



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



UGANDA ENABLING ENVIRONMENT FOR AGRICULTURE ACTIVITY

FINAL REPORT



USAID
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FEED THE FUTURE UGANDA ENABLING ENVIRONMENT FOR AGRICULTURE ACTIVITY

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CONTENTS

Acronyms	ii
Executive Summary	1
Introduction and Background	4
Impact Summary	12
Removal of Policy and Regulatory Constraints	16
Strengthened Capacity of Government Institutions to Facilitate Agricultural Development and Trade	30
Strengthened Capacity of Government, Private Sector, and Civil Society Institutions to Prepare and Respond to Impacts of Weather Variability on Agriculture.....	39
Enhanced Capacity of Private Sector and Civil Society Organizations to Contribute to Policy Decisions.....	46
Monitoring, Evaluation, and Learning	52
Transition and Sustainability	58
Activity Closeout and Demobilization.....	64
Annex A. Snapshots and Success Stories	65
Annex B. List of Policy Instruments Developed with USAID Support.....	70
Annex C. Life-of-Activity Achievements Against AMELP.....	73
Annex D. Financial Summary.....	76

ACRONYMS

ACSA	Advocacy Coalition for Sustainable Agriculture
AMELP	Activity Monitoring Evaluation and Learning Plan
ASSP	Agriculture Sector Strategic Plan
CCTF	Climate Change Task Force
CDCS	Country Development Cooperation Strategy
CLA	collaborating, learning, and adapting
CRiSTAL	Community-based Risk Screening Tool – Adaptation and Livelihoods
CSA	climate smart agriculture
CSO	civil society organization
DAES	Directorate of Agriculture Extension Services
DLG	district local government
DP	development partner
DSIP	Development Strategy and Investment Plan
DTPC	district technical planning committee
EAC	East African Community
EEA	Enabling Environment for Agriculture Activity
FPC	First Parliamentary Council
FY	fiscal year
GFSS	Global Food Security Strategy
IEC	information, education, and communication
IITA	International Institute for Tropical Agriculture
IP	implementing partner
IR	intermediate result
LEAD	Leveraging Excellence in Agriculture Development
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MDAs	ministries, departments, and agencies
MEL	monitoring, evaluation, and learning
MOFPED	Ministry of Finance, Planning, and Economic Development
MOJCA	Ministry of Justice and Constitutional Affairs
MOLG	Ministry of Local Government
MTIC	Ministry of Trade, Industry, and Cooperatives
MWE	Ministry of Water and Environment
NaCORI	National Coffee Research Institute
NAEP	National Agricultural Extension Policy
NAP	National Agricultural Policy
NCCP	National Climate Change Policy
NCR&DA	National Coffee Research and Development Agenda
NFASS	National Food and Agricultural Statistics System
NGTP	National Grain Trade Policy
NUCAFE	National Union of Coffee Agribusinesses and Farm Enterprises
OCA	Organizational Capacity Assessment
PASIC	Policy Action for Sustainable Intensification of Ugandan Cropping System
PGRFA	Plant Genetic Resources for Food and Agriculture

PSO	private sector organization
RADRS	routine administrative data reporting system
RIA	regulatory impact assessment
SNCCI	Standard National Climate Change Indicators
SOP	standard operating procedure
TCAT	Technical Capacity Assessment Tool
TEEAL	The Essential Electronic Agricultural Library
TPM	Top Policy Management
UCDA	Uganda Coffee Development Authority
UNADA	Uganda National Agro-inputs Dealers Association
UNBS	Uganda National Bureau of Standards
UNFFE	Uganda National Farmers Federation
UNMA	Uganda National Meteorology Authority
USAID	United States Agency for International Development
USG	United States government
USTA	Uganda Seed Traders Association
VAM	Village Agent Model
WFP	World Food Programme
YOFACO	Young Farmers Coalition
YOFCHAN	Young Farmers Champions Network
ZAABTA	Zirobwe Agali' awamu AgriBusiness Training Association

SECTION I

EXECUTIVE SUMMARY

The Feed the Future Uganda Enabling Environment for Agriculture Activity (as EEA or “the activity”) aimed to increase the value of agricultural production and trade by making it easier for farmers and agri-entrepreneurs to do business. The activity’s specific goals were to remove policy and regulatory constraints to agricultural production and trade, build the capacity of Ugandan government institutions to facilitate agricultural development, respond to the impacts of weather variability on agriculture, and improve the capacity of private sector and civil society organizations (CSOs) to contribute to policy decisions. From March 2013 through July 2020, the seven-year activity funded by the United States Agency for International Development (USAID) harnessed commodity and market systems and processes and used dynamic and adaptive methods to reduce regulatory barriers and build the capacities of public and private sector institutions to help the Ugandan government and Ugandan farmers, traders, producers, and agricultural advocates to respond to sectoral needs and priorities.

EEA was designed, awarded, and launched with modest expectations. As the first-ever USAID/Uganda dedicated enabling environment activity in the agricultural sector, EEA’s work in Uganda was unprecedented, and therefore the activity had no learning and foundation to build on. In addition, at the inception of the activity, government institutions had a high-level of skepticism and low trust. As USAID had neither implemented a policy-focused project nor worked closely with the government of Uganda in recent history, EEA was originally a three-year activity with two option years with undefined contract outcomes and a broad scope of work. This structure embedded the principles of collaborating, learning, and adapting (CLA) into EEA from the beginning, which allowed learning, experimentation, and adaptive management to inform USAID’s decision to exercise option years based on performance. In year two, USAID exercised the option years due to immediate traction and signs of a promising outcome. Toward the end of the five-year period, in March 2018, USAID extended the performance period and total estimated cost of the activity.

EEA met or exceeded life-of-activity performance targets for 85 percent of indicators. Working with nine national-level Ugandan government institutions, 43 district local governments (DLGs) including 38 Feed the Future districts, and 12 private sector and civil society organizations, EEA promoted and facilitated interventions to:

- Develop 80 policy instruments that integrate gender and youth concerns and priorities
- Improve the capacity of 53 government institutions to adapt to the impacts of climate change
- Increase the ability of 22 private sector organizations (PSOs) and CSOs to contribute to policy decisions in agriculture development and trade

Other key EEA achievements include reaching a total of 16,973 farmers and beneficiaries through activity interventions; developing and disseminating 202 concise, user-friendly versions of government policies, regulations, and administrative procedures; holding 318 public-private policy dialogue workshops, events, and discussions with government and PSO and CSO representatives; and increasing the capacity of 1,835 people to adapt to the impacts of climate change as a result of EEA’s assistance by the end of the activity in July 2020.

EEA used a dynamic, collaborative, and facilitative approach to achieve these exceptional results. This implementation model centered on Ugandan partners identifying their priorities and leading the solutions to reach their goals and resolve challenges. Building trust and relationships served as the backbone of EEA’s success. Since the first day of implementation, EEA focused on ownership, ensuring that every intervention, relationship, and partnership employed a “light-touch” facilitative approach whereby EEA was not in front or visibly active in policy processes, institution building, climate change response, and other interventions. This allowed for confidence and trust to flourish while also maintaining sustainability and gradual transition of EEA-supported activities, tools, and innovations to public and private sector stakeholders.

As detailed in Section II, EEA embraced CLA as a core principle of our implementation strategy. Collaboration with implementing partners (IPs) was critical to maximizing impact, financial resources, and broadening the reach of our interventions to less-accessible beneficiaries. Through continuous learning events internally as an activity, with public and private sector stakeholders, USAID, IPs and development partners (DPs), EEA cultivated and applied adaptive management techniques, which enabled us to pivot with evidence to improve outcomes and our interventions. Below we present a selection of key learning outcomes that enabled EEA to successfully implement and achieve the results highlighted above and throughout this report. Additional lessons learned and recommendations are contained in sections IV, V, VI, and VII.

BUILDING TRUSTED PUBLIC AND PRIVATE SECTOR PARTNERS AND RELATIONSHIPS TAKES TIME AND YIELDS RESULTS

EEA learned that fostering relationships between and among public and private and civil society sector actors facilitates healthy, productive, and collaborative relationships. For example, EEA connected the Uganda National Bureau of Standards (UNBS) and the Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF) Directorate of Agricultural Extension Services (DAES), breaking down barriers and bringing together two public sector actors to co-create tools to help farmers, traders, and processors better understand and adhere to East African Community (EAC) maize and bean standards, manage and mitigate aflatoxins, and launch a national anti-mycotoxin awareness communications campaign. Collaboration at the national-level increases each actor’s reach to farmers, traders, processors — more than they would have acting in isolation on separate but related initiatives. Moreover, EEA had to build trusted relationships to cultivate productive working relationships to identify constraints, challenges, opportunities, and solutions for implementation. The activity worked hard in year one to build these relationships — and worked to maintain them. In future, this incubation period must be expected, deliberately built into program design and work plans, and intentionally maintained.

FLEXIBILITY AND ADAPTATION FACILITATE IMPLEMENTATION AND CREATE OPPORTUNITY

Interventions and activities must be adaptable and flexible. EEA found that by rapidly adjusting priorities and interventions, the activity could seize opportunities to support critical policy development, formulation, or implementation processes. Conversely, when a planned intervention stalled or a different opportunity presented itself (sometimes with a different partner), the activity pivoted to seize the moment. Sometimes this meant walking away from a partner or a planned intervention altogether. For example, when considering supporting ordinances, EEA began with the typical entry point of national-level ministries, departments, and agencies (MDAs) as the conduit to DLGs but changed tactics due to lack of momentum and engaged the districts directly.

COORDINATION AND COLLABORATION ENHANCE EFFICIENCY

Effective collaboration with stakeholders can be a serious challenge due to the sheer number of overlapping activities. Many implementers and donors work in agricultural development, trade, and climate change in Uganda. EEA found that when partnership-minded implementers and donors approach areas of common interest with mutual respect for one another's mandates, core competencies, available resources, and unique constraints, the activity could leverage resources and more efficiently achieve results. For example, EEA collaborated with the Feed the Future Uganda Youth Leadership in Agriculture Activity and leveraged their grantee Programme Education Development Network to distribute aflatoxin posters, users guides, and booklets targeting school children and their teachers in 140 schools. This partnership was important in reaching an interest group with whom EEA did not directly interact that represented an opportunity to nurture champions through early exposure thus potentially impacting their households and communities to reduce aflatoxin contamination at the smallholder farmer level. When each stakeholder works separately with its partners, this reduces the effectiveness of assistance to Uganda. Coordination and collaboration make interventions more transparent, pragmatic, and cost and time effective; this approach also increases outreach to reach more stakeholders and locations.

SECTION II

INTRODUCTION AND BACKGROUND

COUNTRY CONTEXT

Agriculture is a key sector of Uganda’s economy, accounting for approximately 24 percent of the country’s gross domestic product, 56 percent of exports, and 71 percent of the employed labor force. In April 2013, USAID launched EEA with the goal of helping Uganda meet its full agricultural potential and transition to a prosperous and modern country.

DEVELOPMENT HYPOTHESIS, GOAL, AND OBJECTIVES

EEA’s development hypothesis (see Exhibit 1 below) was designed to improve the enabling environment for agriculture development, trade, and adaptation to climate change by achieving the following results:

1. Removing policy and regulatory constraints on agricultural production, processing, marketing, and trade.
2. Strengthening the capacity of government institutions to facilitate agricultural development and trade.
3. Strengthening the capacity of government institutions to prepare and respond to impacts of weather variability on agriculture.
4. Enhancing the capacity of private sector and civil society organizations to contribute to policy decisions related to agriculture development, agriculture trade, and preparedness and response to weather variability.

EXHIBIT 1. DEVELOPMENT HYPOTHESIS

IF	the enabling or business environment for agriculture, inclusive of production, processing, marketing, and support services, is improved
THEN	public and private investment in agriculture will increase
IF	investment in agriculture increases
THEN	the quality of agriculture inputs will increase, as will agricultural productivity, leading to higher volumes of good quality coffee, maize, and beans
IF	there is more high-quality production
THEN	it will increase opportunities for domestic, inter-, and intra-regional trade
IF	there are increased market (commercial) opportunities
THEN	traders and processors will pay more for farmers’ production, thereby increasing household incomes
IF	household incomes increase
THEN	food security and nutrition at the household level will also increase
IF	household incomes increase and there are increased market (commercial) opportunities
THEN	this will result in more balanced and inclusive economic opportunities for Ugandan citizens, including women and youth, and especially for those individuals living and working in rural areas

During the two-year extension period from March 2018 to its closure, EEA focused on:

- Building the technical and institutional capacities of MAAIF and Uganda Coffee Development Authority (UCDA)
- Increasing Ugandan investment in facilitating production, value addition, and trade of agricultural products by strengthening advocacy for increased budget allocations to these underfunded sectors
- Strengthening the capacity of the government’s technical staff to advocate for budgets that address the need to increase weather variability awareness

PARTNERS AND GEOGRAPHICAL COVERAGE

To achieve the goal, objectives and results above, EEA partnered with government MDAs, PSOs, CSOs, academia, and other IPs and DPs (see Exhibit 2 below).

EXHIBIT 2. EEA PUBLIC AND PRIVATE SECTOR PARTNERS

Primary MDA Partners	Complementary MDA Partners	PSOs and CSOs
MAAIF	Ministry of Local Government (MOLG)	Uganda National Farmers Federation (UNFFE)
UCDA	Ministry of Finance, Planning and Economic Development (MOFPED)	National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE)
Ministry of Trade, Industry, and Cooperatives (MTIC)	Office of the Prime Minister	Uganda Coffee Federation
UNBS	National Planning Authority	Uganda Coffee Farmers Association (UCFA)
Ministry of Water and Environment (MWE)		International Women in Coffee Alliance – Uganda Chapter
MWE’s Climate Change Department		Advocacy Coalition for Sustainable Agriculture (ACSA)
		Uganda Seed Traders Association (USTA)
		Uganda National Agro-inputs Dealers Association (UNADA)
		CropLife Uganda
		Civil Society Budget Advocacy Group
		Uganda Quality Coffee Traders and Processors Association
		Young Farmers Champions Network (YOFCHAN)

Although most of EEA’s interventions were implemented at the national level, the activity worked at the district level for select interventions including:

- Mainstreaming climate change into district development plans and budgets: 38 districts
- Disseminating weather information: 30 districts (19 in Phase 1 and 11 Phase 2)
- District ordinances: 14 districts

EEA'S KEY INTERVENTIONS AND OUTCOME AREAS

For the first three years of implementation, EEA interventions were captured under result areas. From year four onwards, after CLA analysis, the activity integrated and re-organized the interventions under two broad categories: Feed the Future and Global Climate Change activities, for maximum flexibility and adaptive programming (see Exhibit 3). This rearrangement also best represents outcomes of EEA's work.

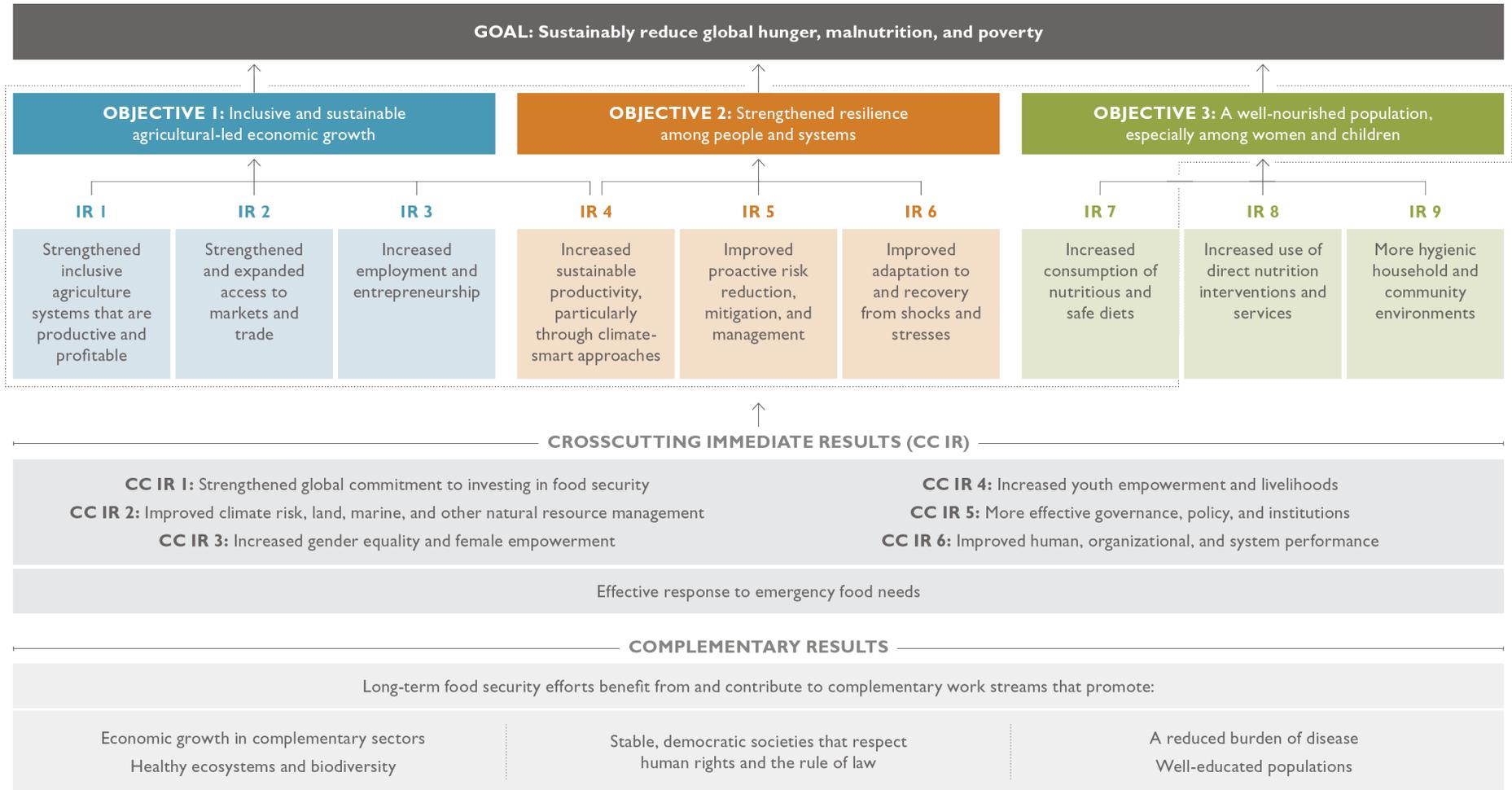
EXHIBIT 3. EEA ACTIVITIES

FEED THE FUTURE	GLOBAL CLIMATE CHANGE
<ul style="list-style-type: none">• Activity 1: Reforming and strengthening Uganda's Agricultural Extension Service• Activity 2: Improving availability and quality of agricultural inputs• Activity 3: Enhancing evidence base of information on agriculture and the use of this information• Activity 4: Strengthening the institutional capacity of relevant Government MDAs for improved service delivery• Activity 5: Promoting increased competitiveness of Uganda's coffee industry• Activity 6: Promoting increased competitiveness of Uganda's grain industry• Activity 7: Strengthening public-private engagement for problem solving	<ul style="list-style-type: none">• Activity 1: Strengthening the capacity of government institutions and PSOs/CSOs and networks to prepare and respond to the impacts of weather variability on agriculture• Activity 2: Supporting the development and improvement of tools and frameworks to facilitate the implementation of the NCCP and implementation strategy in the agriculture sector• Activity 3: Strengthening the packaging, dissemination, and utilization of weather variability information and information, education, and communication materials for adaptation in key value chains

ALIGNMENT AND LINKAGES TO USAID FRAMEWORKS AND PRIORITIES

EEA contributed to all relevant U.S. government (USG) frameworks and initiatives with interventions consistently aligned to USAID's strategic development frameworks and priorities. First, EEA was part of the Feed the Future Uganda strategy (2010-2016), which aims to combat poverty, reduce food insecurity, and improve nutrition, thereby contributing to economic growth. The activity aimed to achieve these objectives by boosting agricultural production and improving the link between agriculture and nutrition. In addition, EEA directly contributed to two elements of the Value Chain Development Project: improved Government of Uganda agriculture-related policy environment and strengthened public sector capacity. EEA also aligns to the 2017-2021 U.S. Global Food Security Strategy (GFSS). Given EEA's broad mandate, we directly or indirectly contributed to all three GFSS objectives, and most of the GFSS intermediate results (IRs) and sub-IRs (see Exhibit 4 on the next page).

EXHIBIT 4. EEA ACTIVITY ALIGNMENT WITH U.S. GLOBAL FOOD SECURITY STRATEGY RESULTS FRAMEWORK



Second, EEA contributed to implementation of USAID’s 2011-2015 Country Development Cooperation Strategy (CDCS) for Uganda, particularly Development Objective 1 (economic growth from agriculture and the natural resource base expanded in selected areas and population groups) and Development Objective 2 (democracy and governance systems strengthened and made more accountable). EEA actions fed into to IR 1.1 (increased incomes led by strategic value chains in selected populations); IR 1.2 (socioeconomic and nutritional status of vulnerable groups improved); and IR 2.2 (enabling environment improved for service delivery). When CDCS 2 (2016-2021) came into effect, EEA realigned and adapted its interventions to the strategy’s 15 guiding principles. Fundamentally, EEA contributed to all three CDCS 2.0 development objectives and most IRs as outlined in the Exhibit 5 below.

EXHIBIT 5. ACTIVITY CONTRIBUTIONS TO USAID DEVELOPMENT OBJECTIVES AND INTERMEDIATE RESULTS

CDCS 2.0 DEVELOPMENT OBJECTIVE	INTERMEDIATE RESULTS	EEA ACTIVITIES
1. Community and household resilience increased	IR 1.2 Capacity to manage risk increased	Global Climate Change Activities 1, 2, and 3 plus Feed the Future Activities 1, 2, 3, and 6
	IR 1.4 Community and household assets increased and diversified	Global Climate Change Activities 1, 2, and 3 plus Feed the Future Activities 1, 2, 3, 5, and 6
2. Demographic drivers affected to contribute to long-term trends shift	IR 2.4 Increased economic productivity	All 7 Feed the Future Activities and Global Climate Change 2 and 3
3. Key systems more accountable and responsive	IR 3.1 Leadership in development supported	Feed the Future Activities 4 and 7
	IR 3.3 Key elements of the system strengthened	All 7 Feed the Future and 3 Global Climate Change Activities
	IR 3.4 The enabling environment that supports functional systems improved	All 7 Feed the Future and 3 Global Climate Change Activities

Third, the activity played a role in USAID’s Climate Change Adaptation Program. EEA contributed to Strategic Objective 2 (increase resilience of people, places, and livelihoods through investments in adaptation) and IR 2.2 (establish effective governance systems).

ALIGNMENT AND LINKAGES TO GOVERNMENT FRAMEWORKS AND PRIORITIES

EEA supported the government in implementing its first and second National Development Plans 2010-2014 and 2015-2020, and partnered with MAAIF to execute its Agriculture Sector Development Strategy and Investment Plan (DSIP, 2010-2014) and its successor the Agriculture Sector Strategic Plan (ASSP) 2015-2020. Both the DSIP and ASSP were linked to the Comprehensive Africa Agriculture Development Program and acted as vehicles for operationalization of the National Agricultural Policy (NAP). ASSP emphasized the need for increased agricultural production and productivity along the value chains and recognized that adverse weather variability impacts have serious effects on agricultural production, food security, incomes, health status, and livelihoods. Moreover, EEA aligned its interventions with the government’s National Climate Change Policy (NCCP), which aims to facilitate adaptation to and mitigation of the adverse effects of weather variability, and to strengthen efforts toward building a more resilient national development process.

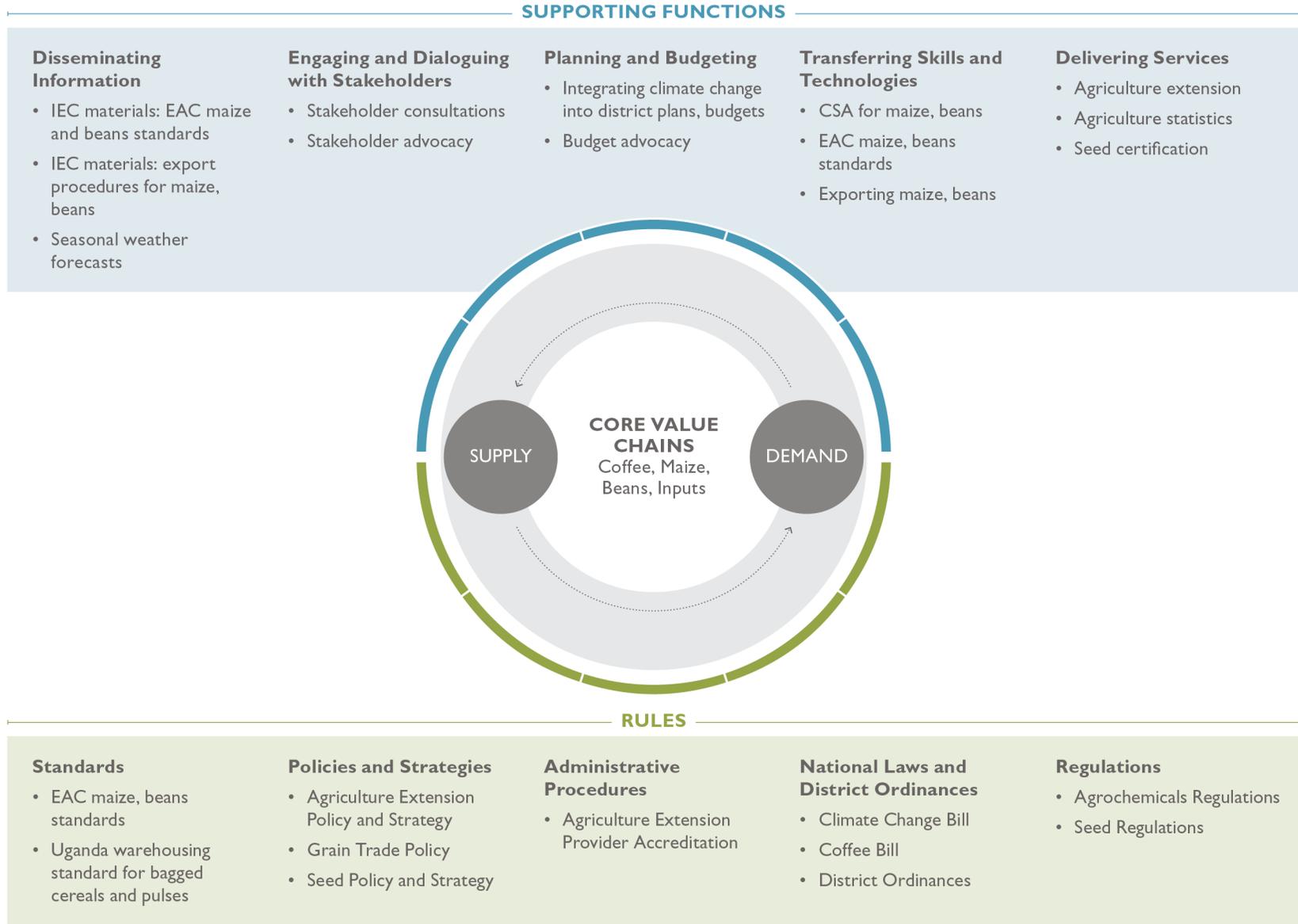
EEA'S APPROACH TO IMPLEMENTATION

EEA employed an integrated, facilitative approach, which leveraged other USAID-funded Feed the Future and DP programs and supported interventions that productively engaged public and private stakeholders, thereby maximizing benefits to all. Through collaborative engagements, EEA set out to build the capacity of stakeholders to lead the policy development process, from the identification of priorities and fostering public-private dialogues to proactively responding to the emerging needs of farmers, producers, traders, and agribusinesses. Through these participatory and consultative mechanisms, EEA ensured that interventions were balanced and inclusive of public, private, and civil society interests.

When USAID adopted the market systems approach guided by the CDCS 2.0 and GFSS frameworks, EEA realigned its activities to this approach to create a better enabling environment for farmers and agri-entrepreneurs. Market systems are defined by the relationships and the interactions of various private and public sector actors as they collaborate, coordinate, and compete for the production, distribution, and consumption of goods and services. These market dynamics are influenced, in part, by rules that are typically (but not exclusively) set by the public sector and various supporting functions.

EEA focused principally on interventions related to rules and “supporting functions” that are established or heavily influenced by the government. Rules entail policies, strategies, and laws including ordinances, regulations, administrative procedures, and standards while supporting functions included: information, education, and communication (IEC) materials, training, partnerships, and service delivery. Exhibit 6 on the next page illustrates how EEA adapted its interventions in the coffee, maize, beans, and agricultural inputs sectors in the market systems context. As illustrated in the diagram, EEA assisted the government to draft and codify numerous rules and to develop and deliver several supporting functions that are collectively referred to as regulatory instruments.

EXHIBIT 6. ILLUSTRATIVE EEA INTERVENTIONS IN THE CONTEXT OF AGRICULTURAL MARKET SYSTEM



SYSTEMATIC APPROACH TO TASK IMPLEMENTATION

Evidence-based decision-making forms the backbone of sound policies, and EEA’s dynamic and rigorous implementation approach centered on continuous stakeholder dialogue, collaboration, and learning. At the core of EEA’s approach was the concept of adaptive management — a learning process that allowed EEA to build on successes, learn from failures, and make timely evidence-based course corrections to improve outcomes. Exhibit 7 below illustrates how EEA generated priorities, formulated and implemented interventions, measured progress, and learned lessons, which together formed an integrated and iterative approach to activity implementation.

EXHIBIT 7. IMPLEMENTATION APPROACH



SECTION III

IMPACT SUMMARY

OVERVIEW

EEA was designed to increase the value of agricultural production and trade by reducing policy and regulatory constraints, bolster institutional capacities of the government and PSO and CSO institutions, and improve the ability of those institutions to respond and adapt to weather variability in agriculture to ultimately help Uganda and agricultural sector actors realize and harness its full agricultural production potential. The activity achieved outstanding results over seven years, with key accomplishments summarized below.

KEY ACHIEVEMENTS BY INTERVENTION

Developed policy framework and instruments. At EEA's start in 2013, the agricultural enabling environment was not effectively serving public and private sector participants, farmers, traders, and processors to maximize Uganda's full potential. Policy development was not inclusive — rather it was exclusive to government officials. During the last seven years, EEA mobilized policymakers, private sector actors, and other stakeholders to advance agriculture-related policies, working with nine government MDAs and 14 DLGs to develop 80 policy instruments, most of which integrated gender and youth concerns and priorities. Through the activity's concerted efforts, policy development is now inclusive, consultative, and faster.

Promoted and institutionalized rigorous policy development processes. Beyond a gap of key policy instruments, EEA found a policy arena which was restricted, slow, and frustrating for sector stakeholders longing for action. Participation of nonstate actors was minimal, and the role of DPs in policy formulation was generally viewed as an infringement on the government's mandate. Through building trust, agreement on a common policy reform agenda aligned to the both the government, USAID, and other DPs investment priorities, coupled with training in policy analysis and regulatory impact assessment (RIA), as well as dissemination of key publications developed by the Cabinet Secretariat, the policy formulation process has greatly improved through:

- *Increased use of data in policy analysis.* EEA helped to operationalize the application of the RIA in policy formulation. This was initially accomplished through technical assistance but more recently via inhouse efforts facilitated by the Cabinet Secretariat and policy analysis units.
- *Inclusive stakeholders' engagement has become the norm.* Policy development processes now involves consultations with all stakeholders' such as private sector, civil society, academia, development partners, government MDAs, local governments, women, youth, and media.
- *Replication of EEA's innovative policy processes.* The activity pioneered small actions during the development process that have large returns in how much more quickly and smoothly instruments can be created, approved, and distributed. For

example, after working with UNBS to revamp highly technical, English-language EAC maize and beans standards, UNBS adopted and replicated this approach independently of EEA’s assistance for another 10 commodity standards. Similarly, Rikolto (formerly VECO) adopted and applied it to simplify rice standards.

“Information is power, and this center will generate high-quality statistical data on agriculture to support evidence-based policy and investment analysis, planning, and decision-making.”

— DEBORAH R. MALAC, FORMER U.S. AMBASSADOR TO UGANDA

Enhanced evidence-based policymaking and decision-making. The agricultural sector lacked credible national agricultural statistics for evidence-based policymaking, planning, investment analysis and performance assessment. The activity established the National Food and Agricultural Statistics System (NFASS), which provided the sector with a vehicle to identify, collect, store, analyze, and use relevant data for planning, policy analysis, sector performance assessment and investment analysis. EEA furnished a data

center, an institutional data module linking MAAIF’s directorates, departments, and agencies to other MDAs that generate agriculture-related data and a routine administrative data reporting system (RADRS) capturing data from smallholder farmers the field and DLGs. EEA heavily invested in NFASS leading up to its launch in December 2019. Some of EEA’s achievements include:

- Procured more than \$93,000 worth of computer hardware and furniture to set up and equip the data center, The Essential Electronic Agricultural Library (TEEAL) and a range of software such as GIS, STATA, CSPro, and Microsoft Office suite.
- Trained 72 statistics division and other MAAIF directorates, departments, and agencies in TEEAL, ArcGIS and custom topics on the relational database.
- Helped the Statistics Division prepare and submit a project proposal to MOFPED valued at approximately UGX 10 billion or roughly \$3 million. MOFPED approved the project and disbursements began in the first quarter of Uganda’s fiscal year 2016/17.

Rapidly reformed agricultural extension services. DAES was created in August 2015 and, with EEA supporting necessary reforms, a policy, strategy, and guidelines were established to guide the new extension system’s operation. Within an unprecedented 10 months’ time, the National Agricultural Extension Policy (NAEP) and strategy was approved by cabinet and ready for implementation and enforcement. This rapid pace is even more notable in an enabling environment where some policy instruments such as the National Seed Policy can take 10 years or more from start to finish. Six months after the NAEP’s launch, the Guidelines, Standards, and Code of Ethics for Extension were finalized, which required re-training and re-orienting extension workers to the pluralistic and value chain-focused extension approach. EEA trained more than 1,000 state and nonstate extension workers and providers on topics such as value chain development and extension management. After working with DAES to develop standard operating procedures (SOPs) — the mechanism

through which DAES develops, reviews, and quality assures all extension content developed by any stakeholder — EEA went on to co-create six extension manuals and guides for maize, beans, robusta coffee, arabica coffee, poultry, and aquaculture.

Improved grain quality. EEA facilitated several key instruments to fill gaps in policy and legal frameworks to regulate and direct the grain subsector’s growth and improve quality. The National Grain Trade Policy (NGTP), launched in 2016, and the implementation strategy, launched in 2018 was created together with MTIC. EEA printed 4,000 hard copies for dissemination. The activity’s interventions were so successful within Uganda that EAC members Kenya, Tanzania, Rwanda, and Burundi adopted EEA-developed IEC awareness materials for maize and beans standards, and developed harmonized visual grading aids as reference materials during sampling and testing of cereals and pulses.

Improved policy and regulatory framework for coffee. The activity advocated for the approval of the National Coffee Policy, which had been pending approval before and leading up to EEA’s first year. After approval, the activity supported the launch and dissemination, printed 11,000 copies of the policy, developed a user-friendly English-language popular version, and translated it into 10 local languages. EEA also supported the development and launch of the National Coffee Research and Development Agenda (NCR&DA) as well as creation of the Green Coffee Beans Standards and the arabica and robusta production handbooks to help coffee farmers, traders and processors improve coffee quality.

Strengthened capacity for weather variability. EEA developed and improved tools and frameworks to help agricultural sector players adapt to the impacts of climate change and built capacities to disseminate, interpret, and use reliable and timely meteorological information. After developing the Standard National Climate Change Indicators (SNCCI) with MWE, they were incorporated into MOFPED’s

INCREASING ACCESS TO METEOROLOGICAL INFORMATION

EEA strengthened the skills of stakeholders such as UNMA, MAAIF, the National Agriculture Research Organisation, and 30 Feed the Future districts of Uganda to interpret and use weather forecasts and advisories. The weather advisories and forecasts were translated into 12 common local languages and disseminated to smallholder farmers to provide early warning, influence planning, and decision-making for farmers and other stakeholders.

Local Government Program Budgeting Tool and MOLG’s Local Government Assessment Tool. EEA worked with 38 DLGs to increase their human and institutional capacity to implement the NCCP and implementation strategy by mainstreaming climate change considerations into their district development plans with financial commitments for climate change-focused activities in their budgets. Using a three-phased mainstreaming approach, EEA trained 276 district technical planning committees (DTPCs) through phase two and another 213 DTPCs in climate change and output-based budgeting training events.

Enhanced districts’ capacity to address local problems. EEA created a new pathway for policy implementation and enforcement, by equipping DLGs with information and the tools necessary to achieve their maximum potential, specifically utilizing ordinances. The activity worked with 14 districts to develop 16 ordinances. Out of these eight DLGs

developed and passed ordinances on the Prohibition of Counterfeit Agricultural Inputs while another eight DLGs enacted Ordinances on the Control of Maize Quality with Kiboga and Mubende as pioneering districts. The ripple effect of this success was that other projects and development partners sought EEA's guidance on the process of developing ordinances to tackle various local problems so much so that EEA prepared and disseminated a facilitators guide to help organizations or DPs who may consider developing or supporting ordinances in future.

Built capacity of PSO and CSOs in policy development and implementation. EEA trained PSOs and CSOs to strengthen their institutional foundations to contribute to policy reforms for a better business environment for their constituents. EEA strengthened the institutional structures of 11 PSOs by developing constitutions, strategic plans, and codes of conduct in consultation with their membership. The activity trained boards of directors for seven PSO partners, equipping them with the knowledge, skills, and tools for effective governance. The training also included developing board of director charters and codes of conduct. With EEA's backing, a coalition of PSOs and CSOs lobbied for additional agriculture sector funding in Uganda's FY 17/18 budget, successful budget advocacy engagements leading to a 290 percent increase in the nonwage budget allocation for extension services, from UGX 10 billion to UGX 39 billion.

Strengthened MDAs' skills to improve service delivery. Coupled with EEA's achievements with NFASS and ordinances as a local-level policy instrument, the activity also worked with MDAs to strengthen their institutions, deepen their technical skills, and strengthen leadership and communications tools. The activity hosted regular leadership retreats and mindset training events to encourage organic internal institutional transformation. EEA developed three communications strategies for the agriculture, coffee, and climate change sectors to improve inter- and intra-MDA communications, mobilize stakeholder and improve engagement with partners. The list below includes a sample of the many training events EEA delivered to build specific skill sets:

- 46 seed inspectors (12 government and 33 private sector) trained on seed quality management
- 30 MAAIF officials trained on improved communications and presentation skills
- 23 MAAIF and 26 private sector participants trained on policy planning, implementation, and evaluation in collaboration with the Policy Action for Sustainable Intensification of Ugandan Cropping System (PASIC) project
- 86 (23 MAAIF, 29 MAAIF middle management staff, 21 PSOs, 10 members of parliament, and three Leveraging Excellence in Agriculture Development [LEAD] members trained in data demand and use)
- 60 districts officials trained in the World Trade Organization's ePing alert system
- 25 agricultural inspectors trained in e-certification to better support exporters by uniformly conducting commodity inspections

SECTION IV

REMOVAL OF POLICY AND REGULATORY CONSTRAINTS

OVERVIEW

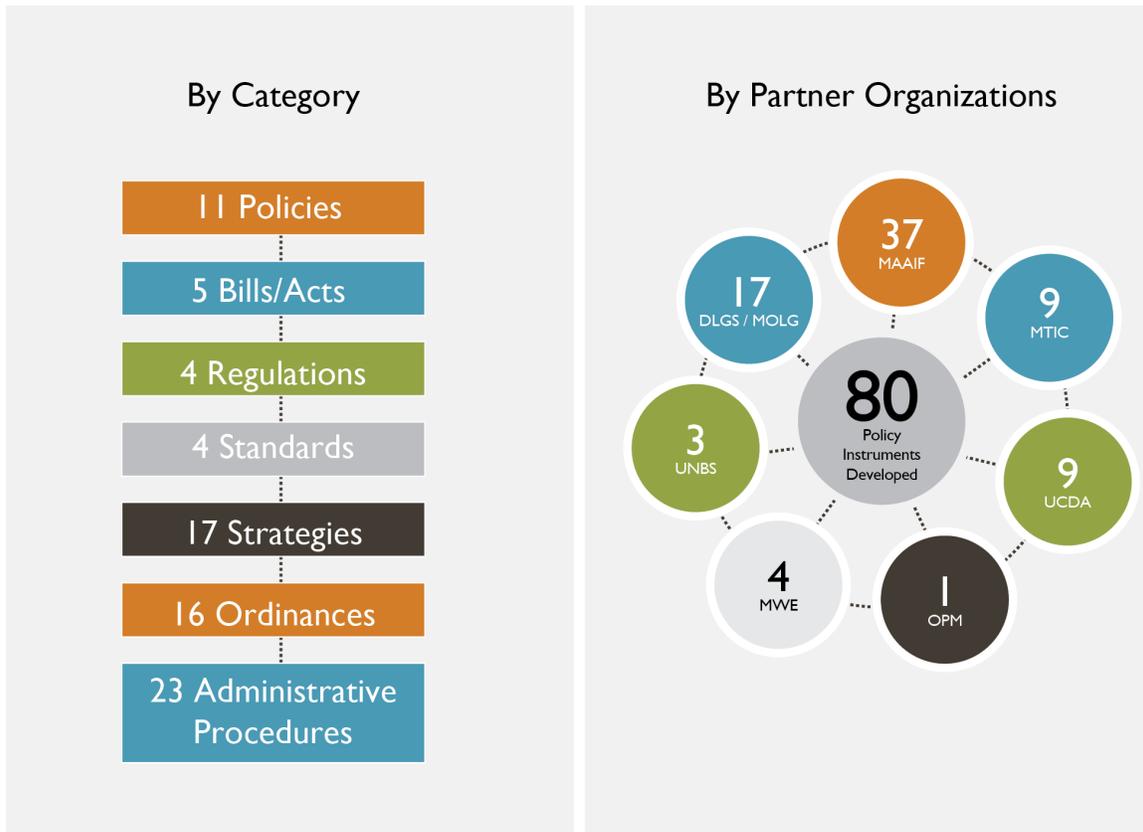
In 2013, the policy framework for agriculture development and trade had few fit-for-purpose enabling policy instruments to guide, promote, and regulate public and private actions and investments in the sector. For instance, the overarching agricultural sector policy — the National Agriculture Policy — was under development for nearly four years without approval. Similarly, subsector policy instruments including policies, laws, regulations, strategies, standards, and administrative procedures were either lacking or outdated and did not serve the desired purpose. The lack of a supportive policy framework manifested in inconsistent programming and allocation of resources leading to limited results for the population.

To address these gaps, EEA undertook rigorous policy analysis that involved participatory stakeholder dialogue to identify and prioritize policy actions to ignite reforms in enabling environment for agriculture and trade. In August 2013, during a week-long stakeholders' consultation meeting, EEA presented an analysis of binding constraints and their implications in the areas of agricultural inputs, coffee, maize, beans, agricultural finance, and climate change adaptation. Stakeholders validated the policy reform priorities; the approach confirmed the relevance of the identified priorities, increased buy-in, and strengthened relationships between EEA and partners. Since this approach was very successful, the activity turned it into an annual event for partners to review EEA's achievements and validate priorities for the next year. By implementing the priority interventions, EEA worked with nine government MDAs and 14 DLGs and developed 80 policy instruments, most of which integrate gender and youth concerns and priorities (see Exhibit 8 on the next page). The policy instruments generated five key outcomes:

1. Aligned the agriculture subsector policy formulation and programming
2. Reformed and strengthened Uganda's agriculture extension services
3. Improved the availability and quality of agricultural inputs
4. Boosted the competitiveness of Uganda's grain industry
5. Strengthened the policy framework of Uganda's coffee industry

The following sections describe the policy challenges the activity encountered, EEA's interventions, results achieved, lessons learned, and recommendations for each of the five outcomes above.

EXHIBIT 8. POLICY INSTRUMENTS BY CATEGORY AND PARTNER INSTITUTIONS



ALIGNMENT AND PROGRAMMING IN THE AGRICULTURE SECTOR

One of the major bottlenecks in Uganda’s policy landscape was confusion arising from multiple policy frameworks. Prior to EEA, investments in the agricultural sector had been guided by the Plan for Modernization of Agriculture, Prosperity for All, Rural Development Strategy, which sometimes operated in parallel. To address this, EEA intervened with two actions: 1) advocacy to speed up the approval and dissemination of the NAP; and 2) supporting the formulation of the ASSP, which was a follow-on to the DSIP — the instrument to operationalize the NAP within the National Development Plan’s five-year cycle.

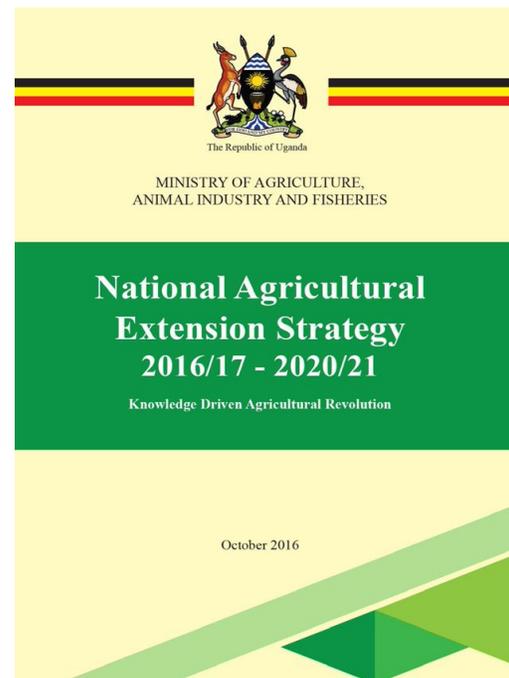
Following a four-year delay attributed to process bottlenecks, the NAP was finally approved in 2013 following intensive advocacy by EEA and other stakeholders. Even with the policy in place, the government lacked the capacity to create awareness and encourage policy implementation. EEA funded a high-profile event for MAAIF to launch and disseminate the NAP and create the awareness required to encourage stakeholder use of the policy. Four hundred agriculture sector stakeholders attended the event, including representatives of Uganda’s 112 districts at the time. The NAP became a guide for all agriculture subsector plans, policy frameworks, and strategies, and has been implemented under subsequent ASSPs.

After the NAP was highly publicized and widely disseminated EEA immediately pivoted to assist MAAIF with ASSP 2015/16-2019/20. The activity provided technical assistance by hiring a process consultant to oversee and guide the process. The activity also paid for the consultants that reviewed the Framework Implementation Plans for Statistics, Maize and Beans created under DSIP and formulated the follow-on plans under the new strategic plan. The ASSP was approved in 2016 as the main vehicle for implementing the agricultural component of National Development Plan II and operationalizing NAP.

REFORMED AND STRENGTHENED UGANDA'S AGRICULTURAL EXTENSION SERVICE

Agricultural extension facilitates farmers and upstream value chain actors to access knowledge, skills, and technology for improved productivity. Historically, inconsistencies in agricultural policy directives limited MAAIF's capacity and hampered farmers access to agricultural knowledge. Consequently, the Ugandan cabinet directed reforms that transferred the agricultural extension function from the National Agricultural Advisory Services to MAAIF. To further streamline service delivery, MAAIF created DAES in 2015 amid some challenges: the absence of a national policy and strategy limited the directorate's ability to fulfil its mandate and functions; the role of nongovernment actors was unclear; and a lack of quality assurance controls meant that content delivered to farmers was conflicting and confusing.

With EEA's financial and technical support, DAES undertook development of the NAEP and National Agricultural Extension Strategy; a process that took 10 months (from development to cabinet approval). To address the challenge of inconsistent content disseminated by different agricultural extension service providers, the activity helped DAES create and institute SOPs, placing the directorate in a quality assurance and control role to review, streamline, and oversee any guidance documents developed by stakeholders for agricultural extensions workers. The SOPs cut down on redundancies as well as ensuring the process can be replicated for any crop, livestock, or fisheries value chain. Guided by the SOPs, EEA developed training manuals, user guides, brochures, pamphlets, and posters for maize, beans, coffee, poultry, aquaculture, and aflatoxin management, targeting farmers and extension workers.



MAAIF's new NAEP introduced pluralism into extension service delivery in Uganda, opening the space to other actors in addition to the state-delivered extension services. However, to ensure consistent and quality services, standards and regulations had to be put in place. To this end, the activity worked to strengthen the technical capacity of extension service providers to ensure that they adhere to MAAIF's guidelines for registration of extension providers, professional ethics as well as service delivery standards.

BUILDING A CADRE OF EXTENSION SERVICE PROVIDERS: EEA TRAINING IN ACTION

- 236 local government and nonstate extension workers trained on the new extension guidelines and standards and an ethical code of conduct
- 236 extension workers trained in MAAIF's value chain development approach that provides holistic advisory support to all segments of priority commodity value chains

Picking up on the Village Agent Model (VAM) piloted under the Feed the Future Uganda Commodity Production and Marketing Activity, EEA worked with DAES to scale up and roll out the model countrywide. Over the course of five months the activity moved rapidly and funded 11 sensitization workshops pulling together a total of 1,133 participants at the national and district levels from 128 districts. EEA also provided technical support to MAAIF to develop training tools including village agent and traders posters and the VAM roadmap, rallying the support of relevant national- and district-level stakeholders and bringing them up to speed on the VAM, dispelling myths, and describing its possibilities and benefits.

IMPROVED AVAILABILITY AND QUALITY OF AGRICULTURAL INPUTS

Globally, no country has transformed its agriculture without use of improved productivity enhancing agricultural inputs. In 2013 — EEA's first year — Uganda ranked as one of the lowest users of improved inputs in the world. Only 2 percent of farmers were using inorganic fertilizer equivalent to a meager 1 kilogram per hectare per year compared to 13 kilograms per hectare per year in Tanzania and 35 kg/ha/year in Kenya; also only 13 percent of planted area was sown with improved seed. The limited use of agricultural inputs in Uganda is largely attributed to poor quality inputs caused by the problem of counterfeit, adulterated, and substandard inputs, which leads to low returns and low adoption by farmers.¹ The problem was further compounded by the weak policy and regulatory framework where key policies, laws, and regulations, crucial for regulating the subsector and promoting its development, were nonexistent or remained unapproved. Other challenges were underdeveloped agricultural inputs market network and inadequate resources to access the input even when they were available. To address these gaps EEA and in some instances in collaboration with other DP-funded projects intervened through several policy instruments highlighted below. As a result of the activity's work, the policy, legal, and regulatory environment for agriculture inputs has been improved by putting in place the framework and instruments for promoting and regulating use of agricultural inputs. In addition, EEA's support has helped MDAs deliver on their mandates in policy formulation and implementation.

¹ International Growth Centre – Policy Brief, August 2015

Supporting the development of seed-related policy instruments. EEA provided six years of financial and technical support to MAAIF to fast-track the formulation and approval of the National Seed Policy and Strategy launched in March 2019. Leading up to the launch date, the policy and strategy had been in-demand instruments from stakeholders for more than 10 years. They provided the policy framework for promoting the growth of the seed subsector in Uganda and ensuring seed quality control. EEA also supported MAAIF to finalize the Seed and Plant Regulations and harmonize them with the COMESA Seed Trade Harmonization Regulations, which were launched in 2017 and are being implemented.

Facilitating the review of the Plant Genetic Resources for Food and Agriculture (PGRFA) policy and strategy. EEA assisted the National Agriculture Research Organisation to develop the National PGRFA Policy and Strategy. The policy ensures conservation, management and sustainable use of Uganda's PGRFA, while optimizing their full potential in contributing to the government's goals of food security and increased household incomes. EEA's assistance comprised financial and technical support to review, re-draft and consult on the draft PGRFA policy and assist with the RIA. The next stage is Top Policy Management (TPM) approval, which was still pending at the end of the activity.

Supporting the review of the fertilizer, pesticides, and application equipment regulations. EEA supported MAAIF through providing technical assistance and supporting stakeholders' consultation to review and update these three regulations which operationalize the Agro-chemicals (Control) Act of 2007. The regulations were delayed and not finalized by the end of the activity because EAC provisions needed to be incorporated to ensure registration of pesticides, fertilizers and application equipment are consistent with EAC guidelines. Once concluded, the regulations will be resubmitted to Ministry of Justice and Constitutional Affairs (MOJCA) for legal review and drafting.

Facilitating the enactment of the Plant Protection and Health Bill. EEA supported the Parliamentary Committee on Agriculture by convening a residential retreat to finalize the plant protection bill and submit it to the plenary for debate and passage. The bill was passed and assented to by the president in 2016 and is being implemented.

Supporting DLGs to enact ordinances to combat counterfeit agro-inputs. EEA supported nine districts, namely: Lira, Kamuli, Luuka Oyam, Iganga, Jinja, Mityana, Kole, and Alebtong to enact the prohibition of trade, use, possession, and distribution of counterfeit agricultural inputs. The ordinances for Lira, Kamuli, and Luka have been gazetted, published,



The Minister of Local Government, Honorable Tom Butime, MAAIF Minister, Honorable Vincent Ssempiija and Charge D'affairs at the U.S. Embassy in Uganda, H.E. Colette Marcellin launch ordinances for Lira, Kamuli, Mubende and Kiboga districts developed with USAID support through EEA.

and are being implemented. At the time of this report, the First Parliamentary Council (FPC) of the MOJCA was reviewing the rest of the ordinances for potential contradiction with the Local Government Act before certification and issuance of gazette notice. Exhibit 9 below presents the status of ordinances by district.

EXHIBIT 9. STATUS OF DLG ORDINANCES

ORDINANCE	DISTRICT	STATUS
Maize quality control	Kiboga	Gazetted, published, and being implemented
Maize quality control	Mubende	
Maize quality control	Kibaale	
Maize quality control	Oyam	
Counterfeit agricultural inputs	Lira	Gazetted, published, and being implemented
Counterfeit agricultural inputs	Kamuli	
Counterfeit agricultural inputs	Luuka	
Counterfeit agricultural inputs	Oyam	FPC has not yet issued a gazette and publishing notice to the Uganda Printing and Publishing Corporation
Counterfeit agricultural inputs	Jinja	Signed by Local Council V, sent to FPC for issuance of gazette notice
Counterfeit agricultural inputs	Mityana	FPC has not yet issued a gazette notice for the Uganda Printing and Publishing Corporation to gazette and publish the ordinance
Counterfeit agricultural inputs	Iganga	
Counterfeit agricultural inputs	Kole	Submitted to FPC for certification
Counterfeit agricultural inputs	Alebtong	Ordinance has not yet been presented to district council for first reading
Maize quality control	Kyegegwa	Gazetted and published
Maize quality control	Mityana	
Maize quality control	Kakumiro	

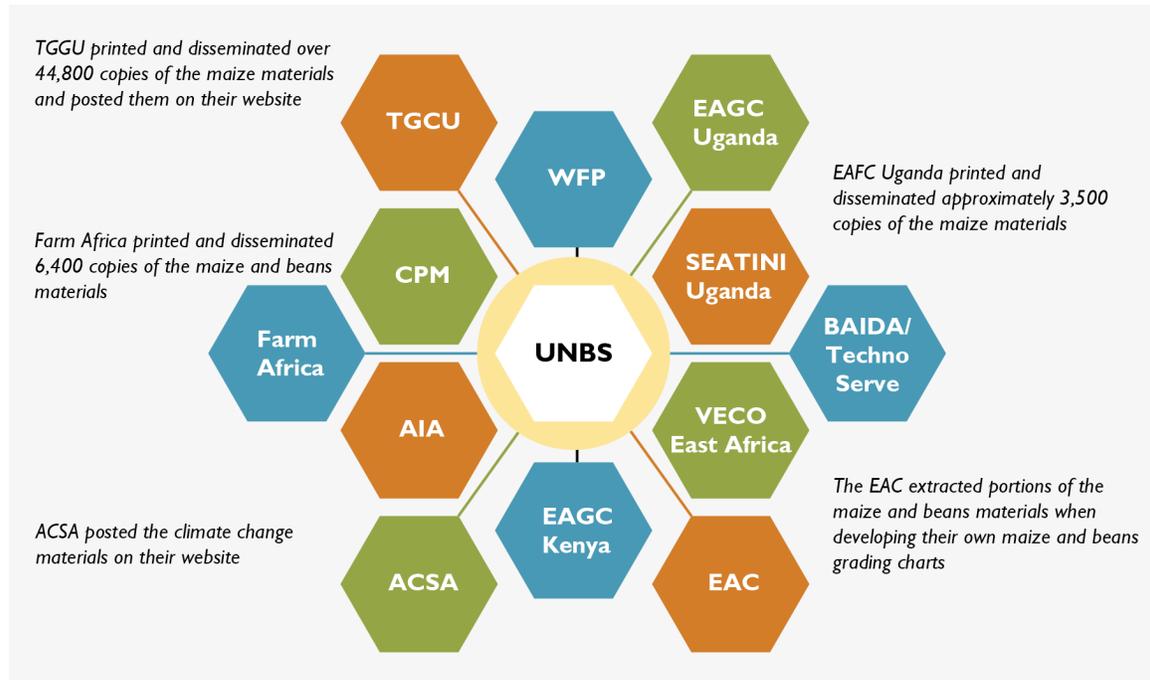
IMPROVED COMPETITIVENESS OF THE GRAIN INDUSTRY

Grain is a significant food source in Uganda, a widely traded commodity, and an input in the manufacture of animal feed and other agro-processing industries. At EEA's start, Uganda lacked a policy and legal framework to regulate and direct the subsector's growth. Consequently, quality was compromised by production, post-harvest handling, and marketing challenges. Traders and farmers did not have the tools or information to access regional markets. The EAC Standards for Dry Maize and Green Beans were ratified in 2013 but had not been widely disseminated and used because, in their original format, the standards were too technical for grain traders and farmers to understand.

Within the framework of the policy and strategy, one of EEA's major interventions was to simplify the EAC Dry Maize and Dry Beans Standards to encourage farmers, traders, and processors to use and apply the standards.

Together with UNBS, EEA transformed the standards into easy-to-read formats, packaged as posters, user guides and informational leaflets, modifying the technical information into straightforward text with more pictures, graphics, and images (see Exhibit 10). These were translated into six local and widely spoken languages: Swahili, Luganda, Lugbara, Luo, Ateso, and Runyakitara and disseminated by UNBS and other partners and stakeholders.

EXHIBIT 10. DISSEMINATION OF EAC STANDARDS



Job, a quality controller at Joseph Initiative, explains to trainees how the EAC maize grain standard is implemented at the company’s Masindi facility.

The NGTP and implementation strategy are two key instruments that when taken together strengthen the policy framework to transform the sector and improve quality standards by adopting best practices for post-harvest handling and increasing use of modern storage and value addition facilities. The documents also incorporate climate change mitigation and adaptation techniques as well as women's and youth engagement in training, awareness, and communications activities. EEA supported MTIC with technical assistance, funding stakeholders' consultations and advocating for approval through grain and stakeholders. Following cabinet approval, the policy was launched in 2016 and the strategy followed in 2018, with EEA printing 4,000 hard copies for dissemination.

Besides work on the NGTP and its strategy, EEA also supported MTIC in the development and formulation processes of other policy instruments critical to agricultural trade. EEA contributed financial backing for consultative meetings with stakeholders, technical working group meetings and retreats as well as technical guidance to write, review, and/or revise these instruments and RIAs some of which are described below.

Reviewed the National Cooperatives Policy and developed its implementation strategy. Both instruments were pending MTIC TPM approval at the end of the activity to pave the way for further legislative processes.

Supported the development of principles for the Agricultural Produce Marketing Bill. EEA provided financial and technical assistance for MTIC to host stakeholder consultations and technical working group meetings and finalize the RIA for the principles of the bill. By the end of EEA's technical implementation, MTIC and MOJCA were in discussion on the merit of bill before responding to questions on the request for Certificate of Financial Implications raised by MOFPED.

Improved capacity for grain warehousing and bulk handling. The NGTP and strategy provide for promotion of grain warehousing and bulk handling. EEA took on this crucial piece and, working with UNBS and Uganda Warehouse Receipt Systems Authority, developed and simplified the Warehouse and Warehousing Standard for Bagged Storage of Cereals and Pulses. Within the EAC, Uganda was the first partner state to implement this standard, driven in large part by EEA's intervention to increase usage by end-users. The technical standard was further abridged using simple English text, innovative graphics, and illustrations and packaged as a booklet for ease of reference by warehouse operators, grain food handlers, and various aggregation centers. EEA also created DVDs as well as printed versions of the IEC products to promote dissemination and application of the standards.

Assisted with aflatoxin control efforts. To combat effects of aflatoxins on humans and animals, MAAIF and other stakeholders developed posters and brochures using pictures and infographics accompanied by simple text with warnings, instructions and information promoting post-harvest handling techniques. The posters and brochures were translated from English into six commonly spoken languages — Ateso, Luo, Lugbara, Luganda, Runyakitara, and Swahili. To aggregate the information on aflatoxins, MAAIF with EEA

support developed an aflatoxin management handbook, a key resource for all extension service officers and other relevant stakeholders. This has greatly improved the perception of Uganda's grain among its neighbors.

Apart from grain quality, EEA also supported MTIC to improve capacity of trade facilitating institutions to address key binding constraints by:

Increased understanding of requirements for formal cross-border trade in maize grain and dry beans. In 2013, EEA conducted a study that identified limited understanding of export procedures and requirements especially among maize and beans exporters as a key constraint to enhancing formal cross-border trade. To address this gap, EEA mobilized MTIC, MAAIF, UNBS, Uganda Revenue Authority, UEPB, and cross-border traders associations to develop an Export Guide that details the export process. The guide compressed the steps to be followed when exporting using the Simplified Certificate of Origin and the General Certificate of Origin into process maps to aid existing and potential traders to understand the export requirements (fees charged, documents required, cost of documents, and institutions that issue them). EEA further supported the institutions to train members of cross-border traders associations at nine border posts of Uganda as well as government officials and PSOs in 21 DLGs.

Improved stakeholder collaboration and information sharing on agricultural trade. To enhance stakeholder coordination and inter- and intra- MDA, PSO, CSO collaboration on agri-trade issues, EEA supported MAAIF to revamp the Maize and Beans Platforms and MTIC to establish the Agri-Trade Forum.

As a result of EEA's interventions several achievements have been realized.

- *Evidence of improved quality of grain among, famers, traders, and processors.* The United Nations and World Food Programme (WFP) reported to EEA a reduction in rejections of grains supplied, which led to Uganda's elevation to a regional grain hub for WFP relief supplies. In Mubende, farmers and traders reported earning premium prices for high-quality maize.
- *Greater consciousness about the dangers of aflatoxins.* Following EEA's support to MAAIF to develop and launch IEC materials on aflatoxin management, traders, feed processors, warehouse operators, and farmers are adopting good agricultural and post-harvest practices. In addition, several institutions that participated in the EEA-led process to develop IEC materials embarked on disseminating aflatoxin information. The aflatoxin agenda has attracted the attention of the country's top leadership. EEA helped the Aflatoxins Private Sector Committee to convene meetings to explore ways of managing aflatoxins.
- *Understanding of export procedures and requirements increased.* As a result of EEA's intervention to simplify export procedures, several MDAs and PSOs reported to EEA their constituents' increased understanding of export requirements.

Beyond the understanding, more than 50 percent of the traders trained in export procedures began to trade formally.²

- *Warehouse and warehousing standards promoted.* Following the development, launch and implementation the Warehouse and Warehousing Standard for Bagged Storage of Cereals and Pulses, coordinated by UNBS and Uganda Warehouse Receipt Systems Authority, the standard has become a key reference for licensing warehouses in Uganda. The standard has promoted good practices in terms of warehouse structure and safety.

IMPROVED COMPETITIVENESS OF THE COFFEE SUBSECTOR

At EEA's start in 2013, coffee production in Uganda had stagnated at around 2 to 3.5 million 60-kilogram bags per year for the previous four decades. The required institutional oversight, policy instruments, and production interventions were lacking, resulting in low yields, poor quality products, under-investment, pest and disease burdens, and a growing threat of adverse climate change impacts. Stakeholders' efforts toward reversal of the decline and propel the industry to competitiveness had not borne fruit as the National Coffee Policy was still pending approval. Also, the UCDA Statute and Regulations were more than 20 years old and out of step with the global coffee market requirements. Moreover, the bulk of Uganda's exports had remained commodity/volume based in contrast to emerging international trends of marketing coffee as origin, sustainable, and specialty coffee that fetches better prices.

To address these constraints EEA intervened to improve the policy and regulatory framework by:

Advocating approval, launch, and dissemination of the National Coffee Policy. To support its dissemination EEA printed 11,000 copies of the policy, developed a user-friendly popular version in English and translated the policy into 10 local languages.

Financing the formulation of the National Coffee Strategy to operationalize the policy. The strategy later formed the basis for preparation of the Coffee Road Map which is now guiding growth of the coffee industry in Uganda.

Facilitating a rigorous review process of the UCDA Statute and enactment of the Coffee Bill. The process started with conducting background research to review the 1991 Uganda Coffee Development Authority Statute and 1994 amendments to inform the content of the new law. Subsequently EEA on behalf of the coffee industry engaged a legal firm which in collaboration with the First Parliamentary Counsel drafted the principles and later the bill. The activity also facilitated inclusive and widespread stakeholder consultations prior to submission of the principles and the bill to cabinet for approval and later to parliament for enactment. By close of EEA, the bill was on the order paper for enactment after extensive consultations at the committee stage.

² Assessment Report on the Outcomes of Training on Export Procedures for Formal Export of Ugandan Maize and Bean to the EAC/COMESA, July 2029

Supporting the formulation and launch of the NCR&DA. As part of implementing the National Coffee Strategy, EEA supported the National Coffee Research Institute (NaCORI) to formulate the NCR&DA which addresses research issues related to, production, marketing, sustainable value chain development effectiveness, and accountability for service delivery.



The Prime Minister of Uganda, Rt. Honorable Dr. Ruhakana Rugunda, and the U.S. Ambassador to Uganda, H.E. Deborah Malac, launch the Coffee Research and Development Agenda and the coffee production manuals during the signing of the Declaration of Partnership.

Supporting UCDA to develop the Domestic Coffee Consumption Strategy II. The goal of the strategy is to “develop a coffee-drinking culture” with the key output of increasing per capita domestic consumption from 360g to 500g by the year 2020. The strategy aims to successfully market coffee as a viable beverage in Uganda, and particularly to youth.

Developing the Green Coffee Beans Standards to guide farmers and traders on how to improve coffee quality.

To ensure good agricultural and processing practices at farm, trading, and processing levels, EEA supported revisions to the arabica and robusta production handbooks and development of the Clonal Robusta Coffee Nursery Manual.

These policy instruments are essential for all coffee value chain actors and the regulator as they guide interventions to improve the competitiveness of the coffee subsector reversing the challenges that have for long beset the industry. Notable results of putting in place these policy frameworks have been twofold:

- *Created a more conducive business environment for a competitive coffee subsector.* Through the policy instruments developed and disseminated with support from USAID-funded EEA, especially the national coffee policy and strategy, Coffee Bill and NCR&DA, the strategic direction and conditions necessary for a more competitive coffee industry has emerged. As the institutions carry out their mandates and value chain actors invest and follow the rules of the game, challenges of stagnating production and productivity, low quality, heavy disease burdens are expected to abate.
- *Increased coffee stakeholders’ awareness, adoption, alignment, and compliance with coffee-related policy instruments.* As an example, following the dissemination of the National Coffee Policy, farmers, traders, and processors demanded for greater enforcement of regulations and best practices. This brought grassroots

stakeholders closer to enabling environment issues, which often remained a national level discussion. Additionally, policy instruments such as NCR&DA and Domestic Coffee Consumption Strategy II and communication were all developed in alignment with the policy and strategy.

LESSONS LEARNED

The following represent a selection of key life-of-activity lessons learned that enabled EEA to facilitate the interventions and achieve the results highlighted above.

Policy champions facilitate and move policy instruments through steps in the development process. The role of a policy champion within MAAIF was vital. The champion is a crucial contact person who coordinates the policy development process within the MDA and follows up on and advocates for its movement through the requisite steps leading to its approval. They are consistent focal points who can coalesce political will and secure buy-in. Champions can be found anywhere within an institution's hierarchy regardless of rank or title.

Fighting counterfeit inputs needs time and collaborative effort. To push back on trade, use, and distribution of counterfeit inputs requires a protracted process and involvement of all stakeholders including central and local governments, industry players through self-regulation, and users through awareness and product knowledge.

Greater impact is achieved when stakeholders work together. While developing policy instruments related to grain quality improvement and competitiveness, all key stakeholders were mobilized. This approach increased ownership and motivated all involved to undertake activities to implement the approved policy instrument. Moreover, faster and far-reaching results are achieved when stakeholders such as IPs and DPs pool resources and work together to support a common initiative. EEA learned this lesson while working on the National Seed Policy with the Integrated Seed Sector Development Program and the International Institute for Tropical Agriculture (IITA). Each implementer carved out their portion of the initiative to lead, driving their resources accordingly. Resources were used efficiently without duplication and ensured mutual accountability between the activity, the Integrated Seed Sector Development Program, and IITA to advance the policies up to launch and dissemination. Collaboration is instrumental in ensuring sustainability by strategically leveraging resources based on each stakeholder's mandates and greater impact was achieved in contrast to where organizations worked alone.

Simplifying policies and regulations helped to increase understanding and adoption. The experience of simplifying the EAC maize and beans standards has demonstrated that increased understanding of the requirements of policies leads to wide adoption of the standards.

Coffee is a dynamic subsector with changing consumer preferences. Industry actors need to be continuously aware and adapt to remain competitive. This therefore calls for regular flow of information that has been clearly mapped out in the communication strategy.

Coffee is a vibrant sector with many and growing stakeholders and actors. Policy instrument development must be inclusive, as evidenced by the heated debates around the Coffee Bill. Whereas extensive stakeholder consultations had taken place, due to the passage of time between initial consultations and the process in parliament, awareness and information gaps emerged leading to widely varying positions.

Public investment in the coffee subsector remains necessary. Although coffee is largely a private sector business, there is still a public good element that needs to be adequately funded including but not limited to research and development, extension services, and promotion to secure new markets.

RECOMMENDATIONS

Based on EEA's overall implementation experience, the activity compiled the following recommendations to successfully remove policy and regulatory constraints to foster a responsive enabling environment in agriculture, agricultural development and trade, and climate change.

Work does not stop at formulation — implement, implement, implement:

- The **government** must implement policy instruments and operationalize them by incorporating activities into sectoral plans with budget commitments and necessary human resources.
- The **private sector** must implement policy instruments by educating themselves on the existing enabling environment, understanding their role in adhering or enforcing those instruments, helping their members do the same, and advocating for changes when needed.
- Donors must shift the balance of program design and funding from policy development and formulation and look to implement policy instruments.

Finalize pending policy instruments. Several policy instruments comprising bills, policies, strategies, regulations, and ordinances are at various stages of completion. These include: the coffee and climate change bills that are in parliament for enactment, the National Mechanization Policy in cabinet pending approval, ordinances with FPC for certification and issuance of gazette notices, and various documents for submission to MAAIF and MTIC's TPMs for clearance. These should be expedited so that they serve the purpose for which their development was initiated.

Ensure programming, budgeting, and resource allocation are aligned to national, sector, and subsector policy frameworks. While by and large more recent policies are aligned to national and sector frameworks, interventions and allocation of resources have been ad hoc and not supportive of the provision of these frameworks. This practice undermines the essence of policy development and needs to be reversed.

Expedite implementation of NAEP and strategy. There is evidence that initial implementation of the NAEP is having impact on the delivery of last-mile extension services to farmers. There is therefore need for full implementation of the NAEP and rollout of other complementary policy instruments including:

1. Process of registration and accreditation of agricultural extension and advisory service providers in Uganda
2. Guidelines and standards for the agricultural extension and advisory services in Uganda
3. Ethical code of conduct for agricultural extension and advisory services providers

Increase funding for agricultural extension. While the establishment of the Extension Services Grant was a welcome boost, more resources are required. The government of Uganda and its development partners are urged to invest more money in this key agricultural service to increase human, technical, and financial resources to scale up interventions prescribed by the NAEP and strategy. As well, the government should expedite enactment of the Agricultural Extension Bill to create a legal framework for fully bringing on board nonstate actors.

FPC (MOJCA) should resolve the issue regarding the creation of the district quality assurance regulations, which has delayed the certification of six regulations on the prohibition of trade, use, and distribution of counterfeit agricultural inputs.

MTIC should expedite the implementation of the policy instruments through mobilization of public investment, strengthening regulation of the quality of grains, and collaboration and coordination of implementers of the NGTP and strategy.

Expedite passage of the Coffee Bill. The main missing piece of the set of regulatory instruments is the new coffee law. Though significant progress has been made with the bill having gone through public debate and being ready for tabling of the report in the plenary, the bill must be passed and assented to by the president before the 10th parliament is dissolved.

Implement the Coffee Road Map. The National Coffee Strategy was upgraded to the Coffee Road Map. A detailed implementation plan has been developed to operationalize the road map. Speedy implementation is now required to reap the benefits of the plan.

Enforce compliance with standards and quality. Although instruments for improving quality have been developed including green coffee standards, production handbooks for both arabica and robusta, unscrupulous actors are still active. Effective enforcement and sanctions are required for continuous improvement of coffee quality and competitiveness.

Ongoing capacity enhancement to UCDA. Over the life of EEA, UCDA has recruited new staff who did not benefit from earlier capacity building initiatives. To effectively fulfil its mandate and functions of promoting and regulating the coffee subsector, further capacity building to enhance skills, knowledge, and attitudes is required. Additionally, developing tools such as code of conduct and efficient monitoring and evaluation system are vital.

SECTION V

STRENGTHENED CAPACITY OF GOVERNMENT INSTITUTIONS TO FACILITATE AGRICULTURAL DEVELOPMENT AND TRADE

OVERVIEW

The primary mandate of MDAs and DLGs is to create an enabling environment for agricultural development and trade as well as deliver improved services to sector stakeholders and actors. To achieve this, both central and local governments require efficient and effective structures, internal systems, and processes. Using the organizational capacity assessment (OCA) tool, EEA facilitated MDA partners to identify institutional weaknesses and develop actions to strengthen the policy development process, improve leadership, management, and technical capacities. The interventions designed to tackle these challenges entailed: promoting and institutionalizing rigorous policy development processes; leadership development; human technical capacity building; enhanced capacity for evidenced-based policy formulation and decision-making; and building local government capacity for ordinance development. Major activities and results, lessons learned, and recommendations to strengthen the capacity of government institutions to facilitate agricultural development and trade follow.

REVAMPED AND INSTITUTIONALIZED A RIGOROUS POLICY DEVELOPMENT PROCESSES

In addition to lacking key policy instruments, EEA found a policy arena that was restricted, very slow, and frustrating for sector stakeholders who were longing for action to address the numerous problems they faced. Participation of nonstate actors was minimal, and their input was generally disregarded. The involvement of DPs in policy formulation was met with skepticism, mistrust, and generally viewed as an infringement on the mandate of government. Through building trust and consensus on a common policy reform agenda aligned to the government, USAID, and other DP's investment priorities, training in policy analysis and RIA, as well as dissemination of key publications developed by the Cabinet Secretariat, the policy formulation process has greatly improved as evidenced by the following:

POLICY FORMULATION PROCESS: A LOOK BACK

In 2014, stakeholders commented extensively on the draft National Seed Policy, but none were addressed. Instead, the policy was quickly submitted to TPM and approved for onward transmission to cabinet. This created discontent and stakeholders petitioned the permanent secretary for a redress. He heeded the appeal and released the document to stakeholders for further analysis, input, and validation.

Increased use of data in policy analysis. EEA helped to promote application of RIA in policy formulation. This was initially accomplished through technical assistance but more recently via inhouse efforts facilitated by the Cabinet Secretariat and policy analysis units.

Inclusive stakeholders' engagement has become the norm. Policy development processes now involve consultations with all stakeholders' such as private sector, civil society, academia, development partners, government MDAs, local governments, women, youth, and media. During the process of developing the 80 policy instruments mentioned earlier, EEA convened and facilitated hundreds of policy dialogue meetings and intra MDA collaboration events (see Exhibit 11).

EXHIBIT 11. SIGNIFICANT STAKEHOLDER ENGAGEMENT



318

Policy dialogue meetings held

345

Inter and intra MDAs coordination events facilitated

The activity learned early on that delayed approval of policies was due to limited participation of high-level policymakers in early stages of the policy process. EEA supported MAAIF to engage members of their TPM team, Cabinet Secretariat, and MOFPED throughout the policy process to ensure they were aware of the process and conversant with a policy's content. This approach has greatly reduced approval times for policy instruments. The NAEP (the first to adopt this approach) was approved within 10 months from the start of policy development.



Participants at the high-level policy dialogue on the National Agricultural Extension Policy held at Golf Course Hotel, February 2016

Further evidence that the policy processes that EEA pioneered is taking root includes inclusion of a high-level policy meeting during the formulation of the Tea Policy and Strategy, UNBS has adopted and replicated the simplification of standards for 10 additional commodities. Similarly, Rikolto (formerly VECO) has adopted the approach and applied it to rice standards.

IMPROVED CAPACITY FOR EVIDENCE-BASED POLICY FORMULATION AND DECISION-MAKING

In 2013, MAAIF’s Statistics Division did not have a functional system for data collection, capture, storage, analysis, and dissemination. The sector lacked credible national agricultural statistics for evidence-based policymaking, planning, investment analysis and performance assessment. EEA assisted MAAIF to design and establish NFASS, which has three components (see Exhibit 12 on the next page):

1. A data center
2. An institutional module which links MAAIFs directorates, departments, and agencies and other MDAs that generate agriculture-related data
3. Routine Administrative Data Reporting System (RADRS) — also known as the farmers’ register — which captures data from the field especially local governments

The activity invested heavily to design and operationalize NFASS by:

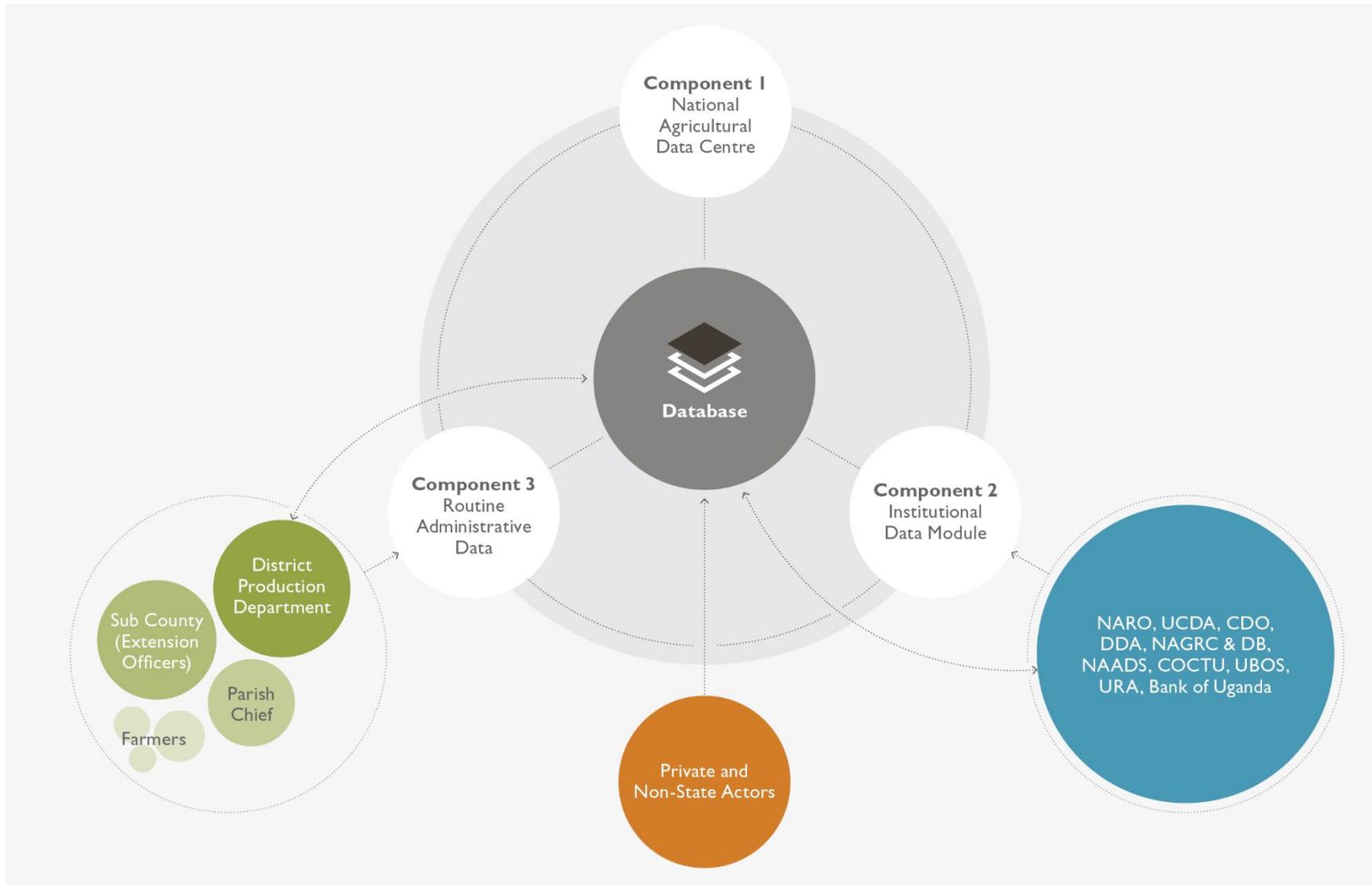
- i. Procuring computer hardware and furniture worth more than \$93,000 to equip the data center, and The Essential Electronic Library (TEEAL) and a range of software such as GIS, STATA, CPro, and Microsoft Office suite
- ii. Specifying systems requirements, designing and constructing a relational database that receives raw data from the Institutional Network and RADRS for storage, analysis, and report production
- iii. Training 72 Statistics Division and other MAAIF directorates, departments, and agencies in TEEAL, ArcGIS and custom training sessions on the relational database



Former MAAIF Minister of State, Hon. Joy Kabatsi, and former US. Ambassador to Uganda, H.E. Deborah Malac, cut ribbons to launch the data center at MAAIF’s head offices in Entebbe.

To ensure permanent data collection systems, EEA helped the Statistics Division prepare and submit a project proposal to MOFPED valued at approximately UGX 10 billion or roughly \$3 million. MOFPED approved the project and disbursements began in the first quarter of FY 2016/17. All three NFASS components were fully operational as of December 2019. MAAIF's database is an integrated one-stop center for administrative agricultural data from farmers and other value chain actors for its directorates, departments, and agencies.

EXHIBIT 12. NFASS DATABASE COMPONENTS



STRENGTHENED LEADERSHIP AND TECHNICAL CAPACITY

MAAIF, UCDA, and MTIC benefited from key interventions aimed at improving their leadership particularly the EEA-facilitated retreats for TPM and middle management staff in MAAIF and UCDA. In the case of MTIC, EEA funded a mindset change training for 68 MTIC TPM and mid-level managers to promote productive and effective work habits. The training enabled individual officers appreciate the significance of their professional contribution to MTIC and highlighted their potential to do business better and differently by improving self-management, creativity, and competitiveness.

- **68 MAAIF TPM and middle management staff** equipped with leadership skills at a retreat held in Jinja in July 2018
- **Two UCDA board and senior management retreats** held to develop corporate governance, leadership, and management skills

Regarding technical capacity, EEA supported several training events that contributed to enhancement of skills, knowledge, and attitudes of technical staff. These included training of:

- 46 seed inspectors (12 government and 33 private sector) on seed quality management. EEA implemented this activity in collaboration with the Feed the Future Uganda Agricultural Inputs Activity.
- 30 MAAIF officials on improved communications and presentation skills.
- 23 MAAIF and 26 private sector participants on policy planning, implementation, and evaluation in collaboration with IITA (PASIC).
- 86 participants (23 MAAIF, 29 MAAIF middle management staff, 21 PSOs, 10 members of parliament, and 3 LEAD members) on data demand and use.
- 60 districts officials on the World Trade Organization’s ePing notification system.
- 25 agricultural inspectors on e-certification to better support exporters by uniformly conducting commodity inspections.



MAAIF Strategy and Work Planning Training in Jinja, 2015

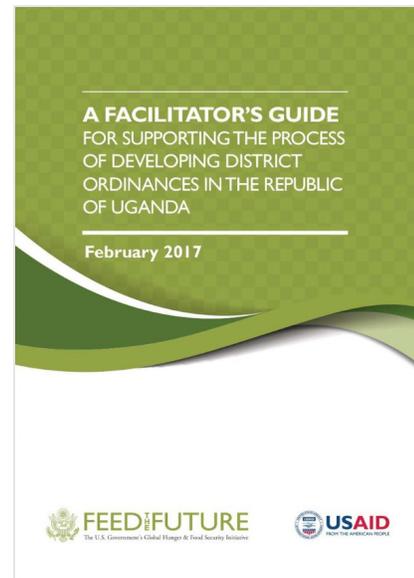
ENHANCED DISTRICT CAPACITY TO ADDRESS LOCAL PROBLEMS

Under the Local Government Act, 1997 (Cap. 243), DLGs are mandated to develop subsidiary legislation to address local challenges affecting their constituents. The outcry about poor quality of grains and counterfeit agricultural inputs were some of the problems DLGs were grappling with and wanted to tackle through ordinances. In 2015, few DLGs had the capacity, resources, and leadership to do so. EEA engaged DLGs to raise awareness of available policymaking options; as a result, in 2016, Lira, Kamuli, Mubende, and Kiboga DLGs expressed interest in developing ordinances and requested EEA's support to do so.

The activity responded by assessing DLG capacity and jointly discussed the problems they wanted to address, identified champions to lead the process, and determined their resource contributions. EEA engaged a legal consultant to train selected local government councils on the ordinance enactment process, draft or review their bills, and facilitate stakeholder consultation on the bills. The activity also supported subsequent stages including certification by the FPC, gazetting and publication by Uganda Printing and Publishing Corporation, as well as launch and dissemination.

Following the success of the first four districts, 10 more districts expressed interest and EEA assisted them to develop maize quality control and prohibition of counterfeit agricultural inputs ordinances.

The ripple effect of this success was that other projects and development partners sought EEA guidance on the process of developing ordinances to tackle various local problems. Among these were: One Acre Fund, which supported Kamuli District to develop an ordinance on control of striga — a parasitic weed that affects cereal crops. Requests for advice were also received from Feed the Future Uganda Producer Organizations Activity and USAID regional development project where EEA shared with the northern Uganda districts the process of ordinance enactment. To help organizations or DPs who may consider developing or supporting ordinances in future, EEA prepared a facilitators guide.



LESSONS LEARNED

The following represent a selection of key life-of-activity lessons learned that enabled EEA to facilitate the interventions and achieve the results highlighted above.

Change happens incrementally. Stay calm and push on. Transparent and robust stakeholder consultation is important, highly valued, and takes time. People want to speak and be heard. EEA took time to sort through divergent viewpoints and agree on a way forward. Incremental progress is still progress — press on and remain patient; success comes with time.

Entry points matter, and sometimes they are not what you expect. Although hierarchy is important, presumed entry points are not the only entry points. Hierarchical points of contact can be reluctant or slower partners, constrained in their ability to work with you for

a variety of reasons. In these instances, EEA learned to cultivate more than one point of contact at different levels of seniority to keep moving. “Lieutenants” were often more open, available, and understanding in how EEA support could benefit them and their organizations. This also means building leadership capacity at various levels of government MDAs as a safeguard to staff turnover to ensure a critical mass of trained and competent individuals remain to carry forward policy reforms.

Enlisting political will and buy-in early on for a speedy policy development process. High-level policymakers would often encounter a policy for the first-time during approval, inevitably resulting in a lengthy back and forth with the sponsoring technical departments. It is essential to engage TPM, MOFPED, and the Cabinet Secretariat from the beginning and throughout the formulation process for shorter review and approval processes.

Ensuring wide and inclusive dialogue is key to high-quality policy instruments. EEA supported MDAs to consult extensively with PSO and CSOs and incorporated their input. Not only did this ensure the policy instruments were comprehensive and representative, but this approach easily lent itself to implementation, with stakeholders and primary beneficiaries taking up their roles and responsibilities.

Sharing, demand, use of data, and coordination among data providers remain a slow and frustrating process. There is little enthusiasm for sharing, demand, and use of data despite significant investments in both the supply and demand side of data. Additionally, given that the provision of agricultural data is divided between several institutions. The Uganda Bureau of Statistics is responsible for official statistics, MAAIF for administrative data, the Bank of Uganda for exports revenue data, Uganda Revenue Authority for imports and exports of inputs and outputs, for users to have a complete set of data, these institutions need to coordinate and collaborate closely. This has not been the case. The establishment of NFASS was intended to address this challenge. This is an issue that still requires more work in the agriculture sector and throughout the government.

Continuous performance improvement of government MDAs occurs when capacity building interventions are based on assessments involving them. Most capacity building activities that went well were based on OCAs and the capacity building plans arising from the assessments in which the MDA staff led the process. This approach works and need to be continued in future programming and implementation.

Coordination within and between MDAs is crucial for improved policy formulation and service delivery. None of the policy instruments developed during the life of activity involved one single agency; rather, the responsibilities for implementation span several MDAs as well as private sector and civil society. Yet, MDAs tend to work in silos and fight over mandates. MDAs need to be encouraged and compelled to work together for improved policy development and service delivery.

Engage with local government to accelerate policy implementation. Decentralizing policy implementation to the district level where opportunities and interest exist can bring policies to the ground more quickly. Often overlooked local governments play a vital role in policy development and implementation because they are closest to the end-users. Districts are

often able, eager, and willing to move more quickly to capitalize on the opportunity for assistance. Relevant MDAs, PSOs, CSOs, and donors should drive their programming and resources toward districts to operationalize national-level policy at the local level and encourage home-grown solutions. This was the case as EEA developed ordinances to combat counterfeit agricultural inputs and improve the quality of maize.

RECOMMENDATIONS

Based on EEA's implementation experience, the activity compiled the following recommendations to facilitate agricultural development and trade for policymakers and smallholder farmers.

Ensure identified problems, proposed solutions, and political will are aligned. Three factors are critical in achieving success in policy development: 1) the nature of the problem; 2) whether a solution to the problem exists; and 3) the political will of the approving authority, whether it is a public or private entity, to approve and implement the reform. Elusive solutions and a lack of political will inhibit change. It is important therefore for those crafting policies to ensure the identified problems, proposed solutions, and political will are aligned.

Embed measurement, review, learning, and adaptation in policy implementation. The current policy environment changes rapidly. Under such circumstances, flexibility is key. A key tool to respond to the changes is to imbed measurement, review, learning, and adaptation in the policy formulation and implementation process. The standard provision for policy review and revision every 10 years may need to be reconsidered.

Invest in data. Data comes at a cost. Now that the data needs have been identified and initial investment made to gather, process, and disseminate information products to users, it is essential that this is sustained. Since advances have been project-driven and projects come to an end by their design, it is essential for the government to invest in data as a public good with allocation of adequate recurrent and development resources. Without this action, the current system may fall apart.

Leverage other data sources. NFASS provides primarily administrative agricultural data. For a more complete source of data, the users need to be aware of and leverage other sources such as the Annual Agricultural Survey, censuses of agriculture and livestock, and the Uganda National Panel Survey, which the Uganda National Bureau of Statistics provide.

Better coordinate the production and use of data. Several institutions are involved in generating data on agriculture. However, limited coordination of the production and use of this information leads to duplication and conflicting data. The established organs of coordination such as the National Agricultural Statistics Technical Committee and Sector Statistics Committee rarely meet to address these challenges. This requires strengthening.

Promote data demand and use. Due to lack of credible data, the culture of data demand and use is lacking. But as accurate data becomes more available, it is essential to promote the demand and use of data. This can be done by creating awareness on what is available and requiring use of data for planning and reporting.

SECTION VI

STRENGTHENED CAPACITY OF GOVERNMENT, PRIVATE SECTOR, AND CIVIL SOCIETY INSTITUTIONS TO PREPARE AND RESPOND TO IMPACTS OF WEATHER VARIABILITY ON AGRICULTURE

OVERVIEW

Weather variability attributed to climate change affects Uganda's agriculture, and its impacts are felt most profoundly at the district level. USAID's 2013 Uganda Climate Change Vulnerability Assessment projected that Ugandan farmers will continue to face a deteriorating natural resource base, eroding ecosystem services, and reduced access to land. These threats were projected to negatively impact agricultural production, product quality, and exports, and have social consequences for families, household incomes, livelihoods, employment, and poverty reduction. To diminish these threats, it was essential to understand and address them at national and local levels. Given that climate change was a relatively new phenomenon at EEA's inception, government institutions had limited capacity in terms of skills, knowledge, and resources to respond to its impacts. Therefore, EEA focused on improving the capacity of the government, PSOs, and CSOs to appreciate the effects of climate change on agriculture and respond through improved capacity support for national and local implementation of the NCCP, as well as improved meteorological data quality, timely access, availability, and use. Major activities and results, lessons learned, and recommendations to strengthen the capacity to prepare Ugandan institutions to prepare and respond to impacts of weather variability follow.

STRENGTHENED CAPACITY OF GOVERNMENT INSTITUTIONS TO EXECUTE THE NCCP AND IMPLEMENTATION STRATEGY

Mainstreamed climate change adaptation actions at MDA and DLG levels. Since climate change impacts are felt most profoundly at the local level, a critical element of EEA's work was creating awareness on the NCCP and building the capacity of MDAs and 38 DLGs — specifically DTPCs — to plan and budget for adaptive responses. EEA organized three phased practical training events (see Exhibit 13 on the next page) on climate change mainstreaming for district technical planning committees in 38 DLGs and Climate Change Task Force (CCTF) members from two MDAs (MAAIF and MOLG). The training equipped local government and MDA representatives with knowledge on impacts of climate change on agriculture and how to integrate and align climate change issues and activities in their district development plans and sector strategic plans respectively. This process resulted in strengthened relationships between local and central governments and improved inter-MDA coordination between MWE, MOLG, MAAIF, the National Planning Authority, MOFPED, the prime minister's office, and the Uganda National Meteorology Authority (UNMA) as they worked together on several initiatives including support DLGs to mainstream climate change issues in their district development plans, formulation of National Climate Change Indicators, and integration of climate change issues in their sector plans. DLG staff appreciated that climate change is a central development challenge, not solely a natural resource management issue.

EXHIBIT 13. CLIMATE CHANGE MAINSTREAMING PROCESS AT MDA AND DLG LEVELS



PHASE I: Stakeholder identification, mobilization, and engagement



PHASE II: Mainstreaming climate change into DDPs and budgets using program-based budgeting system



PHASE III: Monitoring climate change mainstreaming into DDPs

	PHASE I: Stakeholder identification, mobilization, and engagement	PHASE II: Mainstreaming climate change into DDPs and budgets using program-based budgeting system	PHASE III: Monitoring climate change mainstreaming into DDPs
ACTIONS/ACTIVITIES	<p>Step 1: Set the scene for mainstreaming climate change into DDPs and budgets</p> <p>Step 2: Create a common understanding of climate change and its magnitude and impact</p> <p>Step 3: Introduce climate change mainstreaming and the policies that mandate it</p> <p>Step 4: Screen participating districts' DDPs to gauge the level of climate change integration</p> <p>Step 5: Plan adaptive responses by the participating districts (action planning)</p> <p>Step 6: Assess the district's technical capacity related to climate change</p> <p>Step 7: Secure commitments. Make recommendations. Agree on a way forward.</p>	<p>Step 1: Open the workshop and recap from Phase I</p> <p>Step 2: Showcase the policy context for climate change mainstreaming</p> <p>Step 3: Introduce the monitoring framework for climate change actions</p> <p>Step 4: Introduce non-government financing option for climate change actions</p> <p>Step 5: Demonstrate how climate change actions can be incorporated into the PBS</p> <p>Step 6: Align climate change action plans with the PBS</p> <p>Step 7: Secure commitments. Make recommendations. Agree on a way forward.</p> <p>Resource mobilization support to DTCP, e.g. project planning and proposal writing training</p>	<p>Step 1: Complete the District Climate Change Mainstreaming Monitoring Checklist with the DTCP</p> <p>Step 2: Select field sites and visit, see, and understand some of the district's climate change activities</p> <p>Step 3: Re-assess the district's technical capacity related to climate change</p>
PARTNERS	MoLG, MWE, MAAIF, NPA and UNMA	OPM, MoLG, MWE, MAAIF, MoFPED, NPA and UNMA	MoLG, MWE, MoFPED, UNMA, and NPA
TOOLS	EEA DDP Screening Checklist, EEA Technical Capacity Assessment	MoFPED PBS	EEA District Climate Change Mainstreaming Monitoring Checklist, EEA Technical Capacity Assessment Tool, MoLG Local Government Assessment Tool
AUDIENCE	DTPC, elected leaders, and representatives from district-level PSOs, CSOs and cultural and religious institutions	DTPC	DTPC, elected leaders, and representatives from district-level PSOs, CSOs and cultural and religious institutions

At the national level, MDAs mainstreamed climate change interventions in their strategic plans and budgets. Unlike DLGs where institutional architecture allowed integration of climate change interventions in all departments represented by the DTPCs, similar structures were absent at MDA level. This called for the establishment of CCTFs at MAAIF and MOLG to coordinate climate change activities within departments and agencies. Using the climate change Technical Capacity Assessment Tool (TCAT), MAAIF's CCTF defined capacity building needs and interventions within their strategic plans that led to the development of a Climate Change Strategy for the Agriculture Sector while the MOLG CCTF developed a Climate Change Handbook for Local Governments that identifies strategic interventions and roles and responsibilities of stakeholders.

DEVELOPED TOOLS TO HELP MDAS ADVANCE NCCP AND IMPLEMENTATION STRATEGY IMPLEMENTATION

EEA supported MDAs to develop tools that simplified the NCCP and implementation strategy. MWE developed Standard National Climate Change Indicators (SNCCI) to guide budgetary allocation for climate change activities by MOFPED and to track MDA and local government performance and compliance to climate change. These indicators were incorporated in the national budgeting framework per two budget call circulars issued by MOFPED in FY 17/18 and FY 18/19. MOLG is set to integrate the SNCCI in the National Local Government Assessment Tool. Other tools that were developed include the National Climate Change Communication Strategy, the abridged version of the NCCP, Agriculture Sector Climate Change Strategy, Coffee Sub-sector Climate Action Plan, the Climate Change Handbook for Local Governments, and the National Climate Change Bill.

In addition, EEA trained staff from MWE, MOLG and MAAIF on the use and application of the Community-based Risk Screening Tool – Adaptation and Livelihoods (CRiSTAL) to better plan and prepare for climate-proofed activities. Five representatives from each DTPC from the 38 Feed the Future DLGs were trained on the use of the CRiSTAL tool to climate-proof community-level projects. DTPC members evaluation ongoing projects in their districts and identified areas to climate-proof their projects. PSO and CSOs such as UNFFE were also trained in the use of the CRiSTAL tool. The training sessions enhanced participants' knowledge and skills in budget analysis, advocacy, and resource mobilization.

CRiSTAL TRAINING HELPS NEBBI DISTRICT TO CLIMATE-PROOF ACTIVITIES

"Our district is currently implementing a five-year water for production and integrated natural resources management project. However, this project has not been climate-proofed. CRiSTAL training has given us an opportunity to revise project activities to reduce vulnerability and enhance adaptive capacity of communities to impacts of climate change."

— Doreen Fualing, District Natural Resources Officer, Nebbi District

STRENGTHENED INTERPRETATION AND USE OF METEOROLOGICAL DATA IN AGRICULTURAL PRODUCTION

Ugandan farmers are feeling the impact of climate change more regularly. Rainfall patterns are increasingly erratic, and extreme and prolonged weather events occur more frequently bringing with them the intensification of new disease strains and pests as temperatures rise. Access to relevant meteorological data and greater ability to analyze and interpret it

contributes to improved weather forecasting, predictions of climate change impacts and provision of appropriate advisories. In Uganda, weather and climate information provides critical early-warning of climate-related disasters that greatly affect the agricultural sector. However, a significant shortage of climate monitoring infrastructure and low capacity to interpret and package the information into user-friendly formats diminishes the country’s ability to monitor, detect, and predict climate variability and climate change.

Through two USAID grants to World Vision — a combined value of \$199,989 — EEA assisted UNMA and other stakeholders to improve packaging, dissemination, access, and use of seasonal weather forecast information, and accompanying health, energy, and agricultural advisories. Through its grantee, EEA broadened its impact through the sharing of timely and reliable agrometeorological information with smallholder farmers and other value chain actors. The weather forecasts and advisories were translated into 12 common local languages and disseminated in 30 Feed the Future districts (see Exhibit 14 on the next page for dissemination agents, channels, and recipients) to help farmers predict and plan with greater precision in light of the increased weather variability. The forecasts were disseminated through diversified channels such as email, SMS messages, WhatsApp, local radio programs, local houses of worship, notice boards, and women’s and farmers’ groups. Furthermore, UNMA trained government and nonstate actors to interpret and use meteorological data for enhanced agricultural production and productivity and strengthened resilience to climate change while also promoting inter-MDA collaboration and networking.

WEATHER INFORMATION BECOMES ACCESSIBLE TO FARMERS IN THEIR LANGUAGE

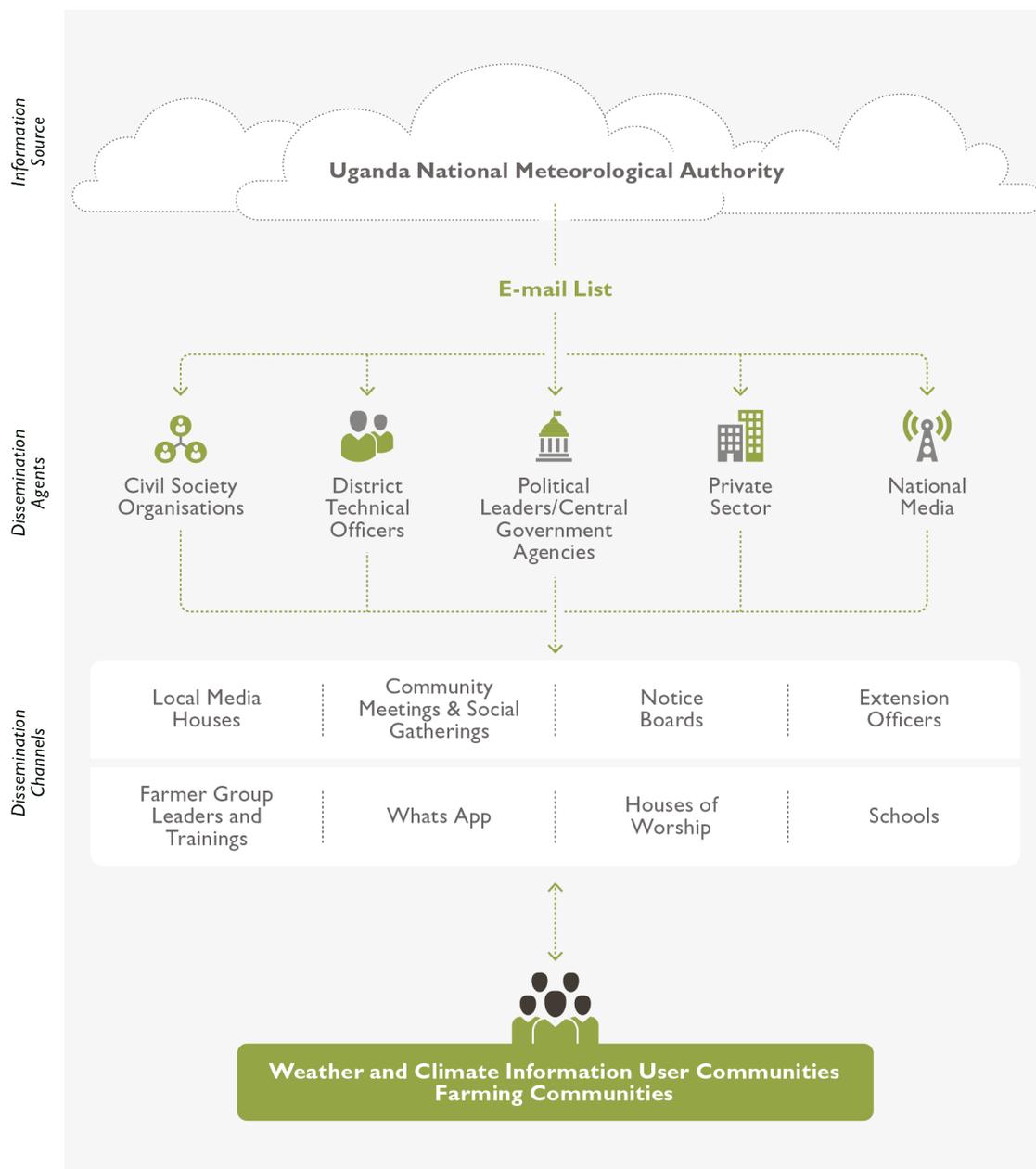
Weather advisories and forecasts were translated into 12 languages spoken in the target districts. These included:

- Alur
- Kumam
- Lango
- Lugisu
- Luo
- Lusoga
- Luganda
- Lukonzo
- Japadhola/Ateso
- Rufumbira
- Runyankore/Rukiga
- Runyoro/Rutooro

ESTABLISHED A CLIMATE CHANGE CHAMPIONS NETWORK

EEA mobilized 50 climate change champions to become long-term agents for climate change information dissemination in the community. Champions were drawn from DLGs and the private sector to influence adoption of climate smart knowledge, attitudes, and practices in their communities. EEA leveraged synergies with other Feed the Future activities including the Commodity Production and Marketing Activity, the Agricultural Inputs Activity, and the Education and Research to Improve Climate Change Adaptation Activity that trained climate change champions on recommended community-based climate smart agricultural practices, leadership, governance, and resource mobilization. The effort resulted into a registered champion network (Uganda Climate Change Champions Network) with constitution and a five-year strategic plan developed with EEA support.

EXHIBIT 14. WEATHER AND CLIMATE INFORMATION FEEDBACK FLOW CHART



INTEGRATED CLIMATE SMART AGRICULTURE (CSA) PRACTICES INTO TRAINING MATERIALS FOR THE COFFEE, MAIZE, AND BEANS VALUE CHAINS

Technical content for training extension workers and farmers lacked messages on CSA practices. To fill this gap, EEA supported MAAIF, MWE, UCDA, and MTIC to incorporate CSA practices into training manuals/handbooks and develop IEC materials (posters, leaflets, user guides) on CSA practices for maize, beans, and robusta and arabica coffee production. Dissemination of the training manuals/handbooks and the IEC materials improved adoption of CSA practices and enhanced extension workers and traders’ capacity to guide farmers.

LESSONS LEARNED

The following represents a selection of key life-of-activity lessons learned that enabled EEA to build the capacity of government, PSO, and CSO institutions to prepare and respond to the impacts of weather variability and achieve the results highlighted above.

The endorsement and support from leaders at the district-level for climate change interventions is crucial. EEA learned that the buy-in of political, religious, private sector, and civil society leaders at the DLG level is essential to not only accept that climate change and weather variability is worthy of attention and action but also to do so quickly to mainstream climate change activities into district development plans.

Personnel transitions and turnover affect consistent progress and sustainability. EEA learned early in implementation that consistent CCTF membership in MDAs drive success, ownership, and sustainability of climate change initiatives. EEA observed frequent turnover of MOLG CCTF members, which affected their ability to move priorities forward in a concerted and sustainable way as new members moved on and off the taskforce. Without committed and proactive CCTF members advancing lasting progress is challenging.

CLIMATE CHANGE MAINSTREAMING: A MODEL FOR INTER-MDA COLLABORATION

Inter-MDA collaboration proved to be highly effective when ushering DLGs through the three phases of the climate mainstreaming activity. This process brought together seven MDAs including:

- MWE
- MOLG
- MAAIF
- UNMA
- Office of the Prime Minister
- National Planning Authority
- MOFPED

Cross-government partnerships elevated the importance of climate change to DLGs. EEA learned through the climate change mainstreaming process that involving as wide a cross-section of MDAs as possible was a visible and powerful demonstration of the importance of climate change at the national level and also an effective means to rally participation at the DLG level. The activity pulled a variety of MDAs during the climate change mainstreaming process to mobilize and incentivize DLG participation and to elevate the climate change agenda as a key part of their respective mandates.

RECOMMENDATIONS

Based on EEA's implementation experience, the activity compiled the following recommendations to increase the capacity of government, private sector, and civil society institutions to prepare for and respond to the impact of weather variability.

Climate change remains a top priority that requires ongoing investments. The ability of public and private sector institutions to respond to, and prepare for, the impacts of climate change and weather variability is in demand. This was consistently identified in various strategic and action plans, communications strategies as well as standalone climate change strategies developed with EEA's support. Additionally, continuous stakeholder engagement and mass sensitization and education is necessary to understand the phenomenon, its causes, effects, and mitigation tactics. Climate change and weather

variability considerations should be integrated into USAID-funded IPs interventions, building from EEA's results where possible.

Continue to build the capacity of DLGs to advance climate change activities. Local governments at the district level remain an area of opportunity for implementation as described in other sections of this report — climate change is no exception. DLGs offer an exciting prospect to increase interest and awareness of smallholder farmers and those closest to the weather variations represent. Further technical assistance is required to harness these opportunities including but not limited to continuous and ongoing climate change communications and awareness campaigns, more tools such as IEC materials, and continued help in budgeting for climate change activities in district development plans.

Facilitate and/or advocate for approval of critical national-level climate change tools. Two key policy instruments — the Climate Change Bill and the Local Government Assessment Tool — were incomplete and unapproved at the end of the activity. MDAs, PSO and CSO stakeholders combined with IPs and DPs should continue to follow-up with the relevant government organs, especially MWE and parliament, to finalize and approve these critical climate change frameworks.

SECTION VII

ENHANCED CAPACITY OF PRIVATE SECTOR AND CIVIL SOCIETY ORGANIZATIONS TO CONTRIBUTE TO POLICY DECISIONS

OVERVIEW

PSOs and CSOs play a role in driving policy reform by providing a nongovernment perspective to government decision-makers' often centralized views of the reality on the ground. During the activity, EEA considered PSO and CSOs valuable partners because they represented key stakeholder groups — farmers, traders, processors, exporters, service providers, and agro-input dealers — along the Feed the Future focus value chains of maize, beans, and coffee. At the start of the activity, many of the PSO and CSOs that EEA interfaced with could easily and quickly identify policy constraints but could not effectively provide evidenced-based counteractions or present their positions to government through proactive lobbying and advocacy. Additionally, a number of these organizations faced institutional challenges hindering them from fully exercising their envisioned influence on government policy decisions. Specifically, their internal systems and processes were characterized by weak structures, leadership, and governance as well as poor financial management and accountability resulting in inefficient and ineffective operations and service delivery to their members. Major activities and results, lessons learned, and recommendations to strengthen the capacity of government institutions to facilitate agricultural development and trade follow.

IMPROVED INSTITUTIONAL GOVERNANCE AND ORGANIZATIONAL CAPACITY

EEA improved PSO and CSO governance structures to enable them to overcome leadership weaknesses and build their capacity to use evidence-based research for policy advocacy on behalf of their constituents. EEA strengthened the institutional structures of 11 PSOs by supporting them to develop constitutions, strategic plans, and codes of conduct in consultation with their membership.

EEA funded PSO member engagement sessions at selected regional centers across the country to seek input, validate, and approve their new strategic plans. In the case of USTA, whose strategic planning exercise was done in collaboration with various stakeholders including MAAIF, EEA financed learning visits for five members of USTA leadership to 16 seed companies to obtain input on current challenges affecting the seed sector and USTA member companies. Findings from these visits including the challenge of counterfeit seeds, an incomplete policy and regulatory framework, and the high cost of working capital from financial institutions, and inadequate technical knowledge for key personnel of the seed companies were incorporated into USTA's strategic plan. Another beneficiary of EEA's technical and financial assistance was UNFFE. EEA worked with UNFFE to develop a new constitution that sets out how the federation is organized and stipulates powers and responsibilities of the membership, board of directors, senior

management team, and staff. UNFFE’s strategic plan highlights their four-year strategic direction and highlights the federation’s membership engagement strategies, advocacy, resource mobilization, and institutional growth plans. EEA also trained 623 members from 21 UNFFE-affiliated district farmers associations to improve their management functions, knowledge of the agricultural policy environment, and basic advocacy strategies. EEA also mentored farmer leaders on effective leadership and transparency. Exhibit 15 lists the PSOs and CSOs that received technical support to enhance their capacity.

EXHIBIT 15. TECHNICAL SUPPORT TO PARTNERS

Organization	Strategic Planning	Governance Training	Code of Conduct	Constitution
CropLife	✓			
YOFCHAN	✓		✓	
Young Farmers Coalition (YOFACO)	✓		✓	
International Women’s Coffee Alliance Uganda	✓		✓	
UNADA	✓			
ACSA	✓		✓	
UNFFE	✓		✓	
USTA	✓		✓	
NUCAFE	✓			
UCFA	✓			
Uganda Quality Coffee Traders and Processors Association		✓		✓

IMPROVED LEADERSHIP AND MANAGEMENT CAPACITY

EEA trained boards of directors of seven PSOs to equip members with knowledge, skills, and tools for effective governance. The activity supported some PSOs to develop board of director charters and codes of conduct to guide the boards during execution of their roles. EEA also trained a pool of 12 local consultants on organizational development and consulting skills. Following their training, EEA engaged them as short-term technical assistance to support institutional strengthening of PSOs and CSOs. Even after closeout, PSO and CSO partners can leverage their expertise. See box entitled “Building Foundations to Grow” in Section VII for an example of how this initiative helped to sustain Ugandan talent.

Improved PSO involvement in the policy development process. Historically, during policy formulation, the government has either been indifferent to private sector and civil society participation or dominant over it, rather than engaging PSOs and CSOs as partners. EEA worked to strengthen the links between the government and PSO/CSO partners to engage with one another to advocate for what each partner needs to contribute more effectively to the sector.

EEA trained PSOs and CSOs on policy advocacy to strengthen their capacity to lobby the government for a better policy environment for their constituents and on effective communication to articulate issues concisely and engage their constituents better. EEA trained representatives of UNFFE, UCFA, the Uganda Cooperative Alliance, USTA,

UNFFE MEMBERS APPLY CRISTAL TRAINING TO BENEFIT UGANDAN FARMERS

“The training was very useful and relevant to us: our membership in the district has not been doing much especially on budget advocacy due to limited understanding of the real issues in budgeting. In addition ... most of our membership depends largely on financial support from development partners through writing proposals. We have no doubt whatsoever that the skills they gained from this training will be used to improve on these two aspects for the good of farmers in Uganda.”

— Caleb Gumisiriza, Director, Policy Research and Advocacy, UNFFE

UNADA, CropLife Uganda, NUCAFE, UNFFE/district farmers associations, YOFACO, the Uganda Quality Coffee Traders and Processors Association, and the Uganda Coffee Federation on developing customized strategic communications plans. The PSOs identified appropriate and effective ways to communicate their lobby and advocacy agenda, such as engaging government departments with researched data and suggested solutions, rather than seeking exposure through general comments via indiscriminate channels. The activity also trained PSO and CSOs on the CRiSTAL tool, which had dual benefits to help these organizations plan and prepare for climate-proofed activities while also building their knowledge and skills in budget analysis, advocacy, and resource mobilization.

At the district level, EEA engaged PSOs to build their capacity to engage grassroots memberships, obtain policy issues and synthesize them into position papers with which to lobby government.

During the life of the activity, EEA observed a mindset change within MAAIF and other government MDAs as more policy instruments have been advocated for and vetted through private sector participation. During policy formulation, EEA hosted policy dialogue events, strategically bringing together a cross-section of state and private actors including women and youth, drawn from rural and urban localities. The interests and priorities of a variety of counterparts gave dimension and credibility to these instruments and resulted in greater buy-in by key stakeholders. For example, many PSOs (e.g., UNFFE, ACSA, the Food Rights Alliance, the Civil Society Budget Advocacy Group) participated in the development process for the National Agricultural Extension Policy and National Coffee

“Using the skills acquired through USAID’s support, one of our members, Mayuge Farmers Association, was able to lobby government to provide them equipment (maize and rice mill) for collective marketing of maize and grain.”

— Harriet Nakasi, National Coordinator, ACSA

Strategy (the Uganda Coffee Federation, UCFA, NUCAFE), while USTA contributed to the seed policy.

ENHANCED CAPACITY OF PRIVATE SECTOR AND CIVIL SOCIETY ORGANIZATIONS TO MONITOR ACTIONS TO PROMOTE INCREASED TRANSPARENCY, ACCOUNTABILITY, AND RESOURCE UTILIZATION

Private sector and civil society involvement in national budget process. The national budget influences the enabling environment for agriculture. EEA assisted partners to elevate their understanding of the budgetary process and their competence to critically analyze implications of budgetary allocations to agriculture and other sectors. EEA trained more than 100 participants representing 21 private sector and government institutions including: MAAIF, MOFPED, and UCDA, on strategies to identify entry points for influencing budgetary allocation especially toward agriculture. The MDAs shared information about the intricacies of the government budget and details of the new public finance cycle. For many PSO representatives, this training was their first in-depth exploration of the budget process and exposure to budget analysis tools. Armed with this information, organizations are now able to better plan their lobby and advocacy efforts to influence the government policy decisions.

Furthermore, EEA supported the Civil Society Budget Advocacy Group, and eight other PSOs/CSOs to develop a budget advocacy roadmap for FY 17/18 that detailed how and who the PSOs/CSOs would lobby at different stages of the budget cycle. In early 2017, the PSOs/CSOs developed position papers on the FY 17/18 National Budget Framework and on the Ministerial Policy Statement for the FY 17/18 budget. They later presented position papers to the Parliamentary Committee on Agriculture, Animal Industry, and Fisheries, highlighting the need to increase the

recurrent budget allocation to the agricultural sector, especially for extension services, to increase funding for research to the National Agriculture Research Organisation, and to follow through on the development in the coffee subsector, cereals, and food security. As a result of these engagements, the nonwage budget allocation for local government extension workers increased 290 percent, from UGX 10 billion to UGX 39 billion.

Furthermore, the PSOs/CSOs lobbied for representation on the Agricultural Sector Working Group culminating in the admission of three PSOs (Participatory Ecological Land Use Management, ACSA, and the Uganda Farmers Common Voice Platform) as members of the working group.

Improved private sector capacity for policy planning, implementation, and evaluation. In response to previously identified capacity gaps, EEA, working with IITA through its PASIC program, trained MAAIF staff and PSO representatives from UCFA, NUCAFE, Uganda Quality Coffee Traders and Processors Association, ACSA, CropLife, PSFU, and YOFACO on policy planning, implementation, and evaluation.

EEA'S PSO/CSO PARTNERS

- Africa Coffee Academy
- ACSA
- East Africa Grain Council
- Food Rights Alliance
- Participatory Ecological Land Use Management
- Uganda Cooperative Alliance
- Uganda Coffee Federation
- USTA
- YOFACO

Together, these efforts boosted nonstate actors’ capacity to lobby and advocate; built skills to lead and coordinate multiple stakeholder efforts; strengthened organizational capacity; and enhanced human resource capacity with more than 2,400 individuals receiving USG-supported agricultural sector productivity training.

ESTABLISHED A STRATEGIC LEADERSHIP AND THINK TANK FOR AGRICULTURE SECTOR

In 2016, EEA founded the LEAD program to address some of the most profound, deep-rooted, and persistent challenges facing the Ugandan agriculture sector, in part by challenging and supporting the government to appreciate the urgency of finding solutions to sector challenges. LEAD was designed to act as a “think tank” that would spark exponential growth in the agriculture sector by addressing critical challenges around agricultural production, trade, and youth unemployment. LEAD started with 18 members and later expanded to 28 leaders and professionals with vast knowledge and experience in agriculture, private sector leadership, academia, and related disciplines. LEAD engaged with MAAIF, UCDA, and the Parliamentary Committee on Agriculture to highlight key policy issues and priorities. The organization also leveraged the expertise of its members to provide high-level leadership training to some MDAs. For instance, a LEAD member provided essential training on mindset change for the MTIC TPM.

As means to ensure sustainability, in 2019, LEAD developed a two-year strategic plan and registered as a company limited by guarantee. It also developed proposals to source funding from potential donors.

LESSONS LEARNED

Below we present a selection of key life-of-activity lessons learned that enabled EEA to build the capacity of PSO and CSO institutions to contribute to policy decisions and achieve the results highlighted above.

Donor dependency compromises independence. EEA learned that most PSOs/CSOs lack the capacity to generate income to finance their activities creating donor dependency. This compromises their ability to think and take independent actions. Thus, the activity worked to build financial management skills outside of proposal writing or grants from IPs or DPs. For example, EEA encouraged apex organizations to derive income from membership fees to balance revenue sources thus increasing the organization’s independence and sustainability.

Ugandan resources and talent produce long-lasting results. Tapping into Ugandan resources builds the capacity of Ugandan PSOs and CSOs to be more cost-effective, efficient, and sustainable. EEA found that leveraging Ugandan talent to assist and guide other Ugandan institutions encourages trust and creates networking opportunities. For example, rather than use an international or regional subject matter expert to guide EEA’s Uganda PSO and CSO partners through the government budget cycle and budget advocacy activities, the activity brought in the local Civil Society Budget Advocacy Group to build the capacity of Ugandan PSOs and CSOs in budget advocacy, which resulted in increased appropriations for agriculture extension service delivery.

Institutional capacity strengthening is the foundation for effective advocacy. In its early years, EEA’s PSO and CSO capacity programming focused on bolstering advocacy skills. EEA learned that PSOs and CSOs needed solid foundations to grow and engage in policy dialogue and serve their constituents better. Thus, EEA adjusted its programming to focus more on partners as institutions. Our partner ACSA’s journey demonstrates the success of this approach, as captured in the box below.

BUILDING FOUNDATIONS TO GROW — A SNAPSHOT OF ACSA’S JOURNEY WITH EEA

ACSA is a national network of CSOs providing sustainable agriculture, agricultural market development, research, and advocacy to increase farmer’s understanding and policy issues affecting smallholder farmers in Uganda. In 2013, ACSA was one of several PSOs that approached EEA for technical support. At the time, ACSA had just been incorporated and needed to strengthen its organizational and human resource capacity to actively engage stakeholders in the agricultural policy space. EEA trained ACSA’s members in policy and budget advocacy in 2015-2016 and data demand and use in 2017. The activity also trained ACSA’s board of directors in governance, developed a code of conduct for the board and senior management team, and assisted ACSA as they developed its 2020-2024 strategic plan. As an added bonus to the improvement in institutional strengthening skills, EEA trained three ACSA members and an employee as climate change champions who in turn trained 15 others as agents of change.

As a result of EEA’s interventions, a more vibrant and visible ACSA emerged. Members that built their skills with EEA in budget analysis and interpretation as well as climate change are key skills and knowledge resources and are seen as “go-to” subject matter experts and peer resources for others in their home regions. For example, the Mityana-Mubende District Farmers Association has, in the past, been invited to present their views on wetland and natural resource destruction in the district. Additionally, ACSA through one of its members, the Agency for Integrated Rural Development, is now a member of MAAIF’s agriculture sector working group and, as the private sector representative, has been consulted on the sector’s priority areas for financing and crucial policies such as the NAEP, Climate Change Policy, and Biosafety and Biotechnology Bill, among others. ACSA is represented on the technical working group for MAAIF’s Joint Agriculture Sector Review, the Kenya-based Steering Committee for Ecological Organic Agriculture, and is a member of the Civil Society Budget Advocacy Group, a key stakeholder on ecological organic agriculture – Ugandan chapter.

Moreover, ACSA grew from being hosted by and co-locating with Caritas to renting its own office space in 2019. This was a recommendation incorporated in ACSA’s first OCA with EEA in 2015 to position them for sustainability and autonomy to independently make objective and inclusive decisions for its membership — a goal achieved in just four years. In addition, ACSA secured five-years of funding from Misereor, the German Catholic Bishops’ Organisation for Development Cooperation, a critical step in widening its financial base to ensure its survival and commitment to serving its farmers.

With their foundational skill sets built as a result of EEA’s interventions, ACSA’s strategic positioning on these platforms and steps toward organization independence will ultimately help ACSA achieve its advocacy goals.

RECOMMENDATIONS

Based on EEA’s implementation experience, the activity compiled the following recommendations to improve capacities of PSO and CSO institutions.

With enhanced capacity for analysis and advocacy, PSOs and CSOs need to demonstrate evidence of this by undertaking independent analysis that inform key sector and national documents such as National Development Plan, Agricultural Sector Strategic Plan, annual budgets, and policy instruments.

PSOs and CSOs need to intensify their internal revenue mobilization and/or source for funding that is not tied to specific policy agendas to maintain their independence.

SECTION VIII

MONITORING, EVALUATION, AND LEARNING

OVERVIEW

EEA developed a rigorous monitoring, evaluation, and learning (MEL) system and activity MEL plan (AMELP) to support the activity’s CLA agenda and framework. The system was designed to be flexible to adjust to fluid policy processes and ensure harmony across EEA’s four result areas, with adjustments made over time particularly at the outcome level to better capture impact and results. Activity staff, EEA counterparts, and grantees in the public and private sector involved in implementation collected data linked to desired outcomes and impacts as captured in the AMELP.

The activity recognized the value of continuously monitoring and evaluating our work, intentionally incorporating those learnings as the basis for any changes to our technical approach. EEA prioritized learning events and activities to plan and implement activities; share and synthesize information to inform ongoing implementation; deploy adaptive management for specific interventions; build capacity; and identify appropriate exit strategies. Learning events and activities prioritized coordination and collaboration, engaging and bringing together EEA staff, national- and district-level government stakeholders, individual sectoral stakeholders, PSO and CSO institutions, members of parliament, DPs, and IPs to plan and implement activities and to continually make tactical adjustments to approaches, partners, and interventions, and inform decision-making and sustainability strategies. Ultimately, EEA’s learning agenda enabled the activity and partners to adapt and improve performance and own the results.

INDICATORS AND DATA COLLECTION

EEA used a series of four data collection tools to collect and report performance data on 24 indicators (see Annex C for EEA’s life-of-activity achievements against indicators) and to inform managerial decisions and adaptations for implementation. The activity’s results framework (see Exhibit 16 on the next page) shows the hierarchy of results that contribute toward achieving the goals and objectives set by USAID. The indicators were organized in a cause-and-effect sequence and designed to measure the overall goal — an improved enabling environment for agricultural development, trade, and adaptation to climate change. EEA identified outcome indicators for each of the component results as well as output and process indicators for lower-level results and activities for monitoring purposes. By assigning indicators at each level of the results framework, the activity was able to monitor whether achievement of lower-level results led to achievement of higher-level results. For each level of measurement and results, the AMELP defines a set of quantitative indicators that allows the identification of the achievement of the expected results organized in a cause-effect sequence.

EXHIBIT 16. RESULTS FRAMEWORK

M I S S I O N	USAID/Uganda Goal: Uganda's transition to a prosperous and modern country accelerated			
	DO 1: Community and household resilience increased	DO2: Demographic drivers affected to contribute to long-term trend shift *	DO3: Key systems more accountable and responsive	
	IR 1.1: Key drivers of vulnerability as identified by beneficiaries addressed IR 1.2: Capacity to manage risk increased IR 1.4: Community and household assets increased and diversified	IR 2.4: Increased youth economic productivity	IR 3.1: Leadership in development supported IR 3.2: Citizens actively participate in development IR 3.3: Key elements of the systems strengthened IR 3.4: The enabling environment that supports functional systems improved	
A C T I V I T Y / O U T C O M E	Activity Objective: Enabling environment for agricultural development, trade and adaptation to climate change improved			
	01. Stakeholders individuals perception of agricultural enabling environment			
	Result 1: Policy and regulatory constraints to agricultural production, processing, marketing and trade removed	Result 2: Capacity of Ugandan government institutions to facilitate agricultural development and trade strengthened	Result 3: Capacity of Ugandan government institutions [and PSOs/CSOs] to respond to climate change impact on agriculture strengthened	Result 4: Capacity of PSO/CSOs to contribute to policy decisions related to ag. development, ag. trade, and climate change adaptation strengthened
	03a. Number of agricultural and nutritional enabling environment policies completing the five processes/steps of development. Steps 4-5 (FtF 4.5.1-24)	9: Number of government stakeholder institutions having registered increased institutional capacity	14: Number of institutions with improved capacity to adapt to climate change (GCC 4.8.2-14)	19: Number of PSO/CSO stakeholder organizations having registered increased capacity
	4. Number of agricultural and nutritional enabling environment policies in reform process that incorporate specific gender and youth considerations	10. Number of Self-initiated collaboration events between MDAs.	15: Number of individuals with increased capacity to adapt to the impacts of climate change as a result of USG assistance (GCC 4.8.2-26)	20. Number of issues raised by public interest groups that are addressed by service providers (CDCS SUB-IR 3.2.4)
	5. Percentage of strategies/policy actions for approved policies that are being implemented (Extension policy, Coffee policy, Grain policy)	11. Number of government initiatives that reflect improved capacity to facilitate agricultural development and trade	16. Number of climate change policy action initiatives by government institutions to respond to climate change. (UCDA, MAAIF, MoLG)	21. Number of issues raised by public interest groups that are addressed by service providers (SUB IR 3.2.4)
	02. Number of farmers /beneficiaries reached as a result of USG assistance			
	03b. Number of agricultural and nutritional enabling environment policies completing the five processes/steps of development. Steps 1-3 (FtF 4.5.1-24)*	12. Percent of capacity building plan items implemented by government stakeholder institutions involved in agricultural development and trade.	17. Percent of capacity building plan items implemented by stakeholder institutions involved in responding to climate change impacts on agriculture.	22. Percent of capacity building plan items implemented by PSO /CSO stakeholders organisations
	6. Number of user-friendly / abridged versions of agricultural and nutritional enabling environment policies developed and disseminated	13. Number of (government) individuals who have received USG supported agricultural sector productivity training (FtF 4.5.2-7)**	18. Number of people receiving training in global climate change as a result of USG assistance (GCC4.8.2-6)	23. Number of (non governmental) individuals who have received USG supported agricultural sector productivity training. (FtF 4.5.2-7)**
	7. Number of policy dialogue workshops / events / discussions in which representatives from government and PSOs or CSOs participated	*Results/targets for FtF4.5.1-24, comprised of indicators 03a and 03b, will be shown as a single figure in the USAID Performance Reporting System and FtF Indicator Reporting System. **Results/targets for FtF 4.5.2-07, comprised of indicators 13 and 23 will be shown as a single consolidate figure in the USAID Performance Reporting System and FtF Indicator Reporting System.		
8. Number of intra or inter-governmental coordination events facilitated.				
O U T P U T / P R O C E S				

A combination of outcome and output indicators — using both qualitative and quantitative data — were created to measure and track the number of policy and regulatory constraints to agricultural production, processing, marketing and trade removed; strengthened capacity of government institutions to facilitate agricultural development and trade; strengthened capacity of government institutions and PSOs/CSOs to respond to weather variability in agriculture; and strengthened capacity of PSOs and CSOs to contribute to policy decisions related to agricultural development and trade and weather variability. Main data sources included government institutions, PSOs, CSOs, and activity records (e.g., training participant information and attendance lists for consultations, launches, etc.). Additional data was cross-referenced with governmental records for validation. Data was also collected through capacity assessments, surveys, and questionnaires of organizational staff, training and event participant lists (with pre- and post-tests to gauge knowledge or capacity where feasible), direct observation and office visits (as the operating environment allowed), and interviews with staff from organizations, as appropriate.

Exhibit 17 below summarizes EEA’s most frequently used data tools per result area with additional details on the tools following the table.

EXHIBIT 17. DATA COLLECTION TOOLS BY INTERMEDIATE RESULT

DATA COLLECTION TOOL	RESULT AREA
Annual Perception Survey	<ul style="list-style-type: none"> Removal of policy and regulatory constraints to agricultural production, processing, marketing, and trade Strengthened capacity of government institutions to facilitate agricultural development and trade Strengthened capacity of government institutions (and PSOs/CSOs) to respond to the impact of weather variability on agriculture Enhanced capacity of PSOs/CSOs to contribute to policy decisions related to agricultural development and trade and weather variability
Policy Movement Matrix*	<ul style="list-style-type: none"> Removal of policy and regulatory constraints to agricultural production, processing, marketing, and trade
OCA	<ul style="list-style-type: none"> Strengthened capacity of government institutions to facilitate agricultural development and trade Enhanced capacity of PSOs/CSOs to contribute to policy decisions related to agricultural development and trade and weather variability
TCAT	<ul style="list-style-type: none"> Strengthened capacity of government institutions (and PSOs/CSOs) to respond to the impact of weather variability on agriculture

*Capturing the number of policies assisted by EEA and movement through five USAID-defined policy stages or processes/steps.

Annual perception survey. EEA conducted an annual survey among its government, private sector, and civil society stakeholders to gauge their perception of the enabling environment and use this as a proxy to measure improvements, if any in the enabling environment. The survey tool is a questionnaire with two sections:

- Section 1 consists of 20 Likert scale type questions with an ordinal scale ranging from 1 (lowest) to 5 (highest) for each of the answered questions. Questions relate to perceptions of the enabling environment in production, processing, marketing, and trade.

- Section 2 has three qualitative questions on improvements observed in the enabling environment, existing challenges, and additional comments from the respondent.

Number and movement of policies. To measure progress in the removal of constraints to policy and regulation, EEA counted the number and movement of policies for enabling agricultural and nutritional environments completing the five processes/steps of development as a result of USG assistance. These processes/steps were defined by USAID, with sub-stages defined by EEA for informational purposes. See Exhibit 18 for EEA’s life-of-activity policy action matrix.

EXHIBIT 18. POLICY ACTION MATRIX

POLICY STAGE	POLICY STAGE DEFINITION
Stage 0: No action	No action taken to-date, although the issue is known, and action is being considered
Stage 1: Analysis	Policy underwent analysis (review of existing policy and/or proposal of new policy)
Sub-stage 1(i)	Informal/undocumented analysis
Sub-Stage 1(ii)	Official/formal/documented analysis
Sub-Stage 1(iii)	Decision and planning to commence consultation/identification of resources
Stage 2: Stakeholder consultation or public debate	Proposed new or revised policy underwent public debate and/or consultation with stakeholders, could include proposed repeal of an existing policy
Sub-Stage 2(i)	Closed (sponsors) consultation
Sub-Stage 2(ii)	Open (public) consultation
Sub-Stage 2(iii)	Decision and planning to commence drafting/identification of resources
Stage 3: Drafting or revision	Policy was newly drafted or revised
Sub-Stage 3(i)	Initial drafting
Sub-Stage 3(ii)	Validation by stakeholders
Sub-Stage 3(iii)	Revisions
Sub-Stage 3(iv)	TPM (or equivalent) approval
Sub-Stage 3(v)	Review and legal drafting by MOJCA (as applicable)
Sub-Stage 3(vi)	Preparation of cabinet memo with Cabinet Secretariat
Sub-Stage 3(vii)	Referred to relevant authority for approval
Stage 4: Approval (legislative or regulatory)	Policy received official approval (legislation/decreed) of the new, revised or repealed policy by the relevant authority (legislative or executive body)
Sub-Stage 4(i)	Minister’s statutory instrument (as applicable)
Sub-Stage 4(ii)	Cabinet approval (as applicable)
Sub-Stage 4(iii)	Parliamentary approval (as applicable)
Sub-Stage 4(iv)	Presidential assent (as applicable)
Sub-Stage 4(v)	Launch and dissemination
Sub-Stage 4(vi)	Start-up/implementation beginning/training and capacity building
Stage 5: Full and effective implementation	Policy was fully and effectively implemented by the relevant authority (including USG support to implementing effective repeal of a policy)

OCA. The capacity of select government, public sector, and civil society institutions were measured using an adapted version of USAID’s OCA tool. EEA’s adapted OCA includes criteria in the areas of governance, human resources, organizational management, program management, policy advocacy, and financial resource management. EEA administered baseline OCAs upon first engagement with an institution and annually thereafter to track progress. The results formed the basis for capacity building plans EEA and the institution co-created and were used to prioritize technical assistance during the year.

TCAT. Institutional capacity to respond to the impacts of weather variability was assessed using an adapted version of the OCA, incorporating priority aspects to mainstream climate change. The tool — referred to as the TCAT — was used to conduct weather variability assessment reviews to measure the capacity government institutions such as MAAIF, UCDA, MOLG, and MWE to plan and budget for weather variability interventions. CCTFs and DTPCs used the TCAT first to identify their capacities for climate change mainstreaming and to design their own climate change action plans.

ACTIVITY LEARNING EVENTS

EEA regularly monitored work plan implementation to ensure interventions were on track and assess for adjustments and adaptive management where needed. The activity also monitored to ensure partners were supported, and data collected and analyzed in a timely manner. The monitoring consisted of internal weekly and monthly learning and planning meetings, compilation of work plan progress tracking for quarterly and annual reporting, updating the activity’s results in USG and Feed the Future online management information systems and updating EEA’s indicator tracking tables in Excel. This data monitoring through learning events helped EEA determine if interventions were leading to the desired policy processes and outcomes, adjusting implementation strategies, and changing tactics and seizing opportunities as they arose. For example, in FY 18 and 19, EEA realized that DLG ordinances were stalled at MOJCA and not being finalized at the same rate as in the past. After discussions with MOJCA staff and analyzing the situation, EEA learned that engaging MOJCA earlier to guide drafting of ordinances per acceptable legal language would make the overall process faster and more seamless. Thereafter, the activity engaged MOJCA more regularly, which made the process run more smoothly and raise issues earlier to keep the ordinances moving.

The activity conducted after-action learning meetings with stakeholders guided by MEL data and other learning meetings to take the temperature on interventions, institutionalize EEA-supported interventions, and develop solutions to implementation challenges. By bringing together a variety of stakeholders including, but not limited to, MAAIF, UCDA, MOLG, MWE, the National Planning Authority, UNMA, DLG officials, PSO and CSO stakeholders, DPs, and other IPs Internally, EEA fostered and facilitated participatory decisions, stakeholder ownership to adapt and/or re-prioritize interventions. For example, in 2018 EEA supported DAES in a country-wide roll out of VAM. Together with DAES, EEA conducted an after-action review to consider the questions, challenges, and best practices to inform the training-of-trainers workshops. MAAIF’s presence during the training workshops was highlighted as an important one to enable them to replicate the

learning process in subsequent training of trainers without EEA or other donor or IP support. EEA took this information and trained 10 MAAIF staff who in turn became independent trainers.

ACHIEVEMENTS AGAINST PERFORMANCE INDICATORS TARGETS

EEA tracked 24 indicators during the life of the activity. Exhibit 19 below presents the level of achievement of indicators targets.

EXHIBIT 19. EEA ACHIEVEMENT AGAINST INDICATOR RESULTS

LEVEL OF TARGET ACHIEVED	INDICATOR ACHIEVEMENT BY NUMBER	INDICATOR ACHIEVEMENT BY PERCENTAGE
100% and above	15	63%
90-99%	6	25%
Below 90%	3	12%

Source: Derived from Annex C

SECTION IX

TRANSITION AND SUSTAINABILITY

OVERVIEW

EEA focused on sustainability and transition from day one guided by our facilitative approach, putting our partners in front and guiding and advising from behind to identify Ugandan solutions for Ugandan challenges. Between March 2019 and February 2020, EEA implemented three transition and sustainability activities (see box below) to ensure key achievements were sustained designed to 1) update counterparts on the activity's progress within their MDA; 2) share knowledge and transfer relationships with and between the public and private sectors, DLGs, other IPs, and donors; 3) foster commitment among key stakeholders to maintain essential roles, next steps, and functions; and 4) recommend next steps to complete policy instruments. Each activity was an opportunity to maintain our positive working relationships with counterparts and distribute a suite of tools and policy instruments EEA invested in and developed over its seven years of operation to equip value chain actors, donors and IPs with a suite of information from which to build. The following provides an overview of the three activities.

EEA TRANSITION AND SUSTAINABILITY ACTIVITIES

1. **Partner closeout dialogues** to effectively transfer relationships; maintain positive stakeholder partnerships; update government MDA senior leadership on EEA's progress within their institution; share challenges, gaps, and opportunities EEA encountered; and offer recommendations to assist MDAs to finalize policy instruments.
2. **Self-assessments** for EEA to evaluate and analyze the effectiveness and uptake of big investment interventions including DLG ordinances, agricultural extension services, standards, and export procedures.
3. **Final closeout event** to showcase EEA's innovations and interventions and our public and private sector partners; highlight and demonstrate their effectiveness sustainability and distribute IEC tools, products, and approved and final policy instruments in hard and soft copy.

PARTNER CLOSEOUT DIALOGUES

Between March and October 2019, EEA conducted a series of closeout dialogues with MDAs and their senior leadership to officially inform them of EEA's cessation of technical implementation in September 2019 and eventual closure in April 2020. The dialogues focused on progress updates, sharing experiences, offering recommendations, and facilitating additional learning and knowledge transfer to MDAs.

EEA's chief of party and technical staff met with MAAIF, MTIC, MOLG, and MWE's Permanent Secretaries during these dialogues. In each meeting, EEA walked through joint accomplishments, items remaining and at what stage, and requested assistance to push final interventions to completion.

In addition, the deputy chief of party and the senior trade and policy specialist met with MOJCA's FPC in late January 2020 to pave the way for ordinance clearance and finalization post-EEA. Up to that point, progress and passage of the anti-counterfeit

agricultural inputs ordinances for Mityana, Jinja, Iganga, Kole, and Alebtong had stalled. FPC initially instructed suspension of the ordinances because of a clause that authorized the establishment of a “district quality assurance committee,” which FPC interpreted to contravene sections 30 and 31 of the Local Government Act. Additionally, FPC understood the ordinances as akin to standards, i.e., a national-level mandate not for DLGs. After clarifying the spirit and historical progression of the ordinances, FPC committed to recalling its earlier communication to MOLG recommending revocation of ordinances already being implemented and to find a practical solution for a neutral name to replace the district quality assurance committee to avoid being misconstrued as a standing committee, which can only be established by the Local Government Act.

SELF-ASSESSMENTS

During 2019, EEA conducted four internal assessments to analyze and trace the impact of the activity’s interventions in ordinances, export procedures, standards, and agricultural extension. The assessments were a key component of EEA’s learning agenda. The purpose of the assessments was for the activity to learn how its interventions translated into outcomes on the ground.

The assessment on the outcome of developing and training on export procedures established that traders transitioned from informal to formal trading across the border. Of the 63 traders interviewed during the assessment, at least 51 percent adopted formal cross-border trading as a result of the training. The Trade Information Desk Officers at Malaba, Busia, Mutukula, Katuna, and Mpondwe border posts reported an increase of more than 400 percent in the number of formal cross-border traders they were facilitating per day compared to the period before the training events. The assessment also found an exceptional case in Ziobwe Agali’ awamu AgriBusiness Training Association (ZAABTA), a PSO for whom the training caused a transformation from local bulk grain producers and aggregators/traders to formal exporters of 600 metric tons of grains to Kenya in 2018 alone. Apart from increased formal trade, the training events equipped the farmers with information to demand for their rights at the border. The factsheets and the export process flow maps enable the traders to stand up to border officials who were demanding for bribes and excess fees.

Regarding EAC IEC materials, the assessment showed increased awareness of the standards’ requirements, adoption of good agricultural and post-harvest practices, increased demand for quality grains, positive changes in export volumes and incomes, and institutional growth among value chain actors. More than 70 percent of the farmer and trader respondents adopted the quality-enhancing practices. Suppliers of quality grain reported selling to large-scale buyers such as WFP and Joseph Initiative Ltd. WFP also confirmed evidence of improvement in quality of grain, reporting higher quality and quantity of maize procured directly from smallholder farmers which rose from 965 tons in 2017 to 2,134 tons in 2018. In addition, WFP reported procuring 197,000 tons of maize in 2018, with only 300 tons rejected as opposed to 1,300 tons rejected in 2013. Similarly, Joseph Initiative Ltd. reported an increase in supply of quality maize from its network of smallholder farmers and traders and a reduction in rejections.

UNBS reported increased understanding of the grain standards in the rural areas as well as an unprecedented willingness by stakeholders to comply with the standards requirements. Inspired by these outcomes, UNBS has adopted simplifying technical standards as an approach to popularizing and disseminating all other product standards. Analysis of export volumes based on UNBS abstracts showed growth in export volumes during the period of the intervention.

“For the first time in the history of the country, we got standards translated into six languages; this was remarkable. It gave these standards a penetration and coverage like no other because they would be appreciated in all the major regions of the country. As UNBS, we are developers of the standards, as well as implementers of the same. Management decided to adopt this approach to popularise all our standards. We cannot continue to develop documents that are not useable. This has given us a best practice to scale out across all our work on standards.”

— HAKIM MUFUMBIRO, MANAGER STANDARDS, UNBS

While there have been notable gains in promoting adoption of standards, the assessment identified challenges hindering full adoption of best practices and conformity to standards. These include traders’ unwillingness to pay a premium price for good quality grains, high cost of farm inputs, prevalence of pests and diseases, increased incidences of weather variability and prolonged droughts, weak enforcement of standards, and existence of alternative market for poor grain products on the domestic market.

FINAL CLOSEOUT EVENT

On March 5, 2020, the activity held its final closeout ceremony to demonstrate EEA’s success and sustainability, showcase our partners and achievements. More than 100 people attended the event including representatives from USAID, IPs, donors, MAAIF, MTIC, MWE, MOLG, MOFPED, LEAD, and private sector and civil society partners including ACSA, UNFFE, Uganda Forum for Agricultural Advisory Services, and the Civil Society Budget Advocacy Group, among others. The event showcased these same partners and more with a continuous exhibition available throughout the event. Exhibitors displayed policy instruments, tools, communications products, and guides that attendees took home with them in hard copy for future reference.

EXAMPLES OF PRODUCTS EXHIBITED

- NAP, its popular version, and translated versions
- A practical facilitator’s manual for mainstreaming climate change interventions into district development plans and budgets
- A climate change handbook for local governments
- National Seed Policy
- National Coffee Policy
- Guidelines and Standards for Agricultural Extension and Advisory Services in Uganda
- Ethical Code of Conduct for Agricultural Extension and Advisory Services Providers
- Aflatoxin Management Handbook and IEC materials
- NGTP and implementation strategy
- Maize Quality Control and Counterfeit Agricultural Inputs Ordinance from various DLGs

The first part of the program included an activity to test participants’ knowledge of three processes: ordinance and policy formulation and legislation (act of parliament). After that a panel of EEA’s partners representing a cross-section of our work between the public and private sector fielded questions. Speakers from MAAIF’s DAES, UCDA, UNBS, ACSA, and World Vision described:

- The enabling environment or institutional challenges EEA helped to resolve
- The work done together to resolve any challenges experienced
- What changed as a result of their partnership with EEA
- Unfinished business in their sector

The program featured remarks from an MTIC representative and an video presentation by EEA’s chief of party and deputy chief of party that told EEA’s story. Using a bean plant as an analogy, the video walked stakeholders through the activity’s story from beginning to end of a planting season across all our components and interventions. Exhibit 20 below summarizes the video presentation and its phases.

EXHIBIT 20. THE STORY OF EEA

PREPARATION	How and why USAID created EEA; EEA’s reception by stakeholders; and the process of introducing ourselves to potential public and private sector partners
PLANTING	Identify and validate binding constraints; agree on policy reform priorities, mobilize PSOs/CSOs to engage in policy process; using USAID Climate Change Vulnerability Assessment study to engage with districts
GERMINATION	Define policy formulation process and concept; advocate for approval of pending policies; conduct OCAs to inform capacity building plans; facilitate MDAs to engage districts; public-private sector collaboration and consultations
GROWTH	Inclusive policy formulation process; design and establish NFASS; implement EAC standards with IEC materials; develop district ordinances; institutional and advocacy capacity building for CSOs/PSOs; support/establish dialogue platforms (coffee, maize, and beans; agri-trade forum; agricultural inputs platform); develop SNCCI; climate change mainstreaming; disseminate weather forecast information and agricultural advisories
MATURITY	Policy instruments (48 of 80) approved, launched and disseminated; aflatoxin awareness campaign launched; MDAs conducting their own RIAs and more inclusive consultations; PSOs/CSOs engaging the government on policy issues, e.g., advocacy for increased extension grant, recalling seed policy, advocacy for removal of value-added tax on agricultural inputs and conducting their own consultations

HARVESTING	EEA-promoted approaches replicated; DLG climate change mainstreaming manual scaled to other districts by MOLG; policies implemented; SNCCI included in MOFPED's budget call circular
A NEW SEASON <i>(Lessons learned and recommendations)</i>	<p><i>Lessons:</i> Change happens incrementally. Stay calm and push on. Entry points matter, and sometimes they are not what you expect. Maintain flexibility to adapt and/or seize opportunities. It is a crowded space. Coordinate, collaborate, and co-create.</p> <p><i>Recommendations:</i> Work does not stop at formulation: implement, implement, implement. Engage with local governments to accelerate policy implementation. Building relationships takes time: plan for it in program design and implementation. Finalize pending policy instruments.</p>

The final portion of the day included the launch of MAAIF’s Aquaculture Training Manual and User’s Guide, an extension tool co-created with EEA and the ministry. MAAIF’s minister offered remarks noting key achievement and successes and expressing appreciation for the EEA team and USAID’s support via the activity to the ministry. USAID’s deputy mission director also offered remarks to conclude the program.

CULTIVATING UGANDAN TALENT FOR SUSTAINABILITY: EEA’S CONSULTING ACADEMY

EEA recognized early on that independent consultants upon which the activity relied to assist in capacity building and technical assistance services were not uniformly delivered. This made recruitment and consistent programming challenging. Oftentimes, two consultants working on the same scope of work with the same institution developed different recommendations. EEA also needed to build up its bench of consultants to maximize options and efficiencies.

After applying a CLA lens to find unique solutions to address this challenge, EEA identified 12 consultants through a competitive process to work together and harmonize their styles and approaches. Known as the “Consulting Academy” the training program introduced the consultants to common terminologies and covered a variety of topics needed by PSO/CSO partners to build their institutions including governance, communications, strategic plan development and engagement approaches. This academy also conducted OCAs for 10 partner organizations and subsequently designed and developed training events in response to OCA results. The consultants were deployed as recurring organizational development specialists for our target PSOs and CSOs including: NUCAFE, UNADA, CropLife, ASCA, YOFCHAN, International Women’s Coffee Alliance Uganda, USTA, UNADA, and YOFACO.

EEA’s Consulting Academy provided a pipeline of Ugandan talent for Ugandan development challenges that will exist beyond the activity. Not only were Academy consultants a talent pool for EEA-supported organizations, they went on to provide similar services PSOs and CSOs we did not directly partner with as well as other Feed the Future Value Chain Development Project activities.

The final closeout event celebrated that EEA’s facilitative approach led to the approval, launch, and dissemination of 48 out of 80 policy instruments — or 60 percent of all instruments — during implementation. Along the way, the activity engaged a wide array of public and private sector stakeholders and strengthened institutions to better stand on their own and advocate and for their priorities. The activity empowered the agricultural sector with climate change information to help agriculture sector stakeholders — from policymakers to farmers — adapt to weather variability. For example, the DAES director demonstrated publicly how attitudes and mindsets of the public and private sectors changed as to the productive power of partnering in advocacy. The director cited the sector’s successful experience advocating for increased budget allocations for the agricultural extension grant and highlighted the leading role civil society and the private sector played in achieving this goal. The director noted that MAAIF realized CSOs such as ACSA could

be allies and advocate for and on behalf of the government's own priorities, particularly on topics where the government may be hindered from lobbying because of its position in the public sector. The DAES director's anecdote about the MAAIF's changed attitude toward PSOs and CSOs and the value of interacting with them on policy priorities is a shift from the activity's start and validates our tactics.

At the final event, EEA's partners and stakeholders demonstrated that they had adopted the approaches it had promoted. For example, participants praised the simplification of UNBS commodity standards, which consist of high-level, technical dense documents; these standards are critical for farmers, traders, and producers to adhere to when reaching domestic or foreign markets through trade but in the past were not used because of their complexity. After EEA worked with UNBS and other stakeholders to distill and simplify the standards for maize and beans, the successful promotion of greater understanding of and compliance to the national standards inspired UNBS to apply the approach to five additional national product standards for rice, shea, avocado, soybean, and pineapple traded within Uganda and across its borders.

SECTION X

ACTIVITY CLOSEOUT AND DEMOBILIZATION

EEA successfully completed its demobilization by April 29, 2020, in accordance with the demobilization plan approved by the contracting officer on December 3, 2019, aside from the final disposition of equipment, which was delayed by the government's prevention measures to restrict the spread of coronavirus. In March 2020, Chemonics requested and was granted a no-cost extension through July 29, 2020 to complete the disposition of physical inventory and execute final closeout tasks. In consultation with USAID, Chemonics also prepared and submitted a revised closeout plan to address the impact of COVID-19 on EEA activities. The activity's field office team led the demobilization, supported by a Chemonics home-office closeout specialist that worked remotely during the extension period due to COVID-19 restrictions. The final disposition of equipment took place in July 2019.

Technical activities and operational requirements reduced starting in September 2019, and after final invoices and/or credits were processed, EEA's subcontracts, vendor and service agreements, and leases gradually closed with preplanned expiration dates to coincide with the activity's demobilization plan. Remaining technical and operational requirements were completed on a rolling through the end of 2019 leading up to April 2020. By December 31, 2019, EEA shipped files back to our home office in Washington, D.C., disposed of expendable and nonexpendable equipment, and consolidated to share office space with the USAID Global Health Supply Chain Program-Procurement and Supply Management project, which assumed the lease for EEA's office space upon expiration on December 31. EEA completed the disposition of all residual nonexpendable property acquired or furnished under a multiphase approach that aligned with the needs of the activity's counterparts including the government of Uganda, private sector and civil society, and other USAID implementing partners and shipped remaining files back our home office by July 29, 2020.

EEA's phaseout staffing plan for long-term local and expatriate employees was executed between September 25, 2019, and July 29, 2020, based upon the activity's remaining implementation, operational, and closeout requirements. Four technical staff — capacity building officer, trade and policy officer, climate change officer, and senior agriculture specialist — and a driver separated from the activity by December 31, 2019. The senior MEL and trade and policy specialists and procurement and finance managers followed in February 2020, with the deputy chief of party, administrative assistant, human resources and administrative assistant, and driver included in the March 2020 phase. Following the outbreak of the COVID-19 pandemic and the granting of a three-month no cost extension by USAID, staff demobilization was adjusted. The finance assistant separated with the project at the end of April, followed by the communications specialist in early May. The final phase included EEA's chief of party and the activity's receptionist and operations and compliance manager, who remained with the activity through July to oversee closeout and final report writing. As applicable, long-term local staff received lump-sum payments for accrued and unused annual leave as mandated by local labor law and as approved by the contracting officer. All long-term local staff also received certificates of service on their respective end dates and in accordance with Chemonics policies and local labor law.

ANNEX A. SNAPSHOTS AND SUCCESS STORIES

EEA published several snapshots and success stories to communicate progress and work achieved during the activity. This annex presents four real-life examples of the activity's success.

SNAPSHOT

Dynamic Reforms to Extension Services

EEA contributes to accelerated reforms of the agricultural extension services in Uganda



Photo Credit: Rajab Mwesigwa/EEA

Hon. Joy Kabatsi, Minister of State for Animal Industry, at the launch of the Guidelines, Standards, and Code of Ethics for Agricultural Extension Service Providers on September 21, 2017

“The Extension Directorate of the Ministry of Agriculture has shown that we can work at speed. I hope that the other Directorates can learn from this directorate.”

—Hon. Joy Kabatsi, Minister of State for Animal Industry

Since its establishment in August 2015, the Directorate of Agricultural Extension Services (DAES) has made significant strides in reforming extension services; the pace at which changes have been achieved has been extraordinary. The USAID-funded Feed the Future Uganda Enabling Environment for Agriculture Activity (EEA) was at the forefront of supporting these reforms.

Setting up rules to guide the new extension system’s operation was the first notable achievement. With technical and financial support from EEA, within 10 months the National Agricultural Extension Policy (NAEP) and Strategy were formulated and approved by the Cabinet. Six months after the NAEP’s launch, the Guidelines, Standards, and Code of Ethics for extension were finalized. Furthermore, by September 30, 2017, DAES had submitted the Principles for a new extension law to the Cabinet Secretariat, which completed the toolset of rules.

Secondly, thanks to the direction provided by NAEP, the Government of Uganda increased resources for recruitment of frontline extension staff. Between August 2015 and July 2017, staff size more than doubled – from 1,322 to 2,860. Moreover, successful budget advocacy engagements supported by EEA led to a 290 percent increase in the budget allocation for operational funds for field extension activities.

The NAEP’s pluralistic and value chain-focused extension approach requires re-training and re-orienting extension workers, so EEA, alongside a World Bank-funded project, supported trainings on topics such as value chain development and coffee production. This new approach also emphasized collaboration with agricultural training institutions to build the capacity of agricultural extension workers; thus far, DAES has entered into three such MOUs.

The convergence of visionary leadership and a hardworking team at DAES—coupled with support from EEA and other partners—has enabled these reforms to take place. Building on this momentum, the process should translate into tangible impacts in the form of increased productivity, production, and household incomes of farmers and other value chain actors.

SUCCESS STORY

Women Farmers Cope with Changing Weather

Access to seasonal weather forecasts and agriculture advisories in 11 Ugandan districts enables farmers to adjust to weather patterns and better plan for planting and harvesting.



Photo Credit: EEA

Annunciata Ayinkamye, a farmer in Bugara, Kisoro district, examines her bean garden.

“We were told to expect more rains in March to May and little in July, so we planted in time and are now harvesting. So far, the yields are much higher than in previous seasons, yet we are not even done harvesting.”

– Annunciata Ayinkamye, farmer, Bugara Women Bean Seed Producers

For many rural smallholder farmers rain is still the main water source for their crops. Annunciata Ayinkamye, a 68-year-old farmer from Bugara Women Bean Seed Producers, a community-based association of women bean farmers in western Uganda, is just one of many. For a long time, Annunciata and her peers relied on their local and historical knowledge of rainy and dry seasons to time their planting. They often got it right, but not anymore; weather patterns have become so unpredictable that their yields have been greatly reduced by irregular rains and early onset of dry seasons.

The USAID-funded Feed the Future Uganda Enabling Environment for Agriculture Activity (EEA) stepped in to better arm farmers like Annunciata with reliable weather information and advisories to more quickly adjust their planting to new and unfamiliar weather patterns and to grow trust and confidence in the messaging. EEA grantee World Vision worked with the Uganda National Meteorological Authority to disseminate short weather forecasts and advisories using radio, social media, and mobile phone messages to local government production departments and smallholder farmers in 11 districts. Through the grant, World Vision and district local government agriculture and natural resources officers also trained farmer groups on climate change resilience techniques, including soil and conservation technologies, to help them cope with the effects of weather variability.

Farmers’ trust is growing. Annunciata says that their perception towards this program is improving since receiving the forecasts. By utilizing the weather forecasts and agricultural advisories from March-July 2019 to plan their planting and harvesting, the Bugara Women Bean Seed Producers registered a significant growth in their yields as compared to the previous year’s harvests. They now have more to sell as a group which has changed their households’ financial status, as they can now borrow money from farmers’ group to sort out immediate domestic cash requirements.



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The U.S. Government's Global Hunger & Food Security Initiative

SUCCESS STORY

Ministry of Agriculture, Animal Industry and Fisheries Rolls out Instructional Posters and User Guides to Combat Aflatoxins in Grains.



Photo Credit: EEA

Uganda's Vice President Edward Ssekandi launches the Anti-mycotoxin campaign. Looking on are USAID MD, Joakim Parker; MTIC Minister Amelia Kyambadd; AU PACA Representative Wezi Sambo, MAAIF Minister of State for Animal Industry, Joy Kabatsi; and Minister of State for Health in charge of General Duties, Joyce Moriku

“Aflatoxin affects not just agriculture but other sectors including trade and health. We thank our partners especially USAID through EEA for supporting us to increase awareness about aflatoxins in Uganda and are hopeful that this campaign will help improve the quality of our grains.”
—Joy Kabatsi, Minister of State for Animal Industry

Challenge: In Uganda, grains provide food for domestic consumption, are widely traded and used in the manufacture of animal feed and other agro-processing industries. In 2016, Uganda exported 534,800 metric tons of grains and earned \$253 million. However, nearly half of Ugandan agricultural exports are found to be contaminated with aflatoxin, reducing export earnings, and causing illnesses in consumers. Aflatoxins are particularly dangerous for small children in the first 1,000 days of life. Poor handling and storage are a major cause of aflatoxin contamination.

Intervention: USAID supported the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) to develop and disseminate easy-to-understand information, education and communication (IEC) materials for aflatoxin awareness and control to educate grain value chain actors on proper production and post-harvest handling techniques to mitigate the spread of aflatoxins in grains. The IEC materials that include instructional posters, user guides and information brochures were developed by a multi-stakeholder technical working group with subject matter specialists from MAAIF, academia, grain traders, farmer associations and other private sector actors and were launched by the Vice President of the Republic of Uganda, Edward Kiwanuka Ssekandi. At the launch event, Ssekandi also flagged off a nationwide anti-mycotoxin campaign focusing on increasing awareness of aflatoxins problem in Uganda and widely recommended measures to control its prevalence.

Outcome: The IEC materials are intended for grassroots dissemination to encourage farmers and traders to adopt standard production, post-harvest handling and marketing practices to preserve food safety. The nationwide anti-mycotoxin awareness campaign having benefitted from multi-stakeholder buy-in is expected to change value chain actors' knowledge, attitude and practices for producing and handling grains as part of other efforts to step up the quality of Ugandan grains.

Uganda Launches National Seed Policy

The Ministry of Agriculture, Animal Industry and Fisheries launched the National Seed Policy and Strategy to promote the development of the seed subsector.



Photo Credit: EEA

MAAIF Permanent Secretary Pius Wakabi launches the National Seed Policy with Beatrice Byarugaba, MAAIF Director, Directorate of Agriculture Extension Services, Patience Rwamigisa, MAAIF Assistant Commissioner and Astrid Mastenbroek, Chief of Party, Integrated Seed Sector Development Programme

“As government, we have given seed companies an enabling environment to thrive, they should build capacity to vigorously market their seeds and sensitize farmers on the need to buy high quality seeds for improved yields.”

– Beatrice Byarugaba, Director, Directorate of Agriculture Extension Services, MAAIF

Seed is a key input to crop farming. Despite Uganda’s favorable conditions for seed production, its formal seed supply system meets just 10-15 percent of the estimated national certified seed requirements. Consequently, farmers rely on 85 percent of informally sourced seed of questionable quality obtained through farm-saved seed, social networks and local markets. Inadequate infrastructure for seed production, storage and marketing coupled with limited information impede farmers’ access to quality seed resulting in low agricultural productivity, lower farmers’ incomes and food insecurity. Since 2004, the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) was in a protracted development process to craft policy instruments that alleviate farmers’ barriers to accessing reliable, genuine and quality seeds. In 2014, the USAID-funded Feed the Future Uganda Enabling Environment for Agriculture Activity (EEA) joined MAAIF to bolster and reinvigorate the formulation of the National Seed Policy and Strategy pushing it forward through to approval.

Nearly 15 years after the development process began and five years of dedicated assistance and partnership from EEA, MAAIF, with the Activity’s support, successfully launched the National Seed Policy and Strategy on March 19, 2019. The Policy places farmers at its core, stipulating improved research, quality control, distribution networks and expansion of seed knowledge. The Strategy guides implementation and enforcement of the Policy. With both the Policy and Strategy in effect, MAAIF will channel them to the grassroots level via their website and social media and through regional events to enable farmers and other sector players to understand the Policy’s content and implications and to play their part implementing the Strategy.

Together, the National Seed Policy and Strategy will foster a pluralistic, competitive and vibrant seed system in Uganda ensuring farmers have access to quality seed, improved crop quality and expanded farm yields increasing incomes for farmers, traders, exporters and other seed sector actors.

ANNEX B. LIST OF POLICY INSTRUMENTS DEVELOPED WITH USAID SUPPORT

INSTRUMENTS DEVELOPED	STATUS
I. Ministry of Agriculture, Animal Industry, and Fisheries	
1. National Agriculture Policy	Launched and being implemented
2. NAP translations	Completed and being used
3. Agriculture Sector Strategic Plan	Approved, implemented, and undergoing revision
4. National Agriculture Extension Policy	Completed and being implemented
5. National Agriculture Extension Strategy	Completed and being implemented
6. National Agriculture Extension Services Bill	Principles of the bill submitted to cabinet, returned to MAAIF for refinement
7. Process of Registration and Accreditation of Agricultural Extension and Advisory Service Providers in Uganda	Completed and being used
8. Guidelines and Standards for the Agricultural Extension and Advisory Services in Uganda	Completed and being used
9. Ethical Code of Conduct for Agricultural Extension and Advisory Services Providers	Completed and being used
10. National Agriculture Mechanization Policy	Submitted to cabinet for approval
11. National Agriculture Mechanization Policy and Implementation Strategy	Same as above
12. Plant Protection and Health Act	Enacted 2014 and being implemented
13. Seed and Plant Regulations	Completed and being implemented
14. National Seed Policy	Completed and being implemented
15. National Seed Strategy	Same as above
16. Fertilizer Regulations	MAAIF incorporating EAC provisions to return them to MOJCA for legal review and drafting
17. Pesticide Regulations	See above
18. Application Equipment Regulations	See above
19. Plant Genetic resources for Food and Agriculture Policy	Awaiting TPM review and clearance prior to submission to cabinet
20. Plant Genetic resources for Food and Agriculture Strategy	Same as above
21. Sanitary and Phyto Sanitary Policy	Approved by MAAIF TPM awaiting issuance of certificate of financial implications from MOFPED
22. Sanitary and Phyto Sanitary Policy Implementation Strategy	Same as above
23. Value Chain Development Training Manual for Agricultural Extension Officers	Completed and being used
24. Maize Training Manual for Extension Workers in Uganda	Completed and being used
25. Maize Training User's Guide	Completed and being used

INSTRUMENTS DEVELOPED	STATUS
26. Beans Training Manual for Extension Workers in Uganda	Completed and being used
27. Beans Training User's Guide	Completed and being used
28. Aflatoxin Management Handbook	Completed and being used
29. Aflatoxin management IEC materials (seven posters and traders' booklet in English and translated)	Completed and being used
30. Poultry Training Manual	Completed and being used
31. Trainers Guide for Poultry Manual	Completed and being used
32. Aquaculture Training Manual	Completed
33. Trainers Guide for Aquaculture	Completed
34. National Livestock Policy	Validated and due for TPM approval
35. National Livestock Implementation Plan	Same as above
36. Agricultural Sector Knowledge Management and Communication Strategy	Completed and being used
37. Agriculture Sector Climate Change Strategy	Completed and being implemented
II. Uganda Coffee Development Authority	
1. National Coffee Strategy	Completed and being implemented
2. National Coffee Research and Development Agenda	Completed and being implemented
3. Coffee Statute	In parliament for enactment, underwent public debate in the agricultural committee, report under preparation for plenary
4. Domestic Coffee Consumption Strategy II	Completed and being implemented
5. Coffee Sub-Sector Communication Strategy	Completed and being implemented
6. Green Coffee Beans Standard	Completed and being implemented
7. Arabica Coffee Production Handbook	Completed and being used
8. Robusta Coffee Production Handbook	Completed and being used
9. Robusta Clonal Coffee Nursery Manual	Completed and being used
III. Ministry of Trade, Industry, and Cooperatives	
1. National Grain Trade Policy	Completed and being implemented
2. National Grain Trade Policy Implementation Strategy	Completed and being implemented
3. The Warehouse and Warehousing Standard for Bagged Storage of Cereals and Pulses	Completed and being implemented
4. Simplified Version of the Warehouse Standard for Bagged Storage of Cereals and Pulses	Completed and being used
5. Draft National Cooperatives Policy	Validated awaiting MTIC TPM approval
6. National Cooperatives Policy Implementation Plan	Same as above
7. Export Guide and Export Process Maps (Simple Certificate of Origin and Certificate of Origin)	Completed and being used
8. National Trade Sector Development Strategy, 2014	Completed and being implemented

INSTRUMENTS DEVELOPED	STATUS
9. Agricultural Produce Marketing Bill	Undergoing development, principles are ready
IV. Uganda National Bureau of Standards	
1. EAC maize grain standard IEC materials (English and translated posters, brochures, guides)	Completed and being used
2. EAC dry beans standard IEC materials (English and Translated posters, brochures, and guides)	Completed and being used
3. Guide on developing IEC materials on standards	Completed and being used
V. Ministry of Local Government and District Local Government	
1. Maize quality control ordinances (7) 2. (Mubende, Kiboga, Oyam, Kibaale, Kakumiro, Kyegegwa, Mityana)	Completed and being implemented
3. Counterfeit agricultural inputs ordinances (3) 4. (Kamuli, Lira, Luuka)	Completed and being implemented
5. Counterfeit agricultural inputs ordinances (4) 6. (Oyam, Iganga, Jinja, Mityana)	Awaiting FPC to issue gazette notices to pave way for publishing
7. Counterfeit agricultural inputs ordinances (2) 8. Kole and Alebtong	Kole Bill FPC yet to certify bill and Alebtong bill underwent drafting
9. Climate Change Handbook for Local Governments	Completed and being used
VI. Ministry of Water and Environment	
1. Climate Change Bill	Approved by cabinet, awaiting gazetting and first reading in parliament
2. Climate Change Communications Strategy	Completed and being implemented
3. Climate Smart Agricultural Practices (brochures and guide)	Completed and being used
4. Climate Change Mainstreaming Guidelines	Completed and being used
VII. Office of the Prime Minister	
1. National Nutrition Policy	Awaiting cabinet approval

ANNEX C. LIFE-OF-ACTIVITY ACHIEVEMENTS AGAINST AMELP

INDICATOR	BASELINE DATA		TOTAL LIFE-OF-ACTIVITY TARGET	LIFE-OF-ACTIVITY ACTUAL	PERFORMANCE ACHIEVED TO DATE (%)	COMMENTS
	YEAR	VALUE				
1. Stakeholder (individuals) perceptions of agricultural enabling environment score	FY 14	43%	47%	52%	111%	Exceeded target
2. Number of farmers/beneficiaries reached as a result of USG assistance	FY 14	0	14,632	16,973	116%	Exceeded target
3. Number of individuals participating in USG food security programs [IM level] (EG 3.2)	FY 19	0	8,000	7,157	89%	Short of target by more than 10%. The number of participants at the VAM training events were fewer than projected
4. Number of agricultural and nutritional enabling environment policies completing the five processes/steps of development as a result of USG assistance in each case (Formerly Feed the Future 4.5.1-24 Standard Indicator now EEA custom indicator)	FY 14	0	105	104	99%	Within 10% of target
5. Number of agricultural and nutritional enabling environment policies in reform process that incorporate gender and youth considerations	FY 14	0	20	20	100%	Achieved target
6. Percentage of strategies/policy actions for approved policies that are being implemented (extension policy, coffee policy, grain policy)	FY 18	35%	50%	54%	108%	Exceeded target
7. Number of user-friendly or abridged versions of policies, regulations, or administrative procedures developed and disseminated	FY 14	0	202	202	100%	Achieved target
8. Number of policy dialogue workshops, events, or discussions in which representatives from the government and PSOs or CSOs participated (public/private dialogue)	FY 14	0	345	318	92%	Within 10% of target

INDICATOR	BASELINE DATA		TOTAL LIFE-OF-ACTIVITY TARGET	LIFE-OF-ACTIVITY ACTUAL	PERFORMANCE ACHIEVED TO DATE (%)	COMMENTS
	YEAR	VALUE				
9. Number of intra- or inter-governmental coordination events facilitated	FY 14	0	353	346	98%	Within 5% of target
10. Number of government stakeholder institutions having registered increased institutional capacity	FY 14	0	10	11	110%	Exceeded target
11. Number of government initiatives that reflect improved capacity to facilitate agricultural development and trade	FY 18	0	4	4	100%	Achieved target
12. Number of self-initiated collaboration events between MDAs	FY 18	0	2	1	50%	The actions driving this indicator's results were outside EEA's manageable control. The activity tracked the number of collaboration events between MDAs to measure the impact of our work.
13. Percent of capacity building plan items implemented by government stakeholder institutions involved in agricultural development and trade	FY 14	0	85%	79%	93%	Within 10% of target
14. Number of governmental individuals who have received USG supported agricultural sector productivity training	FY 14	0	3,128	3,128	100%	Achieved target
15. Number of institutions with improved capacity to address climate change (Global Climate Change 4.8.2-14)	FY 14	0	53	53	100%	Achieved target
16. Number of individuals with increased capacity to adapt to the impacts of climate change as a result of USG assistance (Global Climate Change 4.8.2-26)	FY 14	0	1,838	1,835	100%	Achieved target

17. Number of climate change policy action initiatives by government institutions to respond to climate change (UCDA, MAAIF, MOLG)	FY 18	0	4	2	50%	The actions driving this indicator's results were outside EEA's manageable control. The activity tracked the number of climate change policy action initiatives undertaken by government institutions to measure the impact of our work.
18. Percent of climate change capacity building plan items implemented by stakeholder institutions involved in responding to climate change impacts on agriculture	FY 14	0	85%	82%	96%	Within 5% of target
19. Number of people receiving training in global climate change adaptation as a result of USG assistance (Global Climate Change 4.8.2-6)	FY 14	0	2,109	2,106	100%	Achieved target
20. Number of PSO/CSO stakeholder organizations having registered increased capacity	FY 14	0	22	22	100%	Achieved target
21. Number of issues raised by public interest groups that are addressed by service providers (CDCS SUB-IR 3.2.4)	FY 18	0	2	2	100%	Achieved target
22. Number of PSO/CSO initiatives that reflect improved capacity to contribute to agricultural development	FY 18	0	7	7	100%	Achieved target
23. Percent of capacity building plan items implemented by PSO/CSO stakeholder organizations	FY 14	0	85%	83%	98%	Within 5% of target
24. Number of [nongovernmental] individuals who have received USG supported agricultural sector productivity training	FY 14	0	2,454	2,460	100%	Achieved target

ANNEX D. FINANCIAL SUMMARY

The table below includes a financial summary of actual expenditures for the Feed the Future Uganda Enabling Environment for Agriculture Activity accrued through July 29, 2020.

CONTRACT LINE ITEMS	CONTRACT TOTAL	INVOICED THROUGH JUNE 30, 2020	ESTIMATED COSTS INCURRED THROUGH JULY 29, 2020	TOTAL ESTIMATED COST	BALANCE REMAINING
CLIN 1 (Non-GCC Costs)	\$20,717,620	\$20,565,040	\$80,190	\$20,645,230	\$72,390
CLIN 2 (GCC Costs)	\$4,683,600	\$4,610,594	\$40,546	\$4,651,141	\$32,459
Total	\$25,401,220	\$25,175,634	\$120,736	\$25,296,371*	\$104,849

*Includes expenditures invoiced through June 30, 2020 as well as expenditures accrued through July 29, 2020



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