичні, звітні та мовні навички, дотримуючись стандартів цієї організації та працюючи в тісному взаємозв'язку з нею.
3. За такої синергії експерти зможуть зберігати наукову цілісність аналізу, слідуючи угоді з МАПП.
4. Підрозділ, інтегрований в дослідницьку організацію, має гарні шанси на довгостроковий розвиток. Знання та досвід будуть інституціоналізовані.
5. У той самий час, виплачуючи винагороду, МАПП буде зберігати зобов'язання співпрацювати з командою.

МАПП може укласти рамкову угоду про співпрацю з самою дослідницькою організацією, якщо такий запобіжник вважатиметься необхідним.

### **Внутрішня організація та співпраця з МАПП**

З метою структуризації роботи з МАПП, команда та МАПП обговорять теми дослідження на наступні 6 місяців та довгострокові цілі, залишаючи достатньо часу на короткострокові потреби МАПП. Це узгодження має бути оформлене письмово для планування діяльності. Штатність має бути гнучкою для врахування зростаючих потреб у дослідженнях, але мінімальна кількість дослідників має бути такою: керівник команди - головний економіст МАПП (старший дослідник), два економіста (дослідники, аналітики) та 2 молодших економіста. Всі вони мають вважатися повністю зайнятими на постійній основі.

### **Довгостроковий період (1,5 - 5 років)**

МАПП розширить Департамент стратегії агропромислового комплексу при Міністерстві аграрної політики для розміщення висококваліфікованих сільськогосподарських економістів та фахівців з виробництва та бізнесу в сільському господарстві відповідно до поточних вимог. Вони отримають контракти як співробітники МАПП. Матеріально-технічне забезпечення Департаменту повинно бути забезпечено в рамках Facility Plan для забезпечення конкурентоспроможних винагород та технічної підтримки експертів (тобто робота департаменту). Команда, створена у попередньому періоді розшириться до більшої кількості експертів (в залежності від потреб, визначених МАПП) і продовжить співпрацю з МАПП в рамках більш детального довгострокового контракту з визначеними винагородами та завданнями експертів. Відмінність від короткострокового періоду полягатиме в тому, що робота цих експертів для МАПП буде оплачуватися в межах Рамкового контракту. Вигоди від цієї розширеної співпраці - гарантія об'єктивності аналітичних результатів, наукова новизна та розширена аналітична здатність аналітиків МАПП.

### **Наукова рада для МАПП**

Окрім вищезгаданого, буде створена Науково-консультативна рада з питань сільськогосподарської політики, торгівлі та продовольства. Це панель, яка надає поради МАПП. Рада діє на волонтерській основі, є незалежною та створює експертні висновки та заяви на самостійно вибрані теми. Завдання консультативної ради включають:

- науковий аналіз розвитку сільськогосподарської системи з точки зору її економічної, екологічної та соціальної стійкості,
- аналіз та оцінка розвитку сільських територій,
- перегляд та оцінка цілей, заходів та інструментів поточних

сільськогосподарських політик,

- розробка пропозицій для розвитку сільськогосподарських політик,
- інші загальні теми, узгоджені з МАПП

Рада діє на підставі наказу Міністра і може укласти домовленості з гнучкістю для відповідності потребам МАПП та можливостям членів Ради. Основне завдання цієї Ради буде полягати в підтримці Міністерства висококваліфікованими знаннями з впливу сільськогосподарської політики, впливів рішень уряду щодо вступу до міжнародних договорів та коментарів з питань, які вимагають великого, включаючи міжнародний, досвіду в галузі сільськогосподарської економіки, політики та торгівлі.

Рада буде діяти без винагороди, на волонтерських засадах. МАПП може вибирати членів Ради або робити оголошення. Запропонована кількість членів Ради - 15-20 осіб.

**Основна мета створення такої ради - збирати "найкращі розуми" навколо Міністерства для консультативних цілей. Замість того, щоб працювати індивідуально, мотивувати їх працювати разом для видачі єдиної об'єднаної думки з певної теми.**

## CONCLUSIONS

In this report, an examination of the organizational aspects of evidence-based policy making is presented. The structures of more than ten countries worldwide, including the European Union, have been thoroughly scrutinized. This comprehensive review serves as a benchmark for the development of the Policy Support Unit at the Ministry of Agrarian Policy and Food of Ukraine.

The findings derived from the global practices review indicate that support for government policies is typically facilitated by public research institutions specifically established for this purpose. Additionally, support is extended through competitive research contracts issued by the government to both public and private research and education institutions.

In light of this review and taking into account the current needs and circumstances in Ukraine, especially in anticipation of the forthcoming EU accession negotiations, the authors propose a phased approach to establish the Policy Support Unit. In the short term (up to 1.5 years), services will be provided to the Ministry of Agrarian Policy and Food (MAPF) by a team of experts employed at a reputable research organization. These experts will operate under remuneration contracts from MAPF and co-financed by the respective research organization.

Looking further ahead (up to 5 years), MAPF shall organize an in-house research team within the Ministry. This initiative may be funded through the Ukraine Facility Plan. The Ministry will continue collaboration with various research organizations, including the one with the team established in the short term. Such collaborations will occur under research contracts of varying durations, thereby ensuring a dynamic and effective policy support framework.

In addition a volunteer advisory board to MAPF shall be created which provide the Ministry with advice and research on crucial and long term topics. This board shall bring together the brightest minds of Ukraine and from abroad to work together on the most pressing issues of Ukrainian agriculture in a scientific and research context.