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**MINISTRY OF AGRICULTURE,
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FISHERIES**



MINISTRY OF HEALTH

**UGANDA FOOD AND NUTRITION STRATEGY AND
INVESTMENT PLAN**

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1.0 INTRODUCTION

1.1 Background

Under the 1995 Constitution of the Republic of Uganda, the State is required to fulfill the fundamental rights of all Ugandans to social justice and economic development and to ensure that all Ugandans enjoy rights and opportunities and access to education, health services, clean and safe water, work, decent shelter, adequate clothing, food security, pension and retirement benefits. In respect to food security, Uganda has always been regarded as self-sufficient in food. Indeed the country has the natural resources needed to produce enough food from crops, livestock and fisheries, both in terms of quantity and quality. However, the recent poverty statistics by MFPED and UBOS show that about 38% of the population is absolutely poor, mainly as a result of low productivity of crops, livestock and fish. An assessment of the prevailing situation on food and nutrition security reveals that the main nutrition problems affecting Uganda include inadequate intake of foods containing micronutrients, protein and to a lesser extent energy. These are reflected in the prevalence of nutritionally-related maladies and diseases, such as protein-energy malnutrition, Vitamin A deficiency, iodine deficiency disorders, malaria and HIV/AIDS. As a result, there has been a renewed concern regarding the country's ability to produce enough nutritious food to feed its population and have surpluses for export.

International treaties and conventions recognize that the right to adequate food is a human right. Article 25 (1) of the *Universal Declaration of Human Rights* and Article 11(1) of the *International Covenant on Economic, Social and Cultural Rights (ICESCR)* both provide for the right of everyone to an adequate standard of living including *adequate food*. Article 11(2) of the ICESCR recognizes the need for more immediate and urgent steps to ensure the *fundamental right to freedom from hunger and malnutrition*. Uganda ratified the ICESCR in 1987 and recognises the importance of food and nutrition in the *1995 Constitution of the Republic of Uganda*. Many international conferences have been convened to find solutions to persistent food insecurity, famine and under-nutrition in parts of the world.

In order to improve on nutritional status of the population, the MOH in collaboration with MAAIF and other relevant stakeholders have the mandate to promote household food security and healthier eating habits with special attention on children, pregnant and lactating mothers. Special education and other measures will have to be undertaken to protect the population against micro nutrient deficiencies, obesity and other nutrition related diseases. The national targets are:

- Reduce stunting in the under 5 year old children from 38% to 28%;
- Reduce underweight in the under 5 year old children from 26% to 20%;
- Increase exclusive breastfeeding at 6 months from 68% to 75%;
- Increase and sustain vitamin A supplementation coverage for children 6 – 59 months from 80% to 95%;
- Increase public awareness on appropriate nutrition practices to 95%.

The international communities' commitment to the eradication of extreme hunger is clearly reflected in the target set at the World Food Summit to reduce the number of undernourished people to half their present level no later than 2015, and in the first Millennium Development Goal to, by the same year, reduce by half the proportion of people who suffer from hunger.

The Cabinet approved the Uganda Food and Nutrition Policy (UFNP) in July 2003. A Food and Nutrition Bill is being drafted and is expected to be presented for discussion and approval by September 2004. The design of this Uganda Food and Nutrition Strategy and Investment Plan (UFNSIP) is meant to operationalise the UFNP. The strategy is expected to provide necessary

guidance to implement a nation-wide plan for ensuring that the people of Uganda will be able to produce and/or have access to adequate, safe and affordable food and good nutrition at all times. The investment plan will facilitate increased flow of public resources for appropriate interventions to ensure the objectives of the UFNP are achieved.

1.2 Purpose and Scope

The main objective in the design and formulation of UFNSIP is to map out a strategic plan, which is a comprehensive framework for strengthening national and sub-national capacity to implement the UFNP, leading to the eradication of hunger and malnutrition in Uganda. The design of UFNSIP is intended to assist the Government of Uganda in furthering its food, nutrition and income security objectives under the Poverty Eradication Action Plan (PEAP), the Plan for the Modernization of Agriculture (PMA) and the Health Sector Strategic Plan (HSSP) in a concerted action and with support from development partners and stakeholders.

Uganda's vision for the year 2025 has both human and economic aspirations that include: tripling of real per capita gross domestic product from US\$300 to US\$900, reducing mass poverty to a level 5-10%, and increasing life expectancy from 45 to 70 years. These goals require development of a healthy, educated and productive work force ears, which in turn requires that the children conceived and born today be empowered to access food at all times in adequate quantity and quality to ensure that they are well fed, well nourished and well cared for. The UFNP is also in the line with other national policies, which include: the National Health Policy, National Gender Policy, Population Policy, National Plan of Action for Children, Decentralisation, Universal Primary Education and Environment Policy.

The main tasks that were accomplished through the process of formulating the UFNSIP included:

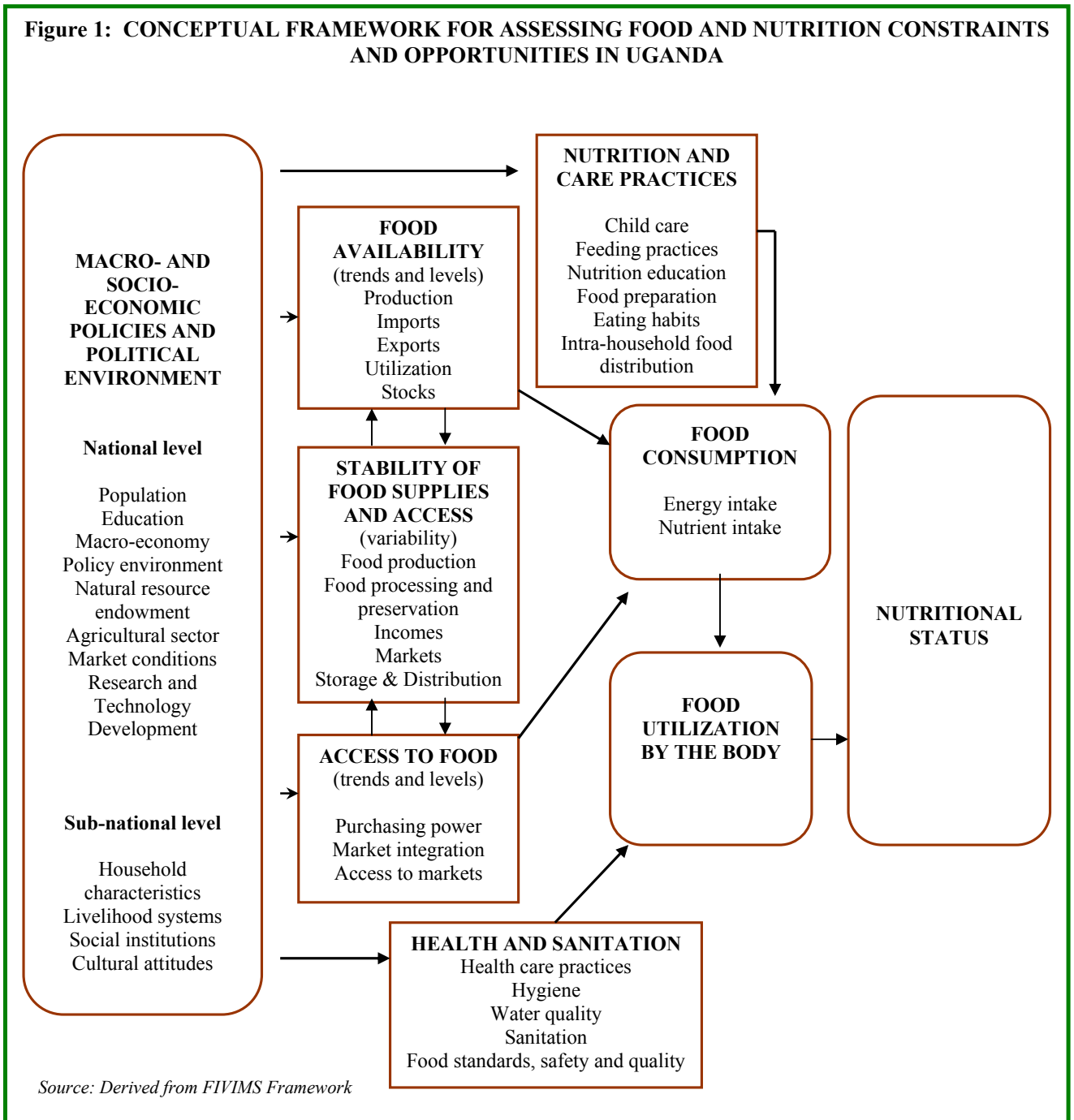
- Reviewing existing relevant information on food and nutrition (including holding discussions with key informants) to identify and prioritise food insecurity and/or malnutrition problems in the country, identifying population groups most affected by these, analysing root causes of problems, and suggesting basic types of interventions.
- Reviewing on-going relevant projects and programmes on Food and Nutrition in the country and the existing regional and international undertakings, conventions, protocols and agreements on Food and Nutrition and their implications, if any, for food and nutrition security for Uganda.
- Assessing institutional and operational framework and recommending mechanisms required at the central and local government levels for effective and efficient implementation of the investment plan, including assessing training and capacity building needs.
- Preparing an Investment Plan, with particular emphasis on the formulation of action plans for each of the 12 areas identified in the Uganda Food and Nutrition Policy document.
- Designing a monitoring component as an integral part of the implementation of the strategy and investment plan.

1.3 Methodological Approach

Considering the cross-sectoral, multi-faced, multi-dimensional and multi-disciplinary aspects of food security and nutrition, the Team of Consultants utilized the Conceptual Framework of the Food and Agriculture Organisation (FAO) and the United Nations' Systems Inter-agency Working Group on Food Insecurity and Vulnerability Information and Mapping Systems' (FIVIMS) Conceptual Framework in the assessment of food and nutrition constraints and

opportunities in Uganda. The 12 thematic areas as reflected in the UFNPD document were further reduced into four clusters representing the following areas of constraints and opportunities as well as potential vulnerability (Figure 1):

- Socio-economic policies and political environment;
- Performance of the food and agriculture economy;
- Nutrition and care practices; and,
- Health and sanitation.



The methodology adopted in the design of UFNSIP involved a five-pronged approach as elaborated below:

1. Update of Food and Nutrition Security Assessment in Uganda

The study team, comprising two national consultants and one international consultant, examined relevant documents and reports on the subject using rapid document review approach.

2. Consultations with Local Government and Partner Organizations at District Level

Field visits were carried out in 12 selected districts across the four regions of the country. The purpose of the visits was to validate secondary findings and ascertain current food and nutrition status. Stakeholders interviewed included District Local Council V (LCV) executive, Heads of Department, agricultural extension workers, project officers and staff, NGOs, farmers' representatives and households. The selected districts represent varying agro-ecological and farming systems zones. The districts sampled included border districts, war ravaged/disturbed districts, heavily populated districts, and districts that rely mainly on seasonal food or cash crops.

3. Consultations at the Central Level

The study team obtained information from key respondents in and around Kampala and Entebbe. The key respondents included amongst others:

- **Government Institutions:** These provided useful information regarding policy initiatives, promotional activities, linkages, and course of action that can be undertaken.
- **Donor Agencies and Projects:** The team held discussions with some development partners and projects to obtain their level of involvement and experience, their views and expectations as well as input into the proposed strategic action plan.
- **Key NGOs Involved in Food and Nutrition Security:** The objective was to solicit their level of involvement and to seek their input in the food and nutrition security assessment and strategy formulation processes.
- **The Private Sector Participants:** Discussions were held with the Private Sector Foundation, Uganda (PSFU), the Uganda Agricultural Council (UAC) and other private sector participants notably traders, manufacturers, private practitioners and farmers on the role of the private sector in the UFNSIP.

A one-day national stakeholders' workshop was organized to present the results from the district and national consultative meetings and the emerging findings and recommendations as well as the strategy and investment planning outputs. The main emphasis of the workshop was on the formulation of valid strategies and actionable investment project interventions priority areas identified in the UFNP document.

4. Preparation of a Draft Strategy and Investment Plan:

Building on the results of the National Stakeholders' Workshop, the outputs in this analytical step include a food and nutrition strategy, investment plan and a monitoring and evaluation (M&E) plan.

5. Submission of a Final Draft Strategy and Investment Plan:

This involved undertaking a last round of consultations with major stakeholders, particularly the Sub-Committee on Food and Nutrition, the private sector, the PMA Steering Committee and its Secretariat and incorporating their comments and suggestions in the draft report.

1.4 Emerging Core Issues and Constraints

An analysis of constraints, factors and core issues reveal a number of underlying causes of food insecurity, malnutrition and poverty. A number of constraints that effect the macro-economic fundamentals, institutional capacities, decentralization and governance, agricultural and trade policies, and nutrition and health care practices have been enumerated and key intervention areas identified (for details refer to the assessment report). Furthermore, a number of food and nutrition related policies and activities have been undertaken in the past. These have, however, not met expectations for a number of reasons. Some of the main reasons for failures or under-achievements include: inability to mobilize and sensitize the intended beneficiaries, lack of an effective training and information flow, low capacity of the implementing agencies and collaborators, lack of harmonization, lack of a unified approach to food and nutrition, lack of technical personnel, poor technical approach, lack of/under-developed supportive of infrastructures, poor integration and linkages, limited research and weak IEC, lack of resources/under-funding, lack of legal and regulatory framework, and lack of political commitment and participation.

Thus despite Uganda's positive stand on the right to food, there are an estimated 4-5 million people who are vulnerable to food insecurity and malnutrition. These groups are mostly located in the northern and parts of eastern Uganda, and to a lesser extent, in parts of central and western Uganda. Out of the vulnerable groups, the IDPs (estimated to number close to 1,200,000), the refugees (about 200,000), drought and landslide affected (estimated at 300,000), HIV/AIDS affected (estimated at close to 2,000,000, both directly and indirectly affected) and the landless/homeless, elderly and the street children (number not readily available) are the ones who are in dire need for food aid as their ability to produce food is adversely affected by varying forms of above cited constraints and vulnerabilities. By invoking the constitutionally and internationally mandated rights-based approach to food security and nutrition improvement, a great deal of safety net measures and food subsidy is required. However, the question still remains whether such an undertaking can be afforded or sustained by the GoU.

An analysis of constraints, factors and core issues emanating from the assessment of food security and nutrition in Uganda reveal the following:

Underlying causes of food insecurity, malnutrition and poverty:

- Low returns to labour (less than one dollar a day), over dependence on hand hoe and backward farming practices.
- Low returns to land (the poor has less than 2 acres of landholding).
- Low employment and livelihood opportunities (few non Agricultural Micro, Small and Medium enterprises - 444,000 employed in formal and informal business out of 12 million economically active people).

Constraints in macro-economic fundamentals:

- High levels of malnutrition-38% of the population
- Deteriorating terms of trade-low export price, high import cost.
- Slow structural transformation of the economy, with the agricultural sector contributing 55% of GDP in 1986 and 40% of GDP in 2002.
- Underdeveloped manufacturing sector-20% of GDP in 2002
- Deteriorating balance of trade (import costs more than 2 times the export revenues)
- Increasing levels of interest rates-16%-17% in Banks to 60% in MFIs; more than double in informal sources
- Depreciation of the Ugandan shilling (Uganda is a net importer of goods and services)

- Uncontrolled population explosion (3.4% growth per year, annual growth in per capita income 1.8% in 2002 vs. target of 5%)
- Very low productivity of, and return to, labour of less than US\$1 per day
- Persistent fiscal deficit (-7.3 % of GDP in 2001/2 and -5.7% in 2002/3 and increasing debt burden)
- Worsening resource degradation and environmental pollution
- Very low access to, and high cost of, power (less than 10% of the population have access to electricity).

Constraints in decentralisation and governance polices:

- Differing institutional capacities and commitment
- Absence of Local Governments' capacity to undertake effective participatory planning, budgeting and implementation.
- Weak data base, early warning system (EWS) and vulnerability mapping and response system.

Institutional constraints:

- Un-harmonized policies and unsynchronized institutional initiatives and coordination mechanisms.
- Weak statistical data base and information system
- Weak institutional capacity-National and LGs.
- Lack of integrating institutional mechanism and coherent business strategy to integrate 7 pillars of PMA and effectively link smallholders with markets and business community.

Constraints in the agricultural polices:

- Population growth rate of 3.4% vs. average growth rate of 4.5% in agricultural GDP
- Very low extension contact rates of 11.4%
- Very low proportion of farmers (10.2%) having technology awareness.
- Very low access to agricultural inputs (Only 10% of farmers used improved seeds)
- Low level of market access (40% farm households)
- Low level of access to irrigation outreach(29% of 202,000 hectares that are under irrigation)
- Over-dependence on hand hoe cultivation technology and backward agricultural development practices.
- Very small sized farms among the very poor subsistence farmers (less than two acres)
- Low budgetary support 2002/3 USh 102 billion- 3.7% of budget; 2003/4 USh 108billion-3.5% of total budget of more than USh 3,085 billion.

Constraints in food supply, distribution and accessibility:

- Low levels of overall aggregate production and productivity {Low input – low output syndrome}
- Low levels of agricultural processing and low capacity to preserve food and handle perishable commodities {Primary product syndrome}
- Poor food storage and intra-household distribution {Socio-cultural syndrome, household granary concept has greatly reduced}
- Disjointed food marketing with poor infrastructure, poor information flow and little value added {Market disintegration}
- Low capacity to respond to disaster and emergency {Disaster management}
- Poor inaccessibility of affordable, nutritious and safe food {Poverty – market – cultural – knowledge complications}

Constraints in trade, marketing and industrial policies:

- Underdeveloped road network.

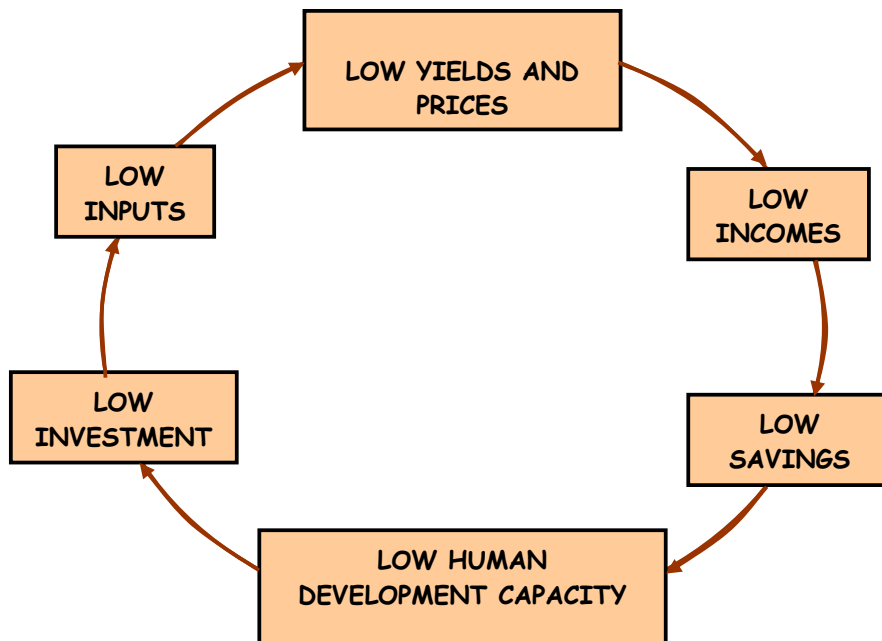
- Poor export transport infrastructure system
- High post harvest losses (5-15% for grains, 20-35% root crops, 40% for perishables)
- Unreliability or irregularity of supply
- Geographic disadvantage-high market costs
- Un-remunerative and declining commodity prices.
- Weak agriculture-agro-based industry linkage.
- Poor market and agri- business Integration

Constraints regarding nutrition and health care practices:

- In the past, emphasis was placed on curative medicine rather than nutrition driven or disease preventing practices, such as primary health care (PHC) for disease prevention, early disease treatment and rehabilitation.
- Lack/inadequate nutrition education related to non-communicable diseases.
- Need for increased public awareness about food safety and preparation.
- Limited information, education and communication package to effect wholesome behavioural changes in nutrition awareness and health care practices.
- Limited research on indigenous or introduced foods and on the impact of nutrition on health status, including comprehensive primary health care and sanitation practices.

As a result of the above, most Ugandans are victims of food insecurity and poverty trap as shown in Figure 2 below.

Figure 2: Food Insecurity and Poverty Trap



2.0 THE FOOD AND NUTRITION STRATEGIES

2.1 Overall Strategy

The two-fold Food and Nutrition Strategy should focus on addressing the right to food by providing preferential treatment to vulnerable and disadvantaged segments of the population. The strategy should equally address the question of how the poor and marginalized sections of the population can increase their income security both through on-farm and off-farm employment and livelihood opportunities. The strategy should directly address the plight of the estimated 1.4 million internally displaced persons (IDPs) in Northern and North-eastern Uganda (particularly Gulu, Kitgum, Pader, Lira, Katakwi, Kaberamaido and Soroti districts); the over 200,000 people affected by the semi-arid area of Karamoja, the limited land availability in the montane agro-ecologies; the nearly 2 million HIV/AIDS victims/families, the orphans and children and women headed households, persons with disability, the elderly; and, the over 200,000 refugees. The strategy on the other hand should also spell out means of taking advantage of the country's rich untapped resources and raising productivity levels, creating awareness to health and nutrition preventive measures and empowering the Local Governments to implement the Strategy.

A synthesis of participants' group outputs during the National Stakeholders' Workshop and discussions both at the district level and with Central Government and development partners show the following broad issues and concerns for consideration in the UFNSIP:

- Food and nutrition is multi-sectoral and multi-faceted in nature and requires integration, harmonization, synchronization and coordination of relevant policies, strategies and programmes. Finding synergies, resolving policy contradictions and focusing on gap areas are therefore important considerations in strategy formulation.
- Inter-institutional linkages and collaborations including coordination of partner ministries are fundamental for success.
- It is paramount to carefully address the question of how to operationalize the strategy and investment plan rather than focusing on only what needs to be done. A lot has been said about the "what" with minimal visible change in the status quo. What needs more emphasis now is the "how" to do things in terms of drastically reducing food and nutrition insecurity.
- Peace and stability is a prerequisite for implementation of the Food and Nutrition Strategy and Investment Plan. Instability is one of the causes of vulnerability and hence significantly contributing to food and nutrition insecurity.
- Strengthening the education, communication and information services particularly in the rural areas will enhance the delivery of food and nutrition services.
- Establishment and/or rehabilitation as well as efficient utilization of basic physical infrastructural facilities (roads, power, transport, markets) are of paramount importance.
- Establishment and development of rural organizations including commodity-based farmer organizations are necessary.
- Special and priority attention should be given to the vulnerable groups like people living with HIV/AIDS, internally displaced persons (IDPs), the elderly, the children, orphans, etc.

- Increasing agricultural production and productivity should continue to receive high attention. This should go hand in hand with the promotion and utilization of high value crops/products and promotion of income generating activities.
- Supportive policies for agricultural investment especially regarding access to, and use of, inputs, agricultural processing, marketing etc, should receive high priority.
- Collection and collating accurate agricultural related data/information are essential for effective food security and nutrition planning, implementation, monitoring and evaluation.
- Decentralized planning and implementation of the UFNSIP would realize greater impact.
- Creation of an independent body mandated to manage and deal with the broader issues of food and nutrition is essential.
- Supporting research for development and promotion of relevant technologies and innovations, and agricultural finance institutions should be given high priority.
- Integration of nutrition education in the school curricula should be accorded high priority.
- Emphasis should be placed on improving primary health care facilities, and promoting preventive rather than curative approach.
- Policies on food for emergency situations and regulation of genetically engineered foods should be designed, with focus on capacity building for relevant research, education, and quality assurance.

2.2 Key Strategies for Intervention

The overall goal of the Food and Nutrition Policy is to ensure food security and adequate nutrition for all the people in Uganda, for their health as well as their social and economic well being. The overall objective is to promote the nutritional status of the people of Uganda through multi-sectoral and coordinated interventions that focus on food security, improved nutrition and increased incomes. Against this background lies the need to critically consider and address a number of concerns, including among others, the right to food, high incidence of poverty, population pressure, decentralization and governance, education, environment, agriculture, health and nutrition, industry and trade.

In order to achieve the goal and overall objective as spelt out in the Food and Nutrition Policy document, a number of constraints need to be addressed. These include: the high levels of malnutrition, low budgetary support, very slow structural transformation of the agricultural sector, low agricultural productivity, over-dependence on the hand-hoe technology, underdeveloped manufacturing sector, weak agriculture-agro-based industry linkage, high population growth rates, low access to, and high cost of, power, underdeveloped road network, poor market and agri-business integration, weak and differing institutional capacities and commitment, poor information flow and knowledge on nutrition-based issues, weak database, Early Warning Systems and vulnerability mapping and response system, budgetary constraints and shortfalls and its sub-optimum utilization, un-harmonized policies and unsynchronized institutional initiatives and coordination mechanisms, weak statistical data base and information system, weak institutional capacities.

To effectively address food and nutrition insecurity, the participation of both the public and the private sectors is required. The public sector is expected to maintain macro-economic stability; formulate policy; provide a legal and regulatory framework; fund public services needed (e.g. extension service, market information, e.t.c); and build capacity for the private sector. On the other hand, the private sector should undertake to operationalize value adding and profit-oriented activities required in production, processing, storage, and marketing of food. Above all, the implementation of the UFNP should be the primary responsibility of the LGs.

On the basis of the above, the core problems and emerging intervention areas, stakeholder perceptions, and with a view to addressing the 12 thematic areas spelt out in the Food and Nutrition Policy, the following are identified as the key strategies for interventions and investments:

- **Strategy 1:** Harmonization and Synchronization of Cross-Sectoral Policy and Database Management
- **Strategy 2:** Capacity Building and Decentralization of the Food and Nutrition Planning and Implementation
- **Strategy 3:** Increasing and Diversifying Food Supply Through Agro-ecological Zonal Farming Systems Based on Comparative Advantage Analysis
- **Strategy 4:** Increasing Food Processing and Preservation Capacity, and Food Standards and Quality Control
- **Strategy 5:** Promoting Accessibility to Affordable and Nutritious Foods Through the Development of Supportive Physical Infrastructure
- **Strategy 6:** Improving Domestic Market Access and Export Competitiveness Through Market Integration and Private Sector Participation
- **Strategy 7:** Improving Nutrition Status and Social Equity Through Gender Mainstreaming and Affirmative Action Support
- **Strategy 8:** Strengthening Disaster Management, Food Reserve and Food Monitoring Mechanisms
- **Strategy 9:** Promoting Good Health Through Improved Nutrition and Preventive Care Practices
- **Strategy 10:** Promoting Good Nutrition and Healthy Lifestyles Through Improved Health Care and Sanitation Practices
- **Strategy 11:** Promoting Proper Food and Nutrition Practices Through Information, Education and Communication (IEC) Strengthening
- **Strategy 12:** Improving Food Security and Nutrition Through Effective Research and Development Programmes.

3.0 INVESTMENT PRIORITIES BY STRATEGY

3.1 Strategies and Investment Priorities

This section elaborates on each of the 12 strategies and summarises, for each strategy, problems areas, areas of investment, target beneficiaries and implementing partners. Under each strategy is a set of priority projects. Each project proposal has among other things, a project title, funding requirement, government implementing agency, a problem definition, issues to be addressed, expected end of project situation, summary of outputs and institutional arrangement and coordination mechanisms.

**Strategy 1:
Improving Food Security and Nutrition Efficiency and Effectiveness Through the
Harmonization and Synchronization of Cross-Sectoral Policies and Database
Management**

The Government has fully recognized that in order to realize effective delivery of services, people have to participate at all levels of policy formulation, programme design, implementation, monitoring and evaluation. In order to ensure the wide participation of the people on their governance, planning and implementation, Local Governments (LGs) were created through the Decentralization Policy.

A number of initiatives both in the public and private sectors are in place. The private sector and civil society have been involved in policy and regulatory environment setting. However, it has been observed that there is clear lack of harmonized policies and synchronized institutional initiatives and coordination mechanisms both at the Central Government and at the Local Government Levels.

With a view to building coherence and avoiding duplication and wastage of resources, a strategy to harmonize and synchronize the multi-sectoral and macro-economic policies should be implemented. It is also important to harmonize the database generation, analysis and management systems. The overall objective of this strategy is to improve the flow of food security and nutrition-related policies and information systems to decision makers and funding institutions. It is also meant to avoid contradictions and overlapping and address major policy gaps, if there are any.

The strategy will enable UFNC to have a better understanding of what food and nutrition related policies, programs and projects are in place both at the Central and Local Government levels. Through the establishment of a Policy Harmonization, Synchronization and Data Management Unit, UFNC will establish a list of programs/projects and their implementers. In the process, UFNC will be able to determine the types of data collected by each program/project or institutions, and how these data sets can be harmonized. It is expected that by the end of the first phase of the 3-year rolling plan, UFNC will have in place a Policy Harmonization and Database Management Unit well equipped with computers, well qualified personnel to manage the system, and above all more reliable data sets that can be used in the planning monitoring and evaluation process. It will then be possible to have all the key data on food and nutrition (e.g food production, prices, number of vulnerable and affected persons by location, exports, imports, cases of malnutrition and disease burden. The private sector, NGOs and development partners will also benefit from this as UFNC will become the first point of contact on projects related to food and nutrition.

UFNC can not, however, do all these on its own as it will neither have the manpower or resources. UFNC can not afford to become a data collecting and analysis council. In this respect therefore, UFNC will liaise and coordinate with relevant line ministries and local Government. At the Central Government level, the Office of the Prime Minister (OPM) and Ministry of Finance, Planning and Economic Development (MFPED) through the National Planning Authority (NPA) would be the lead agencies in ensuring that all government activities and flow of resources are harmonized and synchronized.

At the Local Government level, the Chief Administrative Officer (CAO) will have to maintain a close liaison with and supervision of both the local civic and humanitarian organizations and the technical departments concerned with food and nutrition (Table 1).

The Uganda Bureau of Statistics (UBOS) will be one institution with which UFNC will have to maintain a close collaboration. Detailed institutional coordination mechanisms are presented under the section on Institutional Linkages.

Table 1: Improving Food and Nutrition Efficiency and Effectiveness Through the Harmonization and Synchronization of Policy Objectives and Database Management

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency(ies)
1	Inadequate coordination among data and information system providers	<ul style="list-style-type: none"> Development of food and nutrition data and information systems network 	LGs COs	UFNC in coordination with line ministries and UBOS
2	Weak linkages between information and planning	<ul style="list-style-type: none"> Developing and coordinating coherent, harmonized and synchronized food and nutrition policies and database 	UFNC LGs COs	NPA in coordination with LGs
3	Inability to disseminate and share information	<ul style="list-style-type: none"> Manpower development to manage data bases and information systems 	LGs COs	UFNC with coordination with LGs
4	Inadequate knowledge by LGs about F&N policies, programs/project	<ul style="list-style-type: none"> Improving ability of LGs to share data/information of F&N 	LGs	UFNC
5	Duplication of efforts and waste of resources	<ul style="list-style-type: none"> Strengthening the UFNC to undertake policy harmonization and database management functions 	UFNC LGs	UFNC

Project Title 1.1: Support to the Harmonization of Uganda Food and Nutrition Cross-Sectoral Policies and Strengthening of Statistical Information Systems

Sector: Cross-sectoral

Government Implementing Agency: MFPED

Funding Requirements: US\$400,000

Duration: Two (2) Years

Location: Nationwide

PROBLEM DEFINITION

The upliftment of food security and nutrition status of all Ugandans requires multi-faceted, cross-sectoral and multi-disciplinary interventions. This is imperative since existing food and nutrition security problems and constraints are related to a complexity of influencing or constraining factors, such as: conflicting, unharmonized, unsynchronized, non-orchestrated or uncoordinated macro- and cross-sectoral policies relating to food security and nutrition, food production and post-harvest systems, livelihood and employment generation opportunities, purchasing power of households and intra-family distribution of food, responses to, and management of natural disasters, civil strifes and atrocities. The lack of harmonization and synchronization of these policies and their accompanying strategies and programs and imbalances in resource allocation and manpower capacities have impacted negatively on the overall nutrition and health status and well-being of the food insecure segments of the population. Under the Uganda Food and Nutrition Council (UFNC), a number of ministries, NGOs, and donor institutions are involved in addressing food security and nutrition policy issues and constraints as indicated in the 12 thematic areas of the Uganda Food and Nutrition Policy (UFNP) document.

Moreover, a quick review of the statistical data and information systems relating to the whole gamut of monitoring indicators on food and nutrition security revealed some bothering issues on the soundness, adequacy, accuracy, reliability and timeliness of statistical data base. This includes the extent in which the information systems and internet technology as well as modern information, education and communication and computer-based technologies are being accessed and utilized to reveal and address the real status and constraints that directly impact on food and nutrition security.

There are, however, no effective organizational and institutional coordination mechanisms that effectively coordinate, orchestrate and link the policy and strategic interventions and investment initiatives as well as harmonize and optimize the generation, analysis and utilization of food and nutrition statistical data base and information systems covering the 12 complex themes and clusters of food and nutrition security concerns on a day-to-day and continuing basis.

Since the food and nutrition policy and planning concerns have become an integral component of the Poverty Eradication Action Plan (PEAP) and the Plan for the Modernization of Agriculture (PMA), the Ministry of Finance, Planning and Economic Development (MFPED) has become the lead coordinating agency at the policy and statistical levels with the Uganda Bureau of Statistics (UBOS). With MFPED at the helm, the unified and expanded PMA, PEAP and UFNC Secretariat will be responsible in coordinating, harmonizing, orchestrating and integrating as well as preventing the overlaps or duplications in policy- and statistics-related functions and responsibilities of involved institutions in all cross-sectoral policy and information systems initiatives related to food security and nutrition, whether they are rural- or urban-based or national or sub-national in scope and coverage.

SPECIFIC ISSUES TO BE ADDRESSED

In broad terms, this project will further develop and strengthen an institutional framework within Government, with the mandate to consolidate and strengthen the cross-sectoral policy and statistical information harmonization and coordination. This includes the operational mechanisms necessary to effectively address poverty eradication and modernization of agriculture and rural sector, including food security and nutrition related problems through macro- and cross-sectoral policy analysis, dialogue, advocacy and reforms to facilitate food security and nutrition initiatives of the UFNP, PEAP and PMA. Various studies, projects and initiatives being identified in the PEAP, PMA, UFNP and UFN Strategy and Investment Action Plan will be undertaken to fill up the gaps in cross-sectoral analysis, critical statistical data and information as well as the deficiencies and inconsistencies in food and nutrition security policies, strategies and development investment interventions.

Efforts will be initiated and consolidated to coordinate and strengthen the policy synchronization and coordination, strategic and investment planning, implementation, monitoring and evaluation activities geared specifically towards food security and nutrition improvement. The institutions dealing with policy analysis and formulation under the PEAP and PMA and the initial initiatives of the UFNC will be further facilitated and strengthened with a focus on policy gap and deficiency analysis, policy synchronization, human resource development, policy and statistical networking and linkages, implementation management and resource mobilization for effective execution of investments and development interventions focusing on the right to food of the nutritionally insecure groups at the national, sub-national, district and community levels. The right to food policies and strategies as well as technology, production and market-oriented development and investment initiatives of both the public and private sectors will be demonstrated and field-tested, through model projects on a limited pilot basis to identify and demonstrate, to the degree possible, viable areas and activities for public and private investments that will significantly improve conditions of food insecurity and malnutrition. The established institutional framework will be strengthened through augmentation of high caliber manpower and improved systems and procedures as well as highly operational Statistical Data Base, Monitoring and Evaluation Systems that will harness and complement relevant food and nutrition security policies and its component strategies, projects and programmes.

EXPECTED END OF PROJECT SITUATION

The project will aim to identify and pro-actively address the major policy gaps, inconsistencies and deficiencies towards greater policy synchronization and harmonization, and develop and strengthen the required multi-sectoral coordination and networking as well as institutional capacity and human resources development through the Uganda Food and Nutrition Council and expanded PMA/UFNC Secretariat. Being the main body responsible for coordinating food security and nutrition related initiatives on a full-time basis, they will work closely with MFPED and UBOS in shepherding the process of policy gap and deficiency analysis and the harmonization and coordination of cross-sectoral and macro-economic policies.

By locating itself in the MFPED and UBOS, for the policy harmonization and statistical systems coordination respectively, in close cooperation with the unified PMA and UFNP Secretariat, the project will have upward and downward linkages to cross-sectoral, multi-agency, governmental and non-governmental organizations through their representatives in the UFNC, PMA and PEAP, and district to regional and sub-national levels as well as to the policy and decision-making level through the UFNC and the Offices of the Prime Minister and the President. Through its close association with the PMA and PEAP, the project holders at MFPED and UBOS will also have strong downward linkages with regional, district and parish and village levels through the integration and implementation of the Uganda Food and Nutrition Strategy and Investment Action Plan and related initiatives in the ongoing programmes and projects of PEAP and PMA as well as UFNC.

Thus, at the end of the project, the GoU expects to have harmonized and synchronized the usually segmented, sometimes conflicting and disjointed, and most of the time scattered and uncoordinated cross-sectoral and macro-economic policy initiatives relating to poverty eradication, food insecurity and malnutrition. Moreover, the project will result in the redesign, realignment, better integration and responsiveness of the statistical data base and information systems, including monitoring and evaluation mechanisms, in terms of a more harmonized, synchronized, accurate, reliable, adequate and timely statistics and impact assessment on food security and nutrition improvement.

DEVELOPMENT OBJECTIVE

To considerably improve the food and nutrition security status and socio-economic conditions of nutritionally vulnerable and food insecure Ugandans by identifying policy gaps, deficiencies and inconsistencies, and coordinating, harmonizing and synchronizing policy initiatives and strengthening the design, generation, analysis and utilization of statistical data base and information systems in support of food security and nutrition development planning, programming, budgeting, progress monitoring and impact evaluation.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

The immediate objectives, outputs and activities are as follows:

Immediate Objective 1. To codify and pro-actively transform into action plans and budget all relevant international and regional covenants, agreements and protocols geared towards the eradication of hunger and reduction of food insecurity and malnutrition.

Outputs:

- 1.1 Codified and simplified digest, in matrix form, of all international and regional, including bilateral agreements and protocols relating to right to food, eradication of hunger, food insecurity and malnutrition, with specific strategies and action plans;
- 1.2 An active, operational and effective human resource development initiatives within the MFPED and UBOS with strong operational capacity for policy analysis and planning, resource mobilization, implementation, monitoring and evaluation, as well as in the design, collection and analysis of, and coordination of initiatives in, statistical data base and information systems

Major Activities:

Output 1.

- 1.1 Review, incorporate into the food and nutrition security action and investment plans, and operationalise the UN System (IGW/FAO) Voluntary Guidelines to support the progressive realization of the Right to Food in Uganda
- 1.2 Operationalize the Declaration on Agriculture and Food Security in Africa (African Union Commission, Maputo, Mozambique in July 2003) through allocation of at least 10 % of Uganda National Budget for agriculture and rural development, including food and nutrition security and full implementation of Comprehensive Africa Development Programme (CADP) under the aegis of New Partnership for Africa Development (NEPAD);
- 1.3 Establish analytical methods and techniques for the codification of international regional and bilateral agreements and protocols relating to food and nutrition security into the policy agenda, development and strategic planning, budgeting and funding of various programmes and projects of multi-sectoral ministries and institutions
- 1.4 Critically review the common market concept and/or regional market integration within COMESA, EAC, OAU and IGAD within the framework of GATT/WTO and lobby for reciprocal, equitable and balanced trade regime and sustainable economic growth based on the principles of comparative and competitive advantages of nations;

- 1.5 Proactively involve the private sector, civil society organizations and NGOs in undertaking regional common market or international as well as bilateral trade negotiations;
- 1.6 Critically review various bilateral and multilateral agreements concerning food security and nutrition, health and sanitation, agriculture, livestock and fisheries, trade, tourism and industry and ensure the broad-based impact of such agreements and protocols.

Output 2.

- 2.1 Provide technical and policy formulation and implementation support to the MFPED and UBOS in terms of technical and policy related studies and assessments, statistical and data base management and formulation of submissions for the UFNC, PEAP, PMA and higher policy or budget/resource providing bodies;
- 2.2 Coordinate with and backstop the PMA and PEAP Secretariat and Technical Working Groups on the incorporation of food and nutrition considerations and priority programmes and investments in the policy review and gap analysis and its harmonization as well as in annual and medium term budgetary framework and annual performance targets and operating plans of multi-sectoral ministries and institutions;
- 2.3 Supervise and coordinate the work of international staff, consultants and backstopping missions and process and act on their work and recommendations, including the holding of technical seminars and workshops as a means for broadening their knowledge and skills on the technical and policy issues and constraints and promoting debates and advocacies on issues to be considered by the MFPED and the UFNC and its Secretariat.
- 2.4 Lead in the preparation of policy analysis briefs and recommendations and assist the UFNC and the Sub-Committee in preparing Cabinet submissions and related documents for consideration of the Council;
- 2.5 Engage policy makers, national and sub-national leaders and local leaders as well as development partners, donors and consultants in policy and advocacy debates and facilitate policy changes that will remove constraining barriers and effect programme and budget prioritization on food and nutrition security;
- 2.6 Take a lead in annual and medium term budgetary planning and prioritization exercises to help advocate and secure adequate levels of resource allocation to food security and nutrition initiatives of line ministries and support institutions;

Immediate Objective 2- To critically review, codify and harmonize the strategic policy objectives, effects and impacts of at least 10 cross-sectoral policy areas affecting the food and nutrition status of the populace.

Output 2.1 Duly reviewed, codified and harmonized macro-economic and cross-sectoral policies geared towards food and nutrition security covering at least 10 areas of policy and institutional reforms. These include, but not limited to: population; education and human resource development; health and nutrition; food and agriculture; macroeconomic fundamentals; industry, trade and market; land, water and environment; research and development and technology transfer; decentralization and governance, gender, women and children; and finally, globalization and information and communication technology.

Major Activities:

- 2.1 Undertake constraints and opportunity analysis of the key macro-economic and cross-sectoral policy areas, including assessment of policy gaps, inconsistencies, overlapping and deficiencies;
- 2.2 Highlight policy incompatibility, synergy as well as conflicts and contradictions and the lack of coherence and linkages, if any, and determine areas of synchronization, harmonization, and coordination of institutional arrangements;
- 2.3 Synthesize and recommend appropriate modalities or mechanisms for policy harmonization and synchronization towards greater food security and nutritional well-being;

- 2.4 Lobby for rationalization of strategic cross-sectoral policies, strategies, investment plans and programmes accompanied by poverty eradication- and food security-based budgeting system;
- 2.5 Design and implement a responsive, timely and accurate statistical data base and performance indicators for monitoring the micro impact of macro- and cross-sectoral policies;
- 2.6 Incorporate performance indicators for policy harmonization in the overall design and execution of the Monitoring and Evaluation System;
- 2.7 Conduct annual and mid-term review of the micro-impact of unharmonized and unrationalized versus harmonized and rationalized macro- and cross-sectoral policies and strategies.

Immediate Objective 3-To responsibly package the formulation and passage of the Food and Nutrition Security Law and the issuance of its implementing rules and regulations.

Outputs:

Output 3.1- Effectively packaged and duly formulated Food and Nutrition Security Law

Output 3.2-Fully deliberated and duly passed and signed Food and Nutrition Security Law with its practical IRR and adequate funding and institutional mechanisms

Major Activities:

Output 3.1

- 3.1.1 Revisit draft legislation and incorporate the salient features of the UFNP, Strategy and Investment Plans in the updated version of the proposed legislation;
- 3.1.2 Integrate all existing and proposed relevant legislations into the Food and Nutrition Security Law (eg. Proposed Food Safety and Quality Law);
- 3.1.3 Formulate a very responsive and action-oriented Food and Nutrition Security Law with strong funding and appropriate institutional mechanisms for its effective implementation

Output 3.2

- 3.2.1 Advocate for, and lobby in, the Parliament and Office of the President for the priority deliberation and passage of the FNS Law
- 3.2.2 Draft the necessary implementing rules and regulations;
- 3.2.3 Mobilize the unified UFNC/PMA/PEAP Secretarial and MFPED to catalyze and facilitate the adequate funding and immediate implementation of the Law;
- 3.2.4 Incorporate the implementation of the Law in all cross-sectoral and ministerial annual budget and medium term expenditure framework;
- 3.2.5 Incorporate the provisions of the rules and regulations and the full implementation of the Law in the design and execution of the Monitoring and Evaluation System and periodic impact evaluation mandates of all concerned cross-sectoral ministries and its statutory bodies and attached agencies.

Immediate Objective 4. To rationalize, design and operationalize a responsive and accurate statistical data base and information systems on food and nutrition security and develop an effective and operational Monitoring and Evaluation System

Outputs:

Output 4.1- A rationalized and responsive Statistical Data Base and Information Systems geared towards Food and Nutrition Security;

Output 4.2- An operational M & E System that measures in quantifiable and verifiable terms, the activities and inputs, outputs, immediate objectives and goals of the entire Uganda Food and Nutrition Strategy and Investment Plans including each project as well as the effects and impacts of

F & N initiatives as an integral component of the implementation of the UFPN and its Strategy and Investment Plans

Major Activities:

Output 4.1

- 4.1.1 Critically review the cross-sectoral and multi-institutional statistical database and information systems dealing with or relating to food and nutrition security;
- 4.1.2 Identify essential data requirements for the creation of an Integrated Food Security and Nutrition Baseline Data and Information Systems in terms of the category of information required, sources of data, availability and its accuracy and timeliness of information, focal generating agencies, to mention a few;
- 4.1.3 Establish the critical data gaps, deficiencies, overlaps, inconsistencies and highlights the potentials and opportunities for harmonization, synchronization and integration of food and nutrition-focused statistical data base and information systems;
- 4.1.4 Identify F & N Performance and Monitoring Indicators and incorporate them in the design of the Integrated Food Security and Nutrition Statistical Data Base, Monitoring and Information Systems at the input, process and output levels as well as in the intermediate outcomes and final outcomes (impact) levels;
- 4.1.5 Design a Comprehensive Agricultural and Fishery Census for Uganda based on the Integrated Framework for the Development of Agricultural Statistics in Uganda (March 2000);
- 4.1.6 Design and implement the Integrated Food Security and Nutrition Statistical Data Base, Monitoring and Information Systems;
- 4.1.7 Design and operationalize an institutional mechanism for harmonizing and coordinating F & N statistical data base and information systems with UBOS and MFPED as the lead institution;
- 4.1.8 Incorporate F & N statistical database assessment and improvement in the annual budget and mid-term expenditure framework.

Output 4.2

- 4.2.1 Develop methodological and analytical methods and tools for monitoring and evaluation of project/activity performance and the utilization of these information for improving food and nutrition security outreach and impact on the vulnerable segments of the population;
- 4.2.2 Design and implement the Food and Nutrition Security Monitoring and Evaluation System in sync with the design of the Integrated Food Security and Nutrition Statistical Data Base, Monitoring and Information Systems;
- 4.2.3 Identify all projects and related activities and initiatives that will improve food and nutrition security and identify/utilize quantifiable and measurable indicators to record their performance (outputs) and the corresponding effects and impacts.
- 4.2.4 Design and operationalize an institutional mechanism for harmonizing and coordinating F & N Monitoring and Evaluation Systems
- 4.2.5 Incorporate F&N Monitoring and Evaluation Systems assessment and continuing improvement in the annual budget and mid-term expenditure framework of cross-sectoral ministries and support institutions.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION MECHANISMS

The GoU has created a three-tier, multi-sectoral and multi-disciplinary institutional framework to develop, coordinate, harmonize or synchronize and link all initiatives in terms of policy support, programmes and investments aimed at addressing food insecurity and malnutrition in Uganda.

The **Uganda Food and Nutrition Council (UFNC)**, comprise of major policy makers and planning and implementation executives from relevant and associated Ministries and private sector

institutions, including donors and NGOs, has the mandate to address policy and resource allocation and related decision making issues and advocacies pertaining to food security and nutrition in Uganda, and to ensure that all food and nutrition security initiatives are closely linked and coordinated. The Council has the mandate to fully implement the UFNP and its accompanying strategies that cover 12 thematic areas, including its investment and action plans and programmes. The UFNC is further mandated to have close interface and interlinked policies and programmes with that of the Plan for the Modernization of Agriculture, Poverty Eradication Action Plan and Health Sector Strategic Plans.

The Sub-Committee on Food and Nutrition Security is both a major component of the PEAP and PMA policy initiatives and further strengthened under the UFNP and the newly reconstituted and revitalized UFNC. The Sub-committee includes representation from cross-sectoral ministries and support institutions as well as donors and NGOs or umbrella organizations to ensure the appropriate and correct mix of technical expertise that will address the constraining issues and facilitating initiatives on food and nutrition security. The Sub-Committee is responsible in overseeing, coordinating, integrating, directing and monitoring, jointly with the Secretariat, on a continuing basis, all the technical and policy related activities and projects and programmes linked to food security and nutrition. This includes the formulation, funding, execution, monitoring, maintenance and evaluation of the Uganda Food and Nutrition Strategy and Investment Plan. The Sub-Committee is chaired by the MAAIF and reports directly to the Council and PEAP and PMA for cross-sectoral coordination and harmonization of plans and programmes and budget that are under consideration at the policy decision making levels. The Sub-committee is further backstopped by technical working groups and various food security and nutrition units, or desks or point persons within the relevant and cooperating ministries and support institutions.

To institutionalize the concept of effectively coordinating and integrating the initiative of the PMA, PEAP and UFNP, it behooves that they shall maintain a **common but expanded and strengthened PMA/UFNC Secretariat** that will work closely with the MFPED (through NPA) and UBOS in the area of policy harmonization and statistical data base improvements, This will involve the provision and recruitment of high caliber staff for expert augmentation who will do focused work on food and nutrition policy initiatives, particularly in policy and statistical analysis and data and information systems management. Two international experts are required, namely Senior Food Security and Nutrition Policy and Planning Adviser and and Statistics and Information Systems Expert.

INPUTS

1. Two Senior level and One support Staff and unspecified local Consultants (US\$70,000);
2. International Consultants: One Senior Food Security and Nutrition Policy and Planning Adviser and an Statistics and Information Systems Expert six months each at (US\$180,000);
3. Training and Capacity Building including training materials, study tours and fellowships (US\$50,000);
4. Computer Systems and Equipment (US\$50,000);
5. Operational and Miscellaneous Expenses including in country travel, supplies and materials and documentation (US\$50,000).

Total: (US\$400,000)

Strategy 2: Capacity Building and Decentralization of the Food and Nutrition Planning and Implementation

Since the advent of decentralization, there is increased participation by people in decision-making, planning and implementation of programs. The decentralization process being implemented in Uganda has enabled households and communities to take actions on their priority issues. The villages and communities identify their own priorities, which they forward to local governments for integration in planning and implementation. Local revenue sources have been identified as a means of enabling Local Governments to finance own priorities. In addition, Central Governments grants are transferred to districts for implementation of district work plans and programmes in line with Central Government priorities. These grants have to be shared with lower Local Governments according to predetermined proportions in spelt out in the Local Governments Act (1997).

The Local Governments formulate development plans using the bottom up approach, which start with the villagers. Various national plans, programmes and strategies have been formulated and are being implemented by Government for poverty eradication and food security for all. The programmes include PEAP, PMA, UPE, health, water and sanitation, road rehabilitation programmes etc. Within these programmes, priorities were identified and action plans developed including monitoring frameworks to enable Government and other stakeholders assess achievements. Resource needs have been determined and the funding sources identified.

Under the National Agricultural Advisory Services (NAADS) program, farmers are supposed to demand for extension services, which are paid for from a special fund at the sub-county level. While it may be easy for farmers and local leaders to see the importance of health and agricultural services in their livelihoods, the challenge still remains on how farmers can be assisted to visualise the importance of nutrition and demand for nutrition services. The required investment therefore lies in creating awareness at Local Council One (LC1) level. The sensitization the community plus practical demonstrations on how the interventions can work have an effect on program prioritisation at the sub-county level.

A number of NGOs, CBOs, individuals, and trade unions, professional bodies and associations like Uganda Cooperative Alliance, Uganda National Farmers Association are also involved in promotion and delivery of agricultural services. The NGOs also play a leading role in provision of advisory services and rural credit. They have also organised farmers in some areas into interest groups for purposes of accessing markets and credit including other services. Women and youth have been targeted specifically by some of the NGOs and CBOs for support because these groups of people are marginalized. However, the civil society is expected to integrate and harmonize their programmes with those of Local Governments.

As focus on rural development increases, monitoring has become an integral part of each of every project and programme. Government ministries have created monitoring and evaluation departments or sections while programmes and projects including PEAP and PMA have Units responsible for monitoring and evaluation, which provide a framework for data collection, assessment and recommendations on how to realise the intended goals and objectives.

The main challenges therefore facing local governments are the lack of capacity in areas of planning, financial and contract management and institutional building and limited resources availed for implementation of their programmes. The Ministry of Local Government (MLG) with assistance from International Labour Organisation (ILO) should play a pivotal in building the capacity of

Local Governments. The NPA and Local Authorities Association should play a lead role in advocating for the capacity building of the Local Governments.

The strategy will be to improve capacity of Local Governments in decentralized food security and nutrition planning, implementation monitoring and evaluation, through manpower training, provision of equipment, redeployment, networking and technical back-stopping from the Central Government and UFNC lead and network institutions (Table 2). It is expected that development partners shall continue to be supportive of the Decentralization Program and will therefore continue to support capacity building through technical assistance, provision of equipment, training, workshops, seminars, conferences, etc. Efforts must be expended to reinforce the ability of Local Governments to for instance to collect, analyze and disseminate market information so as to address problems of artificial shortages created by lack of market information. Indeed, poverty eradication, modernization of agriculture and nutrition programmes once implemented will ultimately contribute to food security for all. This will be through the use of nutrition scouts, local councils and the local chiefs.

The district and sub-county GAIN food and nutrition committees (as shown in the chapter under institutional mechanism) should be facilitated (office space, provision of vehicles, motorcycles, facilitation allowance, training, exchange visits) and empowered (through the Bill) to carry out their duties. The right to food will be enhanced through the Local Governments ability to pronounce bylaws and effective monitoring. The local councils and local chiefs will be utilized. The Local Governments will also keep close liaison with civic societies, the private sector and representatives of the potentially vulnerable and marginalized.

Table 2: Capacity Building and Decentralization of the Food and Nutrition Planning and Implementation

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Low capacity in areas of planning, financial and contract management	<ul style="list-style-type: none"> Manpower training and redeployment 	LGs GAIN Network	UFNC in coordination with NPA and LAA
2	Limited resources availed for implementation of programmes	<ul style="list-style-type: none"> Provision of equipment, redeployment and facilitation 	UFNC LGs GAIN Network	NPA in coordination with LAA
3	Weak linkages between information and planning	<ul style="list-style-type: none"> Formation and strengthening of district and sub-county GAIN food and nutrition committees 	LGs GAIN Network	NPA in coordination with LAA
4	Constraints in the inclusion of nutrition in the bottom up planning process	<ul style="list-style-type: none"> Food and nutrition surveillance Developing and coordinating coherent food and nutrition programs Nutrition sensitization of the community and local council planning committees 	Vulnerable Households LGs GAIN Network	UFNC in collaboration with NPA and LAA
5	Low capacity in areas of nutrition extension and food and nutrition planning	<ul style="list-style-type: none"> Integrating nutrition education in UPE and other early education stages Development of appropriate education programs in tertiary institutions and back up short courses for nutrition actors 	LGs GAIN Network	UFNC in collaboration with NPA and LAA

Project Title 2.1: Support to the Operation of Uganda Food and Nutrition Policy Council and PMA Secretariat

Sector: Cross-sectoral

Government Implementing Agency: MAAIF and MOH

Funding Requirements: US\$650,000

Duration: Three (3) Years

Location: Nationwide

PROBLEM DEFINITION

The upliftment of food security and nutrition status of all Ugandans requires multi-faceted, cross-sectoral and multi-disciplinary interventions. This is imperative since existing food and nutrition security problems and constraints are related to a complexity of influencing or constraining factors, such as: food production and post-harvest systems, livelihood and employment generation opportunities, purchasing power of households and intra-family distribution of food, responses to, and management of natural disasters, civil strifes and atrocities and overall nutrition and health status and well-being of the food insecure segments of the population. Under the Uganda Food and Nutrition Council (UFNC), a number of ministries, NGOs, and donor institutions are involved in addressing food security and nutrition issues and constraints as indicated in the 12 thematic areas of the Uganda Food and Nutrition Policy (UFNP) document. There are, however, no effective organizational structures and institutional mechanisms that will effectively coordinate, orchestrate and link the policy and strategic interventions and investment initiatives covering these complex themes on a day-to-day and continuing basis.

Since the food and nutrition concerns have become an integral component of the Poverty Eradication Action Plan (PEAP) and the Plan for the Modernization of Agriculture (PMA), any effort to create a new Secretariat for the UFNC will merely create overlaps or duplications and disperse, rather than focus, the execution of the strategic plans and investment interventions. Thus, it behooves that the strategy for further expanding, capacitating and strengthening the existing Sub-Committee on Food and Nutrition Security and the PMA Secretariat is the most logical institutional approach for creating synergy and optimum coordination among the multi- and cross-sectoral institutions involved in food and nutrition security of the country. The unified and expanded PMA, PEAP and UFNC Secretariat will be responsible in coordinating, harmonizing, orchestrating and integrating as well as preventing the overlaps or duplications in functions and responsibilities of involved institutions in all developmental investments and initiatives related to food security and nutrition, whether they are rural- or urban-based.

SPECIFIC ISSUES TO BE ADDRESSED

In broad terms, this project will further develop and strengthen an existing institutional framework within Government, with the mandate to consolidate and strengthen the policy environment and operational conditions necessary to effectively address poverty eradication and modernization of agriculture and rural sector, including food security and nutrition related problems through policy analysis, dialogue, advocacy and reforms to facilitate food security and nutrition initiatives of the PEAP and PMA. Various studies identified in the PEAP, PMA, UFNP and UFNSIP will be undertaken to fill up the gaps in critical data and information as well as in development and investment interventions. Efforts will be initiated and consolidated to coordinate and strengthen the planning, implementation, monitoring and evaluation activities geared specifically towards food

security and nutrition improvement. The institutions established by PEAP and PMA and the initial initiatives of the UFNC will be further facilitated and strengthened with a focus on human resource development, networking and linkages, implementation management and resource mobilization for effective execution of investments and development interventions focusing on the right to food of the nutritionally insecure groups at the district and community levels. The right to food strategies as well as technology, production and market-oriented development and investment initiatives of both the public and private sectors will be demonstrated and field-tested, through model projects on a limited pilot basis to identify and demonstrate, to the degree possible, viable areas and activities for public and private investments that will significantly improve conditions of food insecurity and malnutrition. The established institutional framework will be strengthened through augmentation of high caliber manpower and improved systems and procedures as well as highly operational Data Base, Monitoring and Evaluation Systems that will harness and complement relevant food and nutrition security activities, projects and programs.

EXPECTED END OF PROJECT SITUATION

The project will aim to develop and strengthen multi-sectoral coordination and networking as well as institutional capacity and human resources development through the Uganda Food and Nutrition Security Sub-Committee and expanded PMA Secretariat, as this is the main body responsible for coordinating food security and nutrition related initiatives on a full-time basis. By locating itself in the unified PMA and UFNP Secretariat, the project will have upward and downward linkages to cross-sectoral, multi-agency, governmental and non-governmental organizations through representatives on the UFNC, PMA and PEAP, and district to regional and sub-national levels as well as to the policy and decision-making level through the UFNC. Through its close association with the PMA and PEAP, the project will also have strong downward linkages with regional, district and parish and village levels through the integration and implementation of the Uganda Food and Nutrition Strategy and Investment Action Plan and related initiatives in the ongoing programmes and projects of PEAP and PMA.

DEVELOPMENT OBJECTIVE

To considerably improve the food and nutrition security status and socio-economic conditions of nutritionally vulnerable and food insecure Ugandans by establishing and strengthening the Sub-Committee on Food and Nutrition Security of the UFNC, PEAP and PMA and the unified and expanded PMA/UFNC Secretariat and developing its capacity for policy analysis and coordination as well as in food security and nutrition development planning, programming, budgeting, monitoring and evaluation.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

The immediate objectives, outputs and activities are as follows:

Immediate Objective 1. Improved capacity of GoU to implement the UFNP and its accompanying strategies and investment plans through an effective technical and operational backstopping Secretariat with the capacity to coordinate, harmonize, synchronize and integrate policy implementation and programme planning and implementation, including funding and resource mobilization, human resource development and capacity building at national and sub-national levels.

Outputs:

- 1.3 An active, operational and effective Secretariat with strong planning, resource mobilization, implementation, monitoring and evaluation coordination capacity,
- 1.4 An effective and results-oriented Sub-committee on Food and Nutrition Security fully capable of resolving constraining issues and facilitating initiatives relating to food security and nutrition in a coordinated and integrated modalities and cross-sectoral manner.

- 1.5 A well-informed and committed UFNC with the political will to operationalize the right to food and market-based policies and strategies and frontally address resource and funding issues at the policy and decision-making levels.

Major Activities:

Output 1.

- 1.7 Develop the 2004/05 to 2006/07 Development Budget Framework and the 2004/05 Budget based on the annual work plan at the national and sub-national (region, district and parish levels)
- 1.8 Provide full technical and administrative support services to the UFNC, PMA and PEAP and its Sub-Committee on Food and Nutrition Security
- 1.9 Establish analytical methods and techniques for incorporating food and nutrition security into the planning, budgeting and funding of various programmes and projects of multi-sectoral ministries and institutions
- 1.10 Strengthen the capacity of the Secretariat to extend and support cross-sectoral, multi-disciplinary and participatory food and nutrition security planning and implementation initiatives, including monitoring and evaluation system, to the regional, district, parishes and community or village levels.

Output 2.

- 2.1 Provide technical and policy formulation and implementation support to the UFNC in terms of technical and policy related studies and assessments and formulation of submissions for the UFNC and higher policy or budget/resource providing bodies;
- 2.2 Coordinate and backstop the PMA and PEAP Technical Working Groups on the incorporation of food and nutrition considerations and priority programmes and investments in the budget framework and operating plans of multi-sectoral ministries and institutions;
- 2.3 Supervise and coordinate the work of international staff, consultants and backstopping missions and process and act on their work and recommendations, including the holding of technical seminars and workshops as a means for broadening their knowledge and skills on the technical and policy issues and constraints and promoting debates and advocacies on issues to be considered by the Council and the Secretariat.

Output 3.

- 3.1 Lead in the preparation of policy analysis briefs and recommendations and assist the UFNC and the Sub-Committee in preparing Cabinet submissions and related documents for consideration of the Sub-committee and the Council;
- 3.2 Engage policy makers, national and sub-national leaders and local leaders as well as development partners, donors and consultants in policy and advocacy debates and facilitate policy changes that will remove constraining barriers and effect programme and budget prioritization on food and nutrition security;
- 3.3 Participate in annual and medium term budgetary planning and prioritization exercises to help advocate and secure adequate levels of resource allocation to food security and nutrition initiatives of line ministries and support institutions;
- 3.4 Spearhead and coordinate micro and macro studies on food security and nutrition and assist in generating essential information on the micro impact of macroeconomic and cross-sectoral policies on the overall food security and nutrition status of all Ugandans.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION MECHANISMS

The GoU has created a three-tier, multi-sectoral and multi-disciplinary institutional framework to develop, coordinate, harmonize or synchronize and link all initiatives in terms of policy support,

programmes and investments aimed at addressing food insecurity and malnutrition in Uganda, as indicated below.

The **Uganda Food and Nutrition Council (UFNC)**, comprises of major policy makers and planning and implementation executives from relevant and associated Ministries and private sector institutions, including donors and NGOs, has the mandate to address policy and resource allocation and related decision making issues and advocacies pertaining to food security and nutrition in Uganda, and to ensure that all food and nutrition security initiatives are closely linked and coordinated. The Council has the mandate to fully implement the UFN Policy and its accompanying strategies that cover 12 thematic areas, including its investment and action plans and programmes. The UFNC is further mandated to have close interface and interlinked policies and programmes with that of the Plan for the Modernization of Agriculture, Poverty Eradication Action Plan and Health Sector Strategic Plans.

The Sub-Committee on Food and Nutrition Security is both a major component of the PEAP and PMA policy initiatives and further strengthened under the UFNP and the newly reconstituted and revitalized UFNC. The Sub-committee includes representation from cross-sectoral ministries and support institutions as well as donors and NGOs or umbrella organizations to ensure the appropriate and correct mix of technical expertise that will address the constraining issues and facilitating initiatives on food and nutrition security. The Sub-Committee is responsible in overseeing, coordinating, integrating, directing and monitoring, jointly with the Secretariat, on a continuing basis, all the technical and policy related activities and projects and programmes linked to food security and nutrition. This includes the formulation, funding, execution, monitoring, maintenance and evaluation of the Uganda Food and Nutrition Strategy and Investment Plan. The Sub-Committee is chaired by the MAAIF and reports directly to the UFNC and PEAP and PMA for cross-sectoral coordination and harmonization of plans and programmes and budget. The Sub-committee is further backstopped by technical working groups and various food security and nutrition units/desks within the relevant ministries and support institutions.

To institutionalize the concept of effectively coordinating and integrating the initiative of the PMA, PEAP and UFNP, it behooves that they shall maintain a **common but expanded and strengthened PMA/UFNC Secretariat**. This will involve the provision and recruitment of high caliber staff for expert augmentation who will do focused work on food and nutrition security initiatives, particularly the formulation and execution of the UFN Strategy and Investment Plans. Three additional senior level posts, plus one support Budget, Finance and Administrative Officer are being recommended to capacitate the Secretariat to respond more effectively to the demands and mandates of the UFNC as well as its Sub-Committee and technical working groups. The Secretariat supports the Council and its Sub-Committee and Technical Working Groups. The Secretariat acts on the Council decisions and technical recommendations emanating from the Sub-Committee and Technical Working Groups.

INPUTS

- 1 Three Senior level and One support Staff and unspecified local Consultants (US\$100,000);
- 2 International Consultants Team Leader/Food and Nutrition Security Specialist for 1 year (US\$180,000); Statistics and M&E Specialist and One Nutritionist and Unspecified Consultants for 12 person months (US\$180,000);
- 3 Training and Capacity Building including training materials, study tours and fellowships (US\$90,000);
- 4 Computer Systems and Equipment (US\$50,000);
- 5 Operational and Miscellaneous Expenses including in country travel, supplies and materials and documentation (US\$50,000).

Total: (US\$650,000)

Project Title 2.2: Support to Decentralized Planning and Implementation and Facilitation of the Food and Nutrition Policy at the District and Sub-County Levels

Sector: Cross-sectoral

Government Implementing Agency: MLG, MAAIF and MOH

Funding Requirements: US\$815,000

Duration: Three (3) Years

Location: Sub-National, Regions, Districts and Sub-counties

PROBLEM DEFINITION

The upliftment of food security and nutrition status of all Ugandans requires multi-faceted, cross-sectoral and multi-disciplinary interventions at the sub-national, regions, districts and sub-districts and parishes. This is imperative since existing food and nutrition security problems and constraints are too pervasive at the grassroots level since it is related to a complexity of influencing or constraining factors, such as: food production and post-harvest systems, livelihood and employment generation opportunities, purchasing power of households and intra-family distribution of food, responses to, and management of natural disasters, civil strifes and atrocities and overall nutrition and health status and well-being of the food insecure segments of the population.

Under the Uganda Decentralization Law, the major functions and mandates of national government ministries, particularly education, health and nutrition, food security, agriculture, trade, to mention a few, have been devolved to Local Governments with the support and guidance of the Ministry of Local Government. These include the governance of, and modalities for, addressing food security and nutrition issues and constraints as indicated in the 12 thematic areas of the Uganda Food and Nutrition Policy (UFNP) document.

There are, however, no definitive and effective organizational structures and institutional mechanisms at the regional, district and sub-district levels that will effectively coordinate, orchestrate and link the policy and strategic interventions and investment initiatives covering these complex themes on a day-to-day and continuing basis. Accordingly, there is a serious gap in dealing with the operations planning and implementation requirements of the UFNP and the emerging Uganda Food and Nutrition Strategy and Investment Plan (UFNSIP) at the district, sub-counties, parishes and village or community levels.

The unified and expanded PMA, PEAP and UFNC Secretariat at the district and sub-county levels shall be responsible in coordinating, harmonizing, orchestrating and integrating as well as preventing the overlaps or duplications in functions and responsibilities of involved institutions in all developmental investments and initiatives related to food security and nutrition, whether they are rural- or urban-based.

SPECIFIC ISSUES TO BE ADDRESSED

In broad terms, this project will further develop or modify and strengthen institutional framework for decentralized food and nutrition security planning and implementation at the district and Sub-county levels. Supporting an institutional mechanism for the decentralized and participatory planning and implementation initiatives will have the mandate to consolidate and strengthen the implantation of the policy, strategy and investment plans as well as the operational conditions necessary to effectively address poverty eradication, malnutrition and ill health and modernization of agriculture

and rural sector, including food security and nutrition-related problems. Much work needs to be done to progressively move food and nutrition security initiatives and activities down to district and community levels where the real problems of food insecurity and malnutrition are so pervasive.

Various recommendations of studies undertaken in the PEAP, PMA, HSSP, UFNP and UFNSIP will have to be translated into decentralized planning, implementation, monitoring and evaluation mechanisms in order to fill up the gaps in critical data and information as well as in the formulation of food and nutrition security development plans and investment interventions. Efforts will be initiated and consolidated at the district and sub-district levels to coordinate and strengthen the whole plethora of planning, programming, budgeting, implementation, monitoring and evaluation activities geared specifically towards food security and nutrition improvement. The institutions established by PEAP, HSSP and PMA and the initial initiatives of the UFNC and the Sub-committee on Food and Nutrition Security will be further facilitated and strengthened with a focus on human resource development and capacity building, networking and linkages, implementation management and resource mobilization for effective execution of investments and development interventions at the grassroots level focusing on the right to food of the nutritionally insecure groups at the district and community levels. The right to food strategies as well as access to technology, finance, production and market-oriented development and investment initiatives of both the public and private sectors will be demonstrated and field-tested, through model projects on a limited pilot basis to identify and demonstrate, to the degree possible, viable areas and activities for public and private investments that will significantly improve conditions of food insecurity and malnutrition.

EXPECTED END OF PROJECT SITUATION

The project will aim to develop and strengthen multi-sectoral and decentralized planning and implementation coordination and networking modalities as well as institutional capacity building and human resources development at the District and Sub-county levels with the support of the Uganda Food and Nutrition Security Sub-Committee and expanded and unified UFNC/PMA Secretariat, being the main body responsible for coordinating food security and nutrition related initiatives on a full-time basis at the national and sub-national levels. The decentralized district and sub-county level institutional and organizational mechanism will have upward and downward linkages to cross-sectoral, multi-agency governmental and non-governmental organizations and industry and academic institutions at the district to regional and sub-national levels as well as to the policy and decision-making level through the UFNC. Through its close association and synchronization with the UFNC, PMA, HSSP and PEAP, the project will also have strong downward linkages with the county, sub-county, parish and village levels through the integration and implementation of the Uganda Food and Nutrition Strategy and Investment Action Plan and related initiatives in the ongoing programmes and projects of PEAP, HSSP and PMA.

DEVELOPMENT OBJECTIVE

To considerably improve the food and nutrition security status and socio-economic conditions of nutritionally vulnerable and food insecure Ugandans by establishing and strengthening the Decentralized District and Sub-County Planning and Implementation System of the Local Governments, in collaboration with the UFNC, PEAP, HSSP and PMA, at the District and Sub-district levels and the unified and expanded GAIN Food and Nutrition Network and developing their capacity for decentralized planning, programming, budgeting, implementation, monitoring and evaluation and coordination capacity as well as in pursuing human resource development and networking capabilities.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

The immediate objectives, outputs and activities are as follows:

Immediate Objective 1. Decentralized and capacitated food and nutrition security planning and implementation structures and mechanisms at the district and sub-district levels with improved capacity to execute, monitor and evaluate the UFNP and its accompanying strategies and investment plans, These can be realized through an effective technical and operational backstopping GAIN Network and District-based Secretariat that will coordinate, harmonize, synchronize and integrate cross-sectoral policy and strategy implementation and programme and project planning and budgeting system including funding and resource mobilization, human resource development and capacity building at the sub-national, district and sub-county levels.

Outputs:

- 1.1 An active, operational and effective cross-sectoral institutional structures established at the District and Sub-county levels with strong planning, resource mobilization, implementation, monitoring and evaluation coordination capacity to develop and coordinate local food security and nutrition related activities and to serve as a link with national initiatives
- 1.2 Duly formulated and approved District and Sub-county level Food Security and Nutrition Investment and Action Plans and Budget for 3 years (2004/05-2006/07)
- 1.3 Strong Government, Academe, Industry and Non-government Organization (GAIN) Network on Food and Nutrition Security at the District and sub-district levels with operational linkage established between national and district to regional food and nutrition security initiatives, and national and district level Food and Nutrition Strategy, Investment and Action Plans and Budgets.

Major Activities by Output:

Output 1.

- 1.11 Propose district and sub-county level institutional structure and coordinating and integrating mechanisms on food and nutrition security planning and implementation system in collaboration with Local Governments and stakeholders;
- 1.12 Provide full technical and administrative support services to operationalize these institutional mechanisms at the district to community or village levels;
- 1.13 Establish analytical methods and techniques for incorporating food and nutrition security into the planning, budgeting and funding of various programmes and projects at the district and sub-county levels;
- 1.4 Strengthen the capacity of the Local Governments to extend and support cross-sectoral, multi-disciplinary and participatory food and nutrition security planning and implementation initiatives, including monitoring and evaluation system, to the district, sub-county, parishes and community or village levels.
- 1.5 Supervise and coordinate the work of international staff, consultants and backstopping missions, and process and act on their work and recommendations, including the holding of technical seminars and workshops as a means for broadening their knowledge and skills on the technical and policy issues and constraints and promoting debates and advocacies on issues to be considered by the Local Governments, UFNC and the national Secretariat.

Output 2.

- 2.1 Develop the 2004/05 to 2006/07 Development Budget Framework and the 2004/05 Budget based on the annual work plan focused on the most food insecure and nutritionally disadvantaged groups at the district and parish levels;
- 2.2 Provide technical support to the Local Governments in terms of planning, programming, budgeting and implementation of food and nutrition investments and action plans;

- 2.3 Coordinate and backstop the Local Governments and GAIN Network on the incorporation of food and nutrition considerations and priority programmes and investments in the budget framework and operating plans of the District and Sub-counties;
- 2.4 Through the District coordinating mechanisms established above, assess the responsiveness and relevance of actions contained in the National FNS Investment and Action Plans to the specific conditions and requirements of particular districts;
- 2.5 Lobby for and secure the approval for the funding of the FNS Strategy, Investment and Action Plans and Projects at the District and sub-district levels, including its timely and responsive disbursements.

Output 3.

- 3.1 Identify and sensitize concerned institutions and organize the GAIN Network for Food and Nutrition Security Strategy, Investments and Action Plans at the district and sub-county levels;
- 3.2 Engage policy makers, national and sub-national leaders and local leaders as well as development partners, donors and consultants in policy and advocacy debates and facilitate policy changes that will remove constraining barriers and effect programme and budget prioritization on food and nutrition security at the district and grassroots levels;
- 3.3 Operationalize strong linkages with UFNC, PEAP, HSSP and PMA policy makers and executives and influence annual and medium term budgetary planning and prioritization exercises to help advocate and secure adequate levels of resource allocation to food security and nutrition initiatives of the Local Governments and GAIN Network;
- 3.4 Spearhead and coordinate micro and cross-sectoral studies on food security and nutrition and assist in generating essential information on the micro impact of macroeconomic and cross-sectoral policies on the overall food security and nutrition status of Ugandans at the district and community levels.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION MECHANISMS

The GoU has created a three-tier, multi-sectoral and multi-disciplinary institutional framework to develop, coordinate, harmonize or synchronize and link all initiatives in terms of policy support, programmes and investments aimed at addressing food insecurity and malnutrition in Uganda, as indicated below.

The **Uganda Food and Nutrition Council (UFNC)**, comprise of major policy makers and planning and implementation executives from relevant and associated Ministries and private sector institutions, including donors and NGOs, has the mandate to address policy and resource allocation and related decision making issues and advocacies pertaining to food security and nutrition in Uganda, and to ensure that all food and nutrition security initiatives are closely linked and coordinated. The Council has the mandate to fully implement the UFN Policy and its accompanying strategies that cover 12 thematic areas, including its investment and action plans and programmes. The UFNC is further mandated to have close interface and interlinked policies and programmes with that of the Plan for the Modernization of Agriculture, Poverty Eradication Action Plan and Health Sector Strategic Plans.

The Sub-Committee on Food and Nutrition Security is both a major component of the PEAP and PMA policy initiatives and further strengthened under the UFNP and the newly reconstituted and revitalized UFNC. The Sub-committee includes representation from cross-sectoral ministries and support institutions as well as donors and NGOs or umbrella organizations to ensure the appropriate and correct mix of technical expertise that will address the constraining issues and facilitating initiatives on food and nutrition security. The Sub-Committee is responsible in overseeing, coordinating, integrating, directing and monitoring, jointly with the Secretariat, on a continuing basis, all the technical and policy related activities and projects and programmes linked to food security and nutrition. This includes the formulation, funding, execution, monitoring, maintenance and evaluation

of the Uganda Food and Nutrition Strategy and Investment Plan. The Sub-Committee is chaired by the MAAIF and reports directly to the Council and PEAP and PMA for cross-sectoral coordination and harmonization of plans and programmes and budget that are under consideration at the policy decision making levels. The Sub-committee is further backstopped by technical working groups and various food security and nutrition units, or desks or point persons within the relevant and cooperating ministries and support institutions.

To institutionalize the concept of effectively coordinating and integrating the initiative of the PMA, PEAP and UFNP, it behooves that they shall maintain a **common but expanded and strengthened PMA/UFNC Secretariat**. This will involve the provision and recruitment of high caliber staff for expert augmentation who will do focused work on food and nutrition security initiatives, particularly the formulation and execution of the UFN Strategy and Investment Plans. Three additional senior level posts, plus one support Budget, Finance and Administrative Officer are being recommended to capacitate the Secretariat to respond more effectively to the demands and mandates of the UFNC as well as its Sub-Committee and technical working groups. The Secretariat supports the Council and its Sub-Committee and Technical Working Groups. The Secretariat acts on the Council decisions and technical recommendations emanating from the Sub-Committee and Technical Working Groups. They are responsible in the day to day planning, budgeting, operation and monitoring of activities and the Herculean tasks of coordination and integration of efforts of all cooperating institutions and consultants.

At the last tier is the **decentralized and fully devolved Local Government units that will establish the appropriate institutional structures and coordinating mechanisms at the district and sub-county levels** that will sensitize and mobilize the cross-sectoral and multi-disciplinary expertise and experience at the sub-national levels of the government bureaucracy and the private sector and civil society organizations. Using the District and Sub-county local governments as the focal institutions, a **multi-sectoral networking of Government, Academe, Industry and Non-government organizations (GAIN Network)** will be organized to ensure that all stakeholders and development partners will have the ownership and commitment to formulate and implement, in a highly participatory manner, the Food and Nutrition Strategy and Investment Plans at the district and sub-district down to parishes and community levels.

INPUTS

- 1 Three Senior level and One support Staff and unspecified local Consultants to be based at the MLG and/or PMA/UFNC Secretariat (US\$100,000);
- 2 International Consultants Team Leader/Decentralized Food and Nutrition Security Planning and Implementation Specialist for 9 months (US\$135,000); Statistics and M & E Specialist, One Agro-based Industry Specialist, and One Nutritionist and Unspecified Consultants for a total of 12 person months (US\$180,000);
- 3 Participatory Rapid Appraisals, Training and Capacity Building Workshops at the regional and district and parish levels, including training materials, study tours and fellowships (US\$200,000);
- 4 Computer Systems, Internet, Photocopiers and Office Equipment (US\$120,000);
- 5 Operational and Miscellaneous Expenses including in country travel, supplies and materials and documentation (US\$80,000).

Total: (US\$815,000)

**Strategy 3:
Increasing and Diversifying Food Supply Through Agro-ecological Zonal Farming
Systems Based on Comparative Advantage Analysis**

Although Uganda is considered to be generally self-sufficient in food supplies, food shortages still occur. Food insecurity at the aggregate national level is considered more of an issue of access and its utilization. Access-related food insecurity is widespread among the country's nearly 1.2 million internally displaced persons (IDPs) and some 200,000 refugees, among women and child headed households, orphans and families living with HIV/AIDS, and generally among the very poor. It is estimated that 35% of the Ugandan population live below the poverty line. Estimates based on household surveys suggest that 20% of the poor actually live below the food poverty line. This suggests that some 5 million people whose right to adequate food and to be free from hunger is denied. Among Uganda's 4 regions, poverty is rampant in the civil-strife stricken North, where 2/3 of the population is poor.

According to the Food and Nutrition Policy, the goal of Government in the area of food supply and accessibility is to ensure an adequate supply of, and access to, good quality food at all times for human consumption, income generation, agro-based industries, and local, regional and international markets. These are to be realized among others through strengthening the land planning services at the national, district and farm level to promote optimum land use; sensitizing stakeholders on the laws pertaining to water and soil conservation and the prevention of environmental degradation; designing and implementing sensitization programmes to popularise the production and use of under-exploited food crop and animal resources to widen the food base; promoting rain-water harvesting and conservation for agricultural production; developing water systems to promote crop, livestock and fish farming; strengthening the control of pests and diseases; and adopting gender-sensitive and energy-saving technologies.

Under the MAAIF's Agricultural Development Strategy and Investment Plan (2004/05-2006/07), and on-going programmes and projects relating to food supply and accessibility, some of these areas are either being addressed or have been earmarked and resources to implement them proposed. These include institutional development, capacity development for irrigation, drainage, water harvesting and soil and water conservation, crop/livestock disease and pest control, agricultural advisory services, and developing supportive physical infrastructure. The projects to be implemented under this strategy will therefore be only those that can add value to already on-going projects and activities. The MAAIF will be the lead agency in close collaboration with Local Governments (LGs) and MOLG as well as Local Authority Association and Uganda Agricultural Council. The LGs will in turn ensure that they identify and maintain close collaboration with the NGOs/CBOs, projects, farmer groups and service providers. The IEC approach through sensitization, field days, farmer visits and field days will be an integral functions of the LGs.

One has to acknowledge that a number of undertakings are underway or planned, and considering the priority investment areas have been identified from both the bottom-up and top-down consultation meetings. The overall objective of this strategy is therefore to improve conditions of food security and nutrition by encouraging appropriate and integrated farming systems technologies through research and technology development and transfer techniques. Focus will be on increasing productivity based on agro-ecological comparative advantage and producing food products of high nutritive value from the available varieties/breeds in collaboration with nutritionists, agro-processors and health sector professionals. Production of crop varieties and livestock breeds that have high nutritive value e.g. high protein maize, orange-

fleshed potatoes with high vitamin A content, will be emphasized. This will be complemented by selection and popularization of indigenous crops (vegetables, fruits, herbs, bush foods) for both home consumption and commercial production and processing.

The target group under this strategy (Table 3) will be both the small-scale producers (who form 75%), the medium-scale (20%) and the commercial farmers (5%). The strategy for uplifting the subsistence farmers will be to demonstrate appropriate technologies, diversify product base, utilize IEC outlets, increase extension visits to reach at least 30% of farmers (up from 10%) by the end of the third year, and improve returns on labour through improved efficiency and higher wage rate based on productivity incentives. The strategy for uplifting the semi-commercial and commercial farmers will be to encourage formation of rural producer and marketing groups and linking them to financial services and input dealers. The focus of the strategy will be to promote food production based on comparative advantage considerations. High on the Agenda is the plan for post-war Northern Uganda (through the re-introduction of animal traction, mechanization and supply of improved planting materials/breeds), the semi arid Karamoja, south-western and montane zones, and the dry lands in lower parts of central and eastern Uganda (through irrigation and crop/livestock diversification)

Emphasis will be on increasing productivity (by at least 50% of the current levels by end of first year) and diversifying production base by promoting foods that are both high yielding, highly nutritious (such as back yard gardening of fruits and vegetables), income-enhancing or cost-reducing and have both domestic and regional/international markets.

Table 3: Increasing and Diversifying Food Supply Through Agro-ecological Zonal Farming Systems Based on Comparative Advantage Analysis

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Low productivity and associated poor storage, reliance on rain-fed agriculture, reliance on hand hoe and other rudimentary technologies and limited access to credit	<ul style="list-style-type: none"> • Promotion of appropriate technologies and breeds • Water harvesting and irrigation, technology development and adoption • Post-harvest handling and storage • Access to production credit and input supply • Designing market-based and productivity-oriented mechanisms of ensuring rights to food in a sustainable manner • Agricultural diversification 	Farmers Producer groups LGs	MAAIF in collaboration with UAC and LFSS
2	Poor land planning and land use policy	<ul style="list-style-type: none"> • Developing institutional land-use planning capacity 	LGs	MLE in collaboration with LAA
3	Weak in-built nutrition enhancing strategy in food and agriculture enterprise development	<ul style="list-style-type: none"> • Promotion of food that can supply most limiting nutrients and/or have medicinal properties • Nutrition education to create awareness in the population and further create market for specific crops with known nutritional and medicinal properties. 	LGs COs	MAAIF in collaboration with UFNC
4	Negative attitude towards engaging in agricultural activities, especially by youth and some males	<ul style="list-style-type: none"> • Community sensitization and mobilization 	LGs Farmers Households	LGs in collaboration with GAIN Network

Project Title 3.1: Improving Crop, Livestock and Fish Production Systems Through Agro-ecological Zonal Farming Systems

Sector: Agriculture

Government Implementing Agency: MAAIF

Funding Requirements: US\$1,280,000

Duration: Three years

Location: 28 districts, selected to represent the 7 broad agro-ecological zones.

PROBLEM DEFINITION

Although Uganda is considered to be generally self-sufficient in food supplies, food shortages still occur. Food insecurity at the aggregate national level is considered an issue of access and its utilization. Access-related food insecurity is widespread among the country's nearly 1.2 million internally displaced persons (IDPs) and some 200,000 refugees, among women and child headed households, orphans and families living with HIV/AIDS, and generally among the very poor. It is estimated that 35% of the Ugandan population live within and below the poverty line. Estimates based on household surveys suggest that 20% of the poor actually live much below the food poverty line. This suggests that some 5 million people whose right to adequate food and to be free from hunger is denied.

The family food production systems address food security and nutrition problems from the perspective of individual families, both rural and urban, and their members. The food systems will introduce community education programmes to improve utilization of existing resources in order to reduce the incidence to both protein-energy malnutrition and micro-nutrient deficiencies.

SPECIFIC ISSUES TO BE ADDRESSED

The objective of this strategy is to improve conditions of food security and nutrition by encouraging appropriate family food production systems and integrated farming systems technologies through research and technology development and transfer techniques. Focus will be on increasing productivity and diversification based on agro-ecological comparative advantage and producing food products of high nutritive value from the available varieties/breeds. This will be developed in collaboration with nutritionists, agro-processors and health sector professionals. Production of crop varieties and livestock breeds that have high nutritive and health values will be emphasized.

The overall objective of this project is to improve conditions of household food security and nutrition by supporting appropriate family food systems and practices that focus on productive utilization of women's time, community education, access to income generating opportunities and the improvement of post-harvest handling and storage at the household level.

The target group under this strategy will be both the small-scale producers (who form 75%), the medium-scale (20%) and the commercial farmers (5%). The strategy for up-lifting the subsistence farmers will be to demonstrate appropriate technologies, diversify product base, utilize IEC outlets, increase extension visits to reach at least 30% of farmers (up from 10%) by the end of the third year, and improve returns on labour and land through improved efficiency in labour, land and in productive resource utilization. The strategy for uplifting the semi-commercial and commercial farmers will be to encourage formation of rural producer and marketing groups and linking them to financial services and input dealers.

The objective behind the strategy is to reduce the high energy – low protein imbalance that has dominated the country's food supply system. The focus of the strategy will be to promote food production based on comparative advantage considerations. Since the problem of low productivity and dependence on a few commodities are widespread, this strategy will be implemented across the whole country based on their relative factor endowments or comparative advantage and agro-ecological zonation of progressive farming systems.

EXPECTED END OF PROJECT SITUATION

Emphasis will be on increasing productivity (by at least 50% of the current levels by end of first year) and diversifying production base by promoting foods that are both high yielding, highly nutritious (such as backyard gardening of fruits and vegetables) and have both domestic and regional/international markets. The energy-protein imbalance is also expected to decline through improved intake of food rich in protein such as legumes, pulses and livestock and fish.

In addition, the following are anticipated at the end of the project:

1. Increased adoption of improved technologies with at least 30% of the farming population adopting improved farm management practices
2. Increased yields/productivity by at least 50%
3. Reduced post-harvest losses by about 50% from existing levels
4. Diversified product base with introduction of at least 2 new nutritious food items in the project locations
5. Emergence of sustainable producer groups/organisations (self-help groups)
6. Emergence of input supply network, with at least 2,000 rural stockists in the project areas.

DEVELOPMENT OBJECTIVE

To ensure an adequate supply of, and access to, good quality and affordable food at all times for human consumption, income generation, raw materials of agro-based industries, and incremental supply to the local, regional and international markets. These are to be realized, among others, through implementing sensitization programmes to popularise the production and use of under-exploited food crop and animal resources to widen the food base and supply of nutritious and balanced food items.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

1. To promote and support improved food production systems.
 - Farmer groups identified, promoted and trained
 - Technical assistance provided to individual farmers and producer groups
2. To promote the production of new crops, livestock and fish breeds based on comparative advantage analysis.
 - Potential enterprises that are nutrition-oriented and market-based are identified.
 - Enterprises promoted through model farms, technology demonstration and extension training and private sector participation.
3. To identify and promote private sector service providers.
 - Private sector participation in input supply (factor market) and product market (farm produce) supported and promoted
 - Participation of MFIs and banks encouraged

4. To leverage resources with on-going programs
 - Food production programs identified through involvement of LGs, NGOs and CBOs
 - Coordinated effort between and among GAIN institutions to avoid duplication and wastage of resources

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The MAAIF will be the lead agencies in close collaboration with Local Governments (LGs). The LGs will in turn ensure that they identify and maintain close collaboration with the NGOs/CBOs, projects, farmer groups and service providers. The IEC approach through sensitization, model farms, field days, farmer visits and field days will be an integral function of the LGs.

INPUTS

- a. Model Farm Demonstration centres (20 per district) = US\$150,000
- b. Training farmers and producer groups = US\$100,000
- c. Facilitation for LG extension workers (5 per district) = US\$300,000
- d. Community mobilization = US\$50,000
- e. Review and progress monitoring and troubleshooting workshops = US\$70,000
- f. Preparation of IEC materials = US\$50,000
- g. Promotion of new enterprises (purchase of initial materials) = US\$150,000
- h. Support to private sector service providers = US\$150,000
- i. Study tours/exchange visits = US\$70,000
- j. In-country travel by technical personnel = US\$40,000
- k. Operating expenses = US\$50,000
- l. Monitoring and evaluation = US\$50,000
- m. Contingency fund = US\$50,000

TOTAL = US\$1,280,000

Project Title 3.2: Pilot Smallstock Development in Northern and Eastern Uganda

Sector: Agriculture

Government Implementing Agency: MAAIF

Funding Requirements: US\$875,000

Duration: Two years

Location: Northern and Eastern Uganda.

PROBLEM DEFINITION

Assessment food security and nutrition shows a high energy-protein imbalance. In Northern and Eastern Uganda, small stock sizes are far below the national average. For instance an average goat weighs only 8 kg (carcass weight) in the proposed project location compared to the national average of 12 kg. Furthermore, in Northern and Eastern Uganda, households rely mainly on locally raised chicken as opposed to other parts of the country where improved management takes place either in the form of broilers or layers. For these and reasons related to low incomes, northern and eastern regions have the lowest consumption levels of animal protein.

Development of smallstock, particularly village poultry and goats by smallholder producers, is considered to have potential for improving household food security and nutrition, providing alternative nutritious food for farm families, and as an income generating activity through the sale of the live and meat products and by products.

SPECIFIC ISSUES TO BE ADDRESSED

The objective of the strategy on food supply is to improve conditions of food security and nutrition by encouraging appropriate household food security and business enterprises and integrated farming systems technologies through research and technology development and transfer techniques. In this pilot project, focus will be on improving production of smallstock through improvement in breeds and management practices.

The major problems identified in goat husbandry in Northern and Eastern Uganda include: poor breeds, insufficient water supply, internal parasites, insufficient grazing, lack of supplementary feeding (especially during dry season), and overall poor level management. The major problems in the case of poultry husbandry include: Newcastle disease, poor breed, poor housing, and inappropriate or no supplementary feeding. These problems are compounded by the fact that the goats and poultry are left to roam on their own. In some cases, animal owners are not present on their farms and the animal herders or farm workers are unable to make decisions when necessary. Furthermore, skilled personnel are needed to facilitate smallstock enterprises development and decision-making. Yet, there is a clear lack of advisory and extension service in the small stock sub-sector with very few qualified professionals involved in smallstock husbandry.

EXPECTED END OF PROJECT SITUATION

This project is considered a pilot project in that it aims to develop appropriate methods, techniques, technologies and breeds to promote smallstock production by smallholder farmers in Northern and Eastern Uganda. On the basis of successful initiatives, an expansion phase will follow, covering both a larger area and additional small stock species.

By the end of the two year pilot period, activities should have been established in at least 40% of the districts in Northern and Eastern Uganda. It is expected that each of the districts covered will have at least four trained smallstock improvers, who will provide simple advice to both the Local Government, farmer groups and individual farmers and administer treatment of common disease.

Local farmers, including women, will have been trained in small stock husbandry techniques to improve goat and poultry (chicken) production. Farmers will attend a one-week course and receive follow-up visits from the smallstock improvers. These courses will be held at places that can also allow for field days/demonstrations to be carried out. The incidence of diseases will have declined by at least 33%. Local retailers and stockists will be encouraged and trained. At least 1,000 improved Mubende male goats will be introduced and crossed with the local females. A research will be carried out through the innovation (on a small-scale) of nutritious and fast-growing and disease-resistant hens. The research, to be located at 4 centres (2 per region) will test the viability, reproductive rates, adaptability and acceptance of improve national chicken the local communities.

DEVELOPMENT OBJECTIVE

To improve food security and nutrition by increasing the production and productivity of smallstocks through sustainable production and management methods. This will be accomplished by improving small stockbreed and husbandry practices and by developing the capacity of the extension service to give farmers advice on smallstock husbandry practices.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

1. To establish the required institutional and operational framework, and farmer participation for the projects implementation.
 - Necessary pre-conditions for project's implementation in place (training centers, involvement of NGOs, private sector, selection of pilot sites and extension staff).
 - Farmers and smallstock improvers ready for participation (training of improvers and farmer sensitization).
2. To establish and initiate training programs for smallstock improvers and model/participating farmers.
 - Strategically located training institutions which will offer regular courses on smallstock husbandry (training centers, developing training materials and methodologies).
 - Trained smallstock improvers ready to assist the farmers with small stock production (train improvers, upgrade skills through regular follow-up training).
 - Modalities established for farmer training by smallstock improvers.
3. To provide technical and material support to smallstock improvers and local farmers.
 - Improved health of smallholder poultry flocks and goat herds (vaccination, sensitization and awareness campaigns, treatment of diseases, follow-up visits).
4. To introduce improved breeds
 - Improved goat breeds crossed will local goats (purchase and relocation, cross-breeding)
 - Improved imported hens and roosters tried for acceptability and adaptability (importation of hens like the SASSO breed of France or Kabir breed of Israel or Anstrolorp breed of Australia, technically and environmentally adaptable and market acceptability).
5. To undertake a well directed and coordinated, pilot project with a view to expansion.
 - Well directed and successful initiatives in place (regular reviews and adjustments).
 - Expansion of project area and replication of successful initiatives throughout the district coverage.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The pilot project will be implemented by MAAIF close coordination will be maintained with the Local Governments, on going projects, NGOs and CBOs. The private sector participants will play a key role in providing the necessary inputs. The GAIN network at the district and sub-county levels will play a regulatory and steering role.

INPUTS

Personnel

1. International Animal Husbandry Expert (3 months) = US\$45,000
2. Two National Animal Husbandry Specialist (2 years, part-time) = US\$80,000
3. Facilitation for smallstock improvers = US\$160,000

Training

4. Smallstock improvers = US\$20,000
5. Farmers = US\$40,000
6. Training materials = US\$10,000
7. Workshop = US\$20,000
8. Upgrading training centers = US\$20,000

Equipment

9. Vehicles (2, 1 in each region) = US\$40,000
10. Motor cycles = US\$80,000
11. Vehicle/motorcycle running & maintenance = US\$60,000
12. Photocopies = US\$30,000
13. Miscellaneous = US\$30,000
14. Computer sets = US\$40,000
15. Supplies and materials = US\$40,000

Other Expenses

16. In-country travel = US\$30,000
17. Improved Mubende goats = US\$50,000
18. Imported Hens = US\$40,000
19. Operating expenses = US\$40,000

TOTAL = US\$875,000

Project Title 3.3: Developing Institutional Land-Use Planning Capacity at the National and Regional Levels

Sector: Land and Environment

Government Implementing Agency: Ministry of Lands and Environment in collaboration with MAAIF

Funding Requirements: US\$408,000

Duration: Two Years

Location: Nationwide, with focus at regional centres

PROBLEM DEFINITION

Institutional planning capacity at national and regional levels is weak and responsibilities have not been properly defined. Consequently planning for natural resources, including land and water, is fragmented and often occurs on an ad-hoc, sectoral basis. As a result, planning decisions do not always take into account environmental, economic, political and social constraints on the use of these resources. This in turn can lead to rapid environmental degradation, especially under the semi-arid conditions experienced where the resilience of the ecosystem towards disturbance is considerably less than in more humid areas.

SPECIFIC ISSUES TO BE ADDRESSED

Ministries and other institutions supporting development activities, make use of the environment to achieve their goals and objectives. Protecting the environment is an integral part of planning for development and sustainability. Consequently the conservation and protection of the environment is a multi-sectoral issue which should be addressed by all parties involved in the planning of the country's natural resources for the sake of sustainable development.

Institutions will have to be developed for integrating land and natural resource use at national, regional and local levels. In order to equip personnel with the relevant skills to coordinate planning properly, training programmes in integrated land and water use and land environmental planning will have to be developed. These training programmes will have to include sustainable practices in planning and demand management of the water resources, agriculture, fisheries, wildlife, tourism, forestry and other sectors that impact on the environment in order to obtain the ultimate status of food security for all Ugandans. The development of these institutions will have to be closely linked to the development of policies and legislation on coordinated land use planning and environment protection. Existing institutions should be strengthened as a first priority, particularly in the areas of research, training, monitoring, information networking and policy planning and development.

EXPECTED END OF PROJECT SITUATION

At the end of the two-year period, institutional capacity within the National and District Government will have been built through training and capacity building. It is expected that planning of the environment and land management in particular, will be coordinated in all aspects.

DEVELOPMENT OBJECTIVE

To improve conditions of food security and nutrition by increasing Government's capacity to undertake effective and well-coordinated land or water use planning activities, leading to environmentally sustainable use of the country's natural resources.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1: To develop and strengthen institutional arrangements to facilitate proper planning and coordination of natural resources.
 - National, regional and district institutional structures and arrangements in place and operational.
- 2: To train planners and other staff at regional offices in the various Ministries and bodies involved in the planning of sustainable natural resources and utilization management.
 - Government staff well trained for integrated land use planning and management.
- 3: To monitor and evaluate land use and give advice as necessary
 - A monitoring and evaluation system in place and activities regularly being monitored

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The project will be implemented by the Ministry of Lands and Environment. Very close cooperation and participation from MAAIF, Local Government and relevant Ministries will be required. The Local Governments, NGOs, CBOs and associations will be actively involved in planning and ensuring conformity to laid down guidelines

INPUTS

1. International Land Use Planner (3 person-months) = US\$45,000
2. Local Land Use Planners (8 person-months) = US\$30,000
3. Four-wheel Vehicle (4, one per region) = US\$120,000
4. Training Material Development = US\$15,000
5. Training of Trainers= US\$30,000
6. National Workshop = US\$8,000
7. In-country Travel Expenses = US\$20,000
8. Required Land Use Planning and Mapping System = US\$40,000
9. Operating Expenses = US\$100,000

TOTAL = US\$408,000

**Strategy 4:
Improving Food Processing and Value Adding Capacity, and Food Standards and Quality Systems**

As spelt out in the Food and Nutrition Policy, the main goal of Government in the area of food processing and preservation is to promote adequate, safe, high quality and nutritious foods with a long shelf-life for local, regional and international markets. The major goal of Government in so far as the standards and quality control regarding food are concerned, is to ensure that food meant for consumption is nutritious, safe and that it conforms to acceptable quality and food safety standards.

It is acknowledged that consumption of high quality, nutritious and safe food is fundamental in promoting public health, social welfare and a productive life. The main objective of food standardization and quality control is to improve public health and standardize quality requirements for both local and international food trade. Food standards and quality control must target chemicals and drugs used in agriculture and food additives used in food processing. They should also cover street food vending and the transportation of food. The Uganda National Bureau of Standards (UNBS) is the statutory body mandated to set standards, and to co-ordinate and monitor their implementation. At the same time, food supplements can play an important role in improving the quality of life. There is a high demand for food supplements due to prevailing problems of malnutrition, aggravated by the scourge of HIV/AIDS as well as malaria and tuberculosis. Consequently, there are significant imports of food supplements. For this reason, there is a need for their effective control and regulation in order to protect the public. The National Drug Authority (NDA) has the mandate to regulate the manufacture, importation, sale and distribution of food supplements, and it has already put in place a registration system and quality control measures.

The strategy's overall objective is therefore to ensure the process of making food available in raw or processed form in the required quantities and qualities through field production and agro-processing as a business. The overall objective of the strategy is to increase the country's capacity to process and preserve food, which are safe for human consumption and conform to international and national quality standards. The strategy aims at increasing the levels of agro-processing and value-addition. The strategy will therefore focus on the research, technology packaging and transfer, and promotion of appropriate technology, food preservation and processing, integrated agro-industrial linkages, capacity building, quality standards and food safety, reduction on reliance on manufactured imported foods and promotion of off-farm activities.

UNBS will be strengthened with laboratory facilities and the necessary logistics to enhance its ability of ensuring strict adherence to nationally established or internationally prescribed food safety standards. In this respect, therefore, the right to safe food will be safeguarded. The target group will be small, medium and large scale farmers, farmer groups/outgrowers and associations (through the procurement of their products) and food processors and exporters (through improved cold chain and harmonized standards). The HIV/AIDS patients as well as the severely malnourished will also benefit from the strategy. The details of the coordination mechanism are brought out in Strategy 9 under preventive care strategy.

Developing strategic agro-based industries into "clusters" will enable the country to fully take advantage of forward and backward linkages as well as vertical and horizontal integration as dictated by the agribusiness clusters and systems models that are being successfully implemented

by emerging economies of Southeast Asia (Malaysia, Thailand and Philippines) and South America (Brazil, Chile) and even South Africa (wine making, beef and fresh produce) and Namibia (beef, fish). Since the concept of agro-based industry cluster is rather new in Uganda's economy, it is important that the model is studied in finer details prior to a full public investment. Possible commodities for clustering include cotton (both in the north, east and western Uganda), oil crops such as sunflower (in northern Uganda) sesame (simsim) and palm oil, milk in (western and central Uganda), fruit and vegetables (in western and central Uganda), and fish (in central Uganda).

This will be a countrywide strategy with MTTI as the lead agency in close collaboration with MOH (Table 4). The apex bodies of the private sector, notably FSPU, UAC and UMA will play a lead role and will work in close liaison with UNBS, NARO, Local Governments and other public institutions that address the issues of storage, processing, preservation and food safety and standards.

Table 4: Summary Strategy 4- Increasing Food Processing and Preservation Capacity, and Food Standards and Quality Control

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Low agro-industrial manufacturing base and linkages	<ul style="list-style-type: none"> Improving the basic infrastructure and utilities for purposes of promoting agro-based industries in different parts of the country 	The Private sector umbrella organizations (ACU, PSF, and UMA)	MTTI in collaboration with private sector Umbrella Associations
2	High post-harvest and storage losses/wastes and inability to handle perishable products	<ul style="list-style-type: none"> Research on appropriate technology based on food processing research findings Finance window for accessing credit for the promotion of agro-industries; and fortifying selected foods with those nutrients that are commonly deficient in the diet. 	The Private sector umbrella organizations (ACU, PSF, and UMA)	MTTI in collaboration with private sector and Research Institutions
3	Inadequate knowledge and awareness on usefulness of proceed food products and poor infrastructure to handle food standards and quality	<ul style="list-style-type: none"> Finance window for accessing credit for the promotion of agro-industries; and fortifying selected foods with those nutrients that are commonly deficient in the diet. Strengthening and facilitating UNBS Establishing a national certification system Creating public awareness on food standards and food quality through IEC 	LGs Households Private sector umbrella organisations	MTTI in collaboration with MOH, private sector Umbrella Associations, and Research Institutions
4	Weak formal institutional linkages amongst institutions involved in food safety, standards and quality control; and a lack of harmonized standards across the EAC and COMESA regions	<ul style="list-style-type: none"> Establishing codes of practice in the food industry Promoting regional and international co-operation in areas of food safety and quality control 	UNBS LGs Private sector	MTTI in collaboration with UFNC
5	Lack of knowledge and capacity in agro-based industrial restructuring and clustering; and weak linkages between the private food processing sector and nutrition improvement endeavours.	<ul style="list-style-type: none"> Feasibility analysis of the country's comparative advantage in agro-industrial clustering Strengthening collaboration between private sector and research institutions in food product development 	UFNC LGs Private sector	MTTI in collaboration with private sector Umbrella Associations, and Research Institutions

Project Title 4.1: Feasibility Analysis of Uganda's Comparative Advantage in Agro-industrial Clustering for Food Processing

Sector: Trade and Industry

Government Implementing Agency: MTII with the Private Sector Umbrella Organizations

Funding Requirements: US\$279,000

Duration: Six Months

Location: Kampala and Selected Regional Centres

PROBLEM DEFINITION

It is acknowledged that consumption of high quality, nutritious and safe food is fundamental in promoting public health, social welfare and a productive life. Yet Uganda is basically a producer of primary products with a very underdeveloped manufacturing sector. Agricultural manufacturing and food processing in particular is still at the infant stage. According to the Statistical Abstract 2003, the manufacturing sector contributes only up to 20% of GDP. This is further compounded by a weak agriculture-agro-based industry linkage.

This situation has manifested itself in:

- Low returns to labour (less than one dollar a day, over dependence on hand hoe and backward farming practices).
- Low access and returns to land (the very poor has less than 2 acres of land holding).
- Low employment and livelihood opportunities (there are few non agricultural micro, small and medium enterprises and there are only 444,000 employment in formal and informal business out of 12m economically active population)
- Un-remunerative and declining commodity prices.
- High post-harvest losses (up to 40% for easily perishable commodities such as milk, flowers, vegetables).

SPECIFIC ISSUES TO BE ADDRESSED

As spelt out in the Food and Nutrition Policy, the main goal of Government in the area of food processing and preservation is to promote adequate, safe, high quality and nutritious foods with a long shelf-life for local, regional and international markets.

One of the strategic umbrella programs for implementation under the Food and Nutrition strategy and investment plan is the practical application of business models that have been tested else where, particularly in the Asian and ASEAN countries and South Africa like the Agro-based industrial cluster (ABIC) framework. The framework (model) is based on basic economic foundations or factor endowments (technology, natural resource endowment, infrastructure, human resources, business environment and capital). Being a market-led development strategy, the drivers of this model are the focused, balanced and equitable **development of core industries** that cover the agriculture, manufacturing and industrial sector. These include: raw materials supply, primary processing and secondary or down stream processing industries.

This will involve the development of core industries in the raw material, primary and downstream processing industries and its linkages with supporting related, supplier or service providing industries that will generate economies of scale and synergy for competitiveness in the domestic, regional and global markets.

The core industry will be reinforced by the supporting, supplier, related and service providing industries that must be nurtured to ensure the viability and sustainability of the core industry system. This model can be pro-actively applied to different commodities in Uganda with special emphasis on coffee, cotton, fish, oil seeds and feed-meat processing industries. Smallholders can be mainstreamed in the agro-based industrial clustering interventions through the application of the framework in rural business development that will involve the provision of financial and non-financial assistance (market technology, capacity building, rural infrastructure) to poor farm households in the setting-up of agro-based industrial clusters in Uganda.

Since the concept of agro-based industry cluster is rather new in Uganda's economy, it is important that the model is studied in finer details prior to a full-scale public investment. Possible commodities for clustering include cotton (both in the north, east and western Uganda), oil crops such as sunflower (in northern Uganda), milk in (western and central Uganda), fruit and vegetables (in western and central Uganda), and fish (in central Uganda). It is recommended that a reputable Consultancy firm should be hired for a period of up to six months to undertake a detailed study and give recommendations on agro-based industrial clusters where the country has a comparative advantage that can be potentially transformed into competitive advantage in national and international markets.

A quick assessment of the constraints and weaknesses as well as the inherent comparative advantage of, and opportunities in, each priority commodity cluster is imperative prior to the formulation of detailed agro-ecological zone-based business plans and supporting government policies and developmental interventions, particularly in the provision of social goods and safety net mechanisms. To be effective and successful, the nutrition-based and preventive health care practices will be an integral component of the rural business development strategy.

EXPECTED END OF PROJECT SITUATION

Developing strategic agro-based industries into competitive "clusters" based on Harvard University Professor Michael E. Porter's Diamond of Competitiveness Model¹ will enable the country to fully take advantage of forward and backward linkages as well as vertical and horizontal integration as dictated by the agribusiness clusters and systems models that are being successfully implemented by emerging economies of Southeast Asia (Malaysia, Thailand and Philippines) and South America (Brazil, Chile) and even South Africa (wine making, beef and fresh produce) and Namibia (beef, fish).

The outputs of the Study will be policy, strategy and technological options, recommendations and action plans for restructuring and modernizing agro-based industries. These will include current and future industry structure, competitiveness in the national and global markets, technology, target markets, supply and value added chain, and basic economic foundation. To accompany the agro-based industrial restructuring and clustering options, the Study will detail appropriate policy, technology and strategic planning recommendations. This will further include institutional arrangements and implementation modalities and management schemes for the sustainable implementation of the policy and technical recommendations.

The results of the highly participatory studies and planning exercises will be presented to a multi-sectoral and multi-disciplinary National Validation Workshop with various development partners and stakeholders. Accordingly, it can be safely assumed that the real ownership of the Study will belong to the stakeholders and agro-industrial community thus ensuring their commitment to the implementation of various technical and policy recommendations.

¹ Porter, Michael E. The Competitive Advantage of Nations, The McMillan Press Ltd., 1990.

At the end of the project/consultancy, both the public and private sector will have a clear understanding of agro-based industrial and services clusters where the Uganda has a comparative advantage and areas where public investment should be placed. It will also identify areas where the private sector needs to be assisted and facilitated.

The project/study will focus on food preservation and processing, integrated agro-based industrial linkages, capacity building and promotion of off-farm and non-farm activities. Participatory and consultative approach will be employed through the involvement of highly qualified public sector consultants and counterpart team from the PMA Secretariat, Ministry of Tourism, Trade and Industry and Ministry of Agriculture Fisheries in Uganda and key stakeholders and development partners consisting mainly of industry leaders and businessmen, policy makers, planners and implementors, researchers, educators, technical specialists, trainers and managers

The Study will involve three phases as follows:

Phase I: Overall Assessment and Focus Study on Top Two Agro-based Industrial Clusters (2 months duration)

- Relevant Macro Economic Conditions, Supply and Demand Trends
- Assessment of Macro Economic and Cross-Sectoral Policies Affecting the Agro-based Industrial Clusters
- Characterization and Constraints Analysis
- Quantitative Analysis of Global Competitiveness of the Agro-based Industries

Phase II (2 months duration): Formulation of Strategic Restructuring and Modernization Plan for Top Two Priority Agro-based Industrial Clusters (2 months duration)

- Policy and Technical Recommendations
- Strategic Planning
 - Strategy development
 - Strategic Options
 - Strategic Positioning
 - SWOT Analysis
 - Operational Efficiency
 - Strategy implementation
 - Institutional and Implementation Arrangements
- Recommendations on the Supply and Value Added Chain

Phase III: Implementation of the Agro-based Industrial Clustering and Restructuring Plan

DEVELOPMENT OBJECTIVE

To identify mechanisms of increasing Uganda's manufacturing capacity so that its contribution to the country's GDP reaches 33-40% over the next 3 years. This will result in increased agro-industrial linkage, increase farm gate prices and increased employment of, and returns to, labour.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1 An analysis of Uganda's comparative advantage regarding agro-industrial clustering
 - Feasibility study based on agro-ecological comparative advantage analysis
 - Commodity analysis vis-à-vis agro-industrial clustering of core, supporting related, or allied industries.

- 1 Develop an appropriate agro-based industrial clustering methodology, validate and adapt it to Ugandan agriculture and agribusiness conditions
 - Agro-based industrial clustering model and methodology developed and duly validated for adoption in Uganda

- 2 Assess and conduct gap analysis of selected agro-based industry cluster (the core, supporting and related industries)
 - Gap Analysis of ABIC with comparative advantage in Uganda

- 3 Propose restructuring options, recommendations and strategies for transforming the comparative advantage of agro-based industry clusters (ABIC's) into competitive edge in the domestic and global market
 - Recommended and prioritized agro-industrial clusters for Uganda
 - Designing strategies for implementation
 - Identifying funding requirements and institutional roles and coordination mechanism

- 4 Design an “Agro-based Industry Restructuring Plan” with special focus on coffee, cotton, oil seed (oil palm, sesame and ground nut), fish, feed and meat processing and the optimization of the supply and value chain through appropriate policy, technological and institutional interventions and catalytic actions.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The study will be a countrywide strategy with focus of comparative and competitive advantage analysis. Close liaison will be maintained with PMA, the apex bodies of the private sector, notably PSFU, UAC and UMA UNBS, NARO, Local Governments and other public institutions that address the issues of storage, processing and preservation.

INPUTS

- 1 International Consultants (2 for 2 months each) = US\$60,000
- 2 Local consultants (3 for 3 months each) = US\$36,000
- 3 International travel (return tickets) = US\$27,000
- 4 Internal travel and consultation= US\$20,000
- 5 National workshop= US\$6,000
- 6 Study tour to ASEAN countries = US\$100,000
- 7 Operating and miscellaneous expenses =US\$30,000

TOTAL US\$279,000

Project Title 4.2: Strengthening and Facilitating the Uganda National Bureau of Standards

Sector: Trade and Industry

Government Implementing Agency: MITI

Funding Requirements: US\$775,000

Duration: Three Years

Location: Kampala and Regional Centres (Kampala, Jinja, Mbale, Lira, Mbarara)

PROBLEM DEFINITION

It is acknowledged that consumption of high quality, nutritious and safe food is fundamental in promoting public health, social welfare and a productive life. The main objective of food safety, standardization and quality control is to improve public health and standardize quality requirements for both local and international food trade. Food safety standards and quality control must target chemicals and drugs used in agriculture and food additives used in food processing. They should also cover street food vending and the transportation of food. At present there is a high demand for food supplements due to prevailing problems of malnutrition, aggravated by the scourge of HIV/AIDS. There is hence a need for effective control and regulation in order to protect the public.

SPECIFIC ISSUES TO BE ADDRESSED

The Uganda National Bureau of Standards (UNBS) is mandated to formulate and enforce standards through participatory multi-sectoral approach. UNBS focuses on three major pillars of standards-national, CODEX and international standards organisations. UNBS has over 70 well-qualified and experienced professionals. UNBS has been able to develop linkages and networks with other stakeholders. It, however, lacks well-equipped laboratories, communication and computer infrastructures, transport facilities and office equipment. These have greatly affected the ability of UNBS to enforce standards through creating awareness, and training. UNBS therefore needs to be up-graded and equipped with globally competitive facilities to enable it play the key role of prescribing and enforcing food safety and quality standards.

EXPECTED END OF PROJECT SITUATION

UNBS will be strengthened with upgraded laboratory facilities and the necessary logistics to enhance its ability of ensuring strict adherence to set food safety standards. In this respect, therefore, the right to safe and nutritious food will be safeguarded. Expected end of project situation are:

- Trade facilitation and access to safe and nutritious food
- Effective monitoring for food safety thus acceptance of exports
- Acceptability of test results and certificates internationally.
- Investment support and promotion through provision of testing services to the private sector to meet the requirements for regional and international trade
- Provision of alternative laboratory facilities to the private sector and hence lower costs
- Protection of the consumers
- Provision of research support to government and private sector institutions
- Generation of income to UNBS to the tune of US\$ 60 million per year and hence less dependency on the treasury.
- Increased ability of UNBS capacity to respond to domestic and foreign enquiries from business community and WTO member countries.
- Linking to international databases and information systems such as Codex and ISO

- Competitiveness of private sector
- More test parameter and more products for accreditation
- Increased national capacity in food safety and quality management systems and practices

DEVELOPMENT OBJECTIVE

To ensure the process of making food available in raw or processed form which are safe for human consumption and conform to certain quality standards.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

1 Strengthening and Accreditation of Chemistry Laboratory in order to enhance regional and international co-operation in areas of food safety and quality control

- Strengthening UNBS to carry its role in Food Safety and Standardization
- Establishing an effective food quality control system throughout the food chain
- Setting up a national certification system to guarantee the quality of food

2 Upgrading and strengthening of the Management Information System

- Creating public awareness on food standards and food quality through information dissemination
- Reviewing, formulating and enforce standards to ensure safe and nutritious food
- Promoting Regional and International co-operation in areas of food safety and quality control
- Strengthening UNBS to carry its role in Standardization

3 Facilitation through the Purchase of 5 Double Cabin Pickups for Regional Centres

- Continuously monitoring and documenting food safety, food quality and related activities
- Establishing an effective food control system

4 Upgrading of Microbiology Laboratory in order to facilitate enforcement of standards to ensure that food for human and animals is safe and nutritious

- Setting up a national certification system to guarantee the quality of food

5 Manpower development through training

- Strengthening UNBS to carry its role in Food Safety, Quality Control and Standardization
- Setting up a national certification system to guarantee the quality of food

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The Uganda National Bureau of Standards (UNBS) is the statutory body mandated to set standards, and to co-ordinate and monitor their implementation. The National Drug Authority (NDA) has the mandate to regulate the manufacture, importation, sale and distribution of food supplements, and it has already put in place a registration system and quality control measures.

INPUTS

- 1 Strengthening and Accreditation of Chemistry Laboratory = US\$300,000
- 2 Upgrading and strengthening of the Management Information System = US\$100,000
- 3 Purchase of 5 Double Cabin Pickups for Regional Centres = US\$125,000
- 4 Upgrading of Microbiology Laboratory = US\$50,000
- 5 Training = US\$150,000
- 6 Operating Expenses US\$50,000

TOTAL US\$775,000

**Strategy 5:
Promoting Accessibility to Affordable, Safe and Nutritious Foods Through the
Development of Supportive Physical and Market Infrastructure**

To broaden its economic base, Uganda is pursuing an export diversification policy that includes the export of non-traditional crops, such as beans, maize, groundnuts, sesame (simsim), fruits and vegetables. To ensure food security and to promote nutrition, food must be distributed equitably from the production sites to the consumer. Surplus food should be marketed especially to those areas with food deficits or to those who need to diversify their diets.

However, the lack or poor quality of infrastructure continues to be a major hindrance to national development. For instance, the poor road and market infrastructure in some parts of the country makes transporting produce from one point to another very difficult and costly. The lack of rural electrification and market infrastructure affects the process of industrialization. Poor market and storage infrastructures also negate progress towards achieving food and nutrition security.

According to the Food and Nutrition Policy, the aim of Government in the area of food storage, marketing and distribution is to promote the availability of, and access to, affordable, safe and nutritious foods. These objectives have to be realised through: promoting household food reserves; assessing national food losses and establishing or designing national programmes for preventing food losses at all levels; establishing the overall storage requirements for strategic food reserves at all levels; encouraging the construction of appropriate storage facilities at all levels; and developing a well-coordinated system for collecting, collating and disseminating information on food marketing and distribution.

The above calls for a strategy that will go a long way in implementing the objectives. The overall objective of the strategy therefore, is to have in place the necessary supporting physical and market development infrastructure that can enable the Local Governments and the private sector play a lead role in ensuring greater productivity in production, post-harvest, preservation and distribution of food. Focus will be on developing storage facilities at household, sub-national and national levels, reduction in post-harvest losses, increase in shelf-life, cold chain, ease of transportation through improved road networks, access to credit, information, education and communication (IEC) and computer-based technology support. A mechanism for the storage of surplus food at the regional level should be established and this has been addressed under Strategy 7.

Infrastructure development will benefit a cross section of the population. Through improved storage at the household level, it should be possible for producers to store their foods and utilize them when needed. Farmer groups/associations will particularly benefit as they can pool their produce together for collective marketing in one place. Traders will also benefit by reducing on their transport costs. Through improved storage, Local Governments will be able, with the cooperation of NGOs/CBOs to store food and distribute to vulnerable and affected groups as the need arises. By improving facilities at fish landing sites and livestock marketing and slaughter facilities, hygiene will be improved and food safety assured. Through such improved support infrastructures and market facilities, it will be much easier to set and monitor food safety and quality standards. The country's reputation as a supplier of quality products will be raised. Rural electrification will greatly benefit the processors and manufacturers, while cold chain facilities will be a big boost for exporters of perishable products such as fish, flowers, fruits and vegetables. Improved storage facilities would help boost trade, improve hygiene as well as increase ability of the producers to supply quality and affordable food products.

Improved road network will make it easier for traders to reach producers. It is expected that as a result of improved road infrastructure and overall improved communication, transport costs will be reduced (by as much as 25% to 40% over the next three years) and farmers will be able to receive better farm gate prices (an increase of 33% is envisaged over the next three years). A well-developed post-harvest infrastructure will help reduce on post-harvest losses (by as much as 50-60% over the three year period), increase output of manufactured products, and reduce costs of distribution.

Infrastructure development is indeed a cross-cutting undertaking that will go a long way in ensuring the country's ability to improve food production and quality, diversify its food base and promote both on-farm and off-farm employment, resulting in increased productivity and incomes. Since a number of infrastructural development projects and activities are already under way, the strategy will focus only on establishing storage requirements and construction of regional food storage centers, demonstrating appropriate storage facilities at household level, developing a well coordinated IEC system on food marketing and distribution, and advocating for the expansion of the rural electrification program, reduction in power tariff and upgrading of rural feeder roads.

MTTI will be the lead Government institution, but will work closely with MAAIF and the line ministries concerned with rural infrastructures particularly power generation and distribution and road construction. The UFNC, LGs will play a key advocacy role and will maintain close contact with the NGOs, CBOs and private sector umbrellas (Table 5).

Table 5: Summary Strategy 5- Promoting Accessibility to Affordable and Nutritious Foods Through the Development of Supportive Physical and Market Infrastructure

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Poor storage infrastructure at the national, sub-national and household levels; and high post-harvest losses throughout the entire food supply chain	<ul style="list-style-type: none"> Establishing overall storage requirements for strategic food reserves at all levels (Feasibility study) 	LGs Households Traders Vulnerable groups	MTTI in close collaboration with UNFC, LGs, MAAIF and other related line ministries
2	Poor road network and inability to reach some parts of the country especially during rainy season; and associated high costs of transport and storage	<ul style="list-style-type: none"> Upgrading and opening up feeder roads (improved road network) 	LGs Households Traders	MTTI in close collaboration with Ministry of Transport and Communication
3	Poor market infrastructures and facilities	<ul style="list-style-type: none"> Developing a well-coordinated system for collecting, collating and disseminating information on food marketing and distribution 	Traders Households	MTTI in close collaboration with private sector
4	Inadequate cold storage and bulk handling facilities	<ul style="list-style-type: none"> Expansion of cold chain and bulk handling and storage facilities 	Traders	MTTI in close collaboration with private sector
5	Limited access to electricity and power supply	<ul style="list-style-type: none"> Promoting rural electrification 	LGs Households Industrialists	MTTI in close collaboration with Ministry of Energy

Project Title 5.1: Developing a Well-coordinated System for Collecting, Collating and Disseminating Information on Food Marketing and Distribution

Sector: Trade

Government Implementing Agency: MTTI in collaboration with the Private Sector Umbrella Organizations

Funding Requirements: US\$600,000

Duration: Six Months

Location: Kampala (UFNC) and District Headquarters

PROBLEM DEFINITION

Very little is known in Uganda about statistics-based food and market availability that is accurate, reliable and predictable. Yet, accurate data and adequate information are necessary prerequisite for informed decision-making, planning and policy formulation. A number of information systems and networks relevant to food security and nutrition are already in existence in Uganda. Some of these are under the line ministries such as MAAIF, MoH, MTTI, while others are run by projects and private sector institutions. The Health Information System, the Early Warning and Food Information System and Market Knowledge Information System are examples. The coordination and interfacing between and among these agencies is, however, nearly non-existent. Furthermore, the linkage between information and planning is not well developed. Yet, information is only as effective as the users make use of it.

There is widespread lack of statistics-based knowledge of food and nutrition issues despite the existing channels of communication. At the same time, the development of Information, Education and Communication (IEC) materials by the different agents is not coordinated and the messages are sometimes conflicting and inadequately focused, thus exacerbating the food insecurity and malnutrition problems.

SPECIFIC ISSUES TO BE ADDRESSED

It is therefore of paramount importance to provide information and develop skills to promote proper food and nutrition practices in both rural and urban communities. This will be realised through developing and coordinating coherent food and nutrition IEC materials from the national to the community levels; strengthening information and communication on food and nutrition by promoting literacy campaigns; mobilising communities to identify and solve their food and nutrition problems through mass media, clubs, groups and theatre for development; and establishing a food and nutrition information systems.

EXPECTED END OF PROJECT SITUATION

The Ugandan public shall have improved understanding and appreciation of appropriate nutrition in human health, development and performance. A conceptual framework shall be prepared for this purpose covering the areas of appropriate nutritional requirements including recommended daily intake levels for various ages and activities, linkage between food availability and utilization and nutritional status. Advocacy and sensitization shall be increased and a food and nutrition information systems established at UFNC and district headquarters.

DEVELOPEMENT OBJECTIVE

To have in place a Food and Nutrition Information System (FNIS) that shall assist LGs, NGOs, CBOs in their collective efforts to plan and implement food production and distribution policies based on informed knowledge.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1 Designing conceptual framework : Key activities under this objective will include among others
 - Conducting research in regard to food marketing and information needs
 - Sensitize the community about the usefulness and values of market knowledge
 - Carry out advocacy in close collaboration with existing stakeholder participants and the Local Government Authorities

- 2 Setting up Food Nutrition Information Systems: This will be achieved through:
 - Conducting research on information availability and stakeholder demands
 - Set up data gathering and dissemination systems that entails data collection mechanisms and computer software packages
 - Capacity building through training

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

This is a task that should be spearheaded by the UFNC through its Secretariat and the Local Governments, through the collaboration of civic institutions, which will provide the basis for mainstreaming food and nutrition security data and information systems in all our livelihood activities. Institutional support will therefore be provided to the UFNC and the Local Governments. This will therefore require that guidelines are put in place, computer facilities made available and other support provided to ensure effective collection, receipt and dissemination of information.

INPUTS

- 1 Computer units at district level and at UFNC = US\$300,000
- 5 Operational expenses for system maintenance = US\$60,000
- 6 Training in computer operations = US\$40,000
- 7 Operational funds for collecting, analyzing and disseminating information = US\$120,000
- 8 FNIS Systems design and guideline preparation = US\$30,000
- 9 Contingency fund = US\$50,000.

TOTAL US\$600,000

**Strategy 6:
Improving Domestic Market Access and Export Competitiveness Through Market
Integration and Private Sector Participation**

The pillar of trade policy in Uganda is the liberalization of foreign exchange markets, crop and fishery marketing, agricultural inputs, etc. There are also no export taxes, charges, levies nor subsidies. The trade policy aims at development and diversification of exports and attracting investment. The focus of trade policy is to add value to primary export products, to diversify exports to increase the share of non-traditional exports and to improve regional trade. The Government, through the Central Bank has introduced credit schemes for exporters such as the Export Refinance Scheme (ERS), the Export Promotion Fund (EPF), and Export Credit Guarantee Scheme (ECGS). The majority of the potential deserving exporters have, however, not benefited due to a number of problems including ignorance about existence of these facilities and incentives, and limited access to market information.

Although for many years Uganda has depended on a limited range of cash crops - coffee, cotton, tea and tobacco, it now exports food crops such as maize, beans, horticultural produce and oil seeds as well as semi-processed food products such as fish. The country imports a variety of semi-processed foods such as salt, rice, wheat, sugar, milk products and drinks. Some of these are vital components of the diet. Some are imported because of the deficits in the local production while others are imported to meet the needs and life styles of the growing urban population.

The goal of Government in external food trade, as spelt out in the Food and Nutrition Policy, is to diversify food exports in order to broaden the foreign exchange base, subject to the food security needs of the country being met, as well as the quality and quantity of food imports being monitored and regulated, as necessary. Uganda can benefit from the opening up of markets and investment opportunities within the region; thereby enhancing production efficiency through increased specialisation, increased production levels due to better exploitation of economics of scale, mobility of factors of production and increased consumption, choice and welfare.

Indeed access to market is a key component of the poverty eradication strategy. The domestic market is not only limited but rather disintegrated. It lacks the necessary infrastructure, information flow and effective supply response. Quality of food traded within the country also leaves a lot to be desired. It is evident that some parts of the country face problems with access to food and food security in spite of the potential that exists to produce sufficient food. Yet consumption of high quality, nutritious and safe food is fundamental in promoting public health and productive lives of the population. On the regional and international front, Uganda can take advantage of the regional markets such as EAC, COMESA, and IGAD markets. On the international front, Uganda is a signatory to several conventions but has not adequately benefited either due to unfairness in the system (e.g subsidy) or its inability to conform to set quality and food safety standards.

The strategy of market integration shall therefore include the aspect of food quality and standards to be applied at all levels of the food production and consumption chain. UNBS must be facilitated to efficiently handle this task, and consumer protection associations should be actively involved in the process of quality control. Food fortification, i.e. addition of nutrients to widely eaten foods should be made a priority. In order to improve the country's competitiveness regionally and internationally, the quality standards of food products have to be enhanced, research in appropriate technology and protection against pests and diseases has to be improved. Uganda,

through MTTI and relevant organs should continue to lobby developed countries to reduce tariffs and abolish subsidies, which deny developing countries access to their markets. For more effectiveness, trade policy formulation has to be more participatory, including the private sector in trade negotiations before agreements are signed.

Investments will therefore focus on strengthening market research, the UNBS, market and product development and diversification, access to credit, border trade enhancement, the ability to monitor and enforce quality standards, ensure adherence to standards and food safety, support to rural agricultural marketing systems through the establishment of market knowledge information systems at the national and district levels. The lead agencies will be MTTI, UNBS, Local Governments and the Private Sector (Table 6).

Table 6: Improving Domestic Market Access and Export Competitiveness Through Market Integration and Private Sector Participation

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Lack of market integration and information flow accompanied by the existence of tariffs and barriers	<ul style="list-style-type: none"> Strengthening IEC mechanisms in order to diversify and increase food production for export without prejudicing national food security Establishing a mechanism for strengthening monitoring and documenting national food supply and demand 	The private sector traders	MTTI
2	Inadequate capacity to handle sanitary and phytosanitary issues	<ul style="list-style-type: none"> Strengthening the UNBS the Phytosanitary department 	UNBS Consumer protection associations Exporters and exporter associations	MTTI in close collaboration with MAAIF
3	Lack of organized producer associations to market their products as a group	<ul style="list-style-type: none"> Promoting access to credit and technology (product development and diversification) Support to rural agricultural marketing systems through the establishment of market knowledge information systems at the national and district levels 	Producer organizations The private sector Households	MTTI in close collaboration with the private sector umbrellas, MAAIF
4	Poorly developed existing organic food products supply capacity	<ul style="list-style-type: none"> Supporting research into GM products, appropriate technology and protection against pests and diseases Development of organic products certification framework Strengthening collaboration between the private sector and relevant government institutions. 	Consumer protection associations Exporters and exporter associations The private sector	MTTI in close collaboration with the private sector umbrellas, MAAIF and researchers

Project Title 6.1: Support to Rural Agricultural Marketing Systems Through the Setting up of Market Knowledge Information Systems at the National and District Levels

Sector: Trade

Government Implementing Agency: MTTI in collaboration with the Local Government and Private Sector Umbrellas

Funding Requirements: US\$480,000

Duration: Two Years

Location: Kampala (UFNC) and District Headquarters

PROBLEM DEFINITION

Although for many years Uganda has depended on a limited range of cash crops - coffee, cotton, tea and tobacco, it now exports food crops such as maize, beans, horticultural produce and oil seeds as well as semi-processed food products such as fish. The country imports a variety of semi-processed foods such as salt, rice, wheat, sugar, milk products and drinks. Some of these are a vital component of the diet. Some are imported because of the deficits in the local production while others are imported to meet the needs and life styles of the urban population.

Indeed access to market is a key component of the poverty eradication strategy. The domestic market is not only limited but rather disintegrated. It lacks the necessary infrastructure, information flow and effective supply response. Quality of food traded within the country also leaves a lot to be desired. Yet consumption of high quality, nutritious and safe food is fundamental in promoting public health and productive lives of the population.

SPECIFIC ISSUES TO BE ADDRESSED

The goal of Government in external food trade as spelt out in the Food and Nutrition Policy is to diversify food exports in order to broaden the foreign exchange base, subject to the food security needs of the country being met, as well as the quality and quantity of food imports being monitored and regulated, as necessary. Since over 75% of the farm households are subsistence producers, one avenue through which Uganda can supply both the domestic and external market effectively is through the formation of new and strengthening of already existing producer groups and rural market centers. These groups and marketing centers need to be availed with basic post-harvest equipment such as shellers, graders and stores. Located mainly in surplus producing areas, the marketing centres can play a pivotal role in bulking produce, while at the same time maintaining quality. These centers and the producer groups/organisations, however, need to keep abreast with market demands in terms of quality, quantity, prices and their location.

EXPECTED END OF PROJECT SITUATION

The strategy of market integration shall include the aspect of food quality and standards to be applied at all levels of the food production and consumption chain. UNBS will be facilitated to efficiently handle this task, and consumer protection associations shall be actively involved in the process of quality control. Uganda, through MTTI and relevant organs shall continue to lobby developed countries to reduce tariffs and abolish subsidies, which deny developing countries access to their markets.

At the end of the two-year period, at least 20 rural marketing centers or producer groups will have been established (focusing on the surplus producing areas). Each of these centers/producer groups will be equipped with a post-harvest equipment and storage for bulk surplus produce. The centers/producer organisations will be provided with market knowledge information through the District Market Knowledge Information Network. The computer units set up at UFNC and district headquarters (see Project 5.2 above) will be upgraded and websites designed to allow for easy access to domestic and external market information.

DEVELOPEMENT OBJECTIVE

To have in place a functional rural marketing centers duly supported by producer organisation networks that can bulk produce at short notice. These networks will be provided with market information on a regular basis to enable them make informed decision. The collective marketing groups shall work in close collaboration with LGs, NGOs, CBOs and the private sector.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1 Support the creation of producer and collective marketing organisations
 - Sensitize the community
 - Train producer group members
 - Carry out advocacy and sensitization

- 2 Provision of support to producer organization and collective marketing groups and rural marketing centres
 - Construct stores
 - Provide post-harvest equipment
 - Provide regular market knowledge information

- 3 Setting up a market knowledge information network
 - Construct websites
 - Train manpower on information collection and dissemination
 - Provide regular market knowledge information

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The MTTI shall be the lead government agency. MTTI will, however, work closely with UFNC, Local Governments and the Private Sector. UNBS and consumer protection associations will also play a major role. Collaboration will be maintained with on-going efforts in the area of information dissemination to producers. Local Government profession staff at the district and sub-county levels will be trained and utilized as appropriate.

INPUTS

1. Computer systems up-date and web-site design = US\$30,000
2. Training profession staff in operation and management = US\$40,000
3. Operational expenses for system maintenance and provision of market knowledge information = US\$160,000
4. Facilitation allowance for LG officials for formation of producer groups, training and sensitization = US\$200,000
5. Contingency fund = US\$50,000.

TOTAL US\$480,000

Project Title 6.2: Supporting Validation Research into Genetically Modified (GM) Products and Appropriate Market-related Technologies

Sector: Trade and Industry

Government Implementing Agency: MTII in collaboration with NARO, UNBS and Private Sector Umbrellas

Funding Requirements: US\$540,000

Duration: Two Years

Location: Kampala, Selected Up-country locations and Selected Foreign Markets

PROBLEM DEFINITION

Uganda's trade policy aims at development and diversification of exports and attracting investment. The focus of trade policy is to add value to primary export products, to diversify exports to increase the share of non-traditional exports and to improve regional trade. Uganda imports a variety of semi-processed foods such as salt, rice, wheat, sugar, milk products and drinks.

It is acknowledged that consumption of high quality, nutritious and safe food is fundamental in promoting public health, social welfare and a productive life. The main objective of food standardization and quality control is to improve public health and standardize quality requirements for both local and international food trade.

Yet in reality Uganda is not safe from substandard and even foods that are dangerous to human health. The debate on GM food continues without concrete research on some of allegations. There is also need to look at market research with focus on market requirements and appropriate marketing technologies. Investments should therefore focus on strengthening market research, product diversification and research on GM foods.

SPECIFIC ISSUES TO BE ADDRESSED

The main objective of food standardization and quality control is to improve public health and standardize quality requirements for both local and international food trade. Food standards and quality control will target chemicals and drugs used in agriculture and food additives used in food processing and street food vending and the transportation. There is a high demand for food supplements due to prevailing problems of malnutrition, aggravated by the scourge of HIV/AIDS. Consequently, there are significant imports of food supplements. For this reason, there is a need for their effective control and regulation in order to protect the public. The National Drug Authority (NDA) has the mandate to regulate the manufacture, importation, sale and distribution of food supplements, and it has already put in place a registration system and quality control measures.

The specific issues to be addressed include conducting market research and research on GM foods. This is the responsibility of UNBS in collaboration with NARO, NDA and the private sector.

EXPECTED END OF PROJECT SITUATION

At the end of the year, market research will be carried out and appropriate technologies for food preservation and processing promoted through the private sector umbrellas. There will be a deeper understanding of the health implications of GM foods. Food standards will be streamlined and codes of practice established.

DEVELOPEMENT OBJECTIVE

To have in place a well-established food standards with set codes of practice that will result in safe food for both domestic and external markets.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1 Conduct research on GM foods
 - Sensitize the community
 - Carry out research

- 2 Conduct market research
 - Carry out internal market research
 - Carry out external market research
 - Provide research feedback

- 3 Promote appropriate technologies in food processing and preservation
 - Public awareness campaign
 - Private sector facilitation

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The MTTI shall be the lead government agency. MTTI will, however, work closely with UNBS, NARO, NDA, the Private Sector, and consumer protection associations. Collaboration will be maintained with on-going efforts in the area of food standards. Local Government profession staff at the district and sub-county levels will be trained and utilized as appropriate.

INPUTS

- 1 Research on GM foods = US\$350,000
- 2 Internal market research= US\$40,000
- 3 External market research = US\$60,000
- 4 Promotion of technologies/research findings = US\$60,000
- 5 Contingency fund = US\$30,000.

TOTAL US\$540,000

**Strategy 7:
Improving Nutrition Status and Social Equity Through Support to
Gender Mainstreaming and Affirmative Action**

Gender relations play an important role in food security and nutrition management in the community. Women contribute the bulk of farm labour to produce food but they have little or no control over food resources. At the same time, they are expected to ensure their own nutritional well-being as well as that of the family. As stipulated in the Food and Nutrition Policy, the goal of Government in the area of gender, food and nutrition is to ensure that both men and women achieve optimal nutrition status through improved food security and nutrition, taking into account their reproductive and productive roles in the food chain and in nutrition.

A lot has been said and to some extent been done to ensure gender equality. Some of the noticeable undertakings include the following:

- **National Action Plan for Women:** The gender policy that was approved in 1997 was part of the policy of mainstreaming gender concerns in the national development process. The Government of Uganda recognized the marginalisation of women and has instituted affirmative action. The Local Governments Act (1997) requires women to form at least one third of persons elected to all levels of local council. The formulated action plan is to address poverty, income generation and economic empowerment, reproductive health and human rights, legal framework and decision-making and girl child education. There has been more participation of women in decision-making. By 1999, the proportion of women in decision-making positions had increased to 39%. As of 2002, the level of participation had reached 42%. Boys and girls education is promoted through Universal Primary Education (UPE), which emphasises education for the girl child, children with disabilities etc, as a strategy of economic empowerment of women. According to statistics from the Ministry of Gender, Labour and Social Development and the Statistical Abstract 2003, the proportion of women in decision making at the political and non-political levels are 45% and 13%, respectively.
- **National Solidarity and Equal Opportunities Especially for Vulnerable and Disadvantaged Groups:** Policy on youth has been finalised and launched in a number of districts. The policies on Disability and Elderly have been drafted to guide sectoral plans and implementation. The Government is also in the process of setting up an Equal Opportunities Commission and a Bill has been prepared which will soon be presented to parliament.
- **Social Development Sector Strategic Investment Plan:** The Ministry of Gender, Labour and Social Development (MGLSD) is spearheading the formulation of a Social Development Sector Strategic Investment Plan with the objective of promoting rights for all with focus on addressing inequalities, discrimination and violation of rights; community empowerment with people initiating, planning, implementing and managing their own development; promotion of employment and productivity for all; social protection; and promotion of gender equity and equality.
- The policies and action plans on disability and elderly will be finalised in 2004 and policies on social welfare, adult literacy and culture, orphans and street children formulated.

Despite the above cited policy initiatives and achievements, inequality still exists at the household level, in work places and other spheres of life. Some of these inequalities are deeply rooted in customary norms, which tend to discriminate against women, children and orphans. Study findings show that the cultural practices in many parts of the country are not conducive for optimum growth and development of the children and they discriminate against women. For

instance, by virtue of their biological reproductive role, women are responsible for the child's health during the nine months of pregnancy. Yet maternal under-nutrition can impact negatively on the newborn child up to the seventh year. There is also the long-term effect on the child's ability to compete favourably, both mentally and physically. On the other hand, more involvement of men in child care would reduce on women work load and psychological development for both the mother and the child. In reality, however, there is a heavy burden on the women related to domestic and household chores while the men spend most of the time out trading, drinking, grazing animals and moving to distant areas in search of water as well as grass. The result is more responsibility for young childcare being left to the older siblings, which contributes to the increased child morbidity and mortality. Given such unique synergy between nutrition and gender, it is imperative to promote gender approaches as a means of improving food and nutrition linkages.

The strategy on gender mainstreaming and affirmative action support (Table 7) is meant to build on the progress so far made and where possible to speed up the process of enacting certain policies and or implementing some gender neutral or better still affirmative programmes. The Ministry of Gender, Labour and Social Development (MGLSD) will take lead in ensuring gender equity through advocacy, lobbying and dialogue. In particular, the Department of Community Development will be strengthened through provision of training and facilitation. Close coordination will have to be maintained with the Local Government, NGOs and CBOs. Associations, representing the needs of the disadvantaged groups such as persons with disability, women, orphans, youth, etc, will also be assisted through training and manpower development.

The key areas of investment will focus on appropriate and gender sensitive technology, support to women, youth groups/associations, IEC to change cultural attitude, the right to possess and utilize factors of production (e.g land), the rights of the vulnerable groups, the role of school children, youth and women groups in promoting IEC. Community mobilization and sensitization including promotion of social dialogue at community level will also be emphasised.

Table 7: Summary Strategy 7- Improving Nutrition Status and Social Equity Through Gender Mainstreaming and Affirmative Action Support

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Social/cultural norms and taboos which discriminate against children, women, the elderly and orphans	<ul style="list-style-type: none"> • IEC to change cultural attitude and improve nutrition • Community mobilization and sensitization including promotion of social dialogue at community level 	LGs The vulnerable	MGLSD in coordination with line ministries NGOs, CBOs,
2	High prevalence of malnutrition among children under 5 years, pregnant and lactating mothers and the elderly	<ul style="list-style-type: none"> • IEC to change cultural attitude and improve nutrition • Strengthening the linkage between gender and nutrition outcomes in policy, programs and projects 	LGs The vulnerable	MGLSD in coordination with line ministries NGOs, CBOs,
3	Inability to disseminate and share information on basic human rights, technology, market and finance to women, youth, disabled and elderly	<ul style="list-style-type: none"> • Capacity building amongst gender groups (youth, women, PWDs, elderly, HIV/AIDS, orphans) • Strengthening the linkage between gender and nutrition outcomes in policy, programs and projects 	LGs Women, orphans, youth groups	MGLSD in coordination with line ministries NGOs, CBOs, Micro-Finance Institutions
4	Lack of organized groups to articulate the interest of women, youth, PWDs, etc	<ul style="list-style-type: none"> • Credit support to women, youth groups/associations • Capacity building amongst gender groups 	LGs Disadvantaged groups	MGLSD in coordination with NGOs, CBOs, Micro-Finance Institutions

Project Title 7.1: Formation, Capacity Building and Empowerment of Gender Groups

Sector: Gender and Social Development

Government Implementing Agency: Ministry of Gender, Labour and Social Development (MGLSD)

Funding Requirements: US\$780,000

Duration: Three Years

Location: Throughout the Country

PROBLEM DEFINITION

Gender relations play an important role in food security and nutrition management in the community. Women contribute the bulk of farm labour to produce food but they have little or no control over food resources. At the same time, they are expected to ensure their own nutritional well-being as well as that of the family. A lot has been done to ensure gender equality. Some of the noticeable undertakings include the National Action Plan for Women; National Solidarity and Equal Opportunities Especially for Vulnerable and Disadvantaged Groups; and Social Development Sector Strategic Investment Plan.

Despite these initiatives and initial achievements, inequality still exists and is too pervasive at the household level, in work places and other spheres of life. Some of these inequalities are deeply rooted in customary norms, which tend to discriminate against women, children and orphans. Study findings show that the cultural practices in many parts of the country are not conducive for optimum growth and development of the children and they discriminate against women. There is a heavy burden on the women related to domestic and household chores while the men spend most of the time out trading, drinking, grazing animals and moving to distant areas in search of water as well as grass. The result is more responsibility for young childcare being left to the older siblings, which contributes to the increased child morbidity and mortality.

SPECIFIC ISSUES TO BE ADDRESSED

As stipulated in the Food and Nutrition Policy, the goal of Government in the area of gender, food and nutrition is to ensure that both men and women achieve optimal nutrition status through improved household food security and nutrition, taking into account their reproductive and productive roles in the food chain and in nutrition.

Manpower development and empowerment of gender groupings is meant to build on the progress so far made and where possible to speed up the process of enacting certain policies and or implementing some programmes.

EXPECTED END OF PROJECT SITUATION

At the end of the three years, gender groups/associations will have been formed representing the vulnerable groups such as persons with disability, women, orphans, youth. These groups will be assisted through training and manpower development, basic office and logistical facilities and provided with technology, credit and marketing support to engage in productive enterprises. The groups will be assisted to develop and utilize a strong IEC mechanism for advocating their basic human rights, including right to education, food and good health and other equitable aspirations.

DEVELOPEMENT OBJECTIVE

To establish, strengthen and empower gender groupings to engage in productive and income generating enterprises in order to reduce their dependence on society and achieve household food security and improved nutritional status.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1 Formation of gender groups
 - Sensitize the community
 - Encourage and facilitate group formation
- 2 Manpower development of gender groups
 - Conduct training in enterprise and organizational development
 - Recruit or re-deploy staff at the Local Government level
- 3 Empowerment of the gender groups
 - Provide basic office equipment
 - Provide facilitation
 - Provide line of credit for enterprise development

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The Ministry of Gender, Labour and Social Development (MGLSD) will take lead in ensuring gender mainstreaming and empowerment. In particular, the department of Community Development will be strengthened through provision of training and facilitation. Close coordination will have to be maintained with the Local Government, NGOs and CBOs. The Community Development worker will be expected to take on increased responsibilities in mobilizing the population and linking the local community to the district and sub-district levels activities.

Associations representing the needs of the disadvantaged groups such as persons with disability, women, orphans, youth, etc will also be assisted through training, manpower development, facilitation and preferential line of credit to engage in productive enterprises. Micro finance will play a key role in reaching these groups. The role of school children, youth and women groups in promoting IEC will further be enhanced.

INPUTS

- 1 Community sensitization and mobilization = US\$100,000
- 2 Facilitation of district group formation = US\$120,000
- 3 Training of gender groups = US\$100,000
- 4 Office and general facilitation of gender groups = US\$160,000
- 5 Revolving line of credit for lending to gender groups (micro finance) = US\$300,000

TOTAL US\$780,000

Project Title 7.2: Community Mobilization and Sensitisation Through Promotion of Social Dialogue and Nutrition Education

Sector: Gender and Social Development

Government Implementing Agency: Ministry of Gender, Labour and Social Development (MGLSD)

Funding Requirements: US\$610,000

Duration: Two Years

Location: Throughout the Country

PROBLEM DEFINITION

Among the key factors affecting food security and nutrition is the high level of inequality that exists at the household level, in work places and other spheres of life. Some of these inequalities are deeply rooted in customary norms, which tend to discriminate against women, children and orphans. General assessment shows that cultural practices in many parts of the country are not conducive for optimum growth and development of the children and they discriminate against women. There is a heavy burden on the women related to domestic and household chores while the men spend most of the time out trading, drinking, grazing animals and moving to distant areas in search of water as well as grass.

Yet it is a well-acknowledged fact that social harmony and equity are a key to balanced and equitable development. Food security and nutrition can therefore be attained only if the entire members of a household, community or nation have equal access to affordable, nutritious and safe food.

SPECIFIC ISSUES TO BE ADDRESSED

As stipulated in the Food and nutrition Policy, the goal of Government in the area of gender, food and nutrition is to ensure that both men and women achieve optimal nutrition status through improved household food security and nutrition, taking into account their reproductive and productive roles in the food chain and in nutrition.

The promotion of community mobilization through social dialogue and nutrition education is therefore a vital ingredient in the country's food and nutrition aspirations.

EXPECTED END OF PROJECT SITUATION

It is expected that at the end of the year, the local community will have been well sensitized on issues regarding gender equity and food and nutrition. It is also expected that the Local Governments and the gender groups (see Project 7.1) will be able to carry out community mobilization and promote nutrition education. IEC mechanism for advocating gender equity and nutrition will be promoted.

DEVELOPEMENT OBJECTIVE

The promote community mobilization through social dialogue and nutrition education as a means of achieving gender equity, social development and improved nutrition for all.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1 Community mobilization and sensitization
 - Mobilize community along gender lines
 - Sensitize the community
 - Promote change of cultural attitude, the right to possess and utilize factors of production (e.g land), the rights of the vulnerable groups
 - Encourage community set-ups for social dialogue and arbitration
 - Encourage joint enterprise development within households
- 2 Nutrition education
 - Conduct training of communities on nutrition
 - Conduct follow-on visits at household level

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The Ministry of Gender, Labour and Social Development (MGLSD) will take lead in ensuring gender equity through advocacy, lobbying and dialogue. In particular, the department of Community Development will be strengthened through provision of training and facilitation. Close coordination will have to be maintained with the Local Government, NGOs and CBOs.

The Community development Workers and nutrition scouts will be facilitated to play a leading role in linking the community with the sub-counties where they operate. Where applicable, the local chiefs will be requested to assist in community mobilization.

INPUTS

- 1 Community sensitization and mobilization = US\$150,000
- 2 Nutrition education and follow-on household visits = US\$400,000
- 3 Contingency fund = US\$60,000

TOTAL US\$610,000

**Strategy 8:
Strengthening Disaster Management, Food Reserve and Food Monitoring
Mechanisms**

Uganda has received food aid during times of man-made and natural disasters such as prolonged droughts, cattle rustling, landslides and civil strife. The aims of Government in the area of food aid are (a) to restrict aid to alleviating temporary food crises and; (b) to ensure its safety for human consumption. These objectives will be realised by monitoring the inflow and quality as well as the distribution of donated food.

Problems of food access, food security and low agricultural productivity are severe in rural Uganda. For instance, the WFP estimates showed that over 1.2 million people are in urgent need of food in 2003 in Northern and Eastern Uganda alone. The districts affected by insecurity or civil strife are in the North, Northeast and Southwest of the country. There have been also isolated cases of landslides and earthquakes, floods and drought in the districts of Bundibugyo, Karamoja, and parts of central and western Uganda. Based on WFP estimates in 2003, the most affected categories of the population and their distribution are as follows:

<u>Category</u>	<u>Location</u>	<u>Estimated number (2003)</u>
Refugees	Masindi, Arua, Nebbi, Kibaale	200,000
Internally displaced persons (IDPs)	Pader, Kitgum, Gulu, Lira, Kaberamaido, Soroti, Katakwi	1,200,00
HIV/AIDS sufferers and families	Country-wide	2,000,00
Orphans	Country-wide	n.a
Drought affected	Moroto, Nakapiripirit, Kotido, parts of Moyo, Adjumani, Nakasongola, Pallisa,	400,000
Landslide affected	Bundibugyo, parts of Mbarara, Kisoro,	150,000
Persons with disabilities (PWD)	Country-wide	n.a
Street children	Urban centers, with concentration in Kampala, Jinja, Mbale,	n.a
Female/children/elderly households	headed Country-wide	n.a

n.a => not available. Although the above total is about 3,950,000, the overall estimated number of the vulnerable and needy segments of the population is estimated at 5 million, to include the last three categories of food insecure population.

The Government has tried to provide basic necessities to some of the above categories of vulnerable groups with the support of regional and international community. The World Food Program (WFP), UNHCR, European Union and Red Cross Societies have been providing relief to refugees, internally displaced persons, and to persons affected by disaster. According to WFP, about 13,000 mt of food is provided to 1,230,000 people per month. Despite the goodwill gestures by the WFP and other food aid agencies, there is a need to have national strategic food reserves operated jointly by the public sector, civil society, food aid agencies and the private sector. Disaster preparedness is a major challenge for the country because of destruction to property and lives, and the cost of assisting the affected people. In addition, implementation of relief programmes poses a problem of coordinating efforts and resources to achieve timely and adequate intervention. The Emergency Response Network (ERN) has

been established to map and identify disaster-prone areas, establish a disaster fund, design an efficient information system, sensitize and empower local communities in collaboration with other agencies. There is, however, a need to ensure that its functions are well-coordinated and fully harmonized.

Office of the Prime Minister (OPM) and the Ministry of Disaster Preparedness (MDP) will therefore be the lead agencies in the areas of food aid and food reserves. Close collaboration will be maintained with UN agencies (such as WFP, UNHCR, FAO, ICRC), EU, Local Governments and NGOs and CBOs concerned with food aid and humanitarian assistance. The local community, through the LGs and CDWs, will play a leading role. There is therefore a need to form and strengthen district disaster management committees and lower committees to create effective disaster management machinery; and conduct public sensitization and awareness on disaster and disaster management. Focus will also be on establishing grain/food reserve at household, sub-national and national levels, improved ability to respond to disaster and emergency, ensuring food safety, quality of donated/distributed food to the vulnerable groups – refugees, IDPs, persons with disability, marginalized, elderly, orphans. will be required to monitor the quality and safety of food given to the vulnerable groups (Table 8).

Table 8: Strengthening Disaster Management, Food Reserve and Food Monitoring Mechanisms

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Lack of national strategic food reserves and low levels of coordination of efforts and resources for timely intervention	<ul style="list-style-type: none"> • Formation and strengthening of district and sub-county disaster management and food monitoring committees • Establishment of grain/food reserve at household, sub-national and national levels 	LGs GAIN Network Households Disadvantaged groups	MDP and the Division of Disaster Preparedness OPM in collaboration with UN Agencies, UFNC, line ministries and WFP, UNHCR, Red Cross, FEWSNET, NGOs, CBOs
2	Inadequate information flow amongst decision makers	<ul style="list-style-type: none"> • Establishment of an efficient information system to provide information on disasters, food needs and food availability 	LGs GAIN Network	MDP and the Division of Disaster Preparedness OPM in collaboration with UN Agencies, UFNC, line ministries and WFP, UNHCR, Red Cross, FEWSNET, NGOs, CBOs
3	Inadequate food surveillance and monitoring mechanisms	<ul style="list-style-type: none"> • Establishing a disaster fund for disaster mitigation and management • Provision of responsive institutional mechanisms as well as logistical support and manpower development for MDP and OPM 	LGs GAIN Network	MDP and the Division of Disaster Preparedness OPM in collaboration with UN Agencies, UFNC, line ministries and WFP, UNHCR, Red Cross, FEWSNET, NGOs, CBOs
4	Inadequate inter-agency monitoring and coordination mechanisms	<ul style="list-style-type: none"> • Establishment of an efficient information system to provide information on disasters, food needs and food availability 	LGs GAIN Network	MDP and the Division of Disaster Preparedness OPM in collaboration with UN Agencies, UFNC, line ministries and WFP, UNHCR, Red Cross, FEWSNET, NGOs, CBOs
5	Low capacity of ensuring the safety and quality of donated food	<ul style="list-style-type: none"> • Provision of responsive institutional mechanisms as well as logistical support and manpower development for MDP and OPM 	LGs GAIN Network	MDP and the Division of Disaster Preparedness OPM in collaboration with UN Agencies, UFNC, line ministries and WFP, UNHCR, Red Cross, FEWSNET, NGOs, CBOs

Project Title 8.1: Formation and Strengthening of Sub-regional Disaster Management Committees and Strengthening MDP and OPM

Sector: Disaster Preparedness (Food Aid)

Government Implementing Agency: MDP and OPM

Funding Requirements: US\$1,140,000

Duration: Three Years

Location: Countrywide

PROBLEM DEFINITION

Problems of food access, food security and low agricultural productivity are severe in rural Uganda. For instance the WFP estimates show that over 1.2 million people are in urgent need of food in 2003 in Northern and Eastern Uganda alone. The districts affected by insecurity or civil strife are in the North, Northeast and Southwest of the country. There have been also isolated cases of landslides and earthquakes, floods and drought in the districts of Bundibugyo, Karamoja, and parts of central and western Uganda.

The most affected categories of the population and their spread are refugees, internally displaced persons (IDPs), HIV/AIDS sufferers and families, orphans, drought affected, landslide affected, persons with disabilities (PWD), street children, female/children/elderly headed households, the landless, etc. The number of the vulnerable is believed to reach about 5 million people (i.e 20% of the population).

SPECIFIC ISSUES TO BE ADDRESSED

Disaster preparedness is a major challenge for the country because of destruction to property and lives, and the cost of assisting the affected people. In addition, implementation of relief programmes poses a problem of coordinating efforts and resources to achieve timely intervention. The Emergency Response Network (ERN) has been established to map and identify disaster prone areas, establish a disaster fund, design an efficient information system, sensitize and empower local communities in collaboration with other agencies. There is, however, a need to ensure that its functions are well coordinated.

The government, through international food aid agencies, NGOs and sister governments have provided food to vulnerable groups from time to time. However, experience from other countries has shown that food reserves are largely unaffordable and unmanageable. Yet it is important that the vulnerable groups around the countryside have secure and reliable access to food.

A district disaster management and food monitoring committee is therefore required to work with and assist the Emergency Response Network (ERN) in its undertakings. There is a need to form and strengthen disaster management committees to create effective disaster management machinery; manage disaster cases and conduct public sensitization and awareness on disaster and disaster management. However, due to cost consideration zonal committees will be established. This may later be extended to the district level after evaluating their performance.

EXPECTED END OF PROJECT SITUATION

At the end of the three-year period, Local Governments will have increased knowledge of food availability through food monitoring. There will also be increased harmony and working relationships between the Central Government and the Local Governments. The country's ability to respond to disaster will be greatly enhanced. Through mechanisms that integrate the vulnerable sections into the society, the number of the vulnerable who actually need food aid is expected to be reduced by as much as 40% over a three-year period.

DEVELOPEMENT OBJECTIVE

To have in place a Local Government committee that will monitor food supply and effectively respond to disaster as and when they occur. The committee should also be able to integrate some of the vulnerable sections of the population into the society.

IMMEDIATE OBJECTIVE, OUTPUTS AND ACTIVITIES

- 1 Setting up a sub-regional disaster management and food monitoring committee
 - Sensitize the community
 - Establish district committee

- 2 Facilitation of the committee's work
 - Provide transport facilitation
 - Provide for operational expenses
 - Provide facilitation allowance

- 3 Establishment of disaster management fund
 - Facilitate MDP and OPM through ERN
 - Establish disaster fund

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

Office of the Prime Minister (OPM) and the Ministry of Disaster Preparedness (MDP) will be the lead agencies in the areas of food aid and food reserves. Close collaboration will be maintained with UN agencies (such as WFP, UNHCR, FAO, ICRC), EU, Local Governments and NGOs and CBOs concerned with food aid and humanitarian assistance. The local community, through the LGs, will play a leading role. Focus will also be on improved ability to respond to disaster and emergency, and ensuring food safety, quality of donated/distributed food to the vulnerable groups. Through ERN, both OPM and MDP will be facilitated to operate a disaster management fund. Close liaison will be maintained between the sub-national disaster management committee and OPM and MDP.

INPUTS

- 1 Double Cabin Pick-up = US\$120,000
- 2 Motorcycles = US\$140,000
- 3 Operation expenses = US\$240,000
- 4 Facilitation allowance = US\$150,000
- 5 Disaster management fund = US\$450,000
- 6 Contingency funds = US\$40,000

TOTAL US\$1,140,000

Project Title 8.2: Design and Operationalisation of a Household Food Security Monitoring System and Development of a Nutritional Guideline

Sector and Sub-sectors: Agriculture and Health,

Government Implementing Agency: MAAIF and MoH Nutrition Unit in conjunction with Local Governments

Funding Requirement: US\$438,000

Duration: Two years

Location: Nationwide

PROBLEM DEFINITION

Food insecurity is not simply a result of drought as many households, particularly in rural and peri-urban areas, have inadequate resources to meet their basic food needs even in non-drought years. An information system is needed which can identify drought affected families in time to target emergency assistance effectively. However, there is also need to identify households suffering from chronic food insecurity, to better design programmes to improve their situation.

Poor nutrition constrains economic performance and adversely affects physical and mental development, not only reducing the quality of life but threatening life itself. Poor nutrition is particularly the case in Uganda. Nutrition is a key element in promoting food nutrition practices. Ministries, NGO's and other organizations involved in nutrition education use different nutritional guidelines when they disseminate information. The nutrition messages that they disseminate are neither consistent nor coordinated, thus reducing the impact of the messages. Moreover, no guidelines for a healthy diet are available in Uganda.

EXPECTED END OF PROJECT SITUATION

A monitoring system will have been developed which produces:

- Refined indicators of economic and nutritional vulnerability, for improved targeting of relief assistance in future food crises.
- Regular household security bulletins, for continuous monitoring and timely intervention when needed.

DEVELOPMENT OBJECTIVE

To improve conditions of household food security and nutrition by establishing and maintaining a national household food security monitoring system in Uganda, for purposes of both early warning and poverty alleviation interventions.

To improve conditions of household food security and nutrition by developing a common set of nutritional guidelines relevant to Uganda.

To propose viable and affordable ways through which food reserves can be maintained while specifying clearly the roles of both the government and private sector.

To devise strategies that will enable vulnerable groups within the country to have secure and reliable supply of food.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

1. To establish household food security monitoring system
2. To develop, a long-term database on household food security indicators in Uganda's communal areas, for early intervention in future food crises.
3. To institutionalize a common set of nutritional guidelines relevant to Uganda.
4. To propose viable mechanisms of establishing food reserves and distributing to the vulnerable groups

TARGET GROUPS/BENEFICIARIES

Beneficiaries of this project will be the poor and vulnerable in rural areas, who will be better protected against possible collapses in their access to food, due to drought or other catastrophes, as a consequence of this constant surveillance.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

MAAIF and MoH through the Nutrition Unit will implement the project with support from the Local Governments. Results of the monitoring system will be communicated to UFNC, which will have the authority to recommend interventions and to commission additional research.

A team consisting of dietitians, nutritionists and home economists will be formed to develop nutrition guidelines. The CDWs and nutrition scouts will be utilised in the process of data collection relating to food security and nutrition.

INPUTS

Funding Requirements (in US\$)

- 1 National Personnel (on part-time basis, at US\$15,000 per year for 2 years) = US\$30,000
- 2 Nutrition Consultants (6 person-months, at US\$3,000 per month) = US\$18,000
- 3 International Personnel (4 person months, at US\$15,000 per month) = US\$60,000
- 4 Training data collectors/reporters (US\$15,000 per year for 2 years) = US\$30,000
- 5 Computer sets = US\$30,000
- 6 Fax machines, e-mail, etc = US\$10,000
- 7 Vehicles (Four-wheel) = US\$60,000
- 8 In-country travel (US\$25,000 per year) = US\$50,000
- 9 Material development and information dissemination= US\$30,000
- 10 Operating Expenses (US\$45,000 per year) = US\$90,000
- 11 Contingency funds (US\$15,000 per year) = US\$30,000

Total US\$438,000

**Strategy 9:
Promoting Good Health Through Improved Nutrition and Preventive Care
Practices**

The goal of Government as reflected in the Food and Nutrition Policy is to promote and improve the nutrition status of the population to a level that is consistent with good health. Against this noble goal, an analysis of the constraints, factors and core issues affecting nutrition and care practices reveals a high prevalence of macronutrient malnutrition (chronic energy deficiency afflicting about 4-6 million Ugandans, and protein-energy malnutrition of early childhood with national prevalence levels of stunting (39.0%), underweight (22.5%), and wasting (4.0%) for children up to five years. There is also a high prevalence of micro-nutrient malnutrition (Vitamin A, Iodine, Iron deficiencies) in Uganda, affecting the whole spectrum of the Ugandan population, but with spikes on vulnerable groups such as children who are growing rapidly, pregnant and lactating mothers, whose nutritional demands are higher than the normal woman; the sick and the elderly. Vitamin A supplementation for children living in areas deficient in the vitamin increases their chances of survival; risk of mortality from measles is reduced by about 50% and overall mortality by 25-35%. Although Vitamin A deficiency prevalence has been put at 5.04%, in certain areas of Uganda (Eastern region) prevalence levels may go as high as 26-28%. The infant mortality rate is about 88.4/1000 live births, while the under five mortality rate is about 152/1000 live births. Uganda has a high total fertility rate of about 7 children per woman, which eventually leads to maternal depletion syndrome.

An analysis of the constraints and core issues affecting the feeding practices, food preparation, food preferences, eating habits and intra-household food distribution reveals poor feeding practices, poor food preparation, poor eating habits, food preferences in respect of nutritionally inferior, monotonous diets and poor inter household food distribution and social entitlements. The head of the household usually takes the greatest amount and the most nutritious meals at the expense of the vulnerable members of the household namely, the children and the women. This constraint was compounded by several food taboos that ban women and children from consuming first class protein and other nutritious foods.

It is worth noting that most of the morbidity and mortality rates are preventable. Unfortunately **in the past, emphasis on health service delivery was placed more on curative medicine rather than nutrition-driven or disease preventing practices**, such as primary health care (PHC) for disease prevention, early disease treatment and rehabilitation. There has also been lack/or inadequate nutrition education related to both communicable and non-communicable diseases. There is limited public awareness about food safety and proper food preparation. The information education and communication package to effect wholesome behavioral changes in nutrition awareness and health care and sanitation practices is also deficient. There is also limited research on indigenous or introduced foods and on the impact of nutrition on the health status, including comprehensive primary health care and sanitation practices.

Since pro-active prevention is the highest form of health care, it should receive emphasis as an important strategy to remove the constraints to good nutrition and adequate health care service delivery. Comprehensive nutrition and preventive health care interventions should be included in the Health Sector Strategic Plan (HSSP) as well as the Minimum Health Care Package (MHCP), especially with emphasis on nutrition education and adoption of “best practices”. There is need to design appropriate, locally based therapeutic diets for correcting/rehabilitating severe under-nutrition. Wider use of micro-nutrient supplements to correct the prevalent micro-nutrient malnutrition should be approached with the dispatch of adequate resources, recommend care practices and installation and supervision of properly qualified health experts, especially

nutritionists and para-nutrition professionals. Regular consumption of balanced diets especially at the household level should be encouraged. Comprehensive nutrition education is warranted at various levels, such as schools, secondary and tertiary institutions and health facilities. There is urgent need to increase the output of properly qualified nutritionists and para-nutrition professionals to map out and implement the normal course for nutrition in Uganda.

There is need to set up a National Nutrition Training Center to turn out the many needed nutritionists for district, and lower level deployment. There is need to set up linkages between the would be national nutrition center and the district/lower level nutrition units. There is also need to strengthen the legal and regulatory framework, for marketing of breast milk substitutes, with a means to ensure proper project implementation and accountability.

Appropriate food and nutrition issues should be adequately covered in primary and secondary school syllabi, with the practical aspect of nutrition lessons receiving emphasis. Gender response and balance should be emphasized (boys should be as involved as their girls counterparts). The department of information, education and communication (IEC) already exists and should be utilized for nutrition education dissemination Awareness of the different nutritional needs of the members of the household should be increased through the mass media (TV, Radio, Public talks, Special group meetings, posters, brochures, electronic media, etc).

Improvement of food security and nutrition should be an integral part of HIV/AIDS control programs. HIV/AIDS has a negative impact on food security and nutrition through its impact on labour resources, associated income and production, care and available household finances. While drug therapy can improve the quality of life of people living with HIV/AIDS, accessibility of effective drug combinations is still hard for the majority of the poor HIV positive people in Uganda. Food is no doubt amongst the first therapy for HIV positive people and sometimes is the only one that can easily be accessed and made available for the poor who are affected by the disease (Table 9).

Table 9: Promoting Good Health Through Improved Nutrition and Preventive Care Practices

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	High prevalence of macro- and micro nutrient malnutrition and stunting 39.0%, underweight 22.5%, and wasting, 4.0% (children < 5yrs)	<ul style="list-style-type: none"> • Strengthening Information, Education and Communication (IEC) component • Strengthening of nutrition units to be able to disseminate information on food and nutrition. 	Households	MOH in collaboration with MUK
2	Poor feeding practices (including over-nutrition), poor food preparation, poor eating habits, poor inter household food distribution and social entitlements.	<ul style="list-style-type: none"> • Strengthening Information, Education and Communication (IEC) component 	Lactating mothers Children	MOH
3	Emphasis on curative medicine rather than nutrition-driven or disease prevention practices, accompanied by inadequate nutrition education.	<ul style="list-style-type: none"> • Strengthening Information, Education and Communication (IEC) component 	Households GAIN Network	MOH
4	Limited research on indigenous foods and inadequate emphasis of food security and nutrition in HIV/AIDS prevention programs	<ul style="list-style-type: none"> • Applied research into food/nutrient composition of common Uganda foods • Design of a comprehensive integrated food security and nutrition component within the HIV/AIDS control program 	LGs	MOH in collaboration with researchers

Project Title 9.1: Conducting Appropriate Operational Research which is Nutrition–Driven: A Case of HIV/AIDS

Sector and Sub-sectors: Health

Government Implementing Agency: MoH Nutrition Unit, in conjunction with Local Governments

Funding Requirement: US\$550,000

Duration: 2 years

Location: Nationwide

PROBLEM DEFINITION

According to the Food and Nutrition Policy, the goal of government is to have effective research programmes that are geared to the improvement of food security and nutrition for the entire Ugandan population, especially the vulnerable and sick people, such as the HIV/AIDS afflicted persons.

In the area of nutrition-driven research (for example immuno-nutrition research for HIV/AIDS), there has been little emphasis on training personnel in research, conducting action oriented research for the improvement of the nutrition status of HIV/AIDS infected persons, mobilizing resources for this type of research and publishing the research findings.

EXPECTED END OF PROJECT SITUATION

The bodies responsible for research in HIV/AIDS such as the Uganda AIDS Commission (UAC), AIDS Control Programme (ACP), Ministry of Health (MOH), the Ministry of Education and Sports (MOES) and Makerere University will have increased ability to collect and harmonize data for the improvement of the nutrition status of HIV/AIDS infected people.

It is expected that at the end of the two years there will be:

- Increased knowledge and awareness on immuno-nutrition for HIV/AIDS afflicted persons.
- Improved nutrition status of HIV/AIDS infected persons, resulting in longer life
- Improved resource mobilization for research
- Increased involvement of the medical and Local Government personnel in promoting immuno-nutrition.

DEVELOPMENT OBJECTIVE

To improve conditions of household food security and nutrition by conducting research and disseminating findings to the population

The key activities in the area of immuno-nutrition – HIV/AIDS-driven research will include:

- Promotion of research in balanced nutritious organically grown indigenous foods for the acutely asymptomatic HIV infected people, and
- Promotion of research in intensive therapeutic feeding and special formulae design for the severely HIV/AIDS-infected (full blown AIDS) patients.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

1. To improve the nutritional status of people infected with HIV/AIDS by improving their quality of life and improving their response to conventional medication for opportunistic infections.
2. To improve the flow of HIV/AIDS nutrition related information to decision makers (in form of policy and guidelines) and to funding institutions.
3. To avoid contradictions in the nutritional management of HIV/AIDS in the country, especially at local government/district levels.

TARGET GROUPS/BENEFICIARIES

The end beneficiaries of this project will be the HIV/AIDS affected people through improved nutritional intake. Ministry of Health, Ministry of Education and Sports, Makerere University and Local Governments will be the secondary beneficiaries through improved ability to conduct and harmonize research findings.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The Uganda Food and Nutritional Council (UFNC) will liaise and co-ordinate with the relevant bodies/ministries (such as MOH, MOES, UAC, ACP). As the lead body, UFNC will play a major role in ensuring nutrition driven activities and flow of resources are harmonized and synchronized.

INPUTS

Funding Requirements (in US\$)

- 1 National Personnel (Researchers) = US\$250,000
- 2 Nutrition Consultants (on part-time basis over a period of two years) = US\$50,000
- 3 In-country travel and community sensitization (US\$25,000 per year) = US\$50,000
- 4 Development of research findings and information dissemination= US\$100,000
- 5 Operating Expenses (US\$25,000 per year) = US\$50,000
- 6 Contingency funds (US\$25,000 per year) = US\$50,000

Total US\$550,000

Project Title 9.2: Establishing and Maintaining a National Nutrition Training Centre

Sector and Sub-sectors: Health

Government Implementing Agency: MOH, Nutrition Unit

Funding Requirement: US\$1,085,000

Duration: Three years

Location: Kampala

PROBLEM DEFINITION

The UFPN objective is to promote and improve the nutritional status of the population to a level that is consistent with good health. An analysis of the constraints, factors and core issues affecting nutrition and care practices reveals that there is a high prevalence of macronutrient malnutrition (chronic energy deficiency affecting about 4-6 million Ugandans, and protein energy malnutrition (PEM) of early childhood with national prevalence levels of stunting 39.0%, underweight 22.5%, and wasting 4.0%, for children up to five years).

There is also a high prevalence of micro-nutrient malnutrition in Uganda, affecting the whole spectrum of the Ugandan population, but with spikes on vulnerable groups such as children who are growing rapidly, pregnant and lactating mothers, whose nutritional demands are higher than the normal woman, the sick and the elderly.

There is a need to set up a national nutrition training centre to turn out the many needed nutritionists for district and lower level deployment. There is need to set up linkages between the-would be national nutrition centre and district/lower level nutrition units.

EXPECTED END OF PROJECT SITUATION

At the end of the three-year period, the following are expected to be realized:

- o Increased availability and accessibility of food in quantity and quality sufficient to satisfy the dietary needs of individuals.
- o Good nutrition promoted in all parts of the country
- o Increased ability to monitor food and nutrition situation in the country
- o Food and nutrition issues incorporated in the national, district, sub county and sectoral development plans.
- o Nutrition education and training are incorporated in the formal and informal training in order to improve the knowledge and attitudes for behavior change of communities in food and nutrition-related matters.
- o Creation of an effective mechanism for multi-sectoral co-ordination and advocacy for food and nutrition.

DEVELOPMENT OBJECTIVE

The overall development objective is to adequately cover appropriate food and nutrition issues in primary and secondary school syllabi and link up the nutrition center with the grassroots.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

1. To provide information and develop skills to promote proper food and nutrition practices for both rural and urban communities.
2. To strengthen institutional capacity/infrastructure/buildings (i.e. nutrition units) in order to be able to disseminate proper information on food and nutrition
3. To increase output of nutritionists (from professionals to nutrition scouts) to map the right course for nutrition in Uganda,
4. To conduct applied research into food/nutrient composition of common Uganda foods, especially for the various grades of under-nutrition (mild, moderate and severe).
5. To design a comprehensive nutrition education about the emerging non-communicable, nutrition-related diseases should be stepped up.

TARGET GROUPS/BENEFICIARIES

Nutritionists and the entire population will stand to gain from the establishment of a Nutrition Centre.

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

The Ministry of Education and Sports will play the lead and coordinating role. The ministry has Primary and Secondary School Syllabi exist and nutrition curricula should be included. The Department of Home Economics also exists and needs reinforcement to help it deliver the right information on food and nutrition.

The Ministry of Health has several Nutrition Units, which offer food demonstrations and this element should be extended to the village level. The nutrition units also offer outreach nutrition programmes to the communities and these should be spread to the village levels if possible. The department of Information, Education and Communication (IEC) already exists and should be utilized for nutrition education dissemination.

INPUTS

Funding Requirements (in US\$)

- 1 Construction and equipping Nutrition Training Centre = US\$200,000
- 2 Facilitation of trainers/personnel at the training center (US\$100,000 p.a) = US\$300,000
- 3 Designing and implementing nutrition in school syllabi = US\$60,000
- 4 In-country travel and community sensitization (US\$50,000 per year) = US\$150,000
- 5 Strengthening LGs to participate in nutrition education = US\$100,000
- 6 Research fund for applied research in nutrient composition = US\$150,000
- 7 Operating Expenses (US\$25,000 per year) = US\$75,000
- 8 Contingency funds (US\$25,000 per year) = US\$50,000

Total US\$1,085,000

**Strategy 10:
Promoting Good Nutrition and Healthy Lifestyles Through Improved Health Care
and Sanitation Practices**

According to the Food and Nutrition Policy, Government's goal in the area of health is to ensure the population is healthy so as to be able to benefit from good nutrition and to ensure that the food meant for human consumption is nutritious, safe and conforms to acceptable standards.

Analysis of health care and sanitation practices reveals that there is a high disease burden. According to the Ministry of Health's disease burden study in 1995, it was found out that communicable diseases contribute over 75% lost years prematurely due to the ten preventable diseases, namely, prenatal and maternal conditions 20.0%; malaria 15.4%; acute lower respiratory tract infections 10.5%; HIV/AIDS 9.1%; and Diarrhea/vomiting 8.4%. Other diseases at the top of the list include: Tuberculosis, Malnutrition, Trauma/Accidents and Measles. Over 60% of the total death burden is due to the above-mentioned conditions.

There is a high prevalence of HIV/AIDS in Uganda (1.1 million HIV infected people are presumed to be in Uganda, 90% of the prevalence is in adults, while 10% prevalence is in children 1-5 years old.). Mother to-child transmission is responsible for 10% HIV infection in Uganda. The 15% HIV-positive mothers infected their children through breast-feeding. Other indicators of poor health/environmental sanitation are: access to a health facility is only 55%, within a 5 km radius; access to sanitation is still only 47%; access to potable water is only 44%; and inadequate food safety and quality standards were also observed during the consultations and district visits.

There is need to strengthen bodies involved with food safety, and standards such as the National Bureau of Standards. There is a need to ensure that nutrition-based Primary Health Care remains the backbone of health promotion, disease prevention, early treatment and rehabilitation. It is also important that, at the district and lower levels, the main focus is on the delivery of the Minimum Health Care Package by ensuring that children, adolescents, mothers and the elderly are targeted for priority health care and sanitation practices. There is also a need to formulate and enforce public health laws and regulations and advocate for, and enhance community participation in, health- and nutrition-related matters.

Comprehensive nutrition education about the emerging non-communicable nutrition-related diseases should be stepped up to ensure that primary health care (PHC) remains the backbone of health promotion, disease prevention, early disease treatment and rehabilitation. There is a need to increase public awareness about food safety and quality standards.

Increase preventive intervention against infections/infestations rather than curative services. Emphasis should be put on nutrition-driven or 'disease-preventing' practices, such as primary health care and sanitation practices. (Table 10) Hence, the immediate focus is how to improve on primary health care service delivery system. After all, prevention is the highest form of health care. There is a need to increase coverage of basic essential services, such as the provision of safe/potable water, improve both personal and environmental hygiene and sanitation perspective and provide the necessary physical infrastructure as a medium for the provision of basic necessities of life. It will also be important to empower personnel to engage/conduct appropriate operational research, which is nutrition-driven, such as immunonutrition (nutritional

immunology) research in HIV/AIDS and other preventable diseases (tuberculosis, malaria, cholera).

Table 10: Summary Strategy 10- Promoting Good Nutrition and Healthy Lifestyles Through Improved Health Care and Sanitation Practices

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	High disease burden (pre-natal and maternal conditions 20.0%; malaria 15.4%; acute lower respiratory tract infections 10.5%; HIV/AIDS 9.1%; and Diarrhea/vomiting 8.4%).	<ul style="list-style-type: none"> • Comprehensive nutrition education about the emerging non-communicable nutrition-related diseases • Increase preventive intervention against infections/infestations rather than curative services. • Improve on primary health care service delivery. • Improving both personnel and environmental hygiene and sanitation 	Households The sick GAIN Network	MOH
2	High prevalence of HIV/AIDS in Uganda. Mother to-child transmission is responsible for 10% HIV infection in Uganda.	<ul style="list-style-type: none"> • Empower personnel to engage/conduct appropriate operational research, which is nutrition-driven, such as immuno-nutrition research in HIV/AIDS, TB 	HIV/AIDS sufferers	MOH
3	15% HIV positive mothers infected their children through breast-feeding.	<ul style="list-style-type: none"> • Increase preventive intervention against infections/infestations rather than curative services. 	HIV positive mothers	MOH
4	Low access to a health facility 55%, within a 5km radius; access to sanitation is still only 47%; access to portable water is only 44%;	<ul style="list-style-type: none"> • Increase preventive intervention against infections/infestations rather than curative services. • Improve on primary health care service delivery. • Increasing coverage of basic essential services, such as the provision of safe/potable water • Improving both personnel and environmental hygiene and sanitation 	Households LGs GAIN Network	UFNC

Project Title 10.1: Improving Primary Health Care Service Delivery

Sector and Sub-sectors: Health

Government Implementing Agency: MOH, in conjunction with Local Governments

Funding Requirement: US\$725,000

Duration: Three years

Location: Nationwide

PROBLEM DEFINITION

Analysis of health care and sanitation reveals that there is a high disease burden. According to the MOH disease burden study in 1995, it was found that communicable diseases contribute over 75% lost years prematurely due to the ten (10) preventable diseases, namely, perinatal and maternal conditions 20.0%, Malaria 15.4%, acute lower respiratory tract infections 10.5%, HIV/AIDS 9.1% and Diarrhoea and Vomiting 8.4%.

Other indicators of poor health/environmental sanitation were found to include: access to a health facility (only 55% within a 5 Km radius); access to sanitation (only 47%); access to portable water (only 44%); and inadequate food safety and quality standards.

An analysis of the constraints and core issues affecting the feeding practices, food preparation, food preferences, eating habits and intra-household food distribution reveals poor feeding practices, poor food preparation, poor eating habits, food preferences in respect of nutritionally inferior, monotonous diets and poor intra-household food distribution and social entitlements. These are compounded by several food taboos that can ban women and children from consuming first class protein and other nutritious foods.

EXPECTED END OF PROJECT SITUATION

Comprehensive nutrition education about the emerging non-communicable nutrition - related diseases shall be stepped up to ensure that primary health care (PHC) remains the backbone of health promotion, disease prevention, early disease treatment and rehabilitation. Public awareness about food safety and quality standards shall be increased. Coverage of basic essential services, such as the provision of safe/portable water, improve both personal and environmental hygiene and sanitation, respectively and provide the necessary physical infrastructure as a medium for the provision of the basic necessities of life shall be increased.

At the end of the three-year period, therefore, the following are expected to be achieved:

- There shall be increased emphasis on nutrition - driven or disease preventive practices, such as primary health care (PHC) for disease prevention, early disease treatment and rehabilitation.
- There shall be increased nutrition education related to both communicable and non-communicable diseases and increased public awareness about food safety and proper food preparation.
- There shall be increased research on indigenous or introduced foods and on the impact of nutrition on the health status, including comprehensive primary health care and sanitation practices.

DEVELOPMENT OBJECTIVE

The goal of Government as reflected in the Uganda Food and Nutrition Policy is to promote and improve the nutritional status of the population to a level that is consistent with good health. In the past, emphasis used to be placed on curative rather than preventive measures. With increased emphasis on primary health care and preventive measures, the country stands to save substantial amount of money that can be channeled to other priority areas.

IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

1. To promote primary health care amongst the population right from the central government level to the local governments.
2. To ensure that primary health care (PHC) remains the backbone of health promotion, disease prevention, early disease treatment and rehabilitation.
3. Increase preventive intervention against infections/infestations rather than curative service.
4. Increase coverage of basic essential services, such as the provision of safe water.
5. Improve both personal and environmental hygiene and sanitation respectively.

TARGET GROUPS/BENEFICIARIES

Ministry of Health (MOH) in collaboration with UFNC, other line ministries, Local Governments, the private sector (such as UPHOLD) and the general public

INSTITUTIONAL ARRANGEMENTS AND COORDINATION

Ministry of Health (MOH) shall be the lead agency in collaboration with UFNC, HSSP, CHILD, UPHOLD, MOES, MGLSD, MLG and Local Governments. The Private sector (e.g. UPHOLD), the department of Home Economics (MUK), Nutrition Unit (MOH) the department of Information, Education and Communication (IEC).

Comprehensive nutrition education about the emerging non-communicable nutrition-related diseases shall be stepped up to ensure that primary health care (PHC) remains the backbone of health promotion, disease prevention, early disease treatment and rehabilitation.

INPUTS

Funding Requirements (in US\$)

1. Community mobilization and sensitization = US\$120,000
2. Provision of basic essential services including safe and potable water = US\$150,000
3. In-country travel and monitoring = US\$70,000
4. Research on indigenous/introduced foods on the health status, including comprehensive primary health care and sanitation practices = US\$250,000
5. Operating Expenses (US\$25,000 per year) = US\$75,000
6. Contingency funds (US\$20,000 per year) = US\$60,000

Total US\$725,000

**Strategy 11:
Promoting Proper Food and Nutrition Practices Through Strengthening of
Information, Education and Communication (IEC) System**

Adequate information is a necessary prerequisite for informed decision-making, better planning and policy formulation. A number of information systems and networks relevant to food security and nutrition are already in existence in Uganda. Some of these are under the line ministries such as MAAIF, MoH, MTTI, while others are run by projects and private sector institutions. The Health Information System, the Early Warning and Food Information System and Market Knowledge Information System are good examples. More effective coordination between and among these agencies is, however, severely inadequate to nearly non-existent. Furthermore, the linkage between information and planning is not well developed. Yet, information is only as effective as the use made of it. There is widespread lack of knowledge on food and nutrition issues despite the existing channels of communication. At the same time, the development of Information, Education and Communication (IEC) materials by the different agents is not coordinated and the messages are sometimes unfocused and conflicting.

The goal of Government in this area is to provide information and develop skills to promote proper food and nutrition practices in both rural and urban communities. This goal and the objectives, according to the Food and Nutrition Policy, shall be realised through: reviewing and revising training institutions' curricula to improve the food and nutrition education components; encouraging the establishment of demonstration farms or gardens in schools and other institutions; organising food and nutrition promotion activities such as agricultural shows and demonstrations of food preparation; developing and coordinating coherent food and nutrition IEC materials from the national to the community levels; strengthening information and communication on food and nutrition by promoting literacy campaigns; mobilising communities to identify and solve their food and nutrition problems through mass media, clubs, groups and theatre for development; and establishing a food and nutrition training centre of excellence.

The Ugandan public must be made to understand and appreciate critical function of appropriate nutrition in human health, development and performance. There is therefore an urgent need to produce a conceptual framework for this purpose covering the areas of appropriate nutritional requirements including recommended daily intake levels for various ages and activities, linkage between food availability and utilization and nutritional status. This advocacy and sensitization process needs to be taken at the same levels and intensify the same as that on HIV/AIDS. This is because decisions on nutrition are taken at individual and household levels. Therefore people need this knowledge and information for making such a decision towards proper food intake and nutrition practices.

This is a task that should be spearheaded by the UFNC and the Local Governments, through the collaboration of civic institutions, which will provide the basis for mainstreaming food and nutrition security in all our livelihood activities. Institutional support will therefore be provided to the UFNC and the Local Governments. This will therefore require that guidelines are put in place, computer facilities made available and other support provided to ensure effective collection, receipt and dissemination of information (Table 11).

Since IEC is cross-cutting strategy, a number of IEC-related approaches have also been highlighted in nearly all the 11 other strategies discussed in this chapter.

Table 11: Promoting Proper Food and Nutrition Practices Through Strengthening of Information, Education and Communication (IEC) System

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Low coordination among nutrition and health information providers and inability to disseminate and share information	<ul style="list-style-type: none"> • Development of information systems network and strengthening information flow and communication on food and nutrition • Developing and coordinating coherent food and nutrition IEC materials • Improving ability of line agencies and LGs to share data/information of F&N • Strengthening the UFNC to undertake policy harmonization and database management functions 	LGs GAIN Network	MOH in collaboration with UFNC
2	Inadequate knowledge by LGs about F&N programs/project	<ul style="list-style-type: none"> • Development of information systems network and strengthening information flow and communication on food and nutrition • Developing and coordinating coherent food and nutrition IEC materials • Improving ability of line agencies and LGs to share data/information of F&N 	LGs GAIN Network	MOH in collaboration with UFNC
3	Widespread lack of knowledge of food and nutrition issues	<ul style="list-style-type: none"> • Development of information systems network and strengthening information flow and communication on food and nutrition 	LGs GAIN Network	MOH in collaboration with UFNC
4	Inadequate nutrition and health-related training centres	<ul style="list-style-type: none"> • Development of nutrition curricula • Mobilisation and training the community through increased advocacy and sensitization • Provision of institutional 	LGs GAIN Network	MOH in collaboration with UFNC
5	Inadequate local, field-based information on the relationship between nutrition and development and the causes of malnutrition	<ul style="list-style-type: none"> • Promoting research and development of professionals in the area of food and nutrition planning 	LGs GAIN Network	MOH in collaboration with UFNC

PLEASE NOTE THAT MOST OF THE ABOVE PROBLEMS AREAS/PROJECTS HAVE BEEN COVERED IN ALL THE PREVIOUS STRATEGIES. SINCE ASPECTS OF IEC HAVE BEEN COVERED IN ALL THE 10 STRATEGIES, NO SPECIFIC PROJECT PROFILES ARE PROPOSED UNDER THIS STRATEGY.

**Strategy 12:
Improving Food Security and Nutrition Through Effective Research and Development Programmes**

According to the Food and Nutrition Policy, the goal of government is to have effective research and technology transfer programmes that are geared towards the improvement of food security and nutrition in the country. In the area of research, therefore focus will be on training personnel in nutrition and health care research methodology and results utilization; conducting action-oriented research for the improvement of food security and nutrition of the population; mobilising resources for research; and publishing research findings and optimize the utilization of research findings and recommendations.

Against this goal are a number of research-related constraints that include poor farming methods, poor storage, poor varieties and breeds, lack of knowledge on food values, poor nutrition knowledge, lack of effective mechanisms for assessing vulnerability and food insecurity, lack of suitable technologies and inadequate processing of research findings and recommendations and transfer of research findings to end users.

Key investments in the area of research and development include promotion of research in nutritious foods and balanced diets that focused on indigenous foods, strengthening adaptive research-extension technology packaging and transfer delivery mechanisms, promotion of private on-farm research, promoting research in food storage, food processing and agro-industrial clustering, market research and improved IEC strategy in disseminating research findings and creating awareness.

UFNC and the respective line ministries will take the lead. However, close collaboration will be maintained with NARO, MOH/Health Research Organization (HBO) civic organisations and the private sector and service providers (Table 12). Since research is cross-cutting strategy, a number of research-related approaches have also been highlighted in nearly all the 11 other strategies discussed in this chapter.

Table 12: Improving Food Security and Nutrition Through Effective Research and Development Programmes

	Problem Areas	Areas of Investment	Target beneficiaries	Implementing agency (ies)
1	Low levels of coordination among food and nutrition and sectoral (agriculture, health, education, population concerns) researchers; and the inability to disseminate and share information on research findings	<ul style="list-style-type: none"> Strengthening research-extension technology transfer delivery mechanisms Increased IEC strategy in disseminating research findings and creating awareness. 	LGs GAIN Network Policy makers Researchers	UNFC, MAAIF, MOH and Local Governments in coordination with line ministries, and the private sector
2	Widespread lack of knowledge on food and nutrition values and issues combined with inadequate packaging and transfer of research findings to end users.	<ul style="list-style-type: none"> Strengthening research-extension technology transfer delivery mechanisms Promotion of private on-farm research Promoting research in food storage, food processing and agro-industrial and services clustering, Market and test marketing/commercialization research on 	LGs Households GAIN Network Disadvantaged groups	UNFC, MAAIF, MOH and Local Governments in coordination with line ministries, and private sector

		<p>value for money nutrition, health care and sanitation technologies and practices</p> <ul style="list-style-type: none"> • Increased IEC strategy in disseminating research findings and creating awareness. 		
3	Inadequate technologies in the areas of production, storage, processing and marketing as exhibited by the poor farming, post-harvest and food processing methods, poor storage, poor varieties and breeds	<ul style="list-style-type: none"> • Promotion of private on-farm research • Promoting research in food storage, food processing and agro-industrial and services clustering, 	Farmers Processors GAIN Network	UNFC, MAAIF, MOH and Local Governments in coordination with line ministries, and private sector
4	Poor linkage of agriculture, industrial, manufacturing and services industries (core, supporting, related and allied industries)	<ul style="list-style-type: none"> • Promoting research in food storage, food processing and agro-industrial and services clustering, • Market and test marketing/commercialization research on value for money nutrition, health care and sanitation technologies and practices 	Processors Traders GAIN Network Households	UNFC, MAAIF, MOH and Local Governments in coordination with line ministries, and private sector

There are a number of research-related constraints that include poor farming methods, poor storage, poor varieties and breeds, lack of knowledge on food values, poor nutrition knowledge, lack of effective, mechanisms for assessing vulnerability and food insecurity, lack of suitable technologies and inadequate transfer of research findings to end users.

Under efficient research, farming methods as well as post-harvest handling and storage shall be improved, There shall be improved knowledge on food values. There will be improved mechanisms for assessing vulnerability and food insecurity. Suitable technologies shall be utilized and transfer of research findings to end-users improved. Profession personnel shall be facilitated to engage/conduct appropriate operational research, which is nutrition-driven, such as immunonutrition research in HIV/AIDS. Appropriate, locally based therapeutic diets for correcting/rehabilitating severe under-nutrition shall be designed, based on research findings.

UFNC and the respective line ministries will take the lead. However, close collaboration will be maintained with NARO, civic organisations and the private sector and service providers. Key investments in the area of research of research include promotion of research in nutritious foods, strengthening research-extension technology transfer delivery mechanisms, promotion of private on-farm research, promoting research in food storage, food processing and agro-industrial clustering, market research and increased IEC strategy in disseminating research findings and creating awareness

The target beneficiaries include farming communities, processors, policy makers, vulnerable groups, researchers

PLEASE NOTE THAT MOST OF THE ABOVE PROBLEMS AREAS/PROJECTS HAVE BEEN COVERED IN ALMOST ALL THE PREVIOUS STRATEGIES. SINCE ASPECTS OF RESEARCH ARE CROSS-CUTTING AND HAVE BEEN COVERED IN VIRTUALLY ALL THE 10 STRATEGIES, NO SPECIFIC PROJECT PROFILES ARE PROPOSED UNDER THIS STRATEGY.

3.2 Investment Plan: Costs and Time Schedule

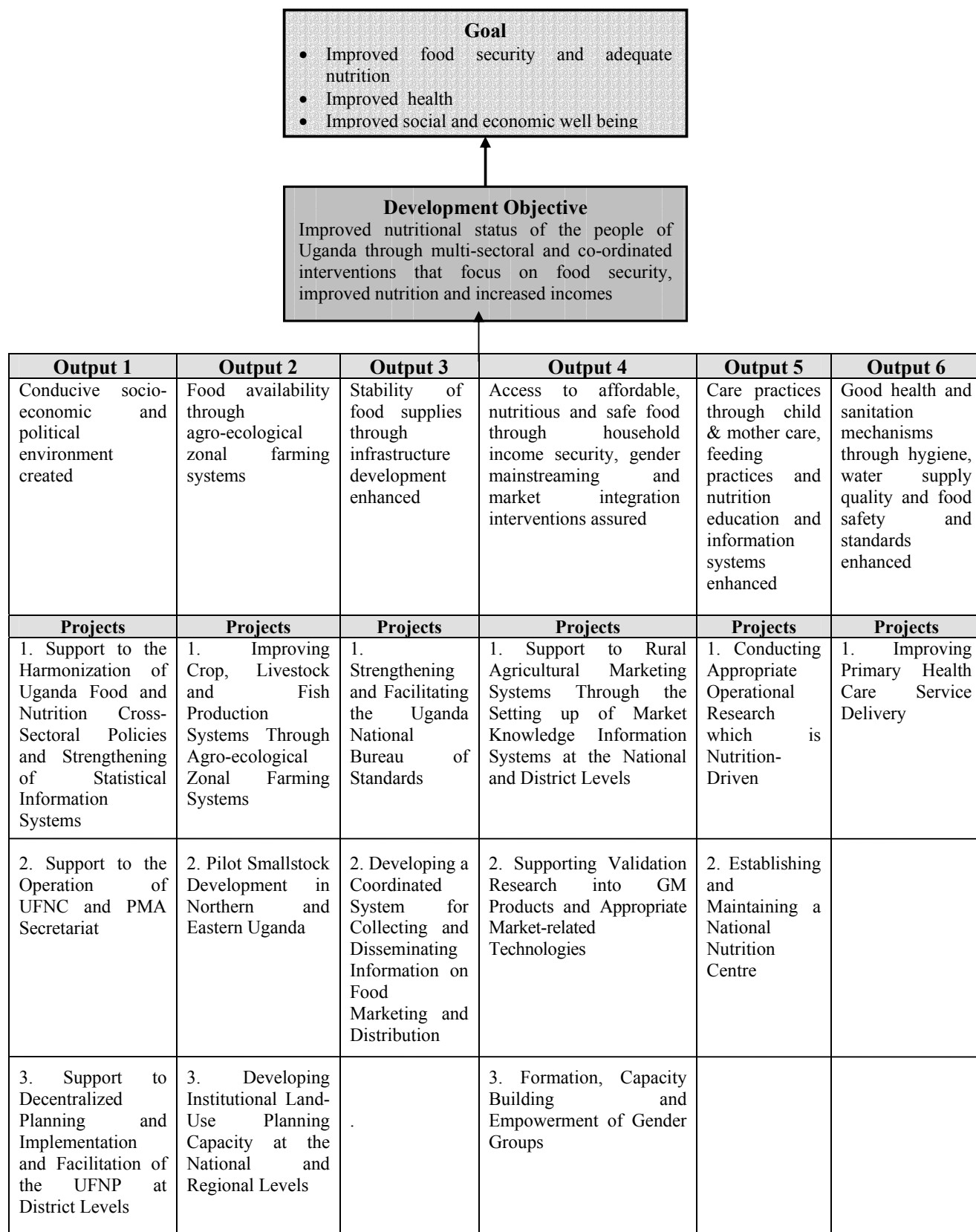
The implementation of the priority projects identified above is phased out in Table 13 below.

Table 13: Project Implementation Costs and Plan

	Project	Lead Agency(ies)	Funding Requirement (US\$)	Time Frame and Annual Budget Requirement (US\$)		
				2004/05	2005/06	2006/07
1	Support to the Harmonization of Uganda Food and Nutrition Cross-Sectoral Policies and Strengthening of Statistical Information Systems	MFPED	US\$400,000	315,000	85,000	
2	Support to the Operation of UFNC and PMA Secretariat	MAAIF MOH	US\$650,000	410,000	175,000	65,000
3	Support to Decentralized Planning and Implementation and Facilitation of the Food and Nutrition Policy at District and Sub-county Levels	MLG	US\$815,000	465,000	230,000	120,000
4	Improving Crop, Livestock and Fish Production Systems Through Agro-ecological Zonal Farming Systems	MAAIF	US\$1,280,000	405,000	435,000	440,000
5	Pilot Smallstock Development in Northern and Eastern Uganda	MAAIF	US\$875,000	580,000	295,000	
6	Developing Institutional Land-Use Planning Capacity at the National and Regional Levels	MLE	US\$408,000	328,000	80,000	
7	Feasibility Analysis of Uganda's Comparative Advantage in Agro-industrial Clustering for Food Processing	MTTI	US\$279,000	279,000		
8	Strengthening and Facilitating the Uganda National Bureau of Standards	MTTI	US\$775,000	385,000	280,000	110,000
9	Developing a Well-coordinated System for Collecting, Collating and Disseminating Information on Food Marketing and Distribution	MTTI	US\$600,000	600,000		
10	Support to Rural Agricultural Marketing Systems Through the Setting up of Market Knowledge Information Systems at the National and District Levels	MTTI	US\$480,000	250,000	230,000	
11	Supporting Validation Research into GM Products and Appropriate Market-related Technologies	MTTI MAAIF	US\$540,000	300,000	240,000	
12	Formation, Capacity Building and Empowerment of Gender Groups	MGLSD	US\$780,000	390,000	260,000	130,000
13	Community Mobilization and Sensitization Through Promotion of Social Dialogue and Nutrition Education	MGLSD	US\$610,000	330,000	280,000	
14	Formation and Strengthening of Sub-regional Disaster Management Committees and Strengthening MDP and OPM,	OPM MDP	US\$1,140,000	550,000	295,000	295,000
15	Design and Operationalisation of a Household Food Security Monitoring System and Development of a Nutritional Guideline	MAAIF MOH	US\$438,000	308,000	130,000	
16	Conducting Appropriate Operational Research which is Nutrition-Driven	MOH MOES	550,000	295,000	255,000	
17	Establishing and Maintaining a National Nutrition Centre	MOH	1,085,000	560,000	300,000	225,000
18	Improving Primary Health Care Service Delivery	MOH	725,000	315,000	225,000	185,000
	TOTAL		12,430,000	7,065,000	3,795,000	1,570,000

A logical framework outline of the 18 priority projects classified under 6 outputs is presented in Figure 3 and Table 14 below.

**Figure 3: Uganda Food and Nutrition Strategy and Investment Plan:
2004/05 – 2006/07**



	4. Feasibility Analysis of Uganda's Comparative Advantage in Agro-industrial Clustering for Food Processing		4. Community Mobilization and Sensitization Through Promotion of Social Dialogue and Nutrition Education		
			5. Formation and Strengthening of Sub-regional Disaster Management Committees and Strengthening MDP and OPM,		
			6. Design and Operationalisation of a Household Food Security Monitoring System and Development of a Nutritional Guideline		

Table 14: UFNSIP Overall Logical Framework Outline

Narrative Summary	Performance Indicators	Key Assumptions
<p>Overall Goal</p> <ul style="list-style-type: none"> • Improved food security and adequate nutrition • Improved health • Improved social and economic well being 		<p>MFPED through UBOS regularly monitor macro-economic and household performance</p>
<p>Purpose</p> <p>Improved nutritional status of the people of Uganda through multi-sectoral and coordinated interventions that focus on food security, improved nutrition and increased incomes</p>		<p>Assumptions: Purpose to Goal</p>
<p>Output Level</p> <p>Program Output 1 Conducive socio-economic and political environment created</p>		<p>Assumptions: Outputs to Purpose</p>

<p>Program Output 2 Food availability through agro-ecological zonal farming systems and agro-Industrial clustering enhanced</p>		
<p>Program Output 3 Stability of food supplies through infrastructure development enhanced</p>		
<p>Program Output 4 Access to affordable, nutritious and safe food through household income security, gender mainstreaming and market integration interventions assured</p>		
<p>Program Output 5 Care practices through child & mother care, feeding practices and nutrition education and information systems enhanced</p>		
<p>Program Output 6 Good health and sanitation mechanisms through hygiene, water supply quality and food safety and standards enhanced</p>		
<p style="text-align: center;">Activities</p> <p>Derived from detailed output log frames for description of program activities</p>	<p>Derived from performance indicators in output log frames and monitoring and evaluation framework for details</p> <p>See budget projections for analysis of inputs and costs</p>	<p style="text-align: center;">Assumptions: Activities to Output</p> <p>Derived from detailed assumptions in output log frames</p>

4.0 INSTITUTIONAL FRAMEWORK AND COORDINATION MECHANISMS

4.1 The Institutional Environment

The Uganda Food and Nutrition Policy (UFNP) was a final offshoot of the initiatives of the Steering Committees of the Poverty Eradication Action Plan (PEAP) and Plan for the Modernization of Agriculture (PMA) through the Sub-Committee on Food and Nutrition Security that is chaired by the Commissioner of Policy and Planning of MAAIF.

To strengthen the legal framework and ensure cross-sectoral cooperation among implementing and support ministries and statutory bodies, a more elaborate and comprehensive Food and Nutrition Bill will be resubmitted for consideration by the Ugandan Parliament through the Parliamentary Committee on Agriculture. The Parliamentary Committee is awaiting the completion of the UFNSIP and expecting the incorporation of its strategic policy and investment/budget features before they proceed with the deliberation and eventual passage of the Bill. Another bill on Food Safety is now under preparation. These two pending legislations are being undertaken with FAO/UN assistance and support projects.

While the UFNP was promulgated in July 2003, its programmes, projects and operational aspects are dependent on existing meager resources and projects of the concerned institutions, which are members of the Sub-Committee. There is a Nutrition Unit at MOH and a Food Security Planning Unit at MAAIF. Other ministries and development partners have focal unit and person(s) assigned to the food and nutrition security on an *ad hoc* or need basis arrangements. Expectedly, there is no organized and systematic cross-sectoral planning, implementation and investment or budgeting initiative. With the absence of Strategic Plans and Investment Portfolio, the financing of food and nutrition projects, in most cases than not, is entirely dependent on unfocused priorities and strategies and scattered initiatives of the Sub-Committee and its member institutions. At the district and sub-county levels, food and nutrition plans and programs, that conform to the policy and strategy guidelines, are not formally developed and integrated in the District Development Plans and Budget agenda. A formal institutional mechanism for incorporating and coordinating food and nutrition initiatives is practically absent at the district and sub-county levels.

At the District level, while the District Production Coordinator is the focal person on food security, in many cases, there is no professional or qualified Nutritionist to address the nutrition and health care concerns at the district and grassroots level. Considering the very limited direction from the central government on how to handle the food and nutrition policy and strategies, the Local Governments (LGs) have not given priority and focused attention in addressing and managing food insecurity and malnutrition and other food and nutrition issues and concerns in an integrated highly coordinated and holistic manner.

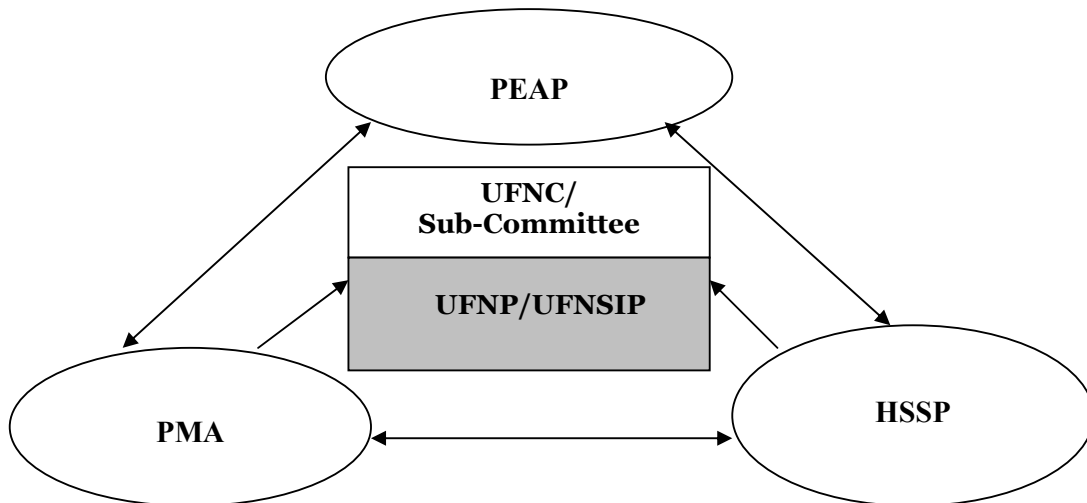
The focused and sustainable funding of the food and nutrition programmes and its implementation at the central, district and sub-county levels hinge on the completion of the UFNSIP. Such emerging plan is now being linked with the Medium Term Expenditure Framework (MTEF) and existing budget ceilings of various Ministries through the Sector Working Group and medium-term rolling plan (2004/05-2006/07) and annual budget preparation process (2004/05 onward) that started in late October 2003. Accordingly, new strategic initiatives and investment plans under the UFNP and the evolving Strategy and Investment Plan will be incorporated in the MTEF through the sectoral budget ceilings and/or incremental funding as may be considered and eventually approved by the Ministry of Finance, Planning and Economic Development (MFPED) and Ministry of Public Service (MPS), in case new personnel complement is required. Concerned line ministries particularly the MAAIF and

MOH as well as the MTI will have to consider critical investment gaps and resulting investment projects in their MTEF starting with the 2004 – 05 budget year.

4.2 Emerging and Recommended Institutional Arrangements

To ensure effective cross-sectoral cooperation and full integration of their strategic plans and investments on food and nutrition concerns and initiatives, it is proposed that the PEAP, PMA and HSSP will act as the triumvirate body that will collectively harmonize, coordinate and advance the implementation of the Uganda Food and Nutrition Policy (see Figure 4).

Figure 4: Recommended UFNSIP Institutional Arrangement



As already enshrined in the Policy document, the Uganda Food and Nutrition Council (UFNC), is an autonomous statutory body that will have the powers and authority to implement the policy and the strategic plans and investments that will be promulgated by the Council. This will include the vesting of budgetary vote power by the Parliament, thus enabling the UFNC to have separate and distinct budget vote that it can provide or leverage with any implementing ministry or institutions, including the district and sub-county levels. Such funds (estimated at US\$650,000 for the first three year rolling period) specifically earmarked for implementing food and nutrition strategic investments, could be treated separately and/or an integral part of the existing Poverty Action Fund (PAF) or Non-sectoral Conditional Grant (NSCG) that will be disbursed upon the authority and compliance with the investment guidelines of the UFNC and implemented through the Sub-Committee on Food and Nutrition Security and the PMA Secretariat. These provisions will have to be incorporated in the proposed Food and Nutrition Bill. The proposed Food Safety and Standards law will be stronger and easier to administer if such bill is integrated in the Food and Nutrition Bill. UNFC is a decision making, policy level body whose membership has the capacity to commit their ministries/organizations to a particular course of action. UNFC should have a direct link with the Ministry of Finance, Planning and Economic Development (MFPED) and should relate directly with the districts through the District Food and Nutrition Council.

To ensure the smooth cross-sectoral relationship and synergistic functioning of the PEAP, PMA and UFNC, a common Sub-Committee on Food and Nutrition Security will be re-established and reorganized by the Council/Steering Committees to conform to the mandates of the Policy and ensure that the 12 thematic areas are well-covered and represented by the members of the Committee. There will also be some common membership, in terms of strategic institutions and

focal persons with adequate powers and authority, between the Council and the strengthened Sub-Committee.

Another important feature is the designation of the existing PMA Secretariat as the common Secretariat of the 3 super coordinating bodies. Considering the wide scope and coverage of the UFNP, in terms of the 12 critical thematic areas, it requires additional staffing of high calibre staff that will be recruited competitively vis-a-vis what the development partners or donors pay their local staff in order to attract competent and committed staff. At least four (4) high calibre Program Officer Level positions/staff will have to be created or approved by the Ministry of Public Services and included in the Food and Nutrition Bill. These are the positions: (i) Policy Harmonization Specialist, (ii) Food and Nutrition Economist, (iii) Nutrition and Health Care Specialist, and finally, (iv) Administrative, Finance and Budget Officer, the latest could be a junior level staff reporting to the existing “Administrative and Finance Officer” of the PMA Secretariat.

As an alternative to the above, a separate UNFC Secretariat, headed by a Director and comprising three units, namely Policy Harmonization, Food Economy and Nutrition and Health Care, could be set-up. The Secretariat will work under the overall supervision of the UNFC. All other relevant ministries will be required to designate a Food Security and Nutrition Liaison Officer to work with the Secretariat as may be required and each line ministry will be required to establish a Food and Nutrition Desk. A strong Secretariat is required to assure that the initiatives established through the formulation of the Investment Plan are appropriately linked, and to coordinate the implementation of activities. It is the Secretariat, which will act on, and operationalize the UNFC’s decisions and recommendations.

The major activities of the Secretariat shall include;

- Providing full secretariat service to both the UNFC and the restructured and strengthened sub-committee
- Coordinating the implementation of projects and activities included in the Investment Plan
- Identifying required resources and technical backstopping assistance
- Monitoring and evaluating the implementation of all activities and projects
- Identifying successful initiatives for wider replication and institutionalization
- In collaboration with UBOS, the Secretariat will operate a national information and monitoring system to track the food security and nutrition situation at the household and district levels.

The Secretariat could be established either in OPM, MFPED, MAAIF or MoH. The merits and demerits of establishing the Secretariat in any one of these line ministries should carefully be considered and discussed prior to the adoption of this alternative. The estimated costs over the first three-year rolling plan is US\$780,000 (i.e staffing = 220,000; consultancy = 360,000; capacity building = 90,000; computer = 50,000; and operating expenses = 60,000).

To ensure more effective programme planning and implementation at the district and sub-county levels down to the villages (Local Councils 1 to VI), there will be similar councils and technical sub-committees that will be established at the district and sub-county levels. Preferably, a Food and Nutrition Network will be organized by the District and Sub-County Councils through the mobilization of the GAIN (government, academe, industry, NGO) Network. The GAIN Network consists of influential and committed leaders and technocrats from government (central, LGs, statutory bodies), academe (colleges, universities, regional and national research

and technology development and extension institutions), industry and private sector institutions, as well as NGOs and development partners and civil society organizations.

It is also critical and imperative to mandate, and thus be included in the Food and Nutrition Bill, the full elaboration and incorporation of all food and nutrition plans and programmes in the rolling medium term and annual District Development Plans and Budget that is being approved by the District and Sub-County Councils and implemented by the technical departments headed by the Chief Administrative Officer.

4.3 Linkages and Inter-Agency Cooperation

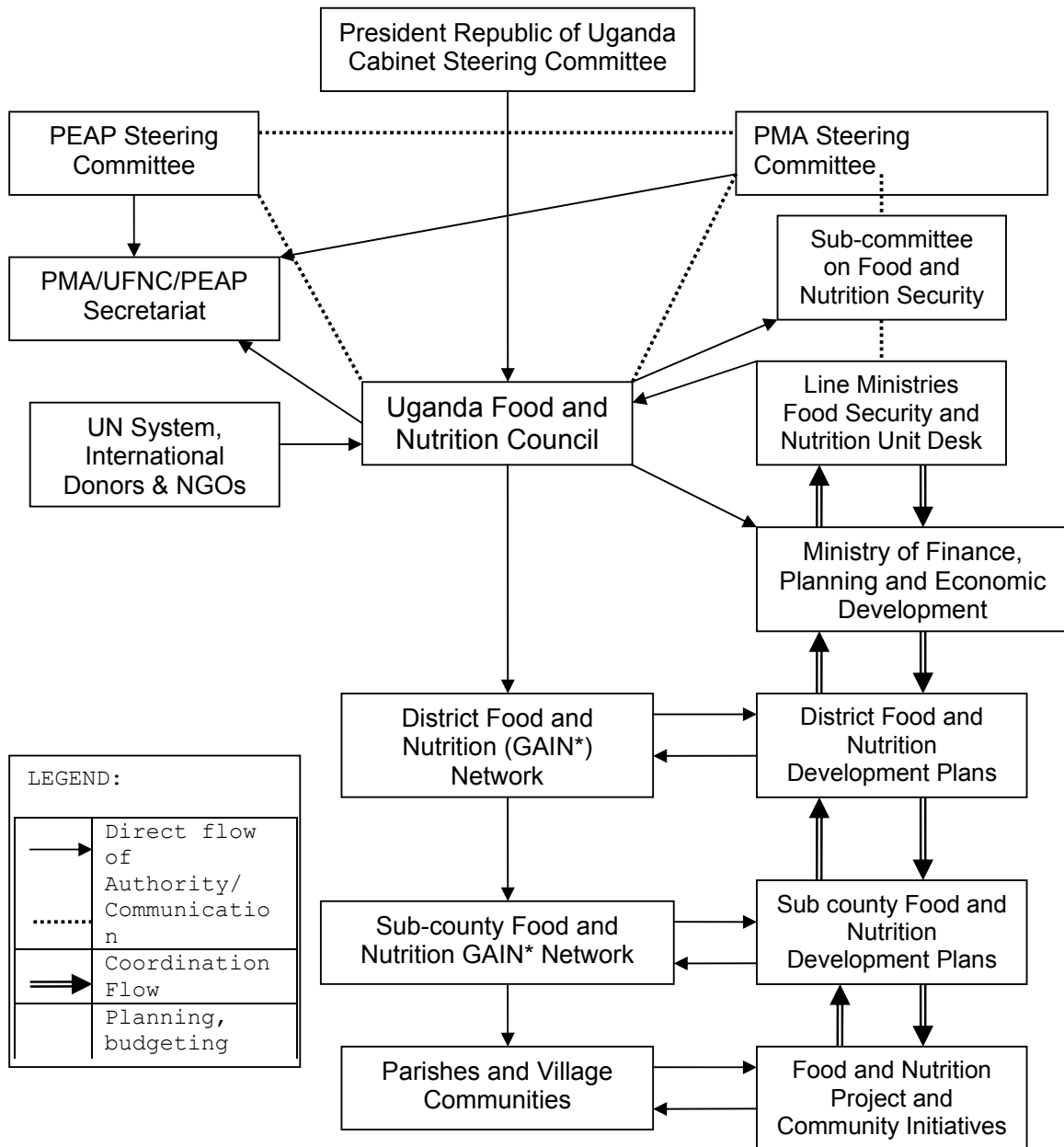
Not only should mechanisms for cooperation be effectively established within government, but strong linkages should also be established with NGO agencies actively involved in food security and nutrition initiatives throughout the country. The NGOs should have representation on the Technical Committee. International agencies also play an important role in improving food security and nutrition. FAO, UNICEF, WHO, UNHCR, WFP as well as multilateral (World Bank, ADB, EU) and key bilateral donors should all be active members of the Technical Committee.

Although the government has the responsibility for developing an appropriate framework within which relevant issues will be addressed, NGOs, the private sector and local communities have important roles to play both in conceptualizing and developing projects and their implementation. These institutions therefore have to be encouraged to play an active role in tracking and providing broad-based solutions to hunger and malnutrition. For such multi-sectoral, broad-based efforts to be effective, they must address problems through mutually supportive programmes and synchronized and well-coordinated food security and nutrition projects.

The proposed organizational structures and the necessary linkages in the planning, programming and budgeting system are shown in Figures 5 and 6. Figure 5 indicates the Uganda Food and Nutrition Policy, Strategy and Investment Plan vis-à-vis PEAP and PMA and Decentralized Local Governments. Figure 6 shows the Food and Nutrition Strategy and Investment Plan District and Sub-County Level Institutional Mechanisms and Linkages.

FIGURE 5

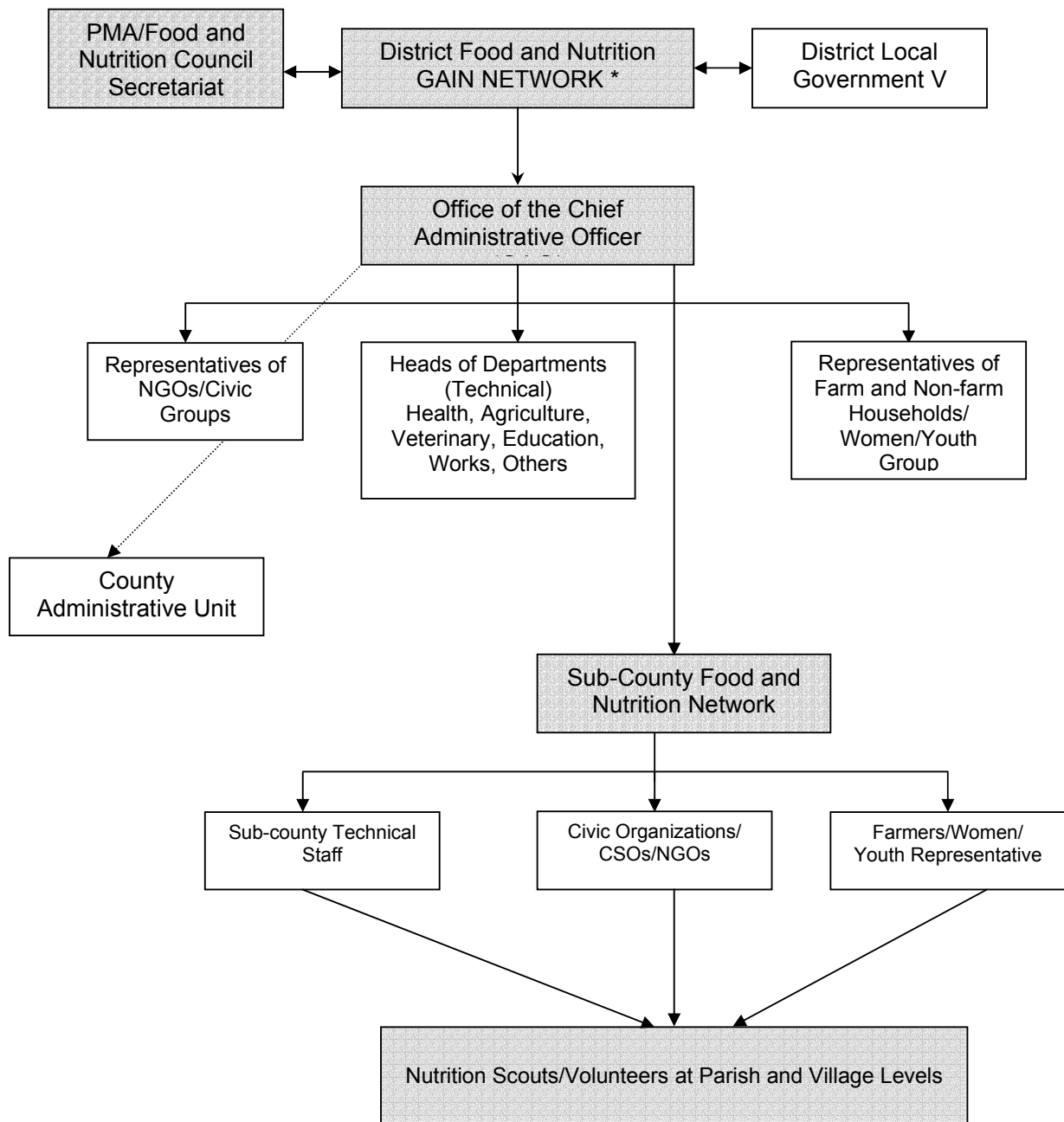
PROPOSED ORGANIZATIONAL STRUCTURE AND ITS LINKAGE WITH PLANNING, PROGRAMMING AND BUDGETING SYSTEM IN UGANDA



Source: Derived from ACU Framework

* GAIN Network membership will come from influential and committed officials from government (political, technical, statutory bodies), academe, industry (private sector, development partners) and non-government and civil society organizations.

FIGURE 6
DISTRICT AND SUB-COUNTY LEVEL INSTITUTIONAL MECHANISMS AND LINKAGES



Source: Derived by Consultants

* GAIN Network membership will come from influential and committed officials from government (political, technical, statutory bodies), academe, industry (private sector, development partners) and non-government and civil society organizations.

4.4 The Local Government Structure

The Local Government Act of 1997 gives powers to the District and Lower Local Governments to enable them perform decentralized functions and ensure that services are taken to the people, through good governance and democratic participation in, and control of, decision-making by the people. It also provides for revenue collection and election of local councils.

The Local Government system is based on the District as a unit under which there are lower governments and administrative units.

Local Governments in District rural area are:

- a) The District Council
- b) The Sub-County Council

Local Governments in a City are

- b) The City Council
- c) The City Division Councils.

Local Governments in the Municipality are

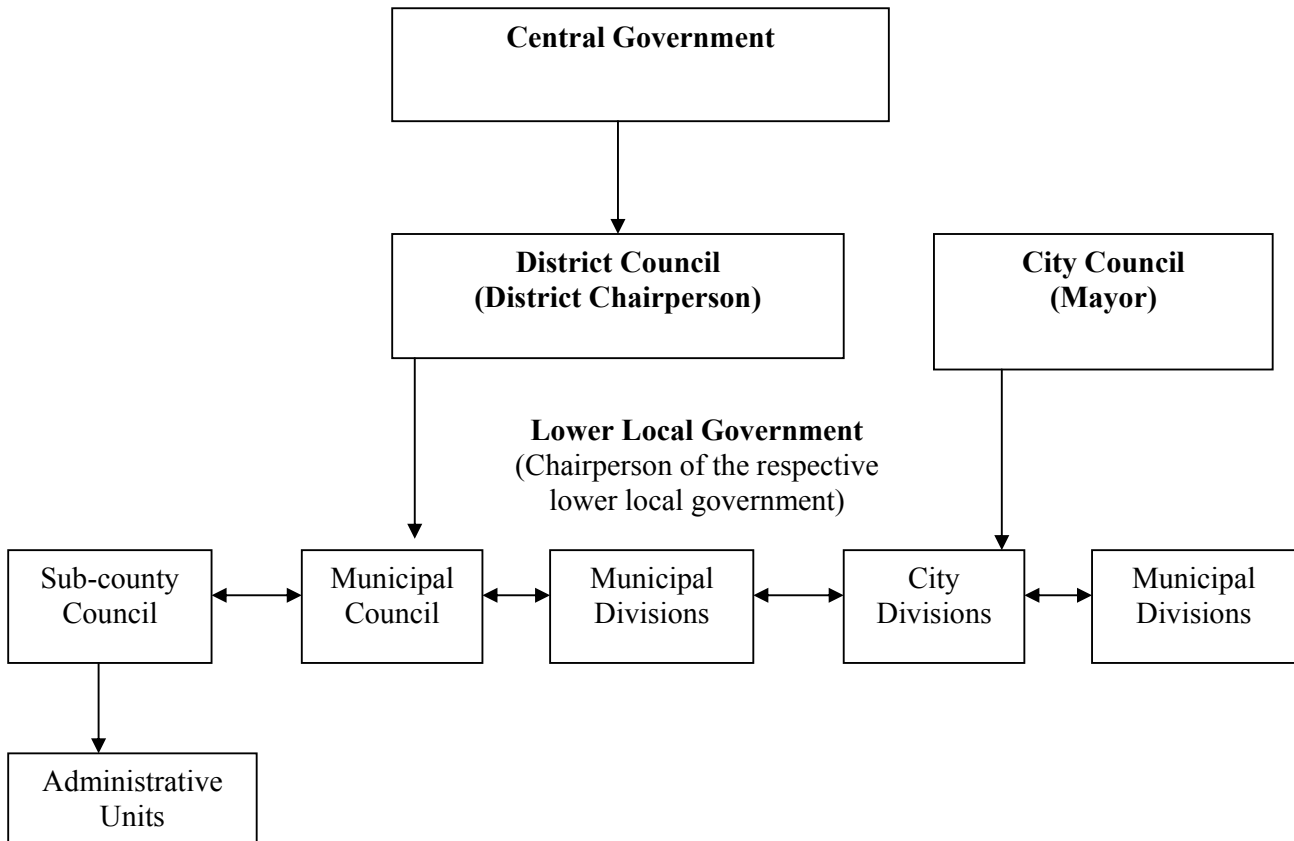
- a) Municipal Council
- b) The Municipal Division Council

It is worth pointing out that within the context of PEAP, PMA and the Food and Nutrition Policy implementation, the greatest challenge to decentralization is on the process of fully understanding the essence of poverty eradication and food security through agriculture and agro-based industry modernization and clustering through which the structural transformation of the agricultural sector and the combined achievement of food, nutrition and income security will be immensely realized.

This would require a lot of investments in the sensitization and social marketing of the Food and Nutrition Policy, Strategy and Investment Plans and its straight forward incorporation in the District Development Plans and Budget. Eventually, fully devolving PEAP, PMA and Food and Nutrition Investments to LGs is the ultimate test of empowering the LGs and local people. More intensive and focused capacity building, collective action of community-based organizations and local communities and decentralized project development and management systems are imperative measures for reaping success.

The Local Government Act spells out the composition and powers of the council members and systems of checks and balances. The legal structure of the Local Government system is shown in Figure 7.

**FIGURE 7
THE LEGAL STRUCTURE OF THE LOCAL GOVERNMENT SYSTEM**



Source: The Local Governments Act 1997

4.5 The Role of the Private Sector vis-à-vis the Government of Uganda

In this era of globalization and information technology, the role of the private sector is basically focused on developing, fostering or engendering competitiveness in the domestic and better still in the global market. Necessarily, this requires optimizing the efficiency and profitability of their business endeavors, whether it be in the factor, product or services market. The overriding objective of the private sector, therefore, is to achieve business growth and competitiveness while committing themselves to social development and equity (poverty eradication and food security) considerations. Under the agro-based industrial clustering paradigm, this means that the private sector must work hand in hand with the government, civil society and development partners in ensuring the overall efficiency, effectiveness and viability of the core industries as well as the essential supporting (supplier, downstream or upstream) industries, related or allied industries and the services providing industries. As a major incentive, the key role of the private sector is to optimize private gains in terms of profitability, overall business viability and social responsibility as well as competitiveness in the domestic and global market.

On the other hand, the role of government must veer away from direct interventions in the market and avoid the creation of market distortions. Instead, GoU must focus on inducing catalytic changes or synergistic effects in the market place. Imperatively, the GoU must create a conducive policy and business environment (characterized by optimum transparency and level playing field) for encouraging or optimizing private sector investment and greater participation in social development and nation building. Thus, government interference or interventions are

justified only when there is a concrete case of market failure or existence of monopoly or monopsony in the market place. Necessarily, government interventions must result in improved socio-economic, business, trade or environmental sustainability situation. In addition, the government must address the right to food of all food insecure and nutritionally disadvantaged groups utilizing both market-based and/or social security instruments and resource mobilization strategies.

4.6 Legal Considerations

For the effective and smooth implementation of the UFNSIP, it is imperative that a number of legal considerations are addressed. Some of the salient legal considerations that should be addressed in the Food Bill include, but may not be limited to, the following:

- The right to food to ensure food and nutrition security for the vulnerable and disadvantaged sections of the population. How to integrate and operationalize the "Right to Food" commitment of the GOU in the proposed Food Bill?
- Spelling out the powers of UFNC, the Secretariat, District and Sub-county Food and Nutrition Committees, including composition and staffing of the Secretariat and the District and Sub-county levels . Provision of funding to the UFNC as an autonomous statutory body and creating of an overall enabling environment
- Mandating of all food and nutrition plans and programs in the rolling medium term and annual district development plans and budget and establishment of strong linkages with NGOs and other agencies involved in food security and nutrition initiatives.
- Legal and institutional framework for synchronizing, integrating and coordinating the numerous policy initiatives that directly impact on food security and nutrition .
- Strengthening the regulatory roles in the areas of quality and standards and creating public awareness on food standards and food safety.
- Strengthening national capacity to set standards, monitor, regulate and control food supplements and food vending in general.
- How do we incorporate the legal framework for incorporating international and regional covenants and agreements and optimize its impact on improving food and nutrition security?
- How do we integrate related legislation (e.g. food quality and safety, compliance with WTO, EU, USA trade agreements, etc) in the proposed Food Bill?
- The rationalization of performance indicators on food and nutrition security and the harmonization and coordination of corresponding baseline and monitoring statistical database and information system has to be clearly incorporated in the legislation.
- How do we design and institutionalize the bottom up and top down planning and implementation cum monitoring and education system based on proposed institutional arrangement?
- How do we empower the LGs in order for them to play a lead role in enforcing primary health care facilities and practices as well as nutrition education?

5.0 FRAMEWORK FOR PERFORMANCE MONITORING OF THE UGANDA FOOD AND NUTRITION STRATEGY AND INVESTMENT PLAN

5.1 Overview

For purpose of the UFNSIP, monitoring and evaluation (M&E) are defined as follows:

Monitoring can be defined as a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in use of allocated funds.

Evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability².

With reference to performance monitoring of food and nutrition interventions in Uganda, there is also an aspect of monitoring that is not automatically taken into account by this definition. Early warning monitoring is not automatically related to the success of ongoing programmes and projects but looks at regular intervals to assess the likelihood for a natural or man-made shock to occur. FEWS monitoring systems are generally well established in Africa, and were set up with donor support since the onset and response to the great droughts of the 1970s. Early warning monitoring is an important function and will be covered by the broad M&E framework.

In accordance with international practice and as stipulated by the PEAP M&E framework the following typology of M&E indicators is used (Table 15).

Table 15: Typology of Levels of Monitoring and Evaluation

Inputs	The delivery of funding and other necessary resources and conditions for agreed activities to the organizations responsible.
Processes	The procedures and operational mechanisms being used under various interventions. This includes institutional linkages and how these impact on effectiveness and efficiency of operations. In addition, it is important to monitor the policies and underlying logic assumptions.
Outputs	The immediate results of activities implemented under development policies – e.g. school buildings and trained teachers.
Intermediate outcomes	Changes in income levels, better social and governance conditions, consumption of quality services and other factors directly affecting well being of the poor.
Final outcomes (impacts)	Improvements in people's well being

5.2 International and National Context

The International Context: With the adoption of the Millennium Development Goals (MDGs) at the Millennium Summit in 2000, of which Uganda is a signatory, an important step was taken to harmonize the goals and targets for addressing universal rights to development already adopted at different global conferences and summits. The Millennium Development Goals are an ambitious agenda for reducing poverty and improving lives that 189 countries agreed on at the Millennium Summit in September 2000. A framework of 8 goals, 18 targets and 48 indicators to measure progress towards the Millennium Development goals was adopted by a consensus of

² Both definitions taken from the Poverty Monitoring and Evaluation Strategy, MFPED, 2002

experts from the United Nations Secretariat and IMF, OECD and the World Bank. Most goals and targets have been set for 2015, using 1990 as a benchmark.

Each year, the Secretary-General prepares a report on progress achieved towards implementing the Declaration, based on data on the 48 selected indicators, aggregated at global and regional levels. The United Nations Statistics Division coordinates data analysis and maintains the database containing the series related to the selected indicators, as well as other background series intended to supplement the basic 48 Millennium indicators, for more in-depth analysis. UNSD works in close collaboration with United Nations agencies and funds, the World Bank, IMF, and OECD.

Country-level monitoring is an indispensable element in assessing progress towards the MDGs and in mobilizing resources to assist developing countries in meeting the targets. The United Nations Development Programme (UNDP), assisted by other agencies and the United Nations Secretariat, is coordinating efforts and supporting the preparation of national monitoring reports in countries. The 48 indicators are normally included as a priority in the national poverty monitoring frameworks but countries are encouraged to collect additional data and if possible at a more sub-national level to help targeting of the most needy people. Please find below the goals, targets and indicators that are relevant to food and nutrition security.³ Almost all indicators are tracked by the Government of Uganda.

Finally, it is worth mentioning that UNICEF has assisted the GoU with customizing their “ChildInfo” mapping software to enable presentation of the MDG indicators (Table 16) in Uganda at country and sub-national level.

Table 16: List of MDGs relevant to Food and Nutrition Security:

Goals	Target	Indicators for monitoring progress
1. Eradicate Extreme Poverty and Hunger	Halve, between 1990 and 2015, the proportion of people who suffer from hunger	- Prevalence of underweight children under-five years of age
		- Proportion of population below minimum level of dietary energy consumption
2. Reduce Child Mortality	Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate	- Under-five mortality rate
		- Infant mortality rate
		- Proportion of 1 year-old children immunized against measles*
3. Improve Maternal Health	Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio	- Maternal mortality ratio
		- Proportion of births attended to by skilled health personnel
4. Combat HIV/AIDS, Malaria and other diseases	Have halted by 2015 and begun to reverse the spread of HIV/AIDS	- HIV prevalence among 15-24 year old pregnant women
		- Condom use rate of the contraceptive prevalence rate #
		- Number of children orphaned by HIV/AIDS #
	Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	- Prevalence of death rates associated with malaria
		- Proportion of population in malaria risk areas using effective malaria prevention and treatment measures
		- Prevalence and death rates associated with tuberculosis

³ For a complete overview of the goals, targets and indicators, please visit http://millenniumindicators.un.org/unsd/mi/mi_goals.asp

		- Proportion of tuberculosis cases detected and cured under directly observed treatment short course (DOTS)
5. Ensure Environmental Sustainability	Halve, by 2015, the proportion of people without sustainable access to safe drinking water	- Proportion of population with sustainable access to improved water sources, urban and rural
	By 2020, have achieved a significant improvement in the lives of at least 100 million slum dwellers	- Proportion of urban population with access to improved sanitation #

* although the GoU has selected, like many other countries, for the DPT3 immunization coverage

Not sure if these are collected by individual Line Ministries

National Context: In the national context a number of government and non-government institutions are at the centre of the collection, management, analysis and dissemination of food and nutrition information that forms the basis for a comprehensive UFNSIP M&E framework. The next paragraphs will focus on the national policy framework.

The Poverty Eradication Action Plan (PEAP): In 1995, the government of Uganda started with the preparation of the Poverty Eradication Action Plan (PEAP), the Uganda equivalent of the WB Poverty Reduction Strategy Paper (PRSP), to ensure that poverty reduction was the focus of its overall growth and development strategy. The PEAP was developed in close consultation with government officials, the UN, donors, civil society and the private sector. The overarching goal of the PEAP is to eradicate mass poverty – reducing the proportion living in absolute poverty from 56% in 1992 to 10% and cutting the proportion living in relative poverty from more than 85% to 30% by 2017.

Four priority areas were identified under the PEAP:

1. Economic growth and transformation
2. Good governance and security
3. Increasing the incomes of the poor
4. Improving quality of life

Priority indicators for measuring performance have been selected in the Poverty Monitoring and Evaluation Strategy (PMES), written in June 2002. The PMES is the national monitoring and evaluation framework guiding sectoral management information systems and district monitoring and evaluation systems. Please see table for an overview of the selected indicators.

Table 17: Priority performance indicators identified under the PMES in Uganda, 2002

Priority Area	Performance Indicator
1. Economic growth and transformation	<ul style="list-style-type: none"> - GDP growth rate - Inflation rate - Domestic revenue to GDP ratio - Foreign exchange reserves - Proportion of national budget used for poverty focused programmes
2. Good governance and security	<ul style="list-style-type: none"> - Incidence of misappropriation of public funds - Number of people internally displaced - Beneficiary assessment of quality of services in the police and judiciary - Level of awareness about rights and entitlements
3. Increasing the incomes of the poor	<ul style="list-style-type: none"> - Incidence and depth of poverty - Economic dependency - Share of rural non-farm employment - Yield rates of major crops
4. Improving quality of life	<ul style="list-style-type: none"> - Health: <ul style="list-style-type: none"> o immunization coverage (DPT3) o % of approved posts with qualified health workers in public and not for profit facilities (PNFP) o institutional deliveries in public and PNPs o HIV prevalence o Life expectancy (every 5 years)

	<ul style="list-style-type: none"> o Infant mortality (every 5 years) o Maternal mortality (every 5 years) o Proportion of children stunted (every 5 years) - Primary education <ul style="list-style-type: none"> o Net-school enrolments o Pupil-teacher ration o Pupil-text book ratio o Classroom- pupil ratio o Literacy rate (every 5 years) - Water and sanitation <ul style="list-style-type: none"> o Proportion of rural population with 1.5km to safe water and urban population within 200 m o Proportion of the population with good sanitation facilities
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Under the PMES the following responsibilities have been designated:

- The Poverty Monitoring and Analysis Unit (PMAU) of the MFPED is responsible for monitoring intermediate and final outcomes of the poverty eradication strategy;
- The Uganda Bureau of Statistics (UBOS) has the lead in the production of national statistical data on intermediate and final outcome indicators;
- Individual sectoral ministries assess their own performance through their Management Information System (MIS) by monitoring inputs, activities, outputs and level of reach of their services; and finally
- The district authorities are responsible for monitoring the implementation of the PEAP in their respective localities.

Plan for Modernization of Agriculture (PMA): Before we can discuss the roles played by individual sectoral line ministries, we need to examine the Plan for Modernization of Agriculture, a multi-sectoral GoU strategy under the PEAP. The PMA, aims at increasing the ability of the rural poor, who mostly depend on agriculture, to raise their incomes and reduce the percentage of population living in absolute poverty to 10 per cent of the population by 2017.

The PMA focuses on 7 priority areas:

1. Agricultural Research and Technology development
2. National Agricultural Advisory Services (NAADS)
3. Agricultural Education
4. Rural Finance
5. Agro-Processing and Marketing
6. Natural Resource Use and Management, and
7. Rural Infrastructure

M&E was recognized in the design of PMA as a priority function. The PMA Secretariat decided for a M&E framework rather than setting up a separate M&E system as the PMA is an umbrella multi-sectoral programme. As all line ministries have the responsibility to monitor a set of input, process and output indicators anyway, it was deemed more efficient to collect a minimum set of performance indicators (165) from the ministries involved,⁴ leaving the task to the PMA Secretariat to focus on the generation of intermediate outcomes. The final outcomes of the PMA are part of the monitoring of the PMAU, to assess its overall contribution to poverty eradication under the PEAP.

⁴ For more details, please read “The M&E framework and Approaches to developing M&E systems for the PMA”, PMA Secretariat, 2002.

5.3 Review of Key National Institutions

Poverty Monitoring Analysis Unit (PMAU) - MFPED

As the lead agency in charge of monitoring of intermediate and final outcomes of the PEAP, the PMAU produces a number of reports. Every 2 years, PMAU generates a Poverty Status Report (PSR). Based on the bi-annual reviews, the MFPED is meant to reward sectoral line ministries and individual districts with additional allocation of resources under the Poverty Action Fund (PAF), as part of the Medium Term Expenditure Framework (MTEF). It is worthwhile noting that PAF spending has risen 40% from 2000/1 to Shs 683bn in 2002/3, and key sectors such as health and education saw large increases.

UBOS – The lead agency in producing national statistical data

As the lead agency in conducting nation-wide surveys, the UBOS is responsible for conducting the Census and national surveys, such as:

- Population and Housing Census (Census), 1991 and 2002
- Uganda Demographic and Health Surveys (UDHS), 1988/9, 1995 and 2000/1
- Uganda National Household Surveys (UNHS), 1993/4, 1994/5, 1995/6 and 1999/2000.

Census: The last population and housing census was conducted in 2002. Preliminary results on demographics have already been made available but more detailed reports will be published in over the next two years. The 2002 census included an agricultural module and a community questionnaire and a micro and small scale business enterprises (MSE) module.

UDHS

The last UDHS, conducted in 2000/1 covered all districts in the country, except for 4 districts in the north and east due to insecurity. The UDHS provides very detailed information covering relevant areas of the UFNSIP (see table 18).

Table 18: Indicators covered by UDHS 2000/1 relevant to a UFNSIP M&E Framework

SECTION	INDICATORS
Maternal and child health	Childhood immunization
	Childhood illnesses
	Malaria control
	Breastfeeding
	Perceived problems in accessing health care
	Birth registration
Nutritional Status	Nutritional status of children
	Nutritional status of women
	Prevalence of Anaemia
	Vitamin A
HIV/AIDS	Knowledge of HIV/AIDS
	Knowledge of Mother-to-Child transmission
	Knowledge of Symptoms of STIs
	Prevalence of STIs

The UDHS provides a wealth of information for monitoring of intermediary and final outcomes. One of the limitations of the national sample survey is that reliable estimates are only statistically significant for the aggregate four regions in the country and a rural/urban divide. Information about inter-regional differences is lacking. Therefore, a more detailed analysis about specific vulnerable geographical areas and population groups can not be derived from this survey as this would of course ask for a much larger sample fraction. It is understandable that due to resource constraints the current approach has been taken but at the same time it means a lost opportunity

to pinpoint the real weaknesses in health and nutrition security in the country, something that could help the resource allocation process to better target the most needy population groups.

UNHS

The UNHS is also a nation-wide socio-economic survey covering characteristics of households such as education, economic activity status, quality of life (Health), expenditure and income, housing characteristics, loans and credit, and welfare indicators. The UNHS has integrated additional modules into the design upon request from individual ministries. In the latest one a crop and labour modules were incorporated. As with the UDHS, the backdrop of this survey is that the national sample framework of around 10,000 households is used.

Agricultural Census

As the cornerstone of the Uganda economy, the agricultural sector does not have a comprehensive Agricultural Statistical System that provides accurate and timely information for supporting policy formulation, implementation and, monitoring and evaluation of rural development programmes⁵. Current statistics are often estimates and extrapolations based on figures released by the 1999/2000 UNHS, which contained a crop module and/or observations from well-informed officers or key-informants in the field. The latest national data is based on two crop modules that were included in the UNHS of 1995/6 and 1999/2000. The last UNHS included characteristics of local communities such as:

- Access to Markets
- Distance to Markets
- Prices of Agricultural Produce
- Prices of Agricultural Inputs
- Prices of Consumer Goods
- Migration Characteristics
- Access to Social Infrastructure
- Access to Credit Facilities
- Agricultural Characteristics in Rural Areas
- Education and Health Infrastructure

In March 2000, an Integrated Framework for the Development of Agricultural Statistics in Uganda was designed with key partners to address existing data gaps. One of the successful projects that followed the framework was the 'Support to Strengthen Agricultural Statistics Project (SSASP)', funded under a grant from the Royal Government of Norway. This project focuses on capacity building for collecting, processing, analysing, interpreting and disseminating crop and livestock data. This project has further supported the preparations for the undertaking of a new Agricultural Census in 2004. As a matter of fact, SSASP has recently successfully completed the piloting of the Agricultural Census. If the Agricultural Census is part of the priority list of the GoU, the comprehensive Agricultural Census is expected to be implemented in phases from 2004 onwards. This should address one of the biggest areas of weakness in current statistics, and provide ample data for compiling a baseline to monitor progress made under the PMA as well as producing individual performance indicators. Once conducted, the MAAIF and PMA Secretariat would be able to adhere to their respective M&E functions.

Sectoral Ministries

As the PMAU measures the performance of the PEAP in terms of poverty reduction and improved social living standards, line ministries are responsible for monitoring the

⁵From the UBOS website <www.ubos.org>

implementation of their technical programmes, mostly at the level of inputs, processes and outputs. The following paragraphs describe the main ministries involved with food and nutrition monitoring in Uganda.

Ministry of Health:

The Health Sector Strategic Plan (HSSP 2000/1-2004/5) was developed within the framework of the PEAP and the Health Sector Policy and launched in July 2000. It describes the major technical health programmes and support services and their outputs for a 5 year period. The technical health programmes are dedicated to the delivery of the minimum care packages described in the policy, and are one of the major priorities to improve the quality of life, pillar number four under the PEAP.

The HSSP includes a “logical framework” with clearly identified input, process and output indicators for monitoring at national and district level. Indicators include benchmark and target values.

For the purpose of monitoring progress made in the context of the PEAP, three indicators have been agreed on. These are:

- Per capita level (facility type) and age-specific outpatient department utilization.
- Percentage of children under one year with DPT3 immunization according to schedule.
- Proportion of health centres by level with minimum staffing norms.

In total, about 45 indicators are used by technical programmes and districts for detailed monitoring and evaluation of interventions in the sector. Not all of these are relevant to the priority areas identified under the Food and Nutrition Strategy and IP. Please see an overview of relevant indicators in table 19.

Table 19: Selected Monitoring Indicators from HSSP relevant to the UFNSIP M&E Framework

	Category	Indicator	Purpose – what it measures	Baseline value	5-year target
1	Input	% of GoU budget allocated to health sector	Commitment of GoU to health	7.3%	-
2	Process	% of disbursed PHC conditional grant that are expended	Absorption capacity at district level	50%	90%
3	Process	Proportion of districts submitting complete HMIS monthly returns to MoH on time	Management capacity through completeness and timeliness of reporting system	15.6%	60%
4	Process	% of facilities without stock outs of Chloroquine, measles vaccine, ORS and cotrimoxazole	Drug management protocols	29.1%	90%
5	Process	% of population residing within 5 km of a health facility (public, or private not for profit) providing the national minimum health package (NMHCP) by district	Equity and access (implementation of the NMHCP)	47%	75%
6	Output	% of children <1 yr receiving 3 doses of DPT according to schedule by district	Utilization	41.4%	80%
7	Output	Proportion of health centres with at least the minimum staffing norms	Level of staffing implementation of HRD policy	40%	80%
8	Output	Contraceptive Prevalence Rate (CPR)	Utilization	15%	30%
9	Output	% of surveyed population expressing satisfaction with the health services	Quality of service delivery	-	70%
10	Output	Age-sex urban/rural specific HIV seroprevalence rates	HIV infection	6.7% (all)	1.7%
11	Output	Proportional morbidity due to malaria expressed as % of malaria cases over the total OPD attendance per year	Measure of burden of malaria and effectiveness of intervention measures.	20-40%	10-20%

HMIS – Health Management Information System: The most important data management tool in the Ministry of Health is the HMIS that collects data on the health and nutritional status of its citizens from all its health facilities on a monthly basis. The reports generated include the usual information on outpatient attendance, outpatient diagnoses of diseases, maternity, immunization and child health. Data from the districts is compiled at the centre and disseminated through monthly reports. Of particular value to the UFNSIP are the nutrition related indicators:

- Vitamin-A deficiency: supplementation 1st and 2nd round
- Weight of child when receiving measles immunization (9 months)
- Anaemia in mothers and children

CHILD: More specific nutrition information has been collected by the Uganda Nutrition and Early Childhood Development Project (CHILD), supported by WB, which was designed to address the poor health and nutrition status in Uganda, especially among children. In 2000 a baseline survey was conducted to establish the baseline household characteristics and the health status of children under six years of age. The baseline covered five districts in Eastern Uganda, and is part of the impact assessment of the project. CHILD operates from 1999 and has covered 25 out of total of the 56 districts. The survey covered areas such as food production and consumption, water and sanitation utilities, nutrition practise, child-care, knowledge and practises and finally anthropometric data. The results of the most common anthropometric measurements (stunting, wasting, underweight) were in line with results from the 1995 UDHS.

In 2003, a final resurvey was conducted in the same five districts to evaluate the effects of the CHILD project. Preliminary results show significant improvements in socio-economic conditions in the districts covering both project and non-project areas over the three year period. The report states that improvements are reflected in employment levels, household incomes, food production and consumption, access to safe water, childcare practices and childhood nutrition. Worth mentioning is that general nutrition indicators decreased in both the project areas as well as non-project areas. Overall, the decline in chronic malnutrition rates was from 39.7% in the baseline to 36.5%. As this survey focuses on the eastern part of the country, which has specific food security problems in the past years, this could indicate that other regions in the country have experienced a similar increase in nutrition status although of course this can not be substantiated with evidence.

HIV/AIDS: MoH also produces annual surveillance reports on the incidence of HIV/AIDS in the country. MoH works closely with the Uganda AIDS Commission, which (UAC) was established, by Statute of Parliament, in 1992 under the Office of the President, to ensure a focused and harmonized response.

MAAIF:

The MAAIF receives direct policy directions from its Agricultural Policy and increasingly from the Plan for Modernization of Agriculture or PMA. MAAIF's functions are currently reviewed and may shift away from traditional commodity cum functional orientation (crop, livestock, fisheries production, protection from pests and diseases, farm development) to new emphasis on policy and planning, agricultural promotion and agricultural regulatory and quality improvement services, including agricultural export development initiatives, within the framework of export agriculture and global competitiveness.

It would advisable if agricultural statistics would also get a boost under the new arrangements. At present, MAAIF provides an annual bulletin providing information on:

- traditional cash and non-traditional cash crops production for the country

- main food crop acreage and production, totals at country level
- livestock production per main specie
- fish catch by water body in metric tons and value (Ug Shs.)

It is evident that the proposed Agricultural Census for 2004 is overdue, not in the least to provide reliable information for prioritizing and monitoring the actions under the PMA and UFNSIP.

MAAIF also hosts a Food Security and Early Warning Unit that works closely with OPM and key partners such as WFP, FEWS-NET under a so-called FSEW and VA Forum. This unit is tasked to monitor the agricultural production through conducting pre- and post- harvest crop assessment missions. Although set up with donor funding years ago, the current unit has limited resources at its disposal. Therefore, field work is limited to interviews with key informants. Most of the monitoring and publishing of regular EW-bulletins is left to FEWS-NET and WFP.

OPM:

As the main administrative body responsible for coordination among all ministries, OPM and its Department of Disaster Preparedness are coordinating the emergency response in Uganda. As part of their work, OPM leads an informal group of government and non-government partners involved with food security surveillance. The informal group focuses on Food Security Early Warning and Vulnerability Assessments. Important partners are FEWS-NET, WFP-VAM, UNHCR, Oxfam, SCF-UK, etc.

The role of the Local Government:

The GoU has developed three major programmes that aim to facilitate the decentralization process. All three programmes are related to the Poverty Action Fund (PAF), the main PEAP fund for addressing poverty in the districts. They are:

1. Local Government Development Programme (LGDP), which comprises of a Local Development Grant (LDG), where the district can decide what activities to support, and a Capacity Building Grant (CBG), aimed to build capacity of local government officials to utilize the LDG properly.
2. Fiscal Decentralization Strategy; aiming at a gradual transfer of fiscal autonomy for the LGs, and
3. Local Government Restructuring Programme: to review and standardize staff structures at district and sub-council level based on the new responsibilities for the LG.

So far, progress has been made but problems are encountered. The 2003 Poverty Status Report is frank about the constraints, to mention the most important:

- An overemphasis on LGs accountability towards central level rather than to its lower government structures. Example: Most capacity building is making sure that central programmes (SWAPs) are implemented well. It evades local political process and undermines the policy of decentralization.
- Unfair reliance of LG on central funds. Most grants from centre remain conditional. This has prevented financing of local problems but has also overburdened the LG with reporting, accounting and monitoring functions (!) LGs fail to raise substantive local taxes, so generate and control only a small portion of their budget
- Studies say that decentralization not automatically means participation. For example women saw the lower government structures favouring men and better off community members.

- LGDP allocation formulae were not poverty focused, so poor LGs with extra problems did not receive extra funding.

The decentralization process is based on the assumption that local government is more familiar with the local situation and therefore better able to design targeted interventions. It is therefore encouraging to note that in 2002/3 UBOS has started in 13 districts to help the district administrations in conducting so-called District Data Needs Assessment Studies, which is expected to improve the quality of district development plans. This initiative should clearly be extended to all districts if the decentralization process should indeed address local needs. Such a DNAS should clearly incorporate a selected small number of indicators to allow monitoring of the local food and nutrition security situation. UBOS also anticipates to assist district councils with the preparation of District Statistical Action Plans (DSAP).

Furthermore it is encouraging to see that participation of the local community has been taken seriously, at least on paper. The district plan has a dedicated Community Mobilization Strategy worked out which is set to enable communities to understand government policies and programmes, promote the implementation of these programmes and empower communities to manage and sustain the programmes. So, a Community Mobilization and Empowerment (CME) function has been revitalized and the position of a Community Development Worker (CDW) has been set up in the LG structure as core mobilizers and facilitators for the information flow. The key challenge that remains is a funding mechanism for the CME function that allows 2 CDWs per sub-county! Otherwise, the CDW seems very appropriate to promote multi-sectoral linkages in local government planning process and ensure participation of community representatives in identifying their priorities, planning and monitoring (!) the effective use of resources available at their level. If implemented properly, the CDW could clearly play a coordinating role in the implementation of the UFNSIP and the monitoring of its results.

UNICEF presents a good example of following a decentralized approach for implementing their country programme. Their decentralized approach covers the administrative levels of district, sub-county, and parish. At the (local) top, the programme works through District Implementation Teams⁶, coordinating activities, whereas the Parish Development Committees (PDCs) are designated for creation of demand. The PDCs could also be used for participatory M&E, although UNICEF has not had any experience with this yet.

Non-Government Agencies

Non-government agencies play an important role in the field of Food and Nutrition. Most of these agencies are operating in the field of emergency response, providing much-needed assistance to victims of insecurity. During my mission I was not able to visit and interview all relevant agencies due to time constraints. The type of surveys that agencies, among them UNHCR, OXFAM, and a number of NGOs conduct are mostly food and nutrition assessments. Monitoring generally focus on output levels, that is to assess if food actually has reached beneficiaries. Please find below descriptions of major players UN agencies, which make pertinent contributions to the development of the M&E framework of the UFNSIP.

UNICEF

UNICEF is a key actor with a strong focus of their country programme on the health and nutritional status of mother and child. UNICEF's country programme covers about half of the country.

⁶ All line ministries concerned with social development are represented in these District Implementation Teams.

In 2001, UNICEF commissioned a multiple indicator base line study and covered 26 pre-selected districts of focus for its Country Programme 2001-2005. The baseline study was primarily conducted to provide a point of reference to measure the progress of implementation of the GoU-UNICEF Country Programme, but also to provide information for use in advocacy, mobilization and communication strategies in the UNICEF Country Programme.

The baseline study has produced a lot of detailed information, relevant to the FNSIP, although it covers only 26 districts out of a total of 59 for the whole country. But, as the focus of their country programme is directed towards the most vulnerable districts, the results are very useful, especially in combination with the UDHS 2000/1. For a detailed reading of relevant indicators of the UNICEF baseline relevant to the FNSIP please see Annex 1.

UNICEF further conducts ad-hoc nutrition assessments in emergency areas, in close collaboration with MoH and others such as WFP. Interestingly enough, UNICEF only recently completed a “Key Family Care Practices Survey”, that covered a total of 8 districts.

WFP

As one of the most important agencies involved with the response to the humanitarian crisis, WFP conducts regular surveys to assess the status of specific vulnerable groups such as Internally Displaced People (IDPs) and refugees. WFP’s country programme focuses on insecure districts in the north of Uganda, caused by insurgencies by the Lords Resistance Army (LRA). Other areas for assistance are districts in the North-East (Karamoja) and the west, to assist refugees from neighbouring DRC. On a regular basis, WFP conducts food requirements or food needs studies, which helps them to optimise the outreach of their food assistance programmes, as well as assist in assessing future needs for food commodities that form the core of the funding requests to donors.

WFP, recently collaborated with UNICEF and MoH in Karamoja region in the conduct of a nutrition study. The WFP-VAM unit works closely with partners like FEWS-NET and brings out a monthly joint-newsletter on food security and vulnerability in Uganda. This newsletter has taken over the traditional EW bulletins produced by FSEW unit in MAAIF earlier.

SCF-UK

SCF-UK has worked in Uganda since the 1950s. The main focus of work is with marginalized and vulnerable children. SCF-UK implements programmes in Health, Social Protection, Food Security and HIV/AIDS to make children’s Right a reality. The programmes, that are implemented separately, operate in the following districts: Kampala, Kasese, Arua, Masaka, Gulu, Hoima, Moyo, Adjumani and Yumbe.

The biggest contribution of SCF-UK in Uganda has been the promotion of the adoption of the Household Food Economy Approach (HFEA) among key stakeholders as an early warning and food security analysis tool in the development of more effective mechanisms for monitoring, assessment and response to food security crisis. Training in HFEA has been provided at different stages during the programme. The development of specific Food Economy Zones in Uganda , specifying prevalent economic functions and peoples’ coping mechanisms, has proven critical in enhancing the FSEW system. It has enabled the identification of a small but critical set of national and sub-national early warning indicators, among others.

An exercise SCF-UK currently undertaking is the development of so-called livelihoods maps. Currently, maps for about 15 districts are available. It is hoped that by mid-next year the entire country has been covered. Once made available, this would form the backbone of the FSEW

system in Uganda, as these maps with corresponding profiles, will be able to identify the vulnerable population groups, assess the root causes of food insecurity and vulnerability as the livelihoods maps and profiles include a description of natural, financial and human assets.

5.4 M&E Framework of the UFNSIP

Problems identified with existing data sets

As can be derived from the description in this report on food and nutrition data in Uganda, a lot of relevant data sets are available. General shortcomings for use in a comprehensive and detailed food and nutrition database and construction of a FN baseline are:

1. A number of important data sets (UDHS, UNHS) are based on samples which can not, statistically, be disaggregated to the district level.
2. Relevant data sets are not automatically compatible, as HMIS data collection is facility based, whereas sample framework of the UDHS and UNHS uses administrative boundaries.
3. Not all stakeholders make use of the same definitions in survey design, making it difficult to compare results. This is the result from a lack of coordination, and different mandates.
4. Baseline and ad-hoc surveys focus on geographical areas affected by insecurity and drought and excludes other regions such as the western and central regions, which has also showed high incidences of chronic food insecurity and under-nutrition. In-depth studies to explain the high levels of stunting in these parts of the country not directly affected by insecurity are lacking.
5. There is no central place (one-stop-shop) with comprehensive database, to access relevant food and nutrition data sets, including information generated by UN-agencies, donors, NGOs and CSOs.
6. One of the most serious shortcomings is the lack of reliable performance indicators of the different food economies in Uganda. In addition, more information is needed on household food consumption patterns, nutritional quality of diets, intra-household food distribution, food preferences and child care practices.

Establishing a Food and Nutrition Baseline

One of the aims of the M&E framework is to create a baseline based on available data sources. The following information sources are essential:

- Census (incl. crop module) 2002
- UDHS (incl. crop module) 2000/1
- UNHS 1999/2000
- HMIS Annual Reports 2001/2
- UNICEF Baseline report 2001
- CHILD Baseline report 2000

Although not all data sources are from the same year a common database could retroactively be put together for the year 2000/1. Alternatively, another baseline could be assembled for the year 1991, which would include better representation of agricultural information, but lacks sub-national data on health and nutrition:

- Census 1991
- Agricultural Census 1991
- UDHS 1988/9

An interesting feature about the second option would be the inclusion of poverty maps, which are currently prepared by UBOS based on the 1991 Census, with financial and technical support from the WB. Based on the identified datasets, a minimum data requirement for the creation of a baseline can be made

The following table provides a summary of the main responsibilities assigned to key agencies by type of data collection and level of monitoring. This table provides the core of the multi-sectoral UFNSIP M&E framework (Table 20). Please note that the roles and responsibilities are in line with the 2002 PMES, laid out earlier in this report.

Table 20: Performance Monitoring of the UFNSIP: Responsibilities by Methods of Data Collection⁷

Levels of Monitoring	Methods of data collection	Responsibility	Frequency	Output
Final outcomes (impact)	<ul style="list-style-type: none"> • Population Census • UDHS • Ag Census (new!!) • Impact studies 	<ul style="list-style-type: none"> • MFPED • PMAU • UBOS 	10 years 5 years	<ul style="list-style-type: none"> • Impact assessment reports • Food Insecurity and Vulnerability Baseline Report
Intermediate outcomes and processes	<ul style="list-style-type: none"> • UNHS • PPAs • Health (HIV/AIDS), Agricultural, Food and Nutrition surveys and censuses# • National Service Delivery & Integrity Surveys 	<ul style="list-style-type: none"> • PMAU • UBOS • Aids Comm. • UHRC • PMA Secr. • FN Council 	Bi-annually	<ul style="list-style-type: none"> • Service delivery Survey reports • Beneficiary assessment reports • PPA thematic reports • Special Survey reports • Poverty Status reports
Outputs	<ul style="list-style-type: none"> • Sectoral MIS • District MIS • Disaster Response MIS • Field visits 	<ul style="list-style-type: none"> • MAAIF • MoH • MLWE • LG 	Annually Quarterly	<ul style="list-style-type: none"> • Quarterly/Annual Sectoral Reports • Budget Framework papers
Inputs	<ul style="list-style-type: none"> • Administrative records • Public Expenditure tracking studies 	<ul style="list-style-type: none"> • MAAIF • MoH • MLWE • LG 	Quarterly Annually	<ul style="list-style-type: none"> • Quarterly/Annual reports

special studies, initiated by PMA Secretariat and FN Council (new!!) and ad-hoc studies conducted by UN agencies, donors, NGOs and CSOs.

Information Needs

1. The critical data gap for monitoring food and nutrition security in Uganda as well as performance monitoring is agricultural statistics. It is recommended that the Agricultural Census will be implemented as scheduled in phases starting from 2004.
2. Another data gap exists in the regular food and nutrition monitoring of the regions not affected by drought and insecurity, although high levels of stunting have been observed.

⁷ Adapted from Poverty Monitoring and Evaluation Strategy, p. 10

Further studies need to be undertaken to investigate the underlying causes.

3. It is crucial that the livelihood maps and profiles currently prepared by SCF-UK are completed and integrated in the analytical framework for performance and early warning monitoring.

Roles and Responsibilities

1. With the proposed establishment of the UFNC as legal entity, and responsible body for coordinating the multi-sectoral implementation of the FN Policy and FNSI at national level, it is crucial that the UFNC takes on the overall coordination of the M&E functions under the UFNSIP. Among the tasks are:
 - Commissioning of special studies in areas where information is lacking.
 - Promotion of research among universities and research councils in the relevant priority areas of food and nutrition,
2. Under the current PMES review, the PMAU- MFPED is asked to consider incorporating a few topics on care practices such as child care, feeding practices, food preparation, eating habits, intra-household distribution, into the PPA, as limited knowledge is available.
3. The PMA Secretariat is requested to complete the current review of their M&E framework and decide on a small number of performance indicators instead with clear targets and benchmarks. The PMA Secretariat needs to work very closely with FN Council to select special studies is requested and will remain responsible for the collection of data at intermediate outcome level.
4. It is recommended that the Uganda Human Rights Commission takes an active role in the monitoring of ensuring people's Right to food and nutrition and the Rights of Children, in Uganda. There is a clear task for the UHRC to assist the FN Council when peoples' rights are violated.

Information sharing arrangements and mechanisms,

1. The UFNC should negotiate and sign agreements (MoUs) with data collecting agencies, as proposed under the M&E framework to make sure that information is made available.
2. The UFNC needs to involve itself with the review of the current PMES under the PMAU, to advance the cause of food and nutrition indicators as useful poverty outcome indicators.
3. The UFNC needs to become a partner in existing networks or working groups such as the informal forum on FSEW and VA.
4. The UFNC should advance the cause of establishing a FN baseline in Uganda, as described in this report.
5. The Informal Forum on Food Security, Early Warning and Vulnerability Assessments needs to raise its profile. In particular, this forum could be used as an existing institutional arrangement for exchange of information, and establishing a FN baseline and selecting key EW indicators.

M&E capacity building needs

1. It is recommended that the post of a dedicated M&E officer will be created under the FN Council. The M&E officer would set up a reporting mechanism for the relevant data collectors at central and decentralized level. The M&E officer would work closely with key partners to optimise the division of labour between the agencies, and avoid duplication.
2. As the Local Government is the focus for implementation of UFNSIP, the existing programmes for training to district staff of administrative functions such as accounting, should receive full support. Without the extra support it is not likely that LGs will be able to monitor performance of inputs, outputs and processes (Killer Assumption).
3. It would be opportune to train local staff to conduct participatory M&E with community members and/or representatives (focus group discussions and key informant interviews). Pilot exercises to conduct participatory M&E exercises could be conducted under UNICEF's existing country programme.

Linking Monitoring Results to Follow-up Actions.

1. The main responsibility is for linking monitoring results to follow-up action rests with the UFNC, as main national coordinating body with the task to promote food and nutrition security at all levels. Awareness campaigns are essential for success at all levels. In particular, the Council is requested to focus attention on the following different user groups:
 - Decision-makers in Uganda such as Ministers, Permanent Secretaries, MPs, District Councillors, etc.
 - Key partners responsible for the collection, management, analysis and dissemination of FN information.
 - Researchers
 - Common people, who stand to gain the most from improved access to health care sanitation, clean water, and better care practices, hygiene and balanced diets.
2. Special attention needs to be given to the involvement of local administrations, NGOs, CSOs in the implementation and monitoring of the UFNSIP. They are crucial for communication with and for receiving feed-back from ultimate beneficiaries, which would allow us to regularly update the strategy.