

# Strategic Review

FEED THE FUTURE

November 17, 2010

This presentation represents the preliminary strategic direction of a multi-year, whole-of-government, U.S. strategy to address food security in a Feed the Future country or region. It describes partner country progress and outlines how U.S. investments will align in support of partner country priorities. This document has not yet been approved or funded but will form the basis of a multi-year strategy in development.

1. Feed the Future Program Overview
2. Problem Statement
3. Context
4. Proposed USG engagement

## Core Principle #1: Smart Integration



*Smart integration between agriculture and nutrition will be heavily emphasized*

## Core Principle #2: Focus for Impact

### Uganda's Food Security Universe (Illustrative)

#### Ag Priorities

- CAADP
- DSIP

Other Donors  
World Bank, DANIDA, EU,  
IFAD

US Feed the Future

WFP

#### Nutrition Priorities

- *Child Survival Strategy*
- *Operational Framework for Nutrition*

Other Donors  
World Bank,  
DFID, UN

#### *Focused Choices*

- 3 out of 10 GOU-identified VC's
- Build on USG bio-tech niche, relevant to **climate change mitigation/adaptation**
- Engage in programs with **testable hypotheses** such as integrated approach

#### *Focused Choices*

- Linkages with private sector to promote sustainable local **therapeutic/complementary food production**
- Support MOH linkages with Ministry of Ag (MAAIF), catalyze the Food and Nutrition Council, and harmonize M&E systems
- No USG funding of Therapeutic Feeding Centers

*Feed the Future will be clear and focused on areas that combine analysis, impact and comparative advantage*

## Core Principle #3: Innovation with a Purpose

### Resource Leveraging

- **USAID to leverage DANIDA** resources to develop maize and coffee value chains
- Private sector strategic investment fund for game-changers in nutrition and agriculture

### Procurement

- **Donor-to-donor mechanism with DANIDA** for maize and coffee value chain
- Market infrastructure **partnership with WFP** connecting small farmers to markets
- **Non-project assistance** program for farmer-to-market access roads

### Learning

- **Improved baselines and targeting** for evidence-based decisions
- Flexible and dynamic programming to **adjust projects during implementation**
- **Rigorous impact evaluations**

### Scalability

- **Disseminate and scale up** new technology and agriculture varieties
- Expand current health programs
- Increased access to ready-to-eat therapeutic food



*Feed the Future  
Uganda will lead  
innovation to reduce  
poverty and hunger.*



# Feed the Future Program Overview

## *Strategic Path: Evidence-based approach from Feed the Future principles*

*Continuous learning \* Innovation \* Scalability \* Resource leveraging \* Integration \* Sustainability*

### Inputs

1. USAID Uganda Staff
2. USG Inter-agency
3. USG Washington

1. USAID Uganda Staff
2. USG Inter-agency
3. USG Washington
4. USAID Design Team (former USG, HC experts, GOU)
5. Implementing partners

1. USAID Uganda Staff
2. USG Inter-agency
3. USG Washington
4. Donor Community
5. GOU Counterparts
6. Implementing partners
7. Academia

## Uganda Feed the Future Strategy

### Focus Approach

1. Return on Investment / Impact
2. Consultations with stakeholders (GOU, IPs, Development Partners)
  - Identify comparative advantage
  - Division of Labor
3. Digest, discuss and interpret analysis base

### Analysis Base

#### USAID

Gap/situation analyses for all sectors  
GDA Mapping  
ICAF / Mercy Corps - Conflict Assessment  
Nutrition Assessment  
AGCLIR/BIZCLIR/HealthCLIR  
Value Chain Analyses: maize, coffee, millet, fish, livestock  
IEHA Gender Assessment  
Promoting Gender in Ag Value Chains  
Biodiversity/Forestry Assessment

#### Other

DANIDA: Preparatory study for new U-growth Initiative  
DHS (funded by USAID)  
Gender Equality for Rural Econ Growth and Poverty Reduction  
IFPRI – Multiple studies – Agriculture/ Poverty /Growth/CC  
Economic Diversification Pastoralists Policy  
World Bank: Gender in Agriculture Sourcebook  
IUCN - Dryland Opportunities-New Paradigm  
Uganda Export Board: National Export Strategy  
Gender Dimension

## Country Led Strategy and Coordination

### National Strategy

National Development Plan approved in 2010

### CAADP

CAADP Compact signed in March 2010

### Agriculture

- \* Approved Agriculture Development Strategy and Investment Plan – March 2010
- \* Commitment from Ministry of Finance to increase funding up to 10 percent of public sector investment

### Health

- Cross-sectoral food and nutrition strategy developed
- \* Advocate for enactment of, by Parliament, the Food & Nutrition Bill and formation of the Food & Nutrition Council

### Donors' Coordination

Ag Sector Working Group – led by Ministry of Agriculture  
Health Sector Working Group (Donors)  
Health Policy Advisory Committee – led by Ministry of Health

### Private Sector Engagement

- Regular meeting of the coffee sector with public and donors
- Meetings set for Maize and Cassava
- Private companies fortify cooking oil, maize meal, wheat flour and sugar
- Local production of Ready-to-Use Therapeutic Foods (RUTF)

### Institutional Capacity

Support Uganda Bureau of Statistics (UBOS)  
IFPRI Analytical support to Agriculture Development Strategy and Investment Plan.  
Annual reviews in sector performance and public expenditure

*African-led ~  
Strong  
Stakeholder  
Coordination*

## Poverty and Development Statistics

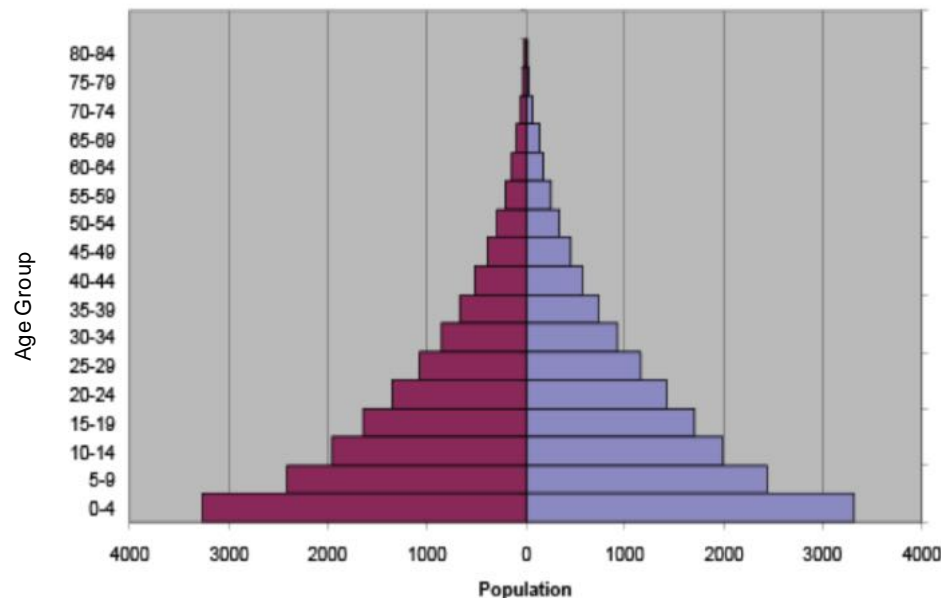
### Population and demographics

- Population: 32m (85% rural)
- **Pop. growth rate: 3.2% (2nd in the world)**
- **Fertility rate: 6.7 (3rd in the world)**
- **Pop. < 15 yrs: 49%**
- GDP: \$14.5 billion (~6% growth in 2009/10)
- GDP/capita: \$453 (US\$ Current)
- GDP Growth: 5.8% (2009/10)

### Key indicators

- Population living on less than \$1.25 daily: 45%
- Under 5 stunting: 38%
- Under-5 mortality: 13.7%
- Maternal mortality rate (per 100,000): 435
- **Unmet need for family planning: 41% (highest in Afr)**
- 'Ease of Doing Business' rank (out of 183): 112<sup>th</sup>

UGANDA POPULATION PYRAMID 2009



*Population growth, youth bulge and unmet family planning need challenge development, even with strong economy*

<sup>1</sup> UNDP Uganda MDG Report, 2008; World Bank WDI; Human Development Report 2006

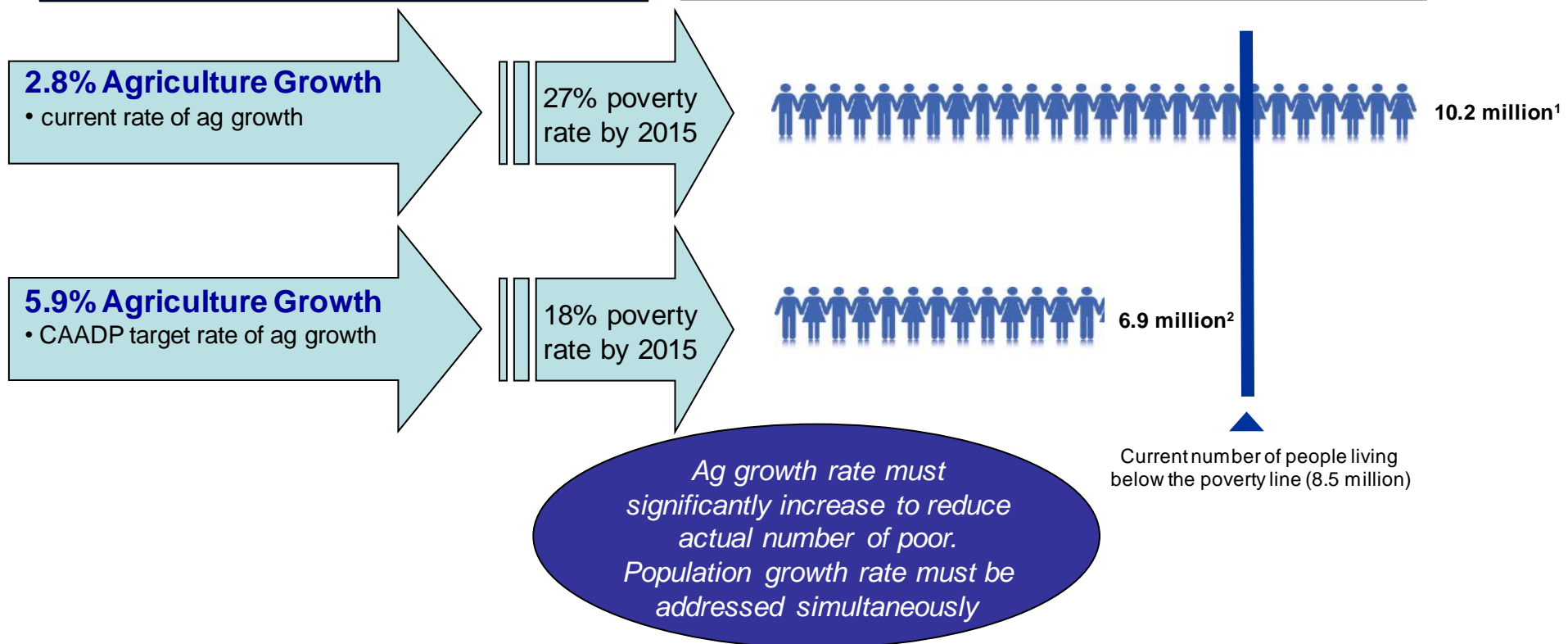
<sup>2</sup> Uganda Bureau of Statistics (UBOS)



## *Need to Exceed MDG Targets to have Real Impact on Poverty*

Uganda is on target to meet MDG1 Goals at current rate of agriculture growth ...

But, the number of poor people will **INCREASE** unless CAADP targets are reached and/or pop. growth is reduced



## Context

# Feed the Future Goal: Reduce Poverty and Hunger

## Key Economic and Poverty indicators

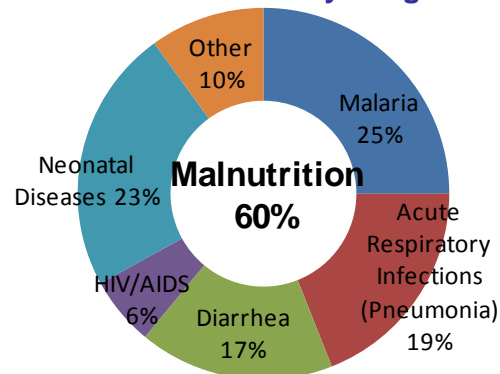
GDP Growth:	8.1% GDP from 2005-2009 <b>5.8% in 2010</b> (global financial crisis)						
GOU revenue (% GDP):	<b>12.8% (2009/10, lowest in EA)</b>						
<b>Regional poverty disparities :</b>	<table> <tr> <td><b>Country-</b></td><td><b>31% below pov. line</b></td></tr> <tr> <td><b>North-</b></td><td><b>61% below pov. line</b></td></tr> <tr> <td><b>Karamoja-</b></td><td><b>80% below pov. line</b></td></tr> </table>	<b>Country-</b>	<b>31% below pov. line</b>	<b>North-</b>	<b>61% below pov. line</b>	<b>Karamoja-</b>	<b>80% below pov. line</b>
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*Outlook is positive...but  
inequity, lack of social sector  
investment and ineffective  
governance threaten  
pro-poor growth*

## Key Hunger and Nutrition indicators

- Underweight children: 16%
- Stunting among children: 36%
- Wasting among children: 6%

### Causes of Child Mortality in Uganda



*Under-nutrition  
is the largest  
contributor to  
child mortality*

<sup>1</sup>GOU National Development Plan, 2010

<sup>2</sup>International Monetary Fund

## Agriculture Overview

### Impact on economy...

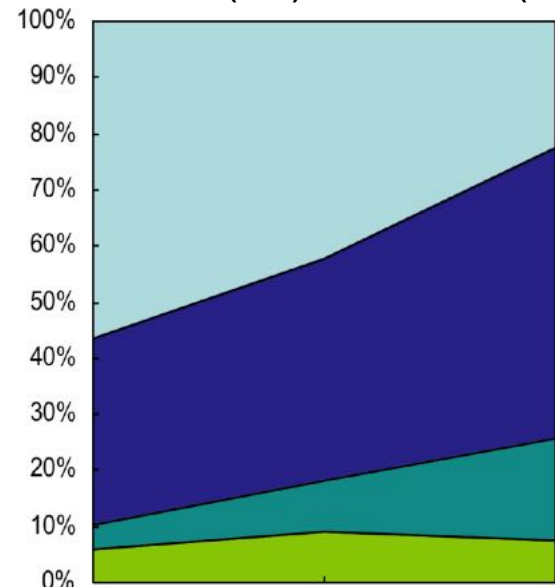
#### Agriculture accounts for:

- 20% of GDP (2008/09)
- 40% of total exports (2007)

#### Uganda's Sectoral Components % of GDP, 1988-2008<sup>2</sup>

Percent, USD Billions, 2006 Constant prices

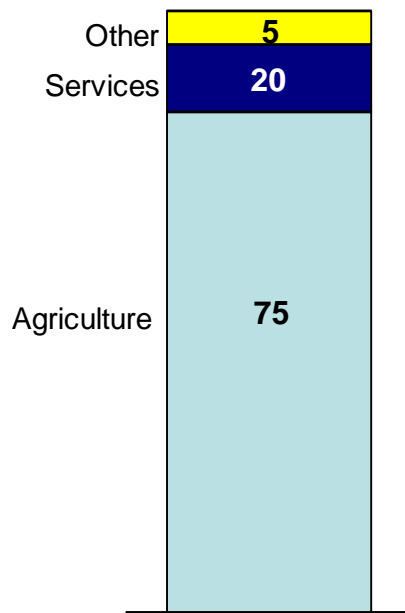
100% = 6.5 billion (1988)      14.5 (2008)



### Impact on population...

#### Uganda's Labor Force<sup>2</sup>

100% = 14.5 million employed



### Lack of productivity and efficiency...

Ag Growth: 2.9% in 2009  
0.1% in 2006  
7.9% in 2001

Farmers receiving extension: 17%  
Farmers using improved seeds: 7%  
Farmers using fertilizer: 1%

*Inefficiency, under-investment and under-performance of agriculture sector has significant negative impact on vast majority of population*

<sup>1</sup>GOU National Development Plan, 2010

<sup>2</sup>Uganda Bureau of Statistics

<sup>3</sup>Benin et al, 2007

### ***Bridging the Gap – Nutrition and Agriculture***

#### **NUTRITION**

***Community and facility-based  
Prevention and Treatment***

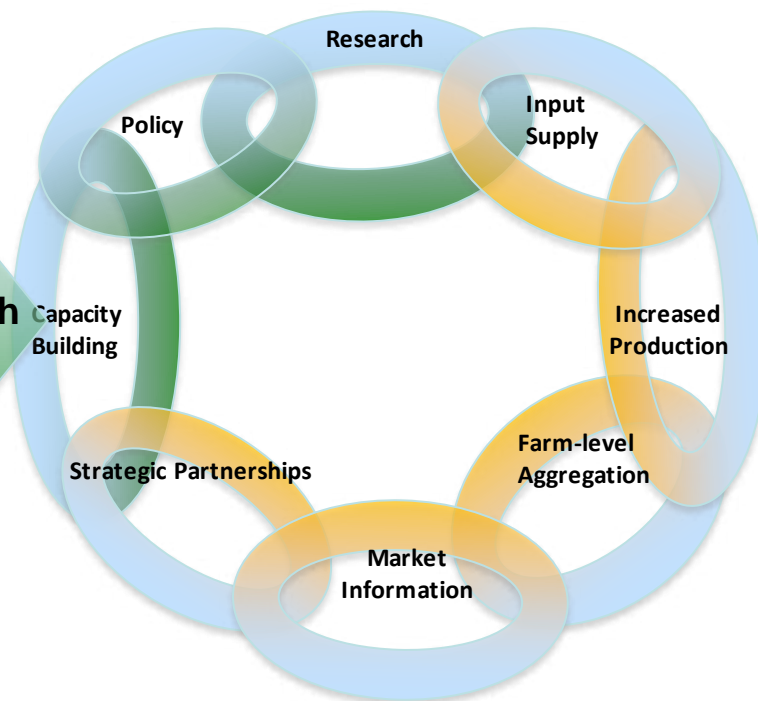
***Targeted Nutrition Service Delivery***

***Nutrition Enabling Environment***

***Capacity Building***

**Community-level  
Integrated Approach**

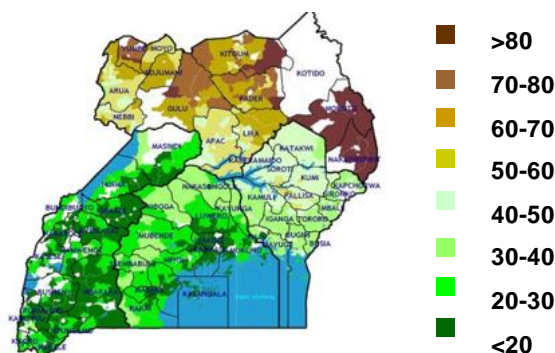
#### ***STRATEGIC VALUE CHAIN***



## Nutrition – Context and Evidence

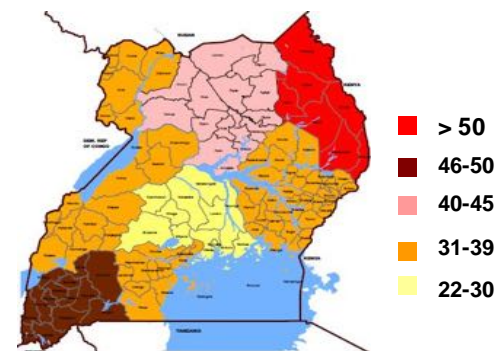
### Nutrition

Uganda Poverty Mapping<sup>1</sup>, (%)



- 31% of Ugandans below poverty line
- Poverty pervasive in North (post-conflict) and Karamoja (conflict)

Uganda Chronic Malnutrition Mapping



- Uganda averages 38.7% in stunting prevalence (Africa – 43%; Kenya – 36%; Rwanda – 52%)<sup>2</sup>
- Highest under-nutrition in Southwest, where poverty is low and ag productivity is high

### Proven Nutrition Interventions<sup>1</sup>

Promotion of breast feeding

Behavior change for complementary feeding

Iron folate supplementation

Multiple micronutrients

Maternal supplements

Deworming

Delayed chord clamping

reduces mortality by 13%  
reduces stunting  
reduces maternal deaths by 23%  
reduces LBW infants by 16% and  
maternal anemia by 39%  
reduces LBW infants by 32%  
reduces anemia and increases growth  
reduces anemia

*Tailor approach to local  
under-nutrition drivers  
(behavior, access to  
health and education  
services, food diversity,  
availability and  
affordability, gender roles)*

<sup>1</sup>Lancet Series on Nutrition, 2008



## Vision of Success

### Nutrition

#### *What does success of a Feed the Future Nutrition approach look like?*

USG's nutrition strategy targets vulnerable population during the development window of opportunity - "minus 9 to 24 months." By 2015, Uganda will make progress towards MDG1 and 4

#### Results for sustaining a holistic nutrition response:

- **Nutrition officers** in place in a majority of districts
- Active **Food and Nutrition Council**
- **RUTF reconstituted from locally available foods** developed and distributed to district and regional hospitals
- Communities **prevent undernutrition** through behavior change and improved gender norms
- **Operations research** will guide implementation of ongoing nutrition programs
- **Mandatory fortification** of major manufactured foods

#### Specific Feed the Future Nutrition Targets:

Up to 1 million **children reached** with nutrition programs  
Up to 20% reduction in **child stunting**  
Up to 25% reduction in **child underweight**  
Up to 25% reduction in **maternal anemia**  
Up to 30% reduction in **child anemia**

## Nutrition

### Leveraging Health Investments for Nutrition

Feed the Future will build on \$350 million annual investment by USAID, including the public and private sector, to address nutrition strategic priorities

#### Innovation

Resource leveraging ✓  
Procurement ✓  
Scalability ✓  
Learning ✓  
Technology ✓

#### Prevention

- Integrated District-Level Health
- Micronutrient Fortification and Supplementation
- Community-Level Nutrition, Economic Strengthening, and Gender

**EXPAND:** Essential nutrition actions in district programs, focus on community level nutrition prevention, assessment, micronutrient fortification  
**CONTINUE:** Micronutrient fortification to widely consumed manufactured foods, moving supplementation into district-level programming  
**NEW:** Community-level integration of nutrition, economic strengthening, and gender to holistically address the causes of undernutrition.

#### Treatment

- Therapeutic and Complementary food Production

**LEVERAGE AND EXPAND:** PEPFAR investment in local therapeutic food production to a broader target population and explore private sector partnership for complementary food production

#### Capacity Building and TA

- National Level TA and Capacity Building
- District-Level Planning and Capacity for Sustainable Health Services
- University Partnerships

**EXPAND:** Support MOH linkages with MAAIF, catalyze the Food and Nutrition Council, and harmonize M&E systems PEPFAR investment in local therapeutic food production to a broader target population  
**LEVERAGE AND EXPAND:** Strengthening district systems to focus on nutrition planning/mgt  
**NEW:** Long term participant training for nutrition leaders, academics, advocates in partnership with US and local universities

## Integrated Agriculture and Nutrition Approach

### Integrated Approach

#### Why integration?

*USAID Gender Informed Nutrition Assistance program demonstrated in one sub-region of Uganda that an integrated gender, nutrition and agricultural initiative coupled with improved hygiene could improve growth of children<sup>4</sup>*

#### Agriculture

- Integrating **agricultural** activities with a package nutrition interventions can reduce chronic undernutrition by up to 57%.<sup>2</sup>

#### Improved Nutrition / Reduced Poverty

#### Health

- When taken to **scale**,<sup>13</sup> evidence based nutrition and disease control interventions have proven effective at reducing undernutrition<sup>1</sup>

#### Reduced Vulnerability

- Reduced **vulnerability to income shocks** can contribute to improvements in undernutrition<sup>3</sup>
- Capacity to **absorb and respond to environmental shocks** e.g. climate change, rainfall variability, drought

#### Social and Behavioral Change

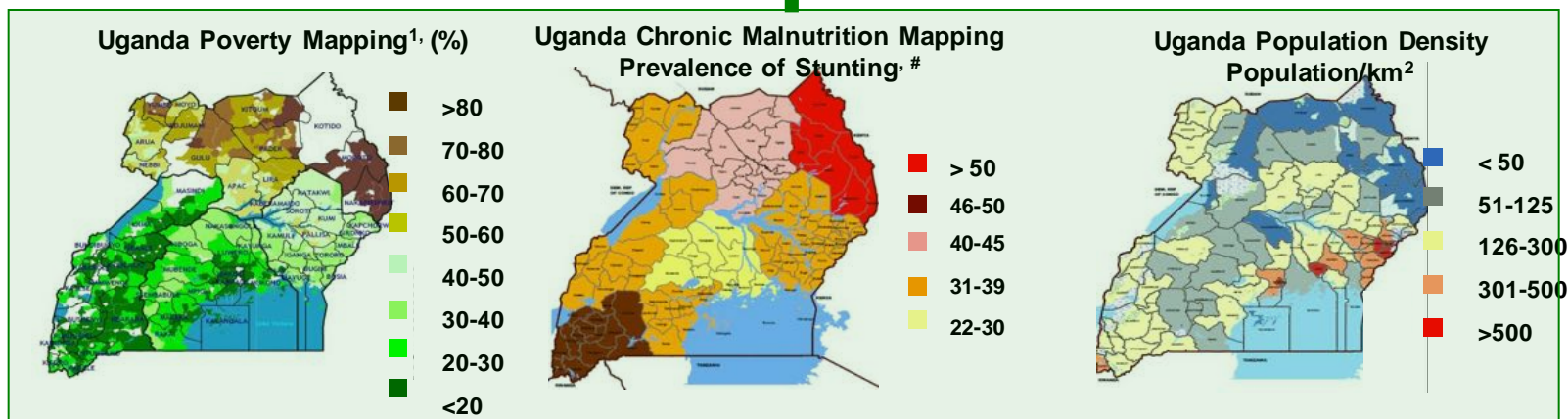
- Interventions that invest in human capital—especially nutrition education and **women's empowerment**—had a greater likelihood of producing positive changes in nutrition.

## Integration and Geography

### Integrated Approach

#### Criteria for selecting target population of an integrated program

1. Areas of need: poverty and undernutrition
2. Population trends
3. Integration and linkages with other Feed the Future programs



- Focus area likely in **Southwest and Northern Uganda**
- **Karamoja (NE) is a region with unique considerations**, high level of need and continuing conflict. The role of Feed the Future and USG in the region is still being considered as part of the CDCS process

1. Cost-effectiveness of programs must be considered in prioritizing interventions
2. Stage of development are key drivers of programmatic choices

## Vision of Success

### Integrated Approach

*What does success of an Feed the Future integrated approach look like?*

Ultimate objectives - increase income and reduce prevalence of under-nutrition

### Areas to Measure Success

### Indicative Outcomes and Results to Measure (in target pop.)

#### Household Nutrition

Increased household consumption of **diverse and nutritious foods**  
Increased household adoption of **Essential Nutrition Actions**  
Increased household adoption of **Key Hygiene Practices**  
Increased knowledge of **healthy timing and spacing of pregnancies**

#### Increased Economic Empowerment of Women

Increased **equitable household capital distribution**  
Increased joint household planning and decision making  
Increased use of **labor saving technologies**

#### Increased Household Economic Productivity

**Increased use of improved agricultural inputs** and technologies  
Improved farm management practices  
Increased capacity of community to **respond to potential shocks**  
Increased **access to markets**

#### Social Services

Increased access to **social services** – education and health

#### Natural Resource Management

**Improved water and soil conservation**  
Increased **knowledge of climate change** mitigation/adaptation strategies

#### Learning

Robust and **rigorous testing** throughout life of program  
Conclusions drawn supported by evidence, regarding hypothesis of integrated approach



## Integrated Approach

### Community Connector

**Testable Hypothesis: In areas of diverse and complex needs, an integrated gender-focused approach will yield higher impact**

### Innovation

Resource leveraging

Procurement ✓

Scalability ✓

Learning ✓

Technology ✓

### Activities and Focus

- Training in basic nutrition
- **Home gardens / Small livestock** - Focus on assets and resources that women manage and control
- **Joint planning** for husbands and wives
- **Labor saving and productivity enhancing technologies**
- Build community **capacity to survive shocks** (environmental, income and others)
- **Adaptation to changing climate** – conservation agriculture, improved seed varieties, small-scale irrigation
- Linked communities to both **agriculture and health resources and services**

### Learning Agenda

- Working with partners under the **MIT-Poverty Action Lab consortium to design impact evaluations**
- Utilize DC-based **Nutrition CRSP to advance evidence-based solutions**
- Procurement mechanism tailored to a **dynamic programming model**, allowing for midstream corrections
- **Regional variations** based on needs and capacity
- Continuous examination and reflection

## Comprehensive Value Chain Approach

### Strategic Value Chains

#### Policy

- Harmonization of Trade, Agriculture and Health policies.
- Enforcement of Standards and Regulations.

#### Research

- Yield performance
- Micro-nutrient enhancement
- Disease/Pest /environmental stress resistance

#### Input Supply

Increased availability and access to inputs through private sector.

#### Increased Production

DANIDA Partnership for strategic value chains.

#### Farm-level Aggregation

- WFP Purchase for Progress
- Building capacity of Farmer Groups
- Post /Harvest Infrastructure and linkages.

#### Market Information

Market information system with links to private sector ICT

#### Capacity Building

Expand GOU capacity to plan, monitor and evaluate investments in agriculture and nutrition

#### Strategic Partnerships

Public /Private Partnership for sector-wide impact in nutrition and ag production.

## Comprehensive Impact throughout the Value Chain

## Prioritized Value Chains

### Strategic Value Chains

### Prioritizing Value Chains for growth and nutrition: Rationale for VC Prioritization

#### Maize for Regional Food Security

- Strong local market link for small-farmers to WFP for regional food security needs (\$100 million per year).
- 2/3 of population grow maize
- Regional shortfalls / unmet demand for quality maize.
- Untapped production potential (800% - 1,352%).



#### Beans for Nutrition

- Nutrition staple for Ugandans.
- 2/3 of population grow beans
- Accessible crop for poor and vulnerable.
- Similar post-harvest infrastructure as maize
- Multiplier effects when combined with maize production strategies.



#### Coffee for Growth

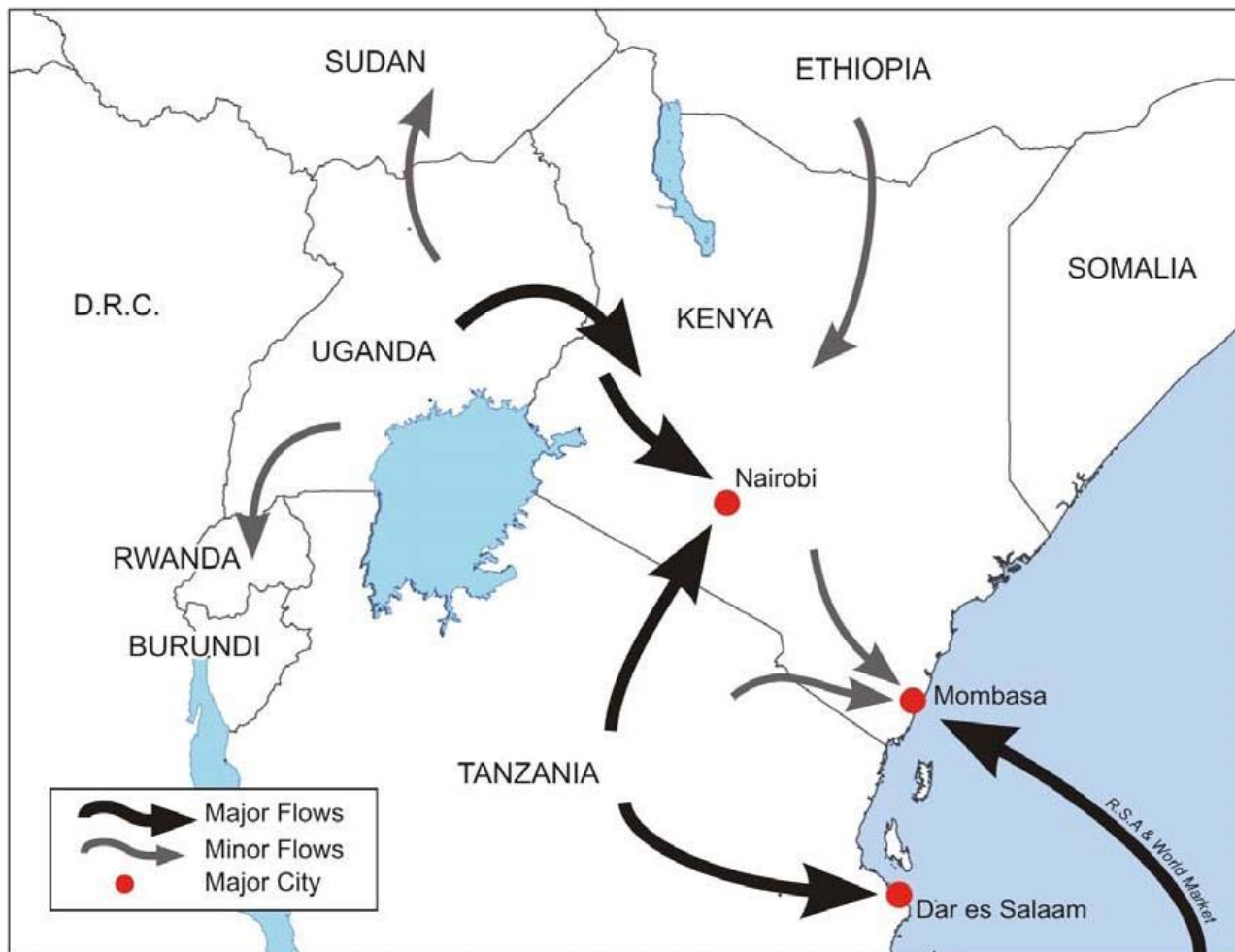
- Uganda's top agriculture export and top 3 contributor to GDP.
- 1/3 of population grow coffee.
- International demand to outstrip supply for next 10 years – increasing 2.4% annually
- Gains in Robusta as a high-end, specialized coffee niche.



## An Example - MAIZE

### Regional Maize Perspective

**Strategic  
Value Chains**



*Even with increased production from Kenya, Rwanda and Tanzania, Uganda is uniquely positioned to meet regional food security needs.*

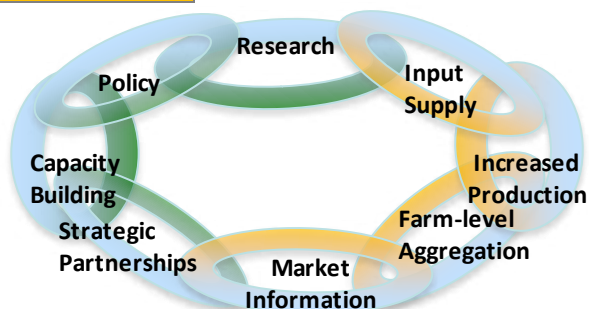


## Vision of Success

*What does success of an Feed the Future Strategic Value Chain approach look like?*

*Farmers benefit from higher prices and increased incomes by improving the quality of coffee and maize*

*System-wide change from a focused and comprehensive investment along all points in the value chain*



### OUTCOMES

- ✓ Increased trade in quality maize and coffee.
- ✓ Increased incomes of small-holder farmers.
- ✓ Improved household nutrition.
- ✓ Increased off-farm / on-farm employment.

*System-wide impact in the maize and coffee sectors evidenced by:*

### Enabling Environment

- Increased ability of GOU to collect, analyze and assess data
- Use data to monitor and evaluate the effectiveness of their programs
- Trained and competent public and private sector leaders
- World-class bureau of statistics
- Robust planning division at Ministry of Agriculture
- Harmonized policies, uniform enforcement of standards, improved certifications and more efficient trade
- Producers and sector leaders advocate for trade issues

### Research

- Overcome disease and pest threats to food staples (Banana and Cassava)
- High yielding varieties available
- Large-scale adoption of high nutritionally enhanced staples
- Soil and water management

### Production

- Greater access to quality inputs and knowledge for effective use
- Increase quantity/quality of maize and improved handling of coffee
- Increase women's control of productive assets
- Reduce farmer vulnerability to environmental shocks

### Market Linkages

- Improved market infrastructure, and post-harvest handling facilities/technologies, with strategic aggregation centers available to farmers
- Effective farmer organizations leverage finance, broker trade deals and bulk and purchase inputs and equipment.
- Functioning warehouse receipts system,
- Accessible market information system with up-to-date prices
- Ability to trade via Information communication technology (ICT)
- Robust commodity exchange with a commodity trading floor



## Enabling Environment

### Enabling Environment

#### Innovation

Resource leveraging ✓  
Procurement ✓  
Scalability  
Learning  
Technology ✓

### Strategic Value Chains

Policy

Capacity Building

#### AGRICULTURE

- Under leadership from DoS, support multi-donor efforts to **improve governance and oversight of investments** in agriculture and **reduce unpredictability of government** involvement in the agriculture sector
- Enact **biotechnology/biosafety** legislation
- **Harmonize land tenure laws**
- Create agriculture trade policy advisory committee to harmonize public and **private sector champions** at key ministries and major commodity groups for trade

#### NUTRITION

- **Enact Food and Nutrition Bill** to create **National Nutrition Council**
- Advocacy and policy strengthening to support nutrition

## CAPACITY BUILDING

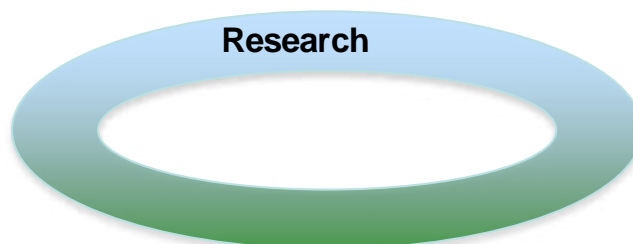
- Expand GOU **capacity to collect, analyze, plan, monitor and evaluate effectiveness** of investments in agriculture and nutrition (Ministry of Ag, Trade, Health and Uganda Bureau of Statistics)
- Long and short-term **training for health and agriculture actors**
- **Operationalize national level guidelines** on key nutrition interventions
- Emphasize formative and **operations research**
- Establish Strategic Analysis and Knowledge Support System (**SAKKS**) node in Uganda to provide analysis for planning and policy

*Improved enabling environment and GOU capacity supports a country-led approach and ensures sustainability of USG investments.*

# Proposed USG Engagement

## Strategic Value Chains

### Research



#### Innovation

Resource leveraging ✓  
Procurement ✓  
Scalability ✓  
Learning ✓  
Technology ✓

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A

**Breeding** for Feed the Future focus crops (Maize, Beans, and Coffee) to increase stress tolerance and disease resistance.

Build on existing **biotechnology research** to protect food security crops from serious disease threat (Cassava MOSAIC, Banana Wilt (BXW) and Black Sigatoka).

Research scale-up and **in bio-fortified / nutritionally enhanced crop varieties** (Orange-flesh sweet potato and high zinc / iron beans).

*Build a successful three-year trial of orange-flesh sweet potato across targeted districts.*

## Strategic Value Chains

### Increased Production

**Innovation**

- Resource leveraging ✓
- Procurement ✓
- Scalability ✓
- Learning ✓
- Technology ✓

## Increased Production

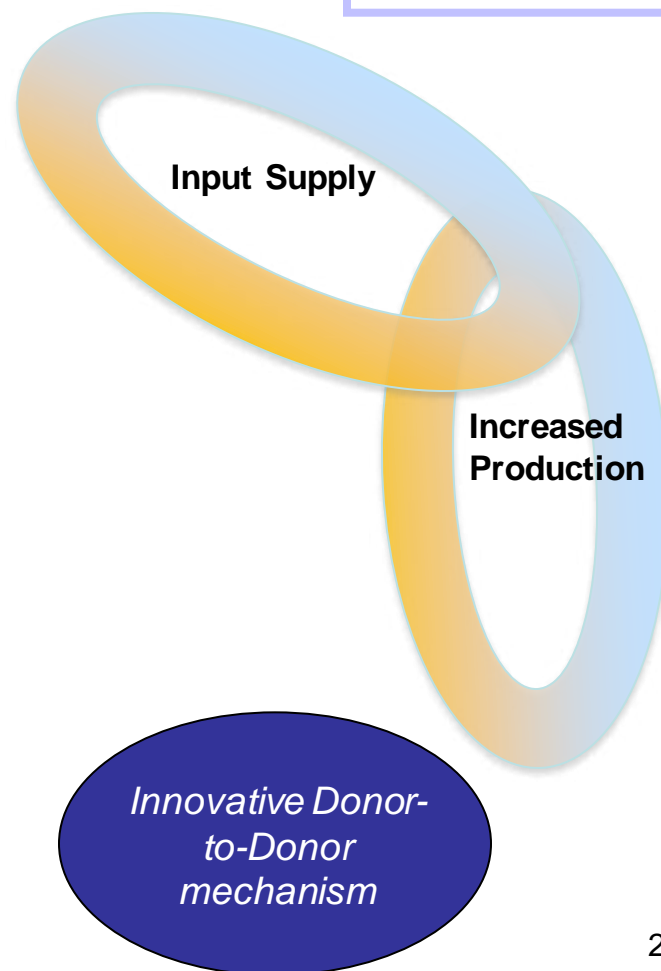
\$22.5 million **partnership with DANIDA** and the AgriBusiness Trust, a local Ugandan entity working with farmers to increase production in strategic value chains (**maize, beans, and coffee**).

Partnership leverages an additional \$25 million in resources from Danida, EU, Sweden and Belgium for a combined \$47.5 million program.

**Agro-Input Program** builds private sector capacity to deliver quality inputs to local farmers.

### Government of Uganda Priority Commodities:

- |                  |                   |                   |
|------------------|-------------------|-------------------|
| 1. <b>Maize</b>  | 5. <b>Beans</b>   | 9. <i>Poultry</i> |
| 2. <b>Coffee</b> | 6. <i>Cattle</i>  | 10. <i>Banana</i> |
| 3. <i>Fish</i>   | 7. <i>Tea</i>     |                   |
| 4. <i>Dairy</i>  | 8. <i>Cassava</i> |                   |



## Strategic Value Chains

## Market Linkages

### Innovation

Resource leveraging ✓

Procurement ✓

Scalability

Learning ✓

Technology ✓

### GDA Partnership Investment Fund

5 year / \$25 million public/private partnership with key industry players for sector-wide impact in nutrition and agriculture production

### Market Information System

Use state-of-the-art ICT innovations and local Ugandan partners to close the market information gap for small-holder farmers and traders

### Linkages Project

- Link farmer organizations to trade opportunities (including World Food Program P4P warehouses)
- Support Uganda Commodities Exchange and warehouse receipts program

Strategic Partnerships

Farm-level Aggregation

Market Information

WFP is the largest buyer of traded commodities in Uganda

## Integration

### Connecting Farmers to Markets: Purchase for Progress

#### Innovation

Resource leveraging ✓  
Procurement ✓  
Scalability ✓  
Learning  
Technology

### Strategic Value Chains



### PURCHASE FOR PROGRESS

- *Largest buyer of quality maize in Uganda (60%)*
- *Ugandan maize to meet regional food security needs*
- *Committed to buy \$100 million per year in quality maize from local farmers (40% from small-holder farmers)*
- *USAID Partnership to build 9 warehouses linked to Uganda Commodity Exchange*





# Proposed USG Engagement

## Measuring and Building for Success Use of Evidence and Data to Enhance Impact

### Principle #1 Accountability Equals Rigor

### Principle #2 Testing of Hypotheses

#### Data Quality

#### Baselines

#### Targeting

#### Impact Evaluations

Improve **quality measurement tools** at project, program and national level

- Increase capacity of Uganda Bureau of Statistics (UBOS) to collect **high-quality data more frequently, including Demographic Household Surveys**
- **Build capacity of local organizations**, civil society and academia to collect, analyze and use data

Incorporate **data and evidence** in strategy and planning process

- Use 2010 as baseline year when possible
- **Gender disaggregation** across all programs
- **Understand baseline data** implications

Use **evidence to determine best buys** and investments

- Use combined view of demographic and sectoral data to make **cost-effective, targeted** interventions
- **Incorporate GIS and other technologies** to inform program design
- Use **gender disaggregated baselines** to determine **strategic targets**

**Build evidence base** to adjust ongoing projects and inform future programs,

- Community-level integrated program will **test the core hypothesis** of Feed the Future
- **Testable program/project hypotheses** will enable **mid-stream adjustments** and support a learning agenda
- Results of **impact evaluations** will inform participating project and other relevant programs
- Partner with other donors to **disseminate and promote** lessons learned

*Use continuous learning to inform, improve and validate strategic choices. Learning what works AND what doesn't will increase impact*



## *US State Department Feed the Future Activities*

### *Engagement to Combat Food Insecurity*

**Leadership:** The USAID Mission Director, under the direction of the US Ambassador coordinates and leads overall USG response.

#### **Diplomacy:**

- Work with the Ministry of Agriculture, the Ministry of Finance, Parliament and GOU leadership at the highest levels to **advocate for the achievement of the benchmark** 6% rate of growth in the agriculture sector and a public sector investment of 10%
- Engage with key Ministries, Parliament and GOU leaders to assist the Ministry of Agriculture in **rallying GOU support for the passage and harmonization of essential legislation**, the creation of a Trade Policy Advisory Committee, and the reduction of both national and regional trade and transportation obstacles
- **Track and report on corruption**; communicate to the GOU the stunting effect that corruption in licensing, input provision, input and output standards certification, land usage, transportation, and public procurement have on the agriculture sector
- Utilize the Public Affairs Office and communication officers from all agencies to deliver **increased outreach and consistent messaging** to further Feed the Future objectives
- Make use of stakeholder contacts to **assess needs and opportunities for further USG engagement**
- Work closely with GOU counterparts and partners to **adapt and prepare for country-specific events and context** towards effective programming of Feed the Future



## *US Department of Agriculture Feed the Future Activities*

### *Engagement to Combat Food Insecurity*

#### **Research Topics:**

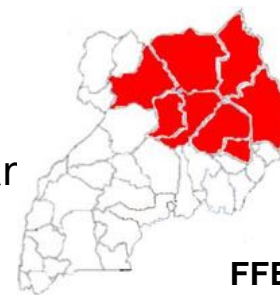
- Food security assessments
- Integrated pest management
- Biotechnology to improve yields and nutrition
- Climate change mitigation and adaptation
- Disease-resistant plant variety identification and propagation

#### **Training Activities:**

- Animal and plant disease surveillance, recognition and treatments
- Food safety regulations
- Food nutrition labeling
- Pest risk assessments
- Agricultural statistics
- Trade and technical areas

#### **Nutrition and Development Programs:**

McGovern Dole Food for Education (FFE): Improving child nutrition through direct school feeding, school gardens, health and nutrition education; water and sanitation



Food for Progress (FFP): Providing tangible long-term economic benefits to Uganda's private sector farmers and agribusinesses

## Whole of Government Approach



Providing financial and technical support to marginalized and underserved communities in Uganda to increase agricultural production, value addition and marketing for food security, incomes and building investment assets at the grassroots



Permaculture and household gardening for nutrition, nutrition training for mothers and Village Health Teams, improving farm-to-market operations for individual farmers e.g storage & transport, working with credit associations, SACCOs and agricultural cooperatives for business literacy and providing grass roots promotion to youth regarding agricultural opportunities for income, community respect and family care.)



PEPFAR will implement nutrition interventions in health facilities and communities that will include nutrition assessments, counseling and support; micronutrient supplementation; therapeutic or supplemental feeding; and linkages to food security activities for HIV-infected people, orphans and other vulnerable children, and their families.



CJTF HOA has been focused on the less stable, arid pastoralist area in northeast Uganda where many USAID programs cannot safely operate. They have partnered with USAID to build the capacity of Community Animal Health Workers (CAHW), and addressed critical infrastructure issues related to roads and irrigation.

# Thank you!