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# UGANDA

## FY 2010 Implementation Plan

### U.S. Government Working Document

The Feed the Future (FTF) FY 2010 implementation plans are working documents outlining U.S. government planning for the first year of the Global Hunger and Food Security Initiative. These plans represent a transition towards the development of multiyear strategies and are targeted at investments that lay the foundation for a new country-level and coordinated approach with a diversity of partners. Multiyear strategies are under development that will span development and diplomatic actions across multiple USG agencies.

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## Abbreviations and Acronyms

<b>ACTESA</b>	Alliance for Commodity Trade in Eastern Africa
<b>ACP</b>	African, Caribbean and Pacific states
<b>ADF</b>	African Development Fund
<b>AFRICOM</b>	United States African Command
<b>AGCI</b>	African Global Competitiveness Initiative
<b>AgCLIR</b>	Agricultural Climate Legal & Institutional Reform
<b>AGOA</b>	African Growth and Opportunity Act
<b>ASARECA</b>	Association for Strengthening Agricultural Research in Eastern and Central Africa
<b>CAADP</b>	Comprehensive African Agriculture Development Program
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>COMPETE</b>	Competitiveness and Trade Expansion Program
<b>COTR</b>	USAID Contracting Officer's Technical Representative
<b>CSA</b>	Community-Supported Agriculture
<b>Danida</b>	Danish International Development Agency
<b>DFID</b>	Department for International Development (UK)
<b>DHS</b>	Demographic Health Survey
<b>DOD</b>	Department of Defense
<b>DOS</b>	Department of State
<b>DSIP</b>	Development Strategy and Investment Plan
<b>EA</b>	East Africa
<b>EAC</b>	East Africa Community
<b>FANTA-2</b>	Food and Nutrition Technical Assistance II Project
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FEWSNET</b>	USAID Famine Early Warning Systems Network
<b>FSN</b>	USAID Foreign Service National
<b>GDP</b>	Gross Domestic Production
<b>GFSR</b>	Global Food Security Response
<b>GHFSI</b>	Global Hunger and Food Security Initiative
<b>GOU</b>	Government of Uganda
<b>IARC</b>	International Agricultural Research Center
<b>IDP</b>	Internally Displaced Persons
<b>IEHA</b>	Initiative to End Hunger in Africa
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFPRI</b>	International Food Policy Research Institute
<b>KAPFS</b>	Karamoja Action Plan for Food Security
<b>KIDDP</b>	Karamoja Integrated Disarmament and Development Program
<b>LEAD</b>	USAID Livelihoods and Enterprises for Agricultural Development Program
<b>LRA</b>	Lords Resistance Army
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry, and Fisheries
<b>MDG</b>	Millennium Development Goals
<b>MLI</b>	Market Linkages Initiative
<b>MoH</b>	Ministry of Health
<b>MoF</b>	Ministry of Finance, Planning and Economic Development
<b>MWE</b>	Ministry of Water and Environment
<b>MTTI</b>	Ministry of Tourism, Trade, and Industry
<b>MYAP</b>	USAID Food for Peace Multi Year Development Assistance Program
<b>NAADS</b>	National Agricultural Advisory Services
<b>NARO</b>	National Agricultural Research Organization

<b>NDP</b>	National Development Plan
<b>NRM</b>	Natural Resource Management
<b>NUDEIL</b>	Northern Uganda Development of Enhanced Local Governance, Infrastructure, and Livelihoods
<b>OFDA</b>	USAID Office of Foreign Disaster Assistance
<b>OTI</b>	USAID Office of Transition Initiatives
<b>PEPFAR</b>	President's Emergency Plan for AIDS Relief
<b>PMA</b>	Plan for the Modernization of Agriculture
<b>PMP</b>	USAID Performance Management Plan
<b>PRDP</b>	Peace, Recovery, and Development Plan for Northern Uganda
<b>RATES</b>	Regional Agricultural Trade Expansion Support
<b>RATIN</b>	Regional Agricultural Trade Intelligence Network
<b>RELPA</b>	Regional Enhanced Livelihoods in Pastoral Areas
<b>RUTF</b>	Ready-to-Use Therapeutic Foods
<b>SAKSS</b>	Strategic Analysis and Knowledge Support System
<b>Title II</b>	Emergency and Development Assistance Programs funded by US Public Law 480
<b>UBOS</b>	Uganda National Bureau of Standards
<b>UMEMS</b>	USAID Uganda Monitoring and Evaluation Management Services
<b>UNICEF</b>	United Nations Children's Fund
<b>UNHS</b>	Uganda National Household Survey
<b>UPDF</b>	Ugandan Peoples Defense Force
<b>USAID</b>	United States Agency for International Development
<b>USG</b>	United States Government
<b>WFP</b>	United Nations World Food Program
<b>WHO</b>	United Nations World Health Organization
<b>WTO</b>	World Trade Organization

## I. INTRODUCTION

This implementation plan highlights how Uganda—by building on two decades of innovative and effective programs and through the revitalization of its agriculture sector—can feed and stabilize the region while improving the lives of its farmers. The potential for success in Uganda is great. The country has a rich agricultural endowment as well as a government committed to market-oriented agricultural development and regional stability.

Uganda contains nearly half of the arable land in East Africa. It has two annual growing seasons,

USAID research has shown that at full production, Uganda could feed seven times its current population, or nearly twice the population of East Africa.

abundant rainfall, and an irrigation potential of the upper Nile River basin. USAID research has shown that at full production, Uganda could feed seven times its current population, or nearly

twice the population of East Africa. A hub of stability amidst countries in turmoil, Uganda could become a regional hub of agricultural production and trade. Following northern Uganda's recent emergence from two decades of armed conflict, large areas of the fertile north are again accessible for production. Given its rich but underutilized factors of production, the potential for return on agricultural investment is among the highest in the world. Moreover, there is an imperative for agricultural development: one-third of the population lives below the poverty line and 77% of people age 10 and older is engaged in agriculture<sup>1</sup>. The annual population growth rate is 3.2%, one of the highest in the world. Thirty-eight percent of under-five children are stunted, (short-for-age) and 12% of women are malnourished. Women account for a majority of the poor, underemployed and undernourished.

The Ugandan government has demonstrated a commitment and capacity for successful

development. Free-market policies have resulted in consistently strong economic growth and have facilitated the imminent achievement of the Millennium Development Goal 1 to eradicate extreme poverty and hunger.

A stable economy and liberalized policies, such as the free trade of staple goods, have created an environment conducive to agricultural development. Uganda actively supports regional trade linkages and is a key member of the Common Market for Eastern and Southern Africa (COMESA). It actively participates in regional agriculture development programs and the Comprehensive Africa Agriculture Development Program (CAADP) Compact was signed on March 31, 2010. Concurrently, the Government of Uganda (GOU) finalized its National Development Plan and agricultural Development Strategy and Investment Plan (DSIP). Uganda is the first country to tie the two processes together, creating a stronger, more detailed Compact and further demonstrating its ongoing commitment to agricultural development.

The GOU has launched a Peace, Recovery, and Development Plan for (PRDP) northern Uganda to close the poverty and human development gap between the north and the rest of the country. The PRDP includes the Karamoja Integrated Disarmament and Development Program (KIDDP) to improve security and promote development for the traditional pastoralists and agro-pastoralists in the

The Ugandan government has demonstrated a commitment and capacity for successful development. Free-market policies have resulted in consistently strong economic growth and facilitated the imminent achievement of its Millennium Development Goals (One). The stable, liberalized economy and policies, such as the free trade of staple goods, have created an environment conducive to agricultural development.

<sup>1</sup> Uganda Bureau of Statistics (UBOS) March 2005

northeast region. It also includes the Karamoja Action Plan for Food Security (KAPFS) to ensure sustainable food security and increased household income under the livelihood component of the KIDDP.

The United States Government (USG) brings over two decades of outstanding technical leadership in food security, poverty reduction, and market development, and a strong working relationship with the GOU and other development partners. We also bring a wealth of experience in program management and innovative obligating mechanisms, including project and non-project assistance. Current USG efforts support the return and reintegration of 1.8 million internally displaced persons (IDPs) in northern Uganda, by linking them to commercial markets and developing value chains for their products. These efforts are already enhancing agricultural productivity and returns among beneficiaries.

The objectives outlined in this implementation plan build on this rich history and progress to increase further Ugandan agricultural growth and expand staple food supply for domestic and regional markets. These objectives will help Uganda meet the Millennium Development Goal (MDG) targets of halving poverty and reducing malnutrition by:

- Increasing agricultural productivity;
- Eliminating perennial food and nutrition insecurity;
- Improving the effectiveness of humanitarian assistance;
- Reducing poverty; and
- Strengthening government capacity to support growth in the agriculture sector.

With a ‘whole-of-government’ approach, the USG will achieve these goals through core investments in agricultural productivity, reduced trade and transportation barriers, market-based agriculture, increased participation of the very poor in rural growth, climate change adaptation,

improved nutrition, and increased effectiveness of humanitarian assistance.

The crosscutting areas of women, youth and the very poor are mainstreamed in the core investment areas described in this implementation plan. Activities will be augmented by a robust analytical and research agenda.

Targeted geographic areas include northern Uganda (a region recently reopened following two decades of armed conflict), the Ugandan “maize belt” that extends across the central region of the country, southwest Uganda (a densely populated region characterized by high production yet also high malnutrition), and Karamoja (the chronically food insecure pastoral region in northeast Uganda).

The new 2010 programs described in this Implementation Plan (IP) will require staff increases to manage the programs. This IP also outlines how USAID/Uganda (the Mission) will support the GOU to advance efforts under the CAADP and the new National Development Plan. The Mission will be at the center of a unified approach, building upon partnerships across USG agencies and with bilateral and multilateral development partners.

Internally, key USG partners include the USAID mission, USAID/Food for Peace Office, USAID/Office of Transition Initiatives (OTI), USAID/Office of US Foreign Disaster Assistance (OFDA), USAID/East Africa, the US Departments of Agriculture, Defense, and State. Key international development partners include the World Food Program (WFP), United Nations Food and Agriculture Organization (FAO), World Bank, European Union, Danish International Development Agency (Danida), UK Department for International Development (DFID), and the International Fund for Agriculture Development.

Uganda is the first country in Africa to have an approved CAADP Compact tied directly to a donor-approved Development Strategy and

Investment Plan (DSIP). This remarkable achievement highlights the extensive discussions and consensus building that supports this Uganda-led initiative to address donor, private sector and other stakeholder concerns. USAID has been an instrumental force in this process.

## 2. FY 2010 OBJECTIVES

The objectives outlined in this implementation plan are to improve the economic performance of the agricultural sector, improve the capacity of vulnerable households to meet their food needs, and improve the nutritional status of at-risk populations. This will be done by:

- Accelerating participation of the very poor in rural growth (entry into commercial markets, access to land, natural resource management, increased role for women in production and improved nutrition, and employment opportunities for youth);
- Increasing agricultural productivity (research, access to inputs, farmer training, irrigation, post-harvest handling, and climate-change adaptation);
- Reducing trade and transport barriers (infrastructure, access to finance, trade policy, regional coordination, and market-based information systems);
- Promoting sound market-based principles for agriculture (evidence-based policymaking and sector coordination);
- Improving nutritional status by addressing nutrition-related behaviors and use of maternal and child health nutrition services;
- Strengthening and expanding the reach of Ugandan institutions to develop their human capacity to implement, manage, and sustain agricultural transformation;
- Mitigating and adapting to climate change and improving the efficiency and effectiveness of natural resource management; and

- Supporting the transition of vulnerable populations from relief to development

### 2.1. COUNTRY-LED COMPREHENSIVE STRATEGY

The Ugandan Minister of Agriculture stated at the pre-CAADP roundtable meeting, “We [the Government of Uganda] must determine our own destiny; we must define the way forward.

Empowerment comes from within and must come from Uganda.”

For the past ten years, Uganda has progressively refined its agricultural development strategy. At each step, the GOU provided a

framework of priorities for aligning development-partner funding and initiatives. The USG and other donors have a history of aligning their resources and programs with a Uganda-led strategic framework. Under the Ugandan CAADP Compact and Investment Plan, USG resources will align with more than \$200 million of other donor funds to support the GOU agricultural development strategy.

In late 2006, the GOU appointed a coordinator to initiate the CAADP planning process. At the beginning, many donors felt the CAADP process was externally driven and likely to derail the strong development partnership already in place. These feelings changed when donors realized the CAADP process was definitely Uganda-owned and embraced.

In 2007, Uganda began a stocktaking exercise to align its core development goals around the CAADP framework. Through this process, and in tandem with development partners, they designed a Development Strategy and Investment Plan (DSIP). The CAADP Compact

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was signed on March 31 after the DSIP, which was signed on March 16, 2010. Uganda is the first country in Africa to tie these two processes together. As a result, it will have a stronger and more detailed compact than exists in other countries;—one that is tied to a tangible, results-based implementation plan that unites the Government of Uganda, private sector, civil society and development partners around measurable objectives and commitments.

### **2.1.1. Consultative Process**

The GOU has a highly structured donor coordination and consultative framework and the Mission drew upon this structure in developing this Implementation Plan. All our proposed activities are aligned with the GOU DSIP, and with the initiatives of other development partners, civil society, and the private sector. This IP is the result of a collaborative effort between the USG and various GOU ministries working together to identify priorities and focus our efforts. In addition, numerous consultations were held with development partners to ensure that our collective efforts are complementary to GOU priorities. Additional meetings were held with farmer organizations and a number of private sector and civil society organizations.

### **2.1.2. Status of CAADP**

Uganda has secured agreement from all stakeholders on a CAADP Compact linked to a results-based investment plan and strategy.

The USG, through USAID, was the first development partner to support the Ugandan CAADP process.<sup>2</sup> USAID is one of three development partners selected by the Ministry of Agriculture to serve on the CAADP Task Force, which is responsible for coordinating final steps leading to a signed CAADP Compact. USAID funded the pre-round table consultations and will fund the final round table and the compact signing.

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<sup>2</sup> CAADP Process in Uganda – Country Study, October 2008

## **2.2. INVESTMENT PRIORITIES**

FY 2010 funds will focus on eight specific areas that will be integrated as much as possible in subsequent program designs.

### **2.2.1. Revitalization of Northern Uganda Agriculture**

This program will focus on former IDPs who are vulnerable and/or very poor and are returning to traditional lands in a post-conflict environment. The objective is to transform the very poor, especially women, into commercially oriented farmers and competitive entrepreneurs. A value chain program will leverage ongoing USAID programs, including PL 480 Title II, the Livelihoods and Enterprises for Agriculture Development (LEAD) program, and the Northern Uganda Development of Enhanced Local Governance, Infrastructure and Livelihoods (NUDEIL) program. To address the full complement of value chain interventions, including infrastructure, funds will be provided to existing programs to scale up investment in infrastructure, trade corridors, and marketing in 2011.

### **2.2.2. Agro-Inputs Expansion**

A nationwide program will develop the private sector agro-inputs market in Uganda, make affordable agro-inputs available, and deliver technology to farmers. The program will build on past achievements and collaborate with USAID/East Africa Regional programs involved in regional seed and fertilizer alliances.

### **2.2.3. Regional Trade and Market Penetration**

A bundled trade and market development program will be designed to improve the enabling environment and investment climate, leading to increased agribusiness investment and regional trade. The program will have strong linkages with relevant USAID/East Africa Regional programs to ensure a harmonized, regional trading platform. The program will also connect Ugandan sellers of staple crops to domestic and regional markets, and will implement a private-sector marketing



information system that uses state-of-the-art electronic platforms (cell phone technology and other innovations) to provide real-time market pricing information to farmers and buyers of agricultural produce, both domestically and regionally.

#### **2.2.4. Staple Food Value Chains**

A program will be launched to strengthen private sector participation in value chains to increase production and availability of targeted staple crops (specific crops to be determined by market assessments). This program will integrate with the efforts of the Agro-Input Expansion and Regional Trade and Market Penetration projects.

#### **2.2.5. Institutional Capacity Building**

A broad-based capacity building program will be designed to strengthen key public and private sector institutions at the national and district levels.

A national level program will provide short- and long-term advanced technical and management training through universities in the US and Uganda, and other national and regional educational institutions involved in agriculture, science, technology, and commerce. In addition, the program will provide business development training for small- and medium-sized enterprises, farmer organizations, and other private sector participants.

The largest program in the GOU Investment Plan is a large-scale agricultural extension program implemented at the sub-district level. Capacity building resources will be provided to farmers to track public expenditure for agriculture and foster participation in planning and budgeting at the sub-district level. The program will also provide civic education and enhance public-private partnerships between farmers, producer organizations, local government and civil society organizations.

#### **2.2.6. Analytical Research (SAKSS<sup>3</sup> Node)**

A policy-based capacity building program will be designed to help public and private sector institutions undertake evidence-based policymaking and decisions regarding agricultural development priorities, and clarify the role of government and public institutions and the private sector.

#### **2.2.7. Agricultural Research and Extension**

This program will develop markets, stimulate agricultural research products, and enhance productivity with Ugandan and international research centers.

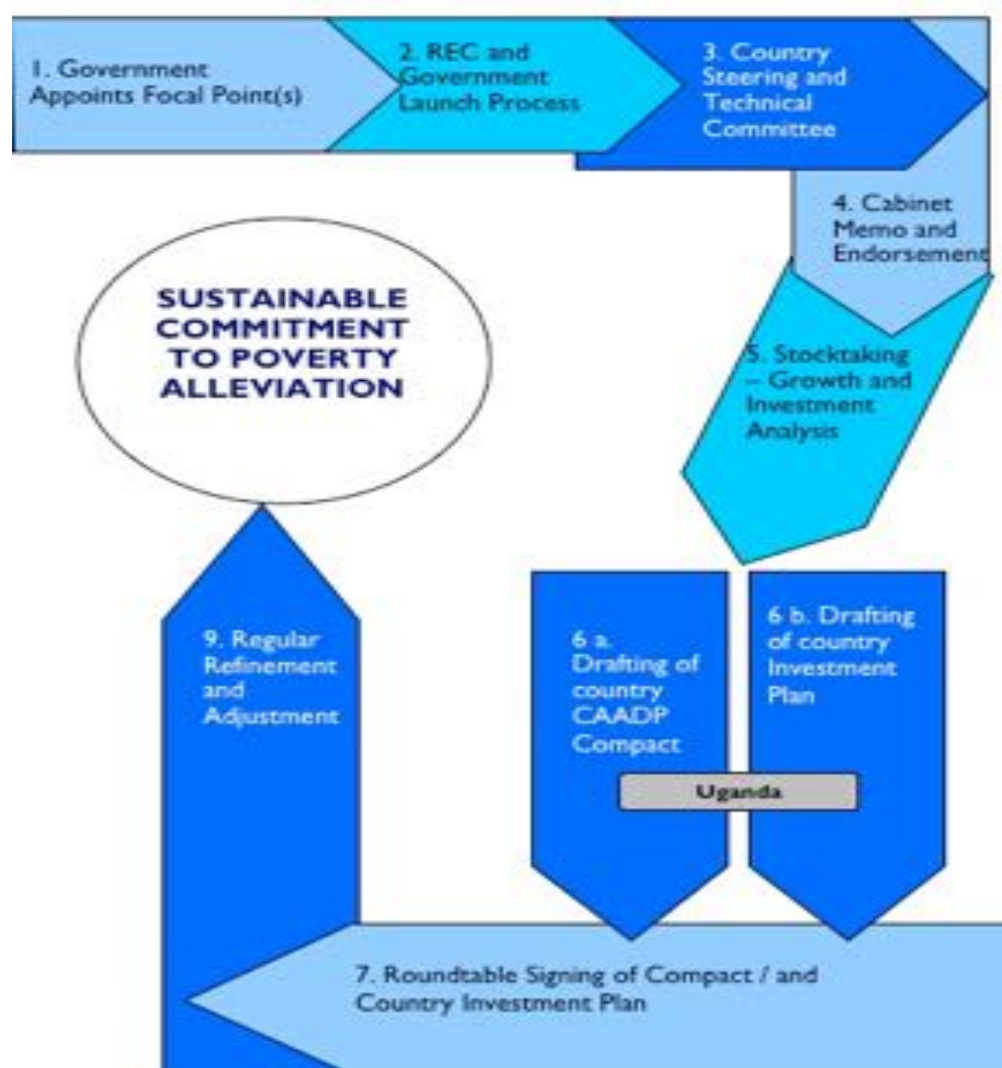
#### **2.2.8. Consolidated Nutrition Program**

An evidence-based package of nutrition interventions will be developed to expand prevention and treatment of undernutrition, create an enabling environment for more effective delivery of health and nutrition services, and increase availability and access to nutritionally diverse and beneficial foods. Evidence-based nutrition interventions will be integrated into other core investment areas where programmatically feasible. This program will build upon existing USAID food fortification, micronutrient supplementation, and therapeutic food production activities.

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<sup>3</sup> The Strategic Analysis and Knowledge Support Systems Program (SAKSS) is an initiative to strengthen information exchange, policy analysis and policy dialogue relating to agricultural growth and poverty alleviation in Africa.

**Figure 1: CAADP Process – The Ugandan Model**



### 3. TARGET GROUPS BY LOCATION AND INCOME

#### 3.1. TARGET BENEFICIARIES

Demographics are changing rapidly in Uganda, due to high population growth, rural-to-urban migration, and the return of IDPs. But the 2005 Uganda National Household Survey (UNHS) indicates four million rural households are reliant on agriculture—80% of all households nationally. This initiative targets a wide range of

those rural households including returning IDPs in the North, growers in the central “maize belt”, malnourished mothers and children across the country, famine-prone pastoralists in the West, and small traders and processors in semi-urban areas.

To ensure a sustainable impact, the initiative will take a comprehensive, sector-wide approach to address constraints that limit the ability of small-scale farmers, women, and vulnerable populations to increase their incomes and access proper nutrition and health services. For some program components, the ultimate

beneficiaries may be found downstream of entry points. For example, our work with commercial sector businesses to support improved post-harvest handling facilities will improve the incomes of small-scale farmers who use those facilities.

### **3.1.1. Transitioning Small-Scale Farmers in Northern Uganda**

The recent peace in northern Uganda that followed two decades of conflict is a major change—and opportunity—in the country. Over 1.8 million IDPs are returning to or near their homes of origin. These returnees represent some of the most vulnerable population groups with high potential for increased participation in agriculture. Our existing programs currently target over 600,000 small-scale farmers and former IDPs in northern Uganda. Under this initiative, our programs will target two million small-scale farmers transitioning from subsistence into commercial farming.

### **3.1.2. Small-Scale Farmers in the Central Maize Belt and Urban Traders**

Maize is the predominant crop across the central area of the country, from Mt. Elgon and Kenya's Rift Valley in the East to the Ruwenzori Mountains in the West. Most farmers are small-scale subsistence farmers and women provide the majority of labor. These farmers lack critical linkages to commercial markets and suffer from lower prices when production increases, even as food shortages and insecurity exists in other parts of Uganda and East Africa. Improved market linkages and capacity will directly impact incomes of these farmers.

### **3.1.3. Women and Children Suffering from Malnutrition**

Preventing undernutrition by promoting healthy nutrition-related behaviors and increasing access to healthcare is critical for all Ugandans. To reach MDG nutrition objectives, programs must target beyond the very poor. Malnutrition affects every region in Uganda with 38% of under-five children stunted, and 16% of under-

five children underweight. Nationally, rural children have twice the risk of malnutrition compared to their urban counterparts. Southwest Uganda, one of the most densely populated and food secure regions of the country and drought stricken Karamoja have the highest levels of infant malnutrition, with stunting occurring in one out of every three children.

### **3.1.4. Pastoralists in the Semi-Arid Northeast**

Programs will expand with 2011 funding to focus on the Karamoja region, home to 900,000 pastoralists who suffer from chronic drought, food shortages, and conflict. Programs will support improved cattle management practices, and enhanced linkages to markets.

## **3.2. ENSURING EQUITABLE OPPORTUNITY FOR WOMEN AND YOUTH**

### **3.2.1. Equitable Opportunity for Women**

Women make up approximately 51% of the Ugandan population. Agriculture is the main source of income for rural households in Uganda, and the main occupation of women. Nationwide, 72% of employed women, and 90% of rural women, work in agriculture. Although the GOU has taken a proactive approach on women's issues, and is a signatory to most international conventions promoting the rights of women, women are constrained by cultural norms in their access, ownership, and control of land and agricultural proceeds. They tend to have minimal or no participation in decision-making related to the agricultural outputs they toil to produce or the proceeds from the sale of outputs.

USAID will continue to work with farmer groups to empower women. Additional support will integrate women in value chain development activities, include women in farmer field schools, overcome input and technology constraints, improve access to rural finance, target women with nutrition

interventions, and integrate women's issues into sector-wide support mechanisms.

### **3.2.2. Opportunity for Youth**

Uganda faces the profound development challenge of creating sufficient employment opportunities to absorb its rapidly growing and extremely youthful labor force (50% of the population in Uganda is younger than 15 years of age). According to figures from the Uganda Investment Authority and the Uganda Bureau of Statistics (UBoS), of the more than 400,000 Ugandans who enter the labor market each year, only about 113,000 are absorbed in formal employment, leaving the rest to join the informal sector. Given the population growth rate of 3.2%, one of the highest in the world, this situation is projected to worsen exponentially. A recent USAID study projects that Uganda will need to create more than 860,000 new jobs a year by 2022 at the current population growth rate, increasing to 1,520,000 a year by 2037.

Agriculture sector growth is critical to expanding youth employment opportunities, particularly in rural areas. While many young people will not go directly into farming, the projected agricultural growth outlined in the Uganda CAADP Compact and investment plan (the DSIP) will spur industries and entrepreneurial opportunities capable of absorbing many new workforce entrants within the food processing, transportation, and technology sectors, and within new micro and small business enterprises. USAID monitoring and evaluation efforts will focus on ensuring that youth employment and livelihoods are improved within the context of the overall Ugandan agriculture development effort.

## **3.3. GEOGRAPHIC FOCUS**

The USAID food security program in Uganda has four geographic areas of focus: Northern Uganda, the central "Maize Belt", Southwest Uganda and Karamoja (northeast Uganda).

### **3.3.1. Northern Uganda**

Northern Uganda has significant potential for rapid expansion of agricultural development given its fertile, unopened land, the return of 1.8 million IDPs to their homes from IDP camps, and a reviving and thriving local economy. The recent cessation of hostilities and an expanding permissible environment in Northern Uganda will allow USAID to expand its impact by leveraging existing programs and resources in the region. These include on-going agricultural livelihoods programs and an infrastructure and rehabilitation program (NUDEIL) designed to identify high potential agricultural zones and build infrastructure (roads/bridges) to link farmers to markets.

### **3.3.2. The Central "Maize Belt"**

Another area of geographic focus will be the "maize belt" that extends across the central regions of the country. This is an area with great potential for increased yields, improved farmer income, and expanded employment opportunities. Our focus here will be on increasing productivity and production of staple foods, post-harvest handling, and connecting farmers to markets.

### **3.3.3. Southwest Uganda**

One of the puzzles in Uganda is that some of the highest levels of undernutrition are in the productive and food secure southwest. The Mission will develop a program to diversify the food basket in this region, introducing new varieties of nutrient-enhanced foods, and addressing the underlying causes of undernutrition in the region. USAID will use lessons learned from the UN Millennium Village experiment in Ruhira in South Western Uganda to improve livelihoods. Millennium Villages foster community participation, create linkages with local governments, and integrate community planning into wider local government strategies and district-level development plans. The Millennium Village in Ruhira has enhanced community participation, and food production and significantly impacted

community health, education, and economic empowerment.

### 3.3.4. Karamoja (Northeast Uganda)

Karamoja has become the focal point of humanitarian assistance efforts in Uganda, having suffered from chronic food shortages, drought, and famine for decades. The World Food Program (WFP) has been feeding people in the Karamoja region for more than 40 years. The Karamojong people living in the region are pastoralist and, due to insecurity and drought, are among the most food insecure in the country. USAID has taken the lead to support the transition from relief to development in the region, working in partnership with WFP and some USG organizations to shift activities away from dependency-creating food aid towards longer term, sustainable development solutions that support traditional sustenance systems and diversified livelihoods.

## 4. CORE INVESTMENT AREAS

### 4.1. CORE AREAS

#### 4.1.1. Increased Agricultural Productivity

**Current/Potential USG/ Development Partners:** East Africa Regional Mission projects—COMPETE and the Market Linkages Initiative (MLI)—the World Bank, the EU, Denmark (Danida), IFAD, FAO, and the WFP Purchase for Progress (P4P) program.

**MDG I and MDG III:** Increasing productivity and reducing gender disparity in access to and control of productive resources will raise incomes, reduce poverty, and reduce the number of people suffering from hunger in the country and region.

**Key Issues:** Ugandan farm productivity is one of the lowest in Africa. While 75% of Uganda is arable, only 30% is under cultivation. At the

same time, Uganda faces declining soil fertility and use of commercial fertilizer is extremely low. Generally, there is a reluctance to adopt new technology and invest in business practices that lead to growth. Specifically, low productivity is due to limited extension services, limited access to appropriate agricultural inputs and technologies, poor supporting infrastructure, weak market linkages, limited access to finance, and inappropriate soil management practices.

**GOU Priority:** The Uganda Development Strategy and Investment Plan (DSIP) includes the following priorities:

- Enhance research to improve productivity;
- Increase farmer access to information, knowledge, and technology;
- Reduce losses through improved control of pests and diseases;
- Enhance productivity of land through sustainable land use and management of soil and water resources;
- Develop water resources for agriculture (irrigation, water for livestock and aquaculture);
- Increase mechanization to revitalize northern Uganda;
- Accelerate production of strategic enterprises based on specialization and agro-zoning; and
- Ensure access to high quality inputs for farmers.

**USAID Past Investment:** The donor community, especially USAID, has supported the Ugandan agriculture sector since the 1990s, introducing yield enhancing technologies and practices to a mass audience of farmers across diverse commodity subsectors. USAID involvement in increasing agricultural productivity has taken place in three phases:

- Phase one interventions (from the 1990s to early 2000) focused on technology



demonstration and farmer training, and exposed farmers to improved production and post-harvest handling technologies. This phase also developed systems and structures for technology development and transfer, and nurtured the private sector seed industry and input distribution system.

- Phase two interventions (2003 through 2008) continued to train farmers and demonstrate yield-enhancing technologies, but emphasis shifted to organizing farmer groups to increase economies of scale and to link them to markets for improved returns. Increased incomes and better marketing opportunities provided motivation for farmers to adopt improved technologies and practices. During the first two phases of support, USAID introduced nearly half a million farmers to these new technologies and achieved a 20% adoption rate of new practices in a broad spectrum of commodities.
- The third and current phase of USAID programming focuses on scaling up technology adoption rates and integrating a larger number of smallholder farmers into selected commodity value chains. These interventions are targeting an additional 600,000 farmers—the majority are from northern Uganda and are involved in staple food crops—to increase their productivity by doubling their adoption rates of new technology.

Past USAID involvement has demonstrated that improved production and post-harvest handling technologies can more than triple maize and coffee yields and double the yield of green plantains (matoke), a major staple crop of Uganda. Matoke is traded and consumed domestically, but has high potential to become a significant staple in regional markets.

Past interventions achieved increases in productivity by promoting improved production and post-harvest technologies to reduce post harvest losses, promoting farming practices that reduce costs of production and increase on-farm profitability, and organizing farmers to

improve economies of scale and reduce transaction costs. Future activities will focus on consolidating past efforts and fostering technology adoption to achieve and sustain critical volumes.

## **FY 2010 Proposed Actions**

### Research

- Analyze and identify high-potential opportunities and gender-based constraints to enhancing productivity and improving access to markets;
- Fund Ugandan and US research organizations to investigate pest and disease control, high yield seeds, drought-resistant staples, soil productivity, and enhanced nutrient content of staples;
- Link Ugandan institutions and programs to Uganda-relevant technologies, knowledge, and best practices generated and tested in other countries in the region through ASARECA, the Association for Strengthening Agricultural Research in Eastern and Central Africa;<sup>4</sup>
- Introduce nutrient-enhanced staple varieties into local diets;
- Build capacity of key agriculture and trade institutions to monitor and manage interventions;

### Access to Inputs

- Work with agro-dealers to provide agro-inputs and innovative private sector extension service providers;
- Improve the regulatory environment and access to finance; and

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<sup>4</sup> Uganda-based ASARECA brings together national research institutions and their partners from ten countries in the region to plan and implement research on topics of regional importance. Supported by a group of donors, including USAID/East Africa, ASARECA organizes its programs around Pillar IV of the CAADP, which aims to improve agricultural research and systems in order to disseminate appropriate new technologies.

- Support targeted microfinance programs for women farmers and empower them to participate in agriculture-related decisions, improve access to inputs and increase production.

#### Farmer Training

- Link smallholder farmers and farmer organizations to marketers, input dealers, bankers, and providers of technical assistance; and
- Utilize effective natural resource management practices such as integrated pest management, conservation tillage, crop diversification, and tree cropping, to increase the efficiency of input-use, adapt to climate change, protect the environment, and diversify household economies.

#### Post-harvest Handling

- Stimulate private sector investment in storage facilities, the use of warehouse receipts, and an effective commodity exchange.

**Impact/Results:** Direct results of our program will be large-scale adoption of new environmentally sustainable farming techniques, increased use of improved inputs to boost yields, and an overall increase in agricultural productivity, especially in staple foods for consumption and sale. Increased productivity will result in increased availability of agricultural produce on domestic, regional, and international markets, increased incomes, reduced food insecurity, and general improvement in the livelihoods of rural Ugandans.

**Analytical Work:** The USAID analytical agenda builds on a number of studies completed over the last five years by the GOU, USAID, and development partners. These include:

- Value chain analysis conducted by USAID LEAD, a series of reports on cross-border trade, agro-inputs, and regional markets;
- The LEAD Household Income and Poverty Assessment Report;

- Analysis by IFPRI on the relative profitability of key Ugandan agricultural enterprises by agricultural production zone (IFPRI series no. 4);
- Agriculture growth and investment options for poverty reduction in Uganda (IFPRI series no. 790); and
- Analytical work provided by Danida for their Uganda Growth program.

#### **4.1.2. Reduced Trade and Transport Barriers**

##### **Current/Potential USG/ Development**

**Partners:** East Africa Regional Mission (COMPETE and Market Linkages Initiative (MLI) projects), World Bank, European Union, Denmark (Danida), IFAD, FAO, World Food Program (P4P).

**MDG I:** Reducing trade and transport barriers reduces food costs, increases the trade and flow of goods within and outside of the country, creates more markets for producers, increases incomes, and reduces poverty. It will also increase the availability of food to the region.

**Key Issues:** Commodity marketing involves a number of participants as products move from the farmer to the final consumer. For Uganda, constraints in the market supply chain include:

- a shortage of information on production, exports, stocks, prices, and market requirements;
- limited and inconsistent product volumes as a result of low productivity;
- poor product quality as a result of poor post-harvest handling and storage facilities;
- poor infrastructure that limits product movement;
- a shortage of credit and capital that limits purchasing power; and
- a limited number of large, commercially-oriented producer organizations to aggregate and bulk market products and increase economies of scale



In sum, a weak agribusiness-enabling environment, inadequate infrastructure, limited access to finance and market information, and the need for better regional coordination, severely constrain domestic and regional trade, and transportation.

**GOU Priority:** The Uganda Development Strategy and Investment Plan (DSIP) lists the following priorities under the areas of Markets and Value Addition:

- Functioning and useful market information service providing analysis of national, regional, and global markets;
- Expanded network of rural market infrastructure; and
- Appropriate activities to improve international trade.

**USAID Past Investment:** For over ten years, USAID/Uganda Economic Growth programs have focused on making markets work for small-scale farmers. The development of producer organizations and linkages to agribusiness has built a strong client base. This led to strong and effective working relationships with Ugandan partners consisting of smallholder farmers, producer organizations, small- and medium-scale input suppliers, processors, traders, exporters, and policy makers. Past USAID/Uganda mainstream agricultural projects focused on nurturing agribusinesses (output and input related), and strengthening producer organizations as a base for accessing commodity markets. Complementary activities in the financial sector focused on increasing access to rural and agricultural finance alongside specialized efforts to strengthen the competitiveness of private enterprises.

The current generation of activities consolidates these piecemeal activities into one project, with interventions along the entire value chain targeting greater improvements in commodity marketing. Historically, USAID feeder-road components of our Title II programs to reduce transport barriers have been under-resourced.

Current activities increase emphasis on marketing infrastructure with a primary focus on improved storage facilities and technical capacities. USAID/Uganda is also launching a major farm-to-market road network activity in Northern Uganda, which will open new market opportunities in Southern Sudan.

## **FY 2010 Proposed Actions:**

### Trade Policy

- Work with the ministries of Trade and Agriculture to improve trade policy and the enabling environment for agribusiness (*a new activity*).

### Infrastructure

- Partner with new USAID/Uganda non-project assistance program to build feeder roads connecting farmers and markets; and
- Support Government of Uganda efforts to identify priority transport corridors in Uganda and partner with the GOU and development partners to prioritize infrastructure investments.

### Finance

- Build capacity of small and medium-sized businesses to participate in value chain development;
- Work with commercial, microfinance, and agricultural finance institutions to develop appropriate financial products (e.g., electronic transactions, trade finance, and alternative collateral requirements) that promote financing for farmers, enterprises, and exporters; and
- Provide intermediary services and loan guarantees to expand commercial banking services to viable farmer organizations.

### Regional Coordination

- Work with the Regional Economic Communities, COMESA, and the East African Community (EAC) to reduce barriers to cross-border trade, and to reduce the transactions costs for Ugandan commodities to access regional markets. Activities will be facilitated by DFID (primary development partner in Uganda

focused on regional integration) through their new Trademark project, and by two regional projects supported by USAID/East Africa;

- The COMPETE project works with partners to facilitate regional value chains, reduce the time and cost of moving goods across key border points on regional transport corridors, increase the availability of trade finance, and facilitate trade through harmonized policies, standards, and procedures. As a land-locked country, Uganda needs efficient transport and reduced costs to compete effectively; and
- USAID/East Africa support to the Alliance for Commodity Trade in Eastern Africa (ACTESA) facilitates policy reform and coordinated activities supported by multiple donors to facilitate access to regional markets for smallholders. ACTESA is a specialized agency of COMESA organized as an early action of CAADP to contribute to increased trade and investment (Pillar II), and increased market access to reduce food insecurity (Pillar III).

#### Market-based Information Systems

- Develop sustainable private sector systems to provide real time marketing information for buyers and farmers.

**Impact/Results:** These efforts will expand the value and the volume of staple food exports and reduce the cost of transportation. Smallholder producers will be empowered with information to respond to market demand and receive the highest returns possible for their labor and produce.

**Analytical Work:** The USAID analytical agenda builds on analysis completed over the last two years by the GOU, USAID, and development partners, including a major LEAD study on cross-border trade and transport. A Uganda AgCLIR assessment is planned in early 2010.

### **4.1.3. Promote Sound Market-Based Principles for Agriculture**

#### **Current/Potential USG/Development**

**Partners:** East Africa Regional Mission (COMPETE and Market Linkages Initiative (MLI) projects), World Bank, European Union, Denmark (Danida), IFAD, FAO, and the World Food Program (Purchase for Progress).

**MDG I:** Promoting sound market-based principles for agriculture will allow for sustainable private sector growth, the creation of additional employment, and increased incomes. Market-based principles are essential to improve access to inputs and technology that will increase production and decrease food insecurity and malnutrition.

**Key Issues:** Although Uganda has liberalized agriculture markets, some policy and regulatory changes are needed to ensure orderly development of agricultural input and output markets, provide for a functional warehouse receipts system, and develop quality sanitary and phytosanitary standards and certification programs. Market-based agricultural transformation will require that national and regional standards and tariff and tax structures be harmonized. Key government and private sector institutions must provide evidenced-based policies and establish a regulatory framework to integrate Uganda into regional and international markets. Improved coordination among government, private sector, and development partners will catalyze this effort. At the same time, the ability for the GOU to enforce these policies and standards must be enhanced.

**GOU Priority:** The Uganda Development Strategy and Investment Plan (DSIP) highlights the following priorities:

- Improve capacity for regulation and enforcement;
- Establish a functioning, clear and predictable policy framework;
- Improve planning and policies; and

- Improve management of sector policies and programs through strategies, programs and projects, and public coordination.

**USAID Past Investment:** USAID Uganda and the East Africa Regional Mission have been involved in this area for the past ten years. Projects include:

The Trade Policy Capacity Building Project (2000-2001) aimed at building capacity within the Ugandan public and private sectors to understand and internalize trade policy developments, including World Trade Organization (WTO) policies, regional trade agreements (EAC and COMESA), the ACP-EU trade arrangement under the Cotonou Agreement, and the African Growth & Opportunity Act (AGOA). In addition, the project created a consultative mechanism whereby the private sector could formulate positions on trade policy issues and voice concerns to Government.

The Competitive Private Enterprise and Trade Expansion project (COMPETE) (2001-2002) promoted export competitiveness in Uganda. The mission of COMPETE was twofold: (1) to select target economic sectors, form public-private working groups, create action plans, and implement pilot initiatives; and (2) to design and implement a Uganda-wide public information campaign using those sector action plans and pilot initiatives, and to stimulate a national discussion on improved export competitiveness.

The Regional Agricultural Trade Intelligence Network (RATIN): a USAID regional effort to develop a regional agricultural market/trade information system to provide a platform for traders to access real-time market intelligence.

The Regional Agricultural Trade Expansion Support project (RATES), a USAID-funded regional program, supported regional agricultural trade. Specifically, RATES focused on harmonizing and rationalizing regional trade policy and setting up an internet-based market information site in collaboration with RATIN.

The East and Central Africa Global Competitiveness Hub: a USAID supported activity focused on trade and customs harmonization.

## **FY 2010 Proposed Actions:**

### Evidence-based Policy Making

- Partner with the Ministry of Agriculture to establish a Strategic Analysis and Knowledge Support System (SAKSS) node in Uganda to support policy and decision making for improved agriculture and trade policies;
- Improve the capacity of Ugandan institutions to develop and implement evidence-based policies that support free market principles;
- Improve the capacity of Ugandan institutions to undertake regional policy negotiations; and
- Conduct an AgCLIR (Agricultural Climate Legal & Institution Reform) diagnostic or similar exercise.<sup>5</sup>

### Sector Coordination

- Support the CAADP Compact and the Agriculture Sector Working Group in the implementation of the new Ugandan agriculture investment plan by providing analysis, guidance and knowledge of lessons learned from other countries;
- Strengthen coordination with USAID regional programs to improve market policies, regional enabling environment, trade and transport, and private sector trading platforms; and
- Build capacity of the CAADP Secretariat and Ugandan partners to coordinate priority actions identified in the Ugandan agriculture investment plan.

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<sup>5</sup> The AgCLIR diagnostic will focus on the systemic limitations that inhibit productivity improvement and limit profitability, such as export delays, input monopolies, overregulation, gender-based discrimination, and inappropriate taxation.

**Impact/Results:** These efforts will reduce the constraints to new businesses, jobs, and product creation. Adapting to regional standards will increase the competitiveness of Ugandan producers, and a stronger regulatory environment will increase the quality of inputs on the market. The net effect will be increased incomes and opportunities for investment.

**Analytical Work:** The USAID analytical agenda will build on analysis conducted by the current East Africa Regional COMPETE project, and the planned AgCLIR assessment.

#### **4.1.4. Accelerated Participation of the Very Poor in Rural Growth**

**Current/Potential USG/Development Partners:** World Bank, European Union, Denmark (Danida), IFAD, FAO, World Food Program (Purchase for Progress), WHO, and UNICEF.

**MDG I:** Accelerated participation of the very poor in rural growth is fundamental to addressing MDG poverty and nutrition goals.

**Key Issues:** Although poverty levels in Uganda have been dropping, poverty remains high in the North (higher, at 60%, than the national poverty rate fifteen years ago). Uganda is a food-secure country, but a significant proportion of the poor are becoming more vulnerable to food insecurity. This is evidenced by continued high rates of stunting in under-five children (40% in rural Uganda), rapidly decreasing land per capita, and decreasing land ownership among the poor.

While national security has improved, other causes of chronic food insecurity, particularly HIV/AIDS and malaria seem to be intensifying and becoming more geographically widespread. At its current rate of economic growth, Uganda will likely achieve the first MDG target of halving poverty by 2015, but, because of population growth, the actual number of people in poverty will increase.

A major challenge will be bringing development to the North while maintaining, or building on,

the momentum of development in the rest of country. Development must target the very poor and vulnerable, particularly women and youth, and integrate them into productive activities.

**GOU Priority:** Uganda's Development Strategy and Investment Plan (DSIP) highlights production and productivity with a focus on the "war-affected population of northern Uganda." The National Development Plan lays a framework for government agencies to work together towards poverty eradication, youth employment, and creating opportunities for women.

**USAID Past Investment:** USAID/Uganda has a history of working with poor and underserved communities in Uganda, from the previously war-ravaged north to its humanitarian assistance activities in Karamoja. A critical component of current USAID programs is assistance to the very poor former IDPs to enable them to transition into sustainable livelihoods. Food for Peace Title II Multi-year Assistance Programs (MYAPs) support returning IDPs as they transition from being chronically food insecure into subsistence and commercial production. These programs have also promoted dietary diversity through home gardens to expand the variety and availability of food and address nutritional needs.

#### **FY2010 Proposed Actions:**

##### Entry into Commercial Markets

- Use existing programs to improve skills, capacity, and services for the very poor (especially women) to link them to rural value chains and other rural economic opportunities (an ongoing activity to be expanded); and
- Integrate Title II and other projects that have focused on increasing productivity with the Market Linkages Initiative (MLI), a short-term regional initiative supported by the Famine Prevention Fund and managed by USAID/East Africa. MLI supports the development of market structures, services, and information systems for groups of

chronically food-insecure smallholders, particularly groups supported by non-emergency Title II programs. This project will identify and promote best practices among subsistence-oriented farmers to better condition their crops to meet regional market standards and increase storage capacity to benefit from higher off-season commodity prices. This will improve marketing opportunities and incomes, and stimulate increased production. Currently food-insecure smallholders in Northern Uganda can increase their outputs and benefit tremendously from sales into southern Sudan and other countries in the region.

#### Increased role for Women in Agriculture and Advocacy for Land Rights

- Address issues of gender bias in access to land and land tenure through support of civil society and advocacy interventions;
- Strengthen the capacity of traditional and local government in conflict resolution; and
- Increase the participation of women and youth in value chains to address gender equity and alleviate unemployment and poverty among the young.

**Impact/Results:** These crosscutting initiatives will empower women and create opportunities for women and youth. Women will have greater access to resources and greater influence over how those resources are utilized.

**Analytical Work:** The USAID analytical agenda will build on research done by IFPRI, including Agricultural Growth and Investment Options for Poverty Reduction in Uganda (2008), and Gender, Social Capital, and Information Exchange in Rural Uganda (2006). Other studies on gender and youth will be conducted in 2010.

#### **4.1.5. Climate Change and Natural Resource Management**

**Current/Potential USG/Development Partners:** World Bank, European Union, and DFID.

**MDG I:** Helping farmers adapt to changing weather patterns, floods and drought reduce the vulnerability of farmers and increase production and incomes.

**Key Issues:** The Ugandan climate is variable and susceptible to flood and drought events and this has had negative socio-economic impacts in the past. Climate change is likely to increase average temperatures in Uganda up to 1.5 °C in the next 20 years and up to 4.3 °C by 2080. Changes in rainfall patterns and total annual rainfall are also expected, but these are less certain than changes in temperature. The climate of Uganda may become wetter on average, and the increase in rainfall may be unevenly distributed and occur as more extreme or more frequent periods of intense rainfall.

Regardless of changes in rainfall, changes in temperature are likely to have significant implications for water resources, food security, natural resource management, human health, settlements, and infrastructure. In Uganda, as for the rest of the world, there are likely to be changes in the frequency or severity of extreme climate events, such as heat waves, droughts, floods, and storms.

The total potential irrigable area in Uganda is approximately 202,000 ha. At present, 20,000 ha are under irrigation, mostly for rice production. The total amount of water used for irrigation is 12 km<sup>3</sup> per year, whereas the annual total renewable water resources are 66 km<sup>3</sup>. These figures reveal the high potential for irrigated agriculture in Uganda. Currently, most Ugandan agriculture is rain fed and thus susceptible to climatic variations.

Uganda itself is highly vulnerable to climate change and variability: its economy and the well-being of its people are tightly bound to climate. Climate change in the coming century has the potential to halt or reverse the Ugandan development trajectory. In particular, climate change is likely to mean increased food insecurity, shifts in the spread of diseases such



as malaria, soil erosion and land degradation, flood damage to infrastructure and settlements, and shifts in the productivity of agriculture and natural resources. Climate change has serious implications for the national economy—a shift in the viability of coffee-growing areas could wipe out US \$ 250 million of production, or 40% of export revenue.

With an annual population growth rate of approximately 3.2%, and an annual food production growth rate of 1.5%, food shortages will become more acute in the near future. The impact of shortages will be hardest for the poor and vulnerable, exacerbating poverty and triggering migration.

**GOU Priority:** The Government of Uganda has established a National Climate Change Secretariat within the Ministry of Water and Environment. The body coordinates the Ugandan climate change response and improves their ability to address climate change issues. Through the secretariat, GOU has initiated the following priority activities:

- Raising awareness on climate change at policy level;
- Mainstreaming climate change into the National Development Plan (NDP);
- Preparing adaptation and mitigation plans for climate change; and
- Providing assistance to line ministries (Ministry of Agriculture and Ministry Water and Environment) to prepare strategies to address the climate change challenge.

**USAID Past Investment:** USAID/Uganda in partnership with other donors and GOU institutions has been on the forefront to reduce the effects of global warming. USAID programs have worked with communities in the Albertine Rift and the Northern Uganda ecosystems to manage natural forests that act as carbon sinks, and to establish and register reforestation projects associated with carbon offsets. The Mission has supported the Uganda Wildlife Authority and the National Forestry Authority

(NFA) to improve the management of selected natural forests that would otherwise have been either lost to agricultural expansion or harvested for charcoal production.

Reforestation plots have been established to replenish the long-term supply of wood for fuel, with a near-term benefit of being able to monetize the benefits of removing carbon in the air through crops of trees. A key component to this effort was capacity development at the NFA to identify and register tree farmers, develop the ability of the NFA to assess the characteristics of agroforestry trees and model the tree parameters (to predict carbon reduction), and develop carbon transaction management systems for carbon credits.

### **FY 2010 Proposed Actions:**

#### Mitigation

- Support GOU capacity building, in partnership with FEWSNET, for planning and decision-making, with up-to-date climate information and analysis;
- Develop a strategy to limit the over-exploitation of natural resources in wildlife corridors;
- Support reforestation and afforestation programs, including natural forest management (to contribute to carbon sequestration);
- Scale up alternative uses of energy such as solar and efficient use of biomass energy; and
- Develop a charcoal project to support sustainable planting, harvesting, and production of charcoal.

#### Adaptation

- Research, promote and facilitate, as appropriate, the transfer of, or access to, technologies, including developing drought-tolerant planting materials, use of alternative sources of energy for cooking, and supplemental irrigation; and
- Disseminate technologies for water harvesting, rehabilitate existing schemes,

and promote conservation tillage and drought resistant crop varieties.

**Impact/Results:** Changing rainfall patterns and drought are two of the biggest challenges for Ugandan farmers. Building the capacity of the Government of Uganda and local farmers to mitigate and adapt to the impact of these changes will stabilize production and strengthen the food security of local farming communities.

**Analytical Work:** The analysis will build on existing analysis by DFID (2008), IFPRI Linkages between land management, land degradation, and poverty in Sub-Saharan Africa (2008), and USAID assessments in 2009. Additional work will be required to assess and map infrastructure in 2010.

#### **4.1.6. Transition from Relief to Development**

##### **Current/Potential USG/Development**

**Partners:** USDA, US DOD, Center for Disease Control, US State Department, FAO, and World Food Program.

**MDG I and IV:** Extreme poverty and hunger, and high child mortality are key problems being addressed by USG humanitarian assistance programs in Uganda.

**Key Issues:** The majority of USG-supported humanitarian assistance in Uganda in the last decade focused on two regions, Northern Uganda and Karamoja. Northern Uganda encompasses those areas formerly affected by the rebel movement of the LRA, most of Uganda north of Lake Kyoga, including the districts of Gulu, Kitgum, and Lira. US assistance focuses on the resettlement of former Internally Displaced Persons (IDPs) into their rural communities, support to reestablish their farming systems and increase their production, health, and well-being.

Karamoja is the northeastern region of Uganda, bordering Sudan to the north and the Turkana and Pokot regions of Kenya to the east. Pastoralist societies, earning their livelihoods

primarily from the herding of cattle, inhabit the shared border regions of these three countries. Karamoja has suffered chronic food shortages over the last 40 years due to droughts, intertribal and cross-border conflicts, and other factors. USG is a major contributor to feeding programs in Karamoja, but is advocating for longer-term solutions that restore livelihoods and reduce dependency.

**GOU Priority:** USAID and USDA resources are supporting the new Joint Action Agreement for Karamoja between the GOU and the WFP. The agreement promotes sustainable food security and increased household income in the Karamoja region, targeting 838,035 people in 2010. The GOU also has in place the Karamoja Integrated Disarmament and Development Plan, the Peace, Recovery and Development Plan for Northern Uganda, and the Karamoja Action Plan for Food Security into which USAID/Uganda programs are integrated.

**USAID Past Investment:** Northern Uganda (War-affected North): The 20-year rebellion of the LRA guerilla movement in the North led to the displacement of approximately 1.8 million persons into IDP camps. The Juba Peace Process, which was supported by the USG and other development partners, led to the cessation of hostilities in the North in late 2006. Since then, the region has seen 85% of IDPs return to their rural origins to renew lives as subsistence farming households. USG humanitarian assistance has shifted from support to IDPs in camps to assistance for resettlement and enhanced agricultural production. USG interest in the North is to consolidate peace through improved economic opportunity. USAID currently supports a variety of programs to rebuild infrastructure, support local governance and increase agricultural production.

The Karamoja Region of northeastern Uganda forms part of the east African cattle corridor, with the majority of the population reliant on pastoralist or agro-pastoralist systems for livelihoods. Agriculture has always been limited or impossible in two-thirds of the region.



Because of increasing population, increased settlement, a three-year drought, and chronic insecurity, agricultural output per capita has plummeted and the region is enveloped in a chronic humanitarian crisis. The drought has reduced agricultural output to an estimated 30% of normal levels. Global Acute Malnutrition (GAM) is 13% in some areas. In response, the USG has been the major supporter of the World Food Program, which until January of 2010 provided over 95% of the Karamoja population with 50-70% of a normal daily ration of food.

With encouragement from USAID, WFP now provides daily rations to only the most vulnerable 30% of the population. An additional 10% are enrolled in a productive assets program, to support and rebuild livelihoods. USAID will support this transition from relief to development with its Feed the Future programs in Karamoja.

Despite the high rate of food assistance in Karamoja, a vicious cycle has started where negative coping strategies are undermining an already fragile environment. Traditional practices of cattle rustling for initiation ceremonies and marriage, influenced by the inflow of weapons from Sudan and Kenya, undermine security.

Currently, USG interest in Karamoja is to improve security and reduce the need for humanitarian assistance. Improved security will allow access to development programs, which can begin to address a range of problems in the region, including long-term food insecurity and the lowest development indicators in Uganda.

Development programs can support traditional pastoralist systems, improve returns on traditional activities and offer alternatives when traditional systems are no longer sustainable.

## **FY 2010 Proposed Actions:**

- Support to former IDPs through Food for Peace (FFP) programs to reestablish farming systems, increase agricultural production, and improve health and nutrition. Programs have provided initial agricultural inputs for farmers, supported field extension workers in communities to enhance the adoption of improved farming methods, encouraged the production of home gardens to increase dietary diversity and improve nutrition, and introduced simple systems to improve hygiene practices and positively impact maternal and under-five child health. Programs also work with communities to rehabilitate roads, and provide sustainable safe access to water;
- USAID is working to connect 250,000 Food for Peace program beneficiaries with agricultural market linkage programs in the North. As these former IDPs reestablish their production, they are being channeled to agricultural input suppliers and buyers under the LEAD program to enable additional increases in production and access to reliable markets. With reliable markets, farmers can justify the investment of scarce resources into production that offers increased incomes. The injection of funds from the Global Hunger and Food Security Initiative (GHFSI) will allow USAID/Uganda to broaden these programs beyond the former IDPs and into the entire northern Uganda community;
- In Karamoja, emergency operations will respond to immediate crises. USAID is working with the WFP to address underlying causes of food insecurity in the region. USAID/OFDA and USAID/FFP have transitioned from relief (through direct food distribution) to development by engaging in projects aimed at promoting livelihoods. USDA is funding school feeding programs through McGovern-Dole program funding. The US Department of Defense, through support to the Ugandan Peoples Defense Force (UPDF), has engaged local administrations and communities in

programs to harness and manage available water resources and is planning a series of veterinary civic action programs. USDA has launched a program to support school feeding, which has greatly increased the enrollment of schools and increased the nutrition levels of children in the region (*existing activity*);

- Participate with the USAID/East Africa Regional Mission in design and oversight of a regional program to improve access to livestock markets in the region and in the Gulf States for pastoral producers. Market support will also improve facilities for handling of cattle and the distribution of information on market prices, enabling pastoralists to time their sales and garner full value for livestock. Programs will support traditional systems of range management and customary pastoralist governance systems (*new activity*);
- Improve the value of cattle by establishing community watering points, investing in the training of community veterinary programs, increasing access to quality medicines and vaccinations, and restoring access to cattle dips;
- At the village level, enhance the nutritional status of women and children through increased dietary diversity. Curriculum improvements will impart nutritional and hygiene messages to schoolchildren fed under USDA support. These messages will be enhanced with programs to introduce household gardens and reestablish watering sources for home gardens.

**Impact/Results:** In northern Uganda, 250,000 beneficiaries of FFP programs will be linked into existing USAID/Uganda agriculture programs and planned global food security initiatives. FFP beneficiaries will transition into commercial production and gain a new business orientation.

In Karamoja, the new activity will build on the experience of the Regional Enhanced Livelihoods in Pastoral Areas (RELPA) project, which focused on the Mendera triangle where

Kenya, Ethiopia, and Somalia meet. Production and marketing systems in the Karamoja region of Uganda will be linked with opportunities across the borders with Kenya and Sudan. Local programs will improve the value of cattle. Improved regional cooperation will open up wider market outlets, facilitate the sharing of lessons and best practices, and reduce potential conflicts

**Analytical Work:** USG-supported emergency operations will be justified by the findings and recommendations of a range of periodic assessments and nutrition surveys, and conceived as part of a consultative process with the GOU at the national, district and local levels.

#### **4.1.7. Improved Nutrition For Women and Children**

##### **Current/Potential USG/Development**

**Partners:** USDA, USAID nutrition implementing partners, US State Department, FAO, WFP, UNICEF, and the WHO.

**MDG I:** Interventions to prevent and treat undernutrition in women and children, efforts to strengthen the capacity of government partners, and increased diversity and availability of nutritious foods will reduce undernutrition among children.

**Key Issues:** The nutritional status of Ugandans has improved little over the course of the past two decades. The 1988-89 Uganda Demographic and Health Survey (DHS) revealed that almost half of children (45%) under five years of age were stunted while one quarter (25%) were underweight. Twenty years later, the nutritional situation looks much the same—38% of under-five children are stunted, 16% are underweight, and 6% are wasted (acutely malnourished). This represents one of the highest levels of childhood stunting in sub-Saharan Africa.

Malnutrition contributes substantially to maternal and child mortality, both of which remain high in Uganda. The Uganda Demographic Health Survey estimated an

infant mortality rate of 89 per 1,000 live births in 2001 and 75 per 1,000 in 2006, while childhood mortality rates changed slightly from 158 per 1,000 live births in 2001 to 137 per 1,000 in 2006. An estimated 35-40% of child deaths are attributable to malnutrition. Rates of malnutrition vary by region; they are lowest in Kampala, with 22% of children stunted and 10% underweight. The three regions most affected by childhood malnutrition are the Southwest, North, and East Central. Nationally, rural children have twice the risk of malnutrition compared to their urban counterparts.

Nutrition plays a key role in the health status and overall wellbeing and productivity of the population. Malnutrition retards physical growth and brain development in pregnancy and early childhood. This damage is irreversible and leads to permanently reduced cognitive function and physical capacity. Malnutrition is perpetuated throughout the lifecycle: malnourished girls are likely to be less productive workers, to earn lower wages, to have malnourished children, and to develop non-communicable diseases later in life. An estimated one-half to one-third of Ugandans never achieve their full physical potential due to chronic undernutrition in their first three years of life.

**GOU Priority:** The Ministry of Health has demonstrated increased attention to nutrition in recent years, providing opportunities for new partnerships in addressing the prevention and treatment of undernutrition. The new National Development Plan incorporates nutrition issues, outlines high-priority nutrition interventions for the GOU, and calls for a shift away from facility/institutional-based care to community-based approaches.

**USAID Past Investment:** USAID has a long history of working to improve nutrition among Ugandans. As a result of USAID efforts, 85% of all cooking oil is Vitamin A fortified and more than 95% of table salt is fortified with iodine. USAID has supported the GOU in establishing food control systems, improving their planning

and monitoring of interventions, and supported planning capacity at district levels.

Over the past two years, USAID has allocated field support to engage the Ministry of Health (MoH) in an effort to shift its emphasis towards prevention of malnutrition. This effort advocates for and provides technical assistance to:

- Develop and/or revise national policy and guidelines that reflect current priorities and knowledge;
- Implement these guidelines in the public and private sector;
- Promote better nutrition practices nationally; and
- Generate political interest in nutrition issues.

This has resulted in an increase in the number of nutritionists at regional and district levels, and the development of national Infant and Young Child Feeding Guidelines in collaboration with UNICEF and the World Health Organization.

Recently, the Mission developed a bilateral program to support the integration of nutrition interventions into HIV/AIDS programs. Using the Quality Improvement approach of the USAID Health Care Improvement project, this new effort works to:

- Strengthen human capacity by training and coaching health workers at community and facility levels in nutrition care and counseling;
- Build health facility capacity to provide high-quality, integrated nutrition and HIV/AIDS programs using equipment, job aids, and Ready-to-Use Therapeutic Foods (RUTF); and
- Improve linkages between health facilities and communities for case-finding, referral and follow-up care to improve treatment adherence and recovery

This program has achieved significant success in a relatively short amount of time. Many of the recent innovations made through President's Emergency Plan for AIDS Relief (PEPFAR) will serve as models to analyze and consider means to address the needs of other special populations.

### **FY 2010 Proposed Actions:**

#### Flagship Consolidated Nutrition Program

- Targeted high-impact nutrition interventions to prevent and treat undernutrition in pregnant women and young children while building GOU capacity at the local and national level for more effective delivery of nutrition interventions. Where feasible, these interventions will be integrated with other core investment areas (*new and expanded activity*);
- Expand existing child survival and HIV/AIDS nutrition programs and gender components to achieve broader impact on the very poor; and
- Replicate the successful kitchen garden program to enhance dietary diversity in vulnerable populations with limited access to input resources.

#### Research

- Support research and expanded introduction of fortified varieties of staple food, including nutrient-enhanced sweet potatoes, beans, maize and cassava; and
- Operations research to improve the community responses to the prevention and care of undernutrition.

**Impact/Results:** As a result of this program, child stunting and wasting will be reduced, household consumption and child-feeding practices will improve, coverage of supplementation programs will expand, anemia will decrease, and dietary diversity will improve

**Analytical Work:** USAID will use lessons learned from two USAID studies: "A Situational analysis of Ugandan Food Fortification

Activities" (2006), and the "National Situation Analysis of Nutrition Activities and Program Experiences in Uganda" (2008/2009). The mission will also build on the findings of the IFPRI report "Improving Nutrition as A Development Priority – Addressing Undernutrition in National Policy Processes in Sub-Saharan Africa" (2008), and on data collected and reported through the Uganda Bureau of Statistics. Analysis will be completed by USAID on cost-effective approaches for overcoming barriers to nutrition interventions at regional and district levels.

### **4.2. UGANDAN PRIORITIES**

Core investment areas support increased regional economic integration and trade and Ugandan national development priorities. The USAID/Uganda strategy was developed in close coordination with the GOU and its development partners. It fully supports the Uganda National Development Plan (NDP) and the Peace, Recovery and Development Plan for Northern Uganda (PRDP).

Within the agricultural sector, the Mission has been a key player in supporting the Uganda CAADP process. This process resulted in a signed compact in March 2010. The new Ugandan agriculture investment plan identifies agriculture as the core driver for economic growth, food security, increased incomes, and employment generation. Each of the planned activities outlined in this Implementation Plan directly link to the Uganda investment plan (DSIP). The specific linkages of core investment areas are shown in the Table on African Priorities and Core Investment Areas.

### **4.3. HOW AREAS BUILD ON EARLIER INVESTMENTS**

Since the early 1990s, USAID/Uganda has focused on improved agricultural productivity and the enabling environment for investment and rural finance to encourage economic growth. Activities targeted policy reforms, microfinance, technology development and dissemination, trade capacity building, non-traditional export development, business

development services, and the development of agricultural producer organizations. Nutrition programs under Title II and PEPFAR have been reaching millions in food-insecure and conflict-affected areas of Northern Uganda, Karamoja, and Southwestern Uganda. USAID/Uganda has also integrated Title II development resources with Development Assistance (DA) funding to bring market-based coherence to agriculture-related programming.

#### **4.4. LINK TO FOREIGN ASSISTANCE FRAMEWORK**

This nutrition and food security initiative builds upon previous investments by the Initiative to End Hunger in Africa (IEHA) and is consistent with the Agency Operational Plan. The core investment areas are tied to the agriculture and

nutrition program areas of the foreign assistance framework. All core investments in these areas will be reported in the Agricultural Enabling Environment, the Agricultural Sector Capacity, and the Nutrition elements. If need arises, USAID/Uganda will seek exceptions to report specialized investments for natural resource management and biodiversity against the environment program area. Specific nutrition activities will be reported under the appropriate nutrition element, but gender will not be reported under any particular element, as it is a crosscutting theme. The following table presents illustrative sub-elements relating to the core investment areas. All core investments areas are consistent with the Foreign Assistance Framework and related Program Elements.

**Table 1: Foreign Assistance Framework and Core Investment Areas**

FOREIGN ASSISTANCE FRAMEWORK ELEMENTS	CORE INVESTMENT AREAS						
	Increased Agricultural Productivity	Reduced Trade and Transport Barriers	Provide Sound Market Based Incentives for Agriculture	Improve the Efficiency of Natural Resource Governance	Improve the Resilience of Human Resources, Material and Child Health Services	Strengthen and Expand the Reach of Agricultural Institutions to Develop Human Capacity	Accelerate the Realization of the Urban Resilience Growth
<b>Agriculture</b>							
<b>Agricultural Enabling Environment</b>							
Agricultural Resource Policy	X		X		X		
Food Policy			X	X		X	X
Agricultural Market Standards and Regulations		X	X			X	
Public Investment Policy		X	X			X	
<b>Agriculture Sector Capacity</b>							
Research and Technology Dissemination	X					X	
Land and Water Management	X					X	
Rural and Agricultural Finance	X	X		X			X
Agribusiness and Producer Organizations	X			X		X	X
Markets and Trade Capacity		X	X			X	
Emerging Agricultural Threats	X						
Agricultural Safety Nets and Livelihood Services				X	X		X
<b>Environment</b>							
<b>Natural Resources and Biodiversity</b>							
Sustainable Natural Resource Management and Production	X		X				X
<b>Clean Productive Environment</b>							
Climate Change	X		X				X
<b>Health</b>							
<b>LMV/AIDS</b>							
Palliative Care: Basic Health Care and Support					X	X	
<b>Maternal</b>							
Individual Prevention Programs					X	X	
Population based Nutrition Service Delivery					X	X	
Nutrition Enabling Environment and Capacity					X	X	
<b>Humanitarian Assistance</b>							
<b>Protection, Assistance and Solutions</b>							
Protection and Solutions				X		X	X
Crisis Assistance and Recovery				X		X	X
<b>Disaster Readiness</b>							
Capacity Building, Preparedness and Planning				X		X	
Mitigation				X		X	
<b>Migration Management</b>							
Protection and Assistance				X		X	X
Institutional Support and Capacity Building				X		X	



## 5. FY 2010 RESULTS/ INDICATORS/TARGETS

USAID/Uganda has a comprehensive Performance Management Plan that describes an array of impact, input, and context indicators that are updated twice annually. The Economic Growth Strategic Objective Team is already implementing activities that address core investment areas, and thus, can fully account for and track results. The results presented here are illustrative results and serve to demonstrate the magnitude of impacts planned by our activities. Where appropriate, indicators will be disaggregated by sex.

### 5.1. OVERALL RESULTS AND TARGETS FOR THE CORE INVESTMENTS

For purposes related to current guidance, the following results and targets are linked to core investment areas. The following results contribute directly to GOU priorities, which are measured under the Millennium Development Goal framework:

#### 5.1.1. Increased Agricultural Productivity

Programs will target 60% of farmers, nearly 2.2 million households, to adopt new technology. Agricultural productivity will increase by 100% by 2015 such that Uganda will be able to feed 100 million people. Data will be captured on:

- Crop yields per hectare.
- Value of household crop production.
- Proportion and number of households with improved practices.
- Percent increase in agricultural inputs supplied to women.
- Number of rural households benefiting directly from USG interventions.
- Number of individuals who have received USG support for short-term agricultural sector productivity training.

- Total yield of production at household level (female and male-headed households).
- Increased female ownership or co-ownership of equipment and tools for production, processing, and commercialization.

#### 5.1.2. Reduced Trade and Transport Barriers

USAID/Uganda will focus on reducing physical and procedural obstacles that hinder the competitiveness of export industries so Ugandans can achieve economic development through regional trade. Limited transport availability in rural areas and excessive transaction costs not only constitute major barriers to markets and to greater integration of developing countries into the regional economy, but also represent a major obstacle to attracting foreign direct investment. Trade and transport improvements can reduce production and transaction costs and thus poverty through simplified programs involving local people at village level in opening up feeder roads and promoting the use of modern technology.

The target is to increase the value and volume of staple exports by 100% by 2015. Data will be captured on:

- Change in value of targeted agricultural exports.
- Change in volume of targeted agricultural exports.
- Number of kilometers of farm-to-market roads rehabilitated or constructed.
- Numbers of policy changes made that are conducive to female participation to trade

#### 5.1.3. Promote Sound Market-Based Principles for Agriculture

Marketing strategies, such as community-supported agriculture (CSA), direct marketing through farmers' markets, and establishment of producer organizations, will have a positive



impact on local communities and households, incomes, and opportunities for investment.

At least 2,000 farmer associations, input dealers and commodity traders will be target to have new access to market information. Data will be captured on:

- Number of input suppliers providing services to farmers and producer organizations.
- Percent increase in number of women's cooperatives established.
- Percent increase of new market stalls built for women.
- Number of women receiving training in farm management.

#### **5.1.4. Accelerated Participation of the Very Poor in Rural Growth**

The target is for an additional 50% of the very poor (3 million persons) to participate in marketable staple crop production by 2015. Data will be captured on:

- Percentage of IDP returnees able to meet 90% of their food needs from subsistence farming.
- Percent increase in women and youth receiving training on income-generating activities.
- Number of new commercial enterprises run by women.
- Number of grants and loans for income-generating activities provided to women.

#### **5.1.5. Climate Change and Natural Resource Management**

Agricultural and environmental agendas must be closely linked to ensure that agriculture contributes to climate change mitigation, reduces emissions, and sequesters carbon in the soil.

Achieving sufficient food production for populations in some parts of Uganda, most

especially in the north, will be increasingly challenging. Mitigation assistance will be available through a variety of approaches, including technical support and capacity building, policy tools, institutional strengthening, guidelines for good practices, and the provision of information. Data will be captured on:

- Number of people trained in environmental management best practices.
- Number of forest and woodland based producer organizations strengthened.
- Number of forest and woodland-based public-private partnerships developed.
- Increased participation of women in climate change planning institutions, processes, and research (including disaster preparedness and management), at professional and lay-community levels.
- Increased female participation in training programs related to production and conservation activities.
- Number of women and men adopting energy-saving technologies.

#### **5.1.6. Improved Nutrition for Women and Children**

Improved nutrition for women and children is an important part of quality early childhood health care and has a far-reaching influence on the physical and mental development of children. Data will be captured on:

- Percent of women demonstrating increased nutritional knowledge.
- Number of women beneficiaries receiving supplemental food rations.
- Percent of women who report feeding their children from at least four recommended food groups.
- Nutritional status indicators (GAM, stunting, wasting, etc.) from successive DHS surveys.

## **5.2. HOW THESE RESULTS WILL BE ACHIEVED**

To achieve the expected results for both 2010 and beyond, USAID/Uganda will continue and/or expand programs currently being implemented, and implement a broader set of new programs to be designed beginning in early 2010.

## **6. KEY ISSUES AND ANALYTICAL ACTIVITIES LOOKING TOWARD FY 2011**

### **6.1. KEY ISSUES**

The critical issues that frame the enabling environment in Uganda include population growth, low productivity, inadequate infrastructure, a need for greater regional integration, and a weak regulatory environment. The following subsections detail how core investment areas respond to each of these key issues.

#### **6.1.1. Population**

The Ugandan population growth rate is 3.2% per year, the third highest rate in the world. The agriculture sector involves 80% of the Uganda population. At its current rate of agriculture growth (2.8%), Uganda expects to reach its MDG target of halving poverty by 2015. However, without increasing economic growth to 6%, the CAADP target, the absolute number of poor people in Uganda will actually increase by 2015.

#### **6.1.2. Low Productivity**

The agriculture sector's share of total GDP has declined from over 50% in the early 1990s to 24% in 2008, due to high growth rates in the service and industrial sectors and low growth in agriculture. The real growth rate in agricultural output declined from 7.9% in 2000 to 0.1% in 2006, with an average of 2.8% for the last 8

years. Women make up the majority of the farm labor force and yet are limited in access to land, capital training, technology, and inputs. In Uganda, 46% of women suffer from anemia and more than 85% are iron-deficient. Addressing these constraints is critical to boosting farm-level productivity.

#### **6.1.3. Inadequate Infrastructure**

To achieve broad impact in agricultural transformation, significant investment will be required (e.g., farm-to-market roads, transport corridors for regional marketing, warehousing networks, improved access and affordable energy, irrigation infrastructure and telecommunications). While a number of donors and the GOU are committed to addressing these constraints in part, it is clear that massive investments are needed in the near future. Moreover, there is a strong need to develop a much more coordinated approach that links infrastructure investments to the agricultural development strategy. The Mission has linked this GOU initiative to our existing infrastructure program in northern Uganda, but additional analysis is needed to provide a strategic plan for improving infrastructure and covering recurrent costs for maintenance in regions where agriculture has high potential for growth.

#### **6.1.4. Regional Integration**

USAID/Uganda will work closely with the GOU to improve the enabling environment, and improve cross-border trade. It is paramount to develop a transparent regional platform conducive for trade. Programs of the USAID Regional and bilateral Missions, and of other donors in the region already support this GOU priority. The development of consensus on key priorities requires greater attention.

#### **6.1.5. Weak Regulatory Environment**

Uganda's ranking in the World Business Environment Survey has dropped recently. While Uganda performed relatively well in terms of ease of employing workers and protection for investors, the country performed poorly in the cost of starting a business, dealing

with licenses, registration of property, securing credit, and trading across borders. Addressing each of these shortcomings is critical to development of the agriculture sector and improving access to regional markets.

## **6.2. ANALYTICAL AGENDA AND FUTURE PROGRAMMING**

### **6.2.1. Analyses and assessments**

Analyses and assessments will be conducted in collaboration with the GOU and development partners to leverage past or ongoing research efforts. Illustrative analyses listed below will be completed to ensure that the goals of the food security initiative are met.

- Build on previous IFPRI work to define regions with high potential to achieve transformational outcomes. These studies will help to identify priority staple value chains and the interventions needed.
- Analysis of commodity focus for value chain development. The commodity focus must address food-insecure households and the commodities that drive agricultural growth, as well as gender-based constraints to production.
- Analysis of required strategic infrastructure investments, including warehousing, feeder-roads, and irrigation.
- Analysis of Ugandan government research and extension delivery systems to determine how to achieve more specific and effective delivery of research products.
- Assessment of past experience with farmer organizations and how to address future development.
- Assessment of the enabling environment for private sector development and trade, including the agribusiness investment in agriculture.
- Assessment of previously funded natural resource and land management activities in Uganda.

- Analysis of land tenure issues and how best to resolve land disputes.
- Analyses of the very poor and food-insecure populations to provide common criteria for defining households, targeting safety net interventions, and identifying those who can participate in commercial agriculture. This analysis will form the basis for refining the targeting of beneficiaries by income groups, food-insecure groups below the poverty index, and those above the poverty index.
- Studies to address current nutrition and gender issues, with the objective of examining lessons learned, further identification of nutrition and gender issues, and how best to incorporate these aspects into value chain development at all levels.
- Development of a comprehensive monitoring and evaluation program to measure program and national-level impacts on the population and economy as a whole.

### **6.2.2. Scaled-up 2010 Programs**

In FY 2011, existing programs will be scaled up or added as follows.

**Northern Uganda:** Northern Uganda infrastructure and food production programs will be scaled up to increase farmer incomes and link our northern Uganda program into regional trade platforms.

**Aquaculture:** A program to develop the value chain for fisheries, taking into account small farm fisheries, Lake Victoria fisheries, and value-added product development that addresses both food security and market development.

**Livestock:** A program will be designed to address both beef and dairy development with the objective of developing viable value chains and related secondary cluster industries. The program will also address the unique livestock situation in Karamoja, an area of continued unrest, focusing on the key issues of disease control, transport, quality standards, and marketing.

## **Multilateral Joint Financing**

**Opportunities:** Opportunities may exist for joint financing with other donors of Agricultural Sector Support. Creating a mechanism for non-project assistance or appropriate basket funding opportunities will add to the impact and success of joint development partner efforts, and give the USG greater leverage to influence effective policy change with the GOU.

## **7. PARTNERSHIP PLAN**

### **7.1. USG INTERAGENCY CONSULTATION AND COORDINATION**

The Mission in Uganda is a model for interagency coordination and a whole-of-government approach. The country team meets weekly and is organized around the common priorities outlined in the Mission Strategic Plan. The Mission is integrated to such a degree that office space is arranged according to the Foreign Assistance Framework rather than by agency. This combined USG team approach builds synergy between agencies around specific sectors.

USAID/Uganda has played an important role in the development of the agriculture sector in Uganda over the years. Currently the Office of Economic Growth, which oversees these programs, also houses the Food for Peace Office and coordinates closely with other USAID, USG, and multilateral agriculture, food security, and nutrition programs in the country. These linkages include coordination between the USAID agriculture livelihoods program and the Title II, OTI, and OFDA programs.

These programs are working in Northern Uganda and Karamoja with the most vulnerable segments of society to alleviate food crisis, respond to immediate humanitarian needs, enhance food production and food security, increase incomes for farmers and pastoralists, and link smallholder farmers to markets. They are closely tied to multilateral efforts that fund

WFP, including their new Purchase for Progress (P4P) initiative, and an \$18 million grant from USDA for school feeding in Karamoja.

Finally, the entire spectrum of USG Agencies operating in Uganda will be integrated in support of our food security initiative. Strong partnerships exist with the Department of Defense, AFRICOM, and the Combined Joint Task Force/Horn of Africa, first established in Northern Uganda with the expulsion of the LRA.

This partnership continues in Karamoja where Department of Agriculture-supported school feeding programs, Food for Peace MYAPs and emergency feeding, and OFDA and CMM funded conflict-mitigation resources, are coupled with Combined Joint Task Force/Horn of Africa and AFRICOM civil affairs resources to improve security, improve livelihoods, and ensure a humanitarian safety net in this highly unstable region.

An inter-agency coordination structure, led by the Ambassador and already being used in the Embassy for the Karamoja program, will ensure a 'whole-of-government' approach to the implementation of the Feed the Future initiative in Uganda.

### **7.2. CONSULTATION AND COORDINATION WITH GOVERNMENT**

The most important GOU counterparts in the agriculture sector are the Ministry of Agriculture, Animal Industry, and Fisheries, the Ministry of Tourism, Trade, and Industry, the Ministry of Finance, Planning and Economic Development, and the Ministry of Water and Environment. USAID has a close partnership with the Uganda Secretariat for the Plan for the Modernization of Agriculture (PMA), which coordinates multiple government ministries around key agricultural development priorities. The PMA Secretariat is the lead body driving CAADP implementation and the new Uganda agricultural investment plan.

USAID has a leadership role in the Agriculture and Private Sector working groups of the development partners. These teams are well organized and work in close partnership. For example, two years of technical and financial support was used to assist the GOU in analyzing their new agriculture investment plan. This new plan forms the basis for the Ugandan CAADP Compact.

The USAID counterpart for nutrition is the Nutrition Unit of the Ministry of Health (MoH). Until recently, the MoH did not place much emphasis on nutrition. USAID support to the MoH through the FANTA-2 \*\*\*program, and the new 10-year National Development Plan, Health Policy, and Health Sector Strategic Plan (HSSPIII) which incorporates nutrition issues and outlines high-priority nutrition interventions for the GOU. The Health Sector Strategic Plan (HSSPIII) in particular will supply the policy framework necessary for the mainstreaming of nutrition within health service delivery. USAID also has provided key support to the creation of Ugandan Action for Nutrition (UGAN), a professional association of nutritionists who provide advocacy and technical assistance to advance nutrition goals in Uganda.

### **7.3. MULTILATERAL AND BILATERAL DONOR CONSULTATION AND COORDINATION**

USAID is a key participant in a number of development partner and multilateral working groups, including Agriculture, Private Sector, Environment, Karamoja, Food Security, and Northern Uganda Donor Groups. There is a development partner working group for the agricultural sector that meets monthly to coordinate programs in the sector comprised of the World Bank, the EU, the Danish Embassy, the African Development Bank, USAID, the UN, other multilateral agencies, and bilateral donors. Select donors also form smaller sub-teams that partner with various teams in the Ministry of Agriculture. There is a technical group to support the drafting team of the current investment plan and another group to work

with the Ministry CAADP Task Force. USAID is actively involved in each of these sub-teams. The chair of the development-partners working group rotates among members, including USAID. The development partners have closely consulted in developing their individual and collective plans to support the Ugandan investment plan and monitor its impact.

The relationship between WFP and USAID is setting a new standard for partnership. USAID co-chairs a working group providing support to the new WFP Purchase for Progress (P4P)

The relationship between WFP and USAID is setting a new standard for partnership. USAID co-chairs a working group that is providing support to the WFP new Purchase for Progress (P4P) program designed to link smallholder farmers to markets.

program designed to link smallholder farmers to markets. As the largest buyer of food in Uganda for local and regional distribution, WFP plays an important role in Ugandan agriculture. Through our partnership in this innovative new program, WFP has

made changes to its procurement and storage practices that support private sector growth. WFP is developing and designing programs with the USAID LEAD project to leverage resources and increase impact.

USAID will continue to develop non-project assistance mechanisms that build public sector capacity, leverage USG resources, and strengthen our leadership in promoting sound economic policy and programs.

### **7.4. CIVIL SOCIETY AND PRIVATE SECTOR CONSULTATION AND COORDINATION**

Engagement of stakeholders for buy-in to the Uganda CAADP process took different, from early meetings to provide information on CAADP and the new investment plan, to sector-related workshops and policy meetings. For Uganda, the process continues to improve. The CAADP Focal Point Officer confirmed that,



“Stakeholder buy-in is more than attending meetings and workshops.”

There was recognition early on in Uganda that in-depth meetings with different categories and clusters of stakeholder groups were required to engage in effective and meaningful consultations. In 2007, there was a series of stakeholder consultations around clusters, focused on civil society, private sector, farmer groups, education and research organizations, and development partners.

In October 2009, a pre-CAADP roundtable brought these groups back together in a consensus-taking exercise. During January 2010, an assessment of the Ugandan private sector, by the USAID/Global Development Alliance (GDA) Office of Development Partnerships, identified specific opportunities to leverage private sector resources and build alliances and private-public partnerships. This will significantly increase the impact and results of the new generation USAID interventions. Since the CAADP signing there has been strong support and broad-based participation in the country strategy and investment plan.

### **7.5. DIPLOMATIC STRATEGY**

The US Embassy in Uganda supports the Feed the Future initiative to reduce hunger and poverty in Uganda. The initiative provides an excellent opportunity for diplomatic outreach and support.

Based on CAADP principles, Uganda is committed to a 6% rate of growth in the agriculture sector and a public sector investment of 10% of the budget. The Embassy will use diplomatic tools and reach out to the Ministry of Agriculture, the Ministry of Finance, the Office of the President, and the Parliament to support the CAADP framework and encourage the Government of Uganda to meet the benchmarks.

The US Ambassador will take the lead in harnessing all USG Agencies to advance the initiative. A food security task force will ensure cohesion of USG policy and that meetings

between the US Ambassador or other USG officials and GOU officials deliver a consistent, supportive, and strong message.

Finally, the Feed the Future initiative provides an opportunity for increased public outreach. The Public Affairs section will work closely with USAID and the Political/Economic section to develop outreach strategies that highlight USG support for economic growth and progress in Uganda.

## **8. FY 2010 CAPACITY BUILDING PLAN**

As the Ministry of Agriculture moves towards implementation of its new Development Strategy and Investment Plan, there are a number of short- and long-term training gaps.

To meet the 2010 capacity building needs, USAID/Uganda will support staff from at least ten government institutions, ten private sector associations and/or agribusiness institutions, and selected international and donor organizations. Selected individuals from each institution will receive short courses in management, technical training, and policy analysis. USAID/Uganda will partner with the East African Regional Umbrella project that will manage and coordinate training through local training institutes in Kenya and Uganda.

This Implementation Plan also includes support for higher-level education, in conjunction with research conducted by USAID partners and the Ugandan National Agriculture Research Organization (NARO). Investment in long-term training will build a legacy of policymakers, analysts, and scientists for the next generation of Ugandan development.

Target partners for capacity building are:

- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- Uganda Investment Authority

- Uganda Export Promotion Board
- Ministry of Tourism, Trade and Industry (MTTI)
- Ministry of Water and Environment
- National Agriculture Advisory Services (NAADS)
- National Agricultural Research Organization
- Ministry of Works and Transport
- Uganda National Bureau of Standards (UBOS)
- East Africa Grain Council
- Uganda Seed Traders Association
- Uganda Commodities Exchange
- Uganda National Council of Science and Technology
- Private Sector Foundation
- Uganda Institute of Bankers
- Uganda National Bureau of Statistics
- Uganda National Agro-Input Dealers Association
- Makerere University – Faculty of Agriculture
- Gulu University
- Uganda National Farmers Association
- Ministry of Health
- Makerere University – Department of Food Science and Nutrition

## 9. MANAGEMENT PLAN

### 9.1. WHOLE-OF-GOVERNMENT COORDINATION STRUCTURE

The US Government Country Team meets weekly to coordinate and share information around key sectors and across all agencies with a presence at the US Mission in Uganda. In addition to regular weekly meetings, there are sector-focused meetings to ensure that synergy exists between all agency efforts. A new sub-team will be established to organize all US agencies around development objectives in the

agriculture sector. Such a team would include USAID, USDA, US Military, DOS, Treasury, Africa Development Foundation (ADF) and other USG actors involved in the agriculture development sector.

### 9.2. PERFORMANCE MANAGEMENT, REVIEW AND EVALUATION SCHEDULE

The Uganda Mission will integrate the review and evaluation of its food security initiative to comply with current annual, quarterly, mid-term, and end-of-program USG reporting requirements. These include the Initiative to End Hunger in Africa (IEHA), the Global Food Security Response (GFSR), the Africa Growth Competitiveness Initiative (AGCI), and the Micro enterprise Results Reporting on Poverty (MRR Poverty Report) under Program Area 4.5 - Agriculture.

To ensure smooth implementation, USAID/Uganda will delegate daily program monitoring and reporting to key implementing partners. The Uganda Monitoring and Evaluation Management Services (UMEMS) contractor will assist the Mission to refine the Performance Management Plan, assess data quality, collate, store, and aggregate data, and analyze and report on program performance.

USAID/Uganda has in place a robust Performance Management Plan (PMP) to monitor and assess the progress of its current programs and activities. Many of the indicators most likely suitable for monitoring progress of the Initiative are, in fact already being tracked by current implementing partners (e.g. value and volume of exports of selected commodities, household dietary diversity).

USAID/Uganda will build upon its current performance management system and update its PMP to incorporate the relevant results based on the Whole-of-Government Results Framework and indicators associated with the Feed the Future Initiative in March 2010. The modifications include adding the results at the level of goal, first-level objectives, and second-level objectives.



Third-party source indicators will be tracked and documented by the Mission (e.g. prevalence of poverty, prevalence of underweight children). Many of these indicators are routinely collected through Government surveys or other surveys such as the Demographic and Health Survey. The Team will also set aside funds for the independent collection of data by a third-party contractor for those indicators that require an annual survey and yet fall beyond the scope of any individual implementing partner, or where a harmonized and timely data collection methodology is important (e.g. increased incomes for men and women in beneficiary households; farm gate prices).

USAID/Uganda will draw upon the resources offered by the Uganda Monitoring and Evaluation Management contract (UMEMS), to incorporate the required indicators into its Performance Management Plan (PMP) and the online database. UMEMS will work with partners that receive Feed the Future funding to incorporate any new measures of progress into their PMPs and into the database.

As new partners come on board, UMEMS will provide one-on-one technical assistance to ensure that they develop PMPs that reflect the results of their programs and incorporate the required indicators. Data collection partners will be harmonized by UMEMS so the same definitions and tools are used (e.g., the Household Hunger Scale Tool). UMEMS will conduct Data Quality Assessments for standard

indicators to ensure confidence in the reported results. Regular entry of performance data and targets into the UMEMS-managed database means that data will be available 24/7 to users of the system. The system incorporates a unique feature whereby Contracting Officer's Technical Representatives (COTRs) electronically certify on a regular basis performance targets and values entered by partners. Performance indicators will be tagged in the database to ensure ease of reporting according to the Results Framework or the Core Investment Areas.

Feed the Future activities will be regularly evaluated according to the Mission evaluation calendar, with mid-term and end-of-project evaluation scheduled for all activities. All activities will incorporate funds for such evaluations, which may be managed by partners or USAID.

Special baseline studies in the four core investment areas including gender, nutrition (with the demographic and health survey in 2010), climate change adaptation and poverty will be scheduled to supplement annual, quarterly, mid-term and end-of-program reviews and evaluation.

USAID/Uganda will work with the GOU and other donors to coordinate monitoring, reporting and evaluation of the initiative to measure progress toward CAADP objectives embodied in GOU plans and MDG 1.