



Examining the Impact of Agricultural Commercialization in the Local Economic Development for Socio-economic Transformation in Uganda (Volume 1)

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ACRONYMS AND ABBREVIATIONS

ABPR	Annual Budget Performance Reports
ACF	Agriculture Credit Facility
ASSP	Agriculture Sector Strategic Policy
ATAAS	Agricultural Technology and Agribusiness Advisory Services
CDO	Cotton Development Authority
DDA	Dairy Development Authority
EPRC	Economic Policy Research Centre
FIEFOC	Farm Income Enhancement and Forestry Conservation
GoU	Government of Uganda
Ha	Hectare
ISO	Internal Security Organization
LED	Local Economic Development
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MATIP	Markets and Agricultural Trade Improvement Programme
MCM	Million Cubic Meters
MPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MT	Metric Tonnes
NAADS	National Agriculture Advisory Services
NDP	National Development Plan
NEC	National Enterprise Corporation
NOPP	National Oil Palm Project
NSDS	National Service Delivery Survey
OPM	Office of the Prime Minister
OVOP	One Village One Product
OWC	Operation Wealth Creation
PCR	Project Completion Report
PEAP	Poverty Eradication Action Plan
PPP	Public Private Partnerships
SAP	Structural Adjustment Programme
TOC	Theory of Change
UBOS	Uganda Bureau of Statistics
UCDA	Uganda Coffee Development Authority
UCDO	Uganda Cotton Development Organization
UNHS	Uganda National Household Survey
VODP	Vegetable Oil Development Project
WfP	Water for Production
WHT	Withholding Tax

EXECUTIVE SUMMARY

Background

This is an assessment of the impact of agricultural commercialization in the local economic development (LED) for socio-economic transformation in Uganda. The objective was to evaluate the performance of programmes/projects aimed at fostering agricultural commercialization in Uganda during the period 2010 to 2021.

Uganda's backbone is agriculture that employs majority of the population. Socio-economic transformation to take root, therefore, would entail development of the agriculture sector. To that effect, one of the 20 programmes under the third National Development Plan is Agro-industrialization. The Agro-industrialisation Programme aims at addressing the dominant subsistence sector by increasing commercialisation and competitiveness of agricultural production and agro processing. It was deemed necessary to assess the agriculture commercialization which is a part of the structural transformation and diversification of agriculture.

Methodology

The value chain framework was used to identify the projects and interventions that were relevant to the achievement of the Agricultural Commercialization result. A total of 100 projects implemented between 2010 and 2021 were reviewed. Data was sourced primarily from secondary sources. The main challenge was the incomplete project information as some outcome and output targets were inadequate.

Project characteristics

A half (50 projects) were in the crop sub-sector followed by support services. By June 2022, 58 projects were still ongoing while four had stalled. Most of the ongoing projects targeted production and productivity while the least were geared towards aggregation, bulking and storage. In terms of location, 65 projects (65%) were country wide interventions, leaving the balance with local economic development focus.

Key Findings

Impacts

Overall efforts towards agriculture commercialization, achieved minimally by 2020, as 39 percent of households (3.5 million) were in the subsistence economy, of which 62 percent were engaged mainly in subsistence agriculture. According to the Uganda National Household survey 2019/20, subsistence farming households reduced from 2,042,000 (24% of total households) in 2016/17 to 1,981,000 (22.2%). In terms of local economic development, impact was also minimal since most projects were country wide interventions and the LED focused projects under-performed. Additionally, although the poverty trends among rural households have declined, they are still above the national average.

In addition to socio-economic transformation, agriculture commercialization was aimed at increasing production and productivity; agriculture exports especially those processed; and the share of agricultural produce marketed. For all the crops, production persistently fluctuated over the years, with no steady increase, an undesirable phenomenon for commercialization. The increased production has been attributed largely to increased acreage

under crop rather than productivity gains. In terms of exports, the value of agricultural commodities more than trebled between 2010 and 2021. The average annual export values were highest for coffee; fish and its products, sugar, tea, and maize respectively. However, the unit values of agriculture exports had not improved as Uganda was still exporting raw materials, so growth in export values was a result of increased volumes. On the other hand, there was no indication of reductions in importation of agricultural products. The import values for all agricultural products in 2021 were far higher than those recorded in 2010. This was especially the case for vegetable products, animals, beverages, fats and oil.

Project performance

Cumulatively over the FYs 2009/10- 2020/21 a total of Ug shs 7,661billion (bn) was expended, of which Ug shs 4,194.57bn (55%) was government financing. Both government and external financing has been heavily directed towards recurrent activities with a focus on project operational costs. This financing mix could not facilitate effective and sustainable agricultural commercialization.

Seventy-five percent of the projects had fair performance while only 11 performed well. Majority of the fairly performing projects (68%) were country wide interventions. The good performance was mainly in the crop sub-sector and with coffee, maize, beans and tea in particular. The contribution of projects to attainment of agriculture commercialization objectives were also aligned to levels of investment. The projects under production and productivity interventions contributed most to agriculture commercialization, while those in processing and marketing contributed least. The agro-processing projects were poorly implemented because of underfunding and poor coordination. For example, there were non-functional value addition facilities in Western Uganda (Kyegegwa, Kasese, Kitagendwa, Kamwenge, Kyenjojo, Bundibugyo and Fort Portal districts) due to lack of electricity.

Five LED projects (14%) had good performance, some of which included the Goat Export Project in Sembabule, and the National Enterprise Corporation (NEC) farms in Gomba and Kyankwanzi districts. Seventeen percent of the LED projects performed poorly mainly due to selection of inappropriate agriculture enterprises. Compliance with the requirements of the different agro ecological zones averaged 66%, with 34% of the farmers receiving project enterprises that cannot thrive in their agro ecological zones. The most affected areas were Karamoja, the para savannahs in north Bunyoro and the Lake Victoria Crescent where half of the technologies, and interventions received were inconsistent with what thrives best in those agro-ecological zones. However, in cases where appropriate projects were implemented performance was good. For example, the Vegetable Oil Development Project in Kalangala, and the National Oil Palm Project in Teso had transformed livelihoods.

Key constraints to agriculture commercialization

Poor planning and budgeting was the predominant constraint to agricultural commercialization projects followed by weak implementation, the impact of climate change, and the COVID-19 pandemic in that order.

Poor planning and budgeting of interventions manifested in the form of poor prioritization, duplication of interventions, poor absorption of the availed financing, implementation of projects without feasibility studies, delayed completion of Resettlement Action Plans, and high dependence on rainfall. Weak implementation was due to procurement delays, persistent

human resource shortages, low capacity of contractors, and poor quality technologies and other inputs distributed. On the other hand, the climate change effects, manifested as persistent drought, effects of flooding during the heavy rainy seasons, and prevalent/high incidence of pests and diseases for both crops and livestock.

Conclusion

The Government has shown some intent to foster agricultural commercialization. The policy framework that created an enabling environment is in place, and funding has been provided. However, most funds were recurrent expenditures, and were focused on the lower level of commercialization, covering production and productivity-related interventions. The poor planning, coordination and implementation saw most projects performing only fairly.

To that effect, despite the heavy investment in production and productivity enhancement, outcomes have been sub-optimal. Except for beans and maize, the production levels for most crops have not exhibited very significant increments. On the other hand, all crops have persistently suffered fluctuations in production volumes which is undesirable for sustainable commercialization. The low production improvements have been exacerbated by the limited agro-processing and marketing facilities and services. High post-harvest losses were common in many regions of the country due to a lack of storage facilities and proper post-harvest handling practices. This has limited the earnings and export growth potential of most agricultural produce. The country continued to sell raw materials and imported some of those exports as processed goods at premium prices.

The Government has not attained agricultural commercialization and local economic development.

Recommendations

1. The National Planning Authority (NPA) with relevant stakeholders should formulate comprehensive commodity-specific programmes along the agricultural commercialization value chain. These should be for a few commodities based on the zoning approach. The existing projects for agricultural commercialization should then be reviewed for relevance within the designed commodity programmes.
2. The Development Committee, Ministry of Finance, Planning and Economic Development, (MFPED) should terminate all projects found to be irrelevant to the comprehensive commodity –specific programmes.
3. The MFPED and the Programme Secretariats should prioritize funding for the formulated commodity programmes. The MFPED should guide in the appropriate balancing of funding between recurrent activities and capital investments.
4. The Government through the Public-Private Partnerships Unit should critically review the role of government in agricultural commercialization. The private sector should be supported to drive the agenda, while the government takes on strategic public investments along the value chain.
5. The Apex Forum (Office of the President) and the Delivery Unit (Office of the Prime Minister) should critically follow up on the implementation of the designed commodity programmes for enhanced effectiveness.

1.0 INTRODUCTION

1.1 Background

An assessment titled *“Examining the Impact of Agricultural Commercialization in the Local Economic Development for Socio-economic Transformation in Uganda”* was undertaken by the Budget Monitoring and Accountability Unit (BMAU) in the Ministry of Finance, Planning and Economic Development (MFPED), to contribute to a multi-sectoral study involving several public sector institutions. This is a report of the key findings and lessons of the impact evaluation.

The Evaluation was commissioned by the Office of the President (OP) in November 2022 to inform decision-making by the Public Policy Executive Oversight Forum (APEX Platform) meeting in March 2023. The APEX Platform is a reform convened by the Office of the President as a high-level Oversight Forum for Uptake, Learning and Executive Decision Making to foster Transparency, Accountability and the Promotion of Good Governance Practices in the delivery of Services to the Citizens.

1.2 Evaluation Objectives

The main objective was to evaluate the performance of programmes/projects/interventions aimed at fostering agricultural commercialization in Uganda during the period 2010 to 2021 and their influence on socioeconomic transformation.

Specific objectives were:

1. Develop a complete list of the programmes and projects that were implemented by the public sector since 2010 to promote the commercialization of agriculture in Uganda. These included complementary services for promoting agricultural commercialization such as markets, and rural roads; as well as those targeting small and large-scale farmers.
2. Analyse the financial and physical performance of the programmes/projects and interventions aimed at agricultural commercialization since 2010.
3. Analyse the key successes and challenges of the key interventions.
4. Derive policy recommendations for effective implementation of current and future interventions to contribute to the Agro-Industrialization Programme outputs and outcomes.

1.3 Key Evaluation Questions

1. Which programs/ projects/interventions (in-terms of objectives and timeframes) were funded under Agricultural Commercialization from 2010 to 2021?
2. What was the budget and physical performance for each of the above programs/projects from 2010 to 2021?
3. What is the country’s progress in-terms of using; improved seed, planting and breeding material, modern agricultural equipment, increased use of water for production, provision of extension services, improved storage and post-harvest management?

4. What were the successes and challenges/failures identified in the various reviews or budget performance monitoring reports regarding the implementation of the above interventions?
5. From the Ministry's perspective, what are the constraints for Agriculture Commercialization of the country in general? What are we doing right? And what are we not doing right?
6. Recommendations to further improve Agricultural Commercialization and contribute meaningfully to the Agro-Industrialisation Agenda.
7. Which previous interventions or practices (before 2010) have impacted the Commercialization of Agriculture?

1.4 Definition of key concepts

Agricultural Commercialization

Commercialization is a part of the structural transformation and diversification of agriculture. At the early stages of development, most farms are subsistent and specialized in producing one or several food staples (*Barrett, 2007; Emran and Shilpi, 2008*). In the absence of markets and with the perceived high price and yield risks, the aim of food self-sufficiency at the household level dominates. An increase in the extent of the market and increased household human capital leads to higher and less volatile prices for non-staple crops, inducing farmers to allocate some land to these crops.

Agricultural commercialization occurs when the agricultural sector increasingly relies on the market for the sale of produce and the acquisition of production inputs and labour. It involves a gradual transformation of the economy from one where the majority of the population lives in rural areas and predominantly depends directly or indirectly on semi-subsistence agriculture to one where the majority of the population lives in urban areas and depends on employment in manufacturing or service industries for the major part of their livelihood¹. Agricultural commercialization occurs at two levels: a) smallholder farmers, b) medium and large-scale farms that mostly produce commercial volumes for the market.

Local Economic Development

The National Local Economic Development Policy of 2014², defines Local Economic Development as a process through which local governments, the private sector and communities form partnerships to mobilize, manage and invest resources effectively into economic ventures to stimulate the development and growth of their locality. Local governments are right at the centre of all social and economic development initiatives and therefore, must influence the structure and direction of their local economies if the country is to achieve its goal of increasing household incomes and improving the quality of life of Ugandans.

¹ Colin Poulton, 2017. Institute of Development Studies

² MOLG, 2014.

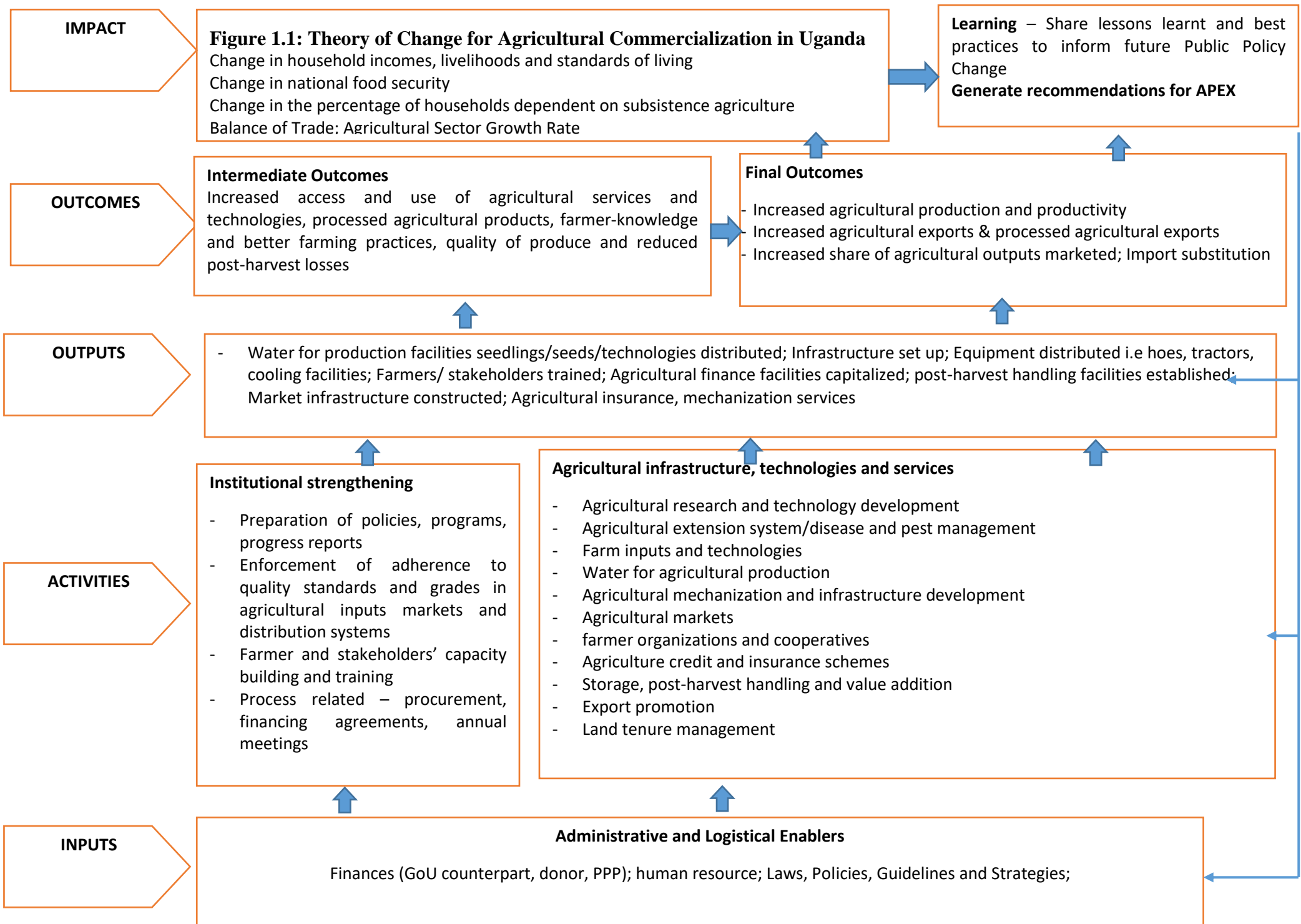
1.5 Theory of Change

The Theory of Change (TOC) for this evaluation is presented in Figure 1.1. The evaluation examines the inputs and resources that were disbursed to different projects and interventions to promote agricultural commercialization in the country. Several activities were implemented by stakeholder institutions in the sector to provide agricultural infrastructure, technologies and services. To enhance the capacity of sector institutions to implement the interventions, institutional strengthening was undertaken and this is an area of analysis in this study.

Contracting and procurement processes were implemented to deliver key outputs like infrastructure and delivery of key inputs and equipment to farmers. It was planned that these outputs would result in key outcomes and impacts such as increased access to services and the growth of the economy. The Theory of Change was developed through a consultative process with key sector players, led by the Office of the President.

Key assumptions for the Theory of Change:

- i.) Adequate financing and human resource
- ii.) Strategic coordination for improved service delivery.
- iii.) Effective Institutional coordination and collaboration of Agriculture Sector Players
- iv.) Effective mechanisms for monitoring, evaluation and oversight
- v.) Availability of markets for agriculture products
- vi.) Favourable weather conditions



1.6 Methodology

1.6.1 Evaluation Scope

The evaluation was guided by the following scope:

Evaluation period

The primary focus was on the period 2010 to 2021, with light information gathering about the policy reforms implemented prior to 2010.

Commercialization interventions

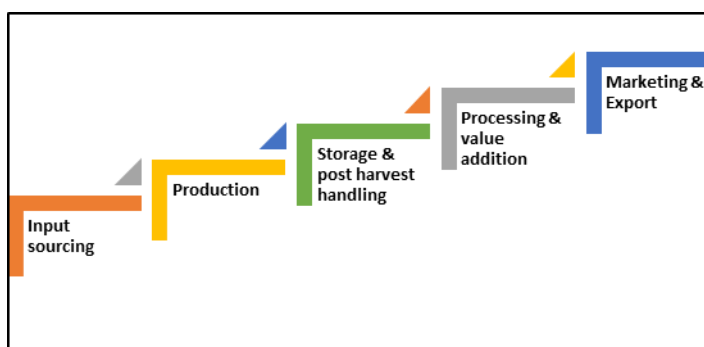
Reviewed flagship projects and interventions that were implemented under the National Development Plans (NDPI 2020/11-2014/15; NDPII 2015/16 – 2019/20; NDPIII 2020/21-2024/25), Public Investment Plans (PIPs); Ministerial Policy Statements (MPS); Ministries, Departments and Agencies (MDAs) and Local Governments (LGs) operating in the Agriculture Sector and Agro-Industrialization Programme.

The framework of project identification

The value chain framework was used to identify the projects and interventions that were relevant to the achievement of the Agricultural Commercialization result. The term “**value chain**” refers to the process in which businesses receive raw materials, add value to them through production, manufacturing and other processes to create a finished product, and then sell the finished product to consumers.

Figure 1.2: Agricultural Value Chain

The agricultural value chain is the integrated range of goods and services necessary for an agricultural product to move from the producer to the final consumer. **Figure 1.2** illustrates the agricultural value chain in Uganda.



1.6.2 Data Collection

This review employed quantitative and qualitative methods to generate relevant data for the assessment.

Quantitative methods included extraction and synthesis of relevant data from the BMAU monitoring reports, MFPED and MDA annual progress and performance reports, and household survey reports. Annexe 1 presents the Data Collection Tool.

Qualitative methods included key informant interviews with Agriculture Commercialization policy or program makers, managers and implementers in government.

Data sources: Data was sourced primarily from secondary data sources, with limited primary data. Key data sources included among others:

- BMAU monitoring reports
- Bank of Uganda
- Both Government of Uganda and donor-funded projects for the period 2010 to 2021 for MDAs
- MFPED (Integrated Financial Management System (IFMS), Annual Budget Performance Reports, Integrated Programme Based System, Approved Estimates) Budget numbers
- Ministry of Agriculture, Animal Industry and Fisheries reports
- National Planning Authority (NPA)- National Development plans
- Uganda Bureau of Statistics (UBOS) Reports – Uganda National Household Surveys (UNHS) 2009/10 to 2019/20; Annual Agriculture Surveys. UDHS; National Service Delivery Survey (NSDS); Population Census; Population Reports; Panel Survey Reports
- Ministry of Local Government (MoLG)
- Ministry of Trade, Industry and Cooperatives
- Ministry of Water and Environment
- Development Partners (Aide Memoires)

1.6.3 Data Analysis

Quantitative data: Analysis of the quantitative data involved synthesizing and calculating percentages, averages, and other forms of descriptive statistics including cross-tabulations on a specific outcome and other key variables got from secondary sources (existing documents). Quantitative data analysis employed advanced excel tools to aid interpretation. Comparative analysis was done using percentages, averages, and cross-tabulations of the outputs/interventions; intermediate outcome indicators and overall scores.

Qualitative data: Qualitative data was examined and classified in terms of constructs, themes or patterns to explain events among the beneficiaries (interpretation analysis) and reflective analysis where the teams will provide an objective interpretation of the field events.

1.6.4 Personnel

The assignment was undertaken by a core team of 11 evaluators drawn from BMAU; the full list of evaluators is presented in Annex 2.

1.6.5 Quality control

This was done through the triangulation of information from different sources. In addition, peer reviews within BMAU also improved the quality of work.

1.6.6 Limitations

1. Inadequate time to enable the team to collect primary data to complement the secondary data.
2. Inadequate information. The outcome and output targets were inadequate, which made assessment difficult for some projects. Some projects were not monitored by BMAU and accessing progress reports from MDAs was difficult, especially for already closed projects. Additionally, there was incomplete information on the IFMS on donor financing.

2.0 EVALUATION FINDINGS

2.0 Introduction

These evaluation findings are based on an assessment of one hundred projects (100) of which four stalled (**Table 2.1**).

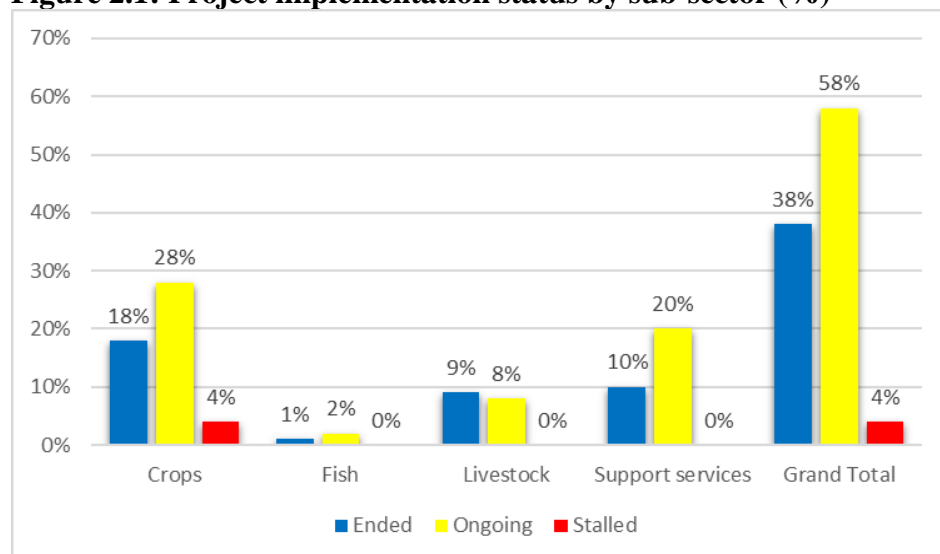
Table 2.1: Projects assessed for Agricultural Commercialization for Local Economic Development (No)

Sub-sector	Ended	Ongoing	Stalled	Grand Total
Crops	18	28	4	50
Fish	1	2		3
Livestock	9	8		17
Support services	10	20		30
Grand total	38	58	4	100

Source: Project Profiles and Reports

As of July 2022, 38% of the projects assessed had ended, while 4% of the projects had stalled with the rest ongoing. The projects in the crops sub-sector dominated the ongoing category, with those under the fish sub-sector lagging (**Figure 2.1**). Similarly, the crops sub-sector dominated the category of stalled projects. These however varied along the value chain with each value chain stage recording 2% of the projects reviewed for agricultural commercialization for Local Economic Development (**Figure 2.2**).

Figure 2.1: Project implementation status by sub-sector (%)



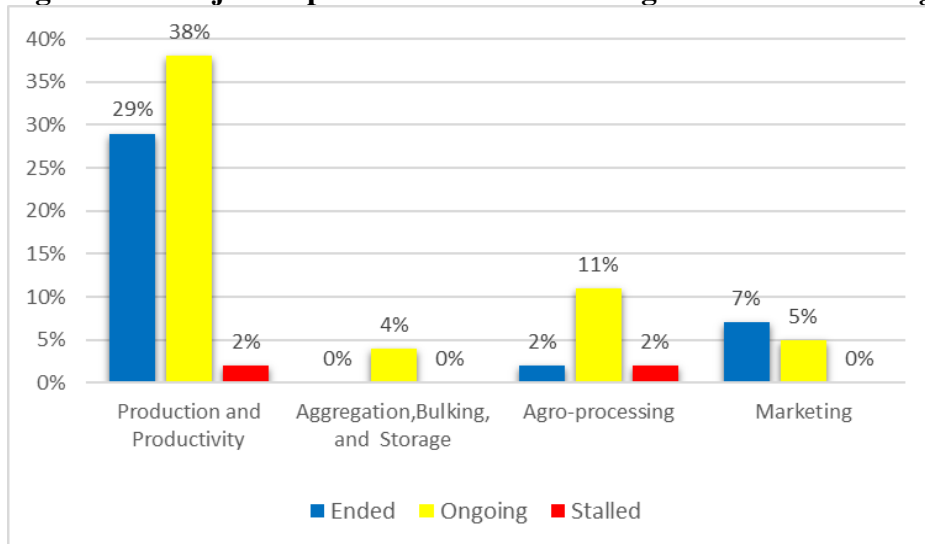
Source: Project Profiles and Reports

Sub-sector analysis indicated that ongoing projects were twice those that ended for the support services category relative to other sub-sectors. For instance, ongoing projects were higher than

those completed by 14 percentage points under the crops sub-sector, one percentage point for those under the fisheries sub-sector, and lower by one percentage point for those under the livestock sub-sector (**Figure 2.1**).

Concerning the value chain stage, production and productivity had the highest number of ongoing projects compared to those that ended and stalled. The least number of ongoing projects were noted under the aggregation, bulking and storage value chain stage at 4% (**Figure 2.2**).

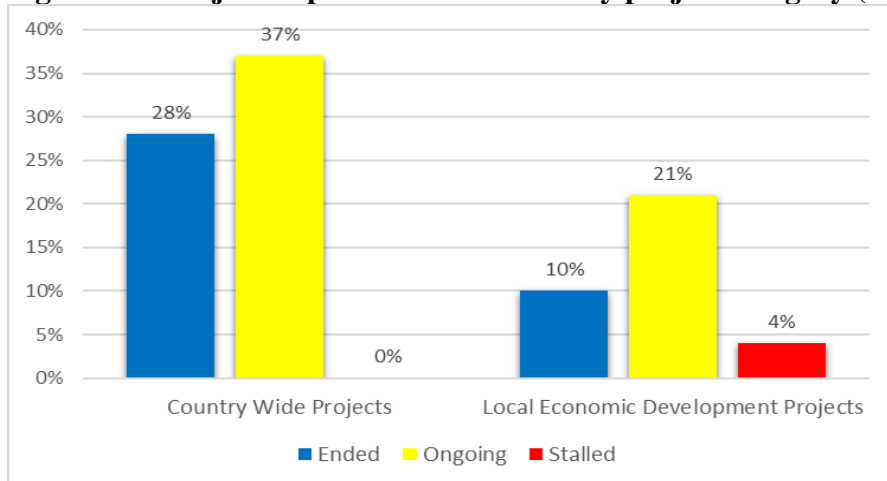
Figure 2.2: Project implementation status along the value chain stage (%)



Source: Project Profiles and Reports

In terms of Local Economic Development Projects (LEDP) and Country Wide Projects (CWPs), all the stalled projects aimed at addressing agricultural commercialization for local economic development (**Figure 2.3**).

Figure 2.3: Project implementation status by project category (%)



Source: Project Profiles and Reports

2.1 Policy reforms influencing agricultural commercialization

2.1.1 Introduction

The Government of Uganda (GoU) has implemented several policy reforms purposed to lead to the commercialization of the agricultural sector. Some of the policy reforms are contained in planning documents and strategies. Generally, implementation of these reforms has been partial due to several factors including poor planning and coordination of sector stakeholders; lack of implementation guidelines; inadequate budgets; inadequate capacity and low awareness among actors on some of the policy provisions and rapid transition from one reform to another before full implementation has been attained.

The progress in implementation and effects of the policy reforms are rarely analyzed, monitored or documented. Below is a summary of the key policy reforms that were implemented prior to 2010 and thereafter to promote agricultural commercialization in Uganda.

2.1.2 Key policy reforms prior 2010

2.1.2.1 Cooperative Societies Act and Policies

Policy reforms to promote farmer cooperatives over the past 60 years have had a positive impact on the pace of agricultural commercialization in Uganda. The Cooperatives Societies Act 1952 provided the framework for rapid economic development and agricultural commercialization in Uganda. Discriminatory price policies were eliminated and Africans were granted rights to coffee processing and marketing. By 1962 farmers' membership in cooperatives and tonnage of crops increased by 6 times. The cooperative unions established 14 ginneries and seven coffee curing works to handle the commercial volumes.

The Cooperative Act and policies were repealed several times in the 1970s and 1980s resulting in reduced agricultural production and marketing. The situation started taking a positive turn with the enactment of the Cooperative Societies Statute in 1991 which was later transformed into Act Cap 112 in the laws of Uganda; which is the current legislation for cooperatives in Uganda.

As of February 2020, the cooperative movement in Uganda comprised **21,346** registered cooperative societies with an estimated **5.6** million members. The majority of cooperatives, 46.4% (9,899) were in the agriculture and food industry, followed by the banking sector (44.2% or 9,431)³. Some of the famous Cooperative Unions include Banyankole Kweterana Cooperative Union, Busoga Growers Cooperative Union, Bugisu Cooperative Union, South Bukedi Cooperative Union, Masaka Growers Cooperative Union, West Mengo Growers Cooperative Union, Uganda Cooperative Savings and Credit Union (UCSCU), and East Mengo Growers Cooperative Union.

Some of the key agricultural commodities and products that have been commercialized by Cooperative Unions are cotton, coffee, beans, maize, rice, soya bean, sunflower, cooking oil, and cotton and sunflower cake. Services offered to farmers by the Cooperative Unions included: bulking, storage, transportation and marketing of produce; aggregate purchases, storage and

³ International Cooperative Alliance Data 2020.

distribution of farm inputs to members; tractor hire services; extension and training services; and savings and credit schemes.

2.1.2.2 Warehouse Receipt System Act, 2006 (No. 14 of 2006)

The Act's objectives were to provide for: the licensing of warehouses and warehouse keepers; a national system of warehouse bonding for the protection of depositors; the issue of warehouse receipts and other related matters. The Act led to the establishment of the Uganda Warehouse Receipt System Authority as a statutory body responsible for the provisions of the Act. A warehouse receipts system (WRS) is a process where farmers deposit their products in certified warehouses and are then issued a warehouse receipt as proof of ownership. These receipts, provide a secure system whereby stored agricultural products can serve as collateral, and be sold, traded or used for delivery against financial instruments.

A total of 13 cooperatives/warehouses⁴ were registered on the electronic warehouse receipts system by 30th June 2021.

2.1.2.3 Poverty Eradication Action Plan

The Poverty Eradication Action Plan (PEAP) was the comprehensive national policy framework which guided development planning in Uganda for the period 1997 to 2010. The first PEAP (1997-2000) focused on reducing poverty in the country and increasing food sufficiency at the household level, achieved largely through subsistence farming. The second PEAP (2001-2004) was more intentional in implementing actions that enhanced production, competitiveness and income.

The third PEAP (2005-2007) promoted agricultural commercialization and export diversification. Its implementation lasted up to 2010. Priority interventions were undertaken to transform the agricultural sector from subsistence to market-oriented. These were guided by the implementation of some of the pillars of the Plan for Modernisation of Agriculture (PMA) strategies that are further discussed below. Under the PEAP era, farming in Uganda transformed from subsistence to market-oriented and there was a diversification from producing mainly for home consumption to selling surplus to earn income.

2.1.2.4 Plan for Modernization of Agriculture

The PMA was launched in December 2000 as a strategic framework for agricultural modernization and commercialization through a multi-sectoral approach to addressing the constraints facing farming households. The overall objectives of the PMA were to increase incomes and improve the quality of life of poor subsistence farmers, improve household food

⁴ Okoro Coffee Growers Cooperative Union Limited, Bunyoro Growers Cooperative Union, The Joseph Initiative, Nyakatonzi Growers Cooperative Union, Kamwenge Community Development Project, Acila Enterprises Limited, Namunkekerera Agro-Processing Industries, Aponye (U) Limited, Tongo Investments Limited, Askar General Merchandise Limited, Agroways (Ug) Limited, Overland Commodities, and Ugagrains.

security, provide gainful employment and promote the sustainable use and management of natural resources.

Seven priority areas were identified in the Plan that required sustained investment of public-sector resources if transformation and structural change of the agricultural sector was to happen. These were:

- Pillar 1: Agricultural research and technology development;
- Pillar 2: Agricultural advisory services;
- Pillar 3: Rural financial services;
- Pillar 4: Agricultural education;
- Pillar 5: Agricultural marketing and agro-processing;
- Pillar 6: Sustainable natural resources management; and
- Pillar 7: Supportive physical infrastructure.

Since 2000 up to more recently in 2020, the two pillars of the PMA that gained traction and have been fully implemented were Pillar 1 and Pillar 2. The National Agriculture Research System (NARS) was fully developed through the National Agricultural Research Act (2005), while the Agricultural Advisory Services were implemented with the coming into force of the National Agricultural Advisory Services Act (2001). The MAAIF published the first Development Strategy and Investment Plan (DSIP) in 2005 to implement the MAAIF components in the PMA. The PMA was not fully implemented.

2.1.2.5 The Rural Development Strategy

In early 2005, the Cabinet agreed on a Rural Development Strategy which sought to increase rural household incomes, both through an expansion in the productivity and production of key agricultural commodities and by facilitating their efficient marketing. The components of the Strategy that fall directly within the mandate of MAAIF comprised the formation and provision of support to farmer groups and the enhancement of agricultural productivity.

The initial activities supported by the MAAIF budget under this initiative, comprised an increase in the rate of geographical expansion of the National Agriculture Advisory Services (NAADS) Programme, provision of the crop, livestock and fish enterprises' input packages to farmers' groups, the establishment of a parish level agricultural and social statistics-gathering system, and the rehabilitation of three major irrigation schemes.

2.1.2.6 Local Economic Development Policy and Strategy

Local Economic Development (LED) was introduced in 2006 under the Ministry of Local Government (MoLG) as the sixth objective of the decentralization policy to stimulate local economic development for increased business promotion and poverty eradication. Promoting LED was intended to facilitate the establishment of local investment centres, enhance private sector investments in LGs and increase locally generated revenue.

The Ministry of Local Government developed a Strategy for Promoting Investment and Local Economic Development in 2007. The National Strategy for Local Economic Development

(NSLED) sets out a vision and strategic agenda for economic development across Uganda's LGs. The strategy's overall goal was to unlock economic development opportunities in the LGs through the involvement and collaboration of all stakeholders, namely the private sector, public sector, civil society, and community members.

In 2014, the Government adopted the national Local Economic Development (LED) Policy, whose overall goal was "A transformed local government system that facilitates effective business-oriented locality development with a focus on poverty reduction and sustainable wealth creation". The policy enabled LGs to improve the business environment in collaboration with other key stakeholders. Based on the LED Policy, the National Strategy for Local Economic Development (NSLED) 2021/22 to 2024/25 is in place.

2.1.2.7 Macro-Economic Reforms

As part of the Structural Adjustment Programme (SAP) reforms to recover the economy, the GoU implemented an economic reform programme starting in 1987. This was a comprehensive trade liberalization and agricultural reform programme, which consisted of the following measures: a) the granting of the retention of 100% of foreign exchange export earnings to exporters; b) liberalization of exports and imports procedures by the establishment of export and import certificate systems; c) introduction of foreign exchange auction for importers; d) the abolition of an export tax on coffee; and e) the liberalization of the Balance of Payments Current Account⁵.

Agricultural liberalization was undertaken focusing on the following measures: a) liberalization of the marketing of cash and non-cash crops by breaking up the marketing boards; b) liberalization of the prices paid to farmers for their produce including cash crops; and c) liberalization of agricultural input prices. Concerning the dismantling of the marketing boards, the most significant policy initiative in this area was the conversion of the Coffee Marketing Board to a publicly owned corporation in 1991-92, with regulatory and quality issues assigned to the newly created Uganda Coffee Development Authority (UCDA). This was followed by the dismantling of the Lint Marketing Board – the marketing board for cotton - in 1994, and the setting up of an independent cotton-promoting agency – the Cotton Development Organization (CDO) – in 1995.

Other measures undertaken were the transfer of crop financing responsibilities from the Bank of Uganda to commercial banks and the deregulation of the mode of transportation of cash crops, which was previously monopolized by the state-owned railways. The evidence suggests that macroeconomic reforms had a positive impact on the livelihoods of small-holder farmers in Uganda, many of whom moved out of poverty and started producing surplus produce for sale. While coffee and cotton producers benefited most from the reforms, the response of the Ugandan agricultural sector to the reforms has been broad-based with increasing production evident both in the cash crops and food crops sectors.

⁵ Arsene Balihuta and Kunal Sen, 2001.

2.1.3 Key policy reforms from 2010 to 2021

2.1.3.1 National Development Plan

During the review period, the National Development Plan (NDP) is the overarching planning framework that contains the policy reforms guiding agricultural commercialization in Uganda. The NDP is implemented in five-year phases. Each of the NDPs has provided guidance on the area of focus for improving agricultural performance and actions to support the transition from subsistence to commercial agriculture.

- **NDPI 2010/11–2014/15:** One of the strategic objectives was “increasing household incomes and promoting equity” which was to be achieved primarily by enhancing agricultural production and productivity.
- **NDPII 2015/16-2019/20:** One of the strategic objectives in the NDPII was “increasing sustainable production, productivity and value addition in key growth opportunities”. As a major sector in the economy, the NDPII emphasized the commercialization of agriculture, to increase production and productivity along the value chains. It emphasized agro-processing and marketing as a launch path to industrialization. Investment in value addition to agricultural products was seen as a means to expand the gross domestic product (GDP) size while improving the country’s Balance of Payments Position (BOP).
- **NDPIII 2021/22-2024/25:** Unlike its predecessors, the NDPIII was organized by programmes, with the agricultural commercialization strategies being captured explicitly as part of the Agro-Industrialization Programme. The Agro-Industrialisation Programme's goal is to increase the commercialization and competitiveness of agricultural production and agro-processing. The programme objectives are to: 1) Increase agricultural production and productivity; 2) Improve post-harvest handling and storage; 3) Improve agro-processing and value addition; 4) Increase market access and competitiveness of agricultural products in domestic and international markets; 5) Increase the mobilization and equitable access and utilisation of agricultural finance; and 6) Strengthen the institutional coordination for improved service delivery.

The programme objectives are pursued through interventions along the agricultural value chain for strategic export and food security commodities including: coffee, tea, cotton, maize, poultry, horticulture, vegetable oil, bananas, beef cattle, dairy cattle, goats and fisheries.

2.1.3.2 National Agricultural Policy

The vision of the National Agricultural Policy (NAP) 2013 by MAAIF is “A Competitive, Profitable and Sustainable Commercial and Agricultural Sector.” The overall objective of the NAP is to promote food and nutrition security and improve household incomes through coordinated interventions that will enhance sustainable agricultural productivity and value addition; provide employment opportunities; and promote agribusinesses, investment and trade. The mission is to “*Transform subsistence farming to sustainable commercial agriculture.*”

Some of the priority interventions that the Government is called upon to invest in are:

- a) Promoting and facilitating the construction of appropriate agro-processing, post-harvest, storage and market infrastructure
- b) Organizing farmers into production and marketing groups or cooperatives
- c) Promoting agricultural mechanization
- d) Promoting commodity specialization and agro-zoning
- e) Enforcing safety and quality standards for Uganda to compete effectively in domestic, regional and export markets

2.1.3.2 Agriculture Sector Development Strategy and Investment Plan

The Agriculture Sector Development Strategy and Investment Plan (DSIP) 2010/11-2014/15 had a vision of “*A Competitive, profitable and Sustainable Agriculture Sector*” with two key objectives: rural incomes and livelihoods increased, and household food and nutrition security improved. The DSIP promoted agricultural growth and commercialization through four programmes:

- 1) Production and productivity
- 2) Markets and value addition
- 3) Enabling environment
- 4) Institutional Strengthening

2.1.3.3 Agriculture Sector Strategic Plan

The Agriculture Sector Strategic Plan (ASSP) was the flagship plan for investment and development of the agricultural sector, in line with the NDPII (FY 2015/16 to FY 2019/20). Sector investment over the medium term was to be channeled to the specified priority and strategic commodities across their entire value chains focusing on: research; extension; mechanization; water for agricultural production; pest, vector and disease control; provision of inputs; promoting sustainable land use and soil management; post-harvest handling; improving markets access and value addition.

The investment strategy targeted to achieve four objectives namely:

- 1) Increasing agricultural production and productivity;
- 2) Increasing access to critical farm inputs;
- 3) Improving agricultural markets and value addition; and
- 4) Improving service delivery through strengthening the institutional capacity of MAAIF and its agencies.

Interventions were specified for 12 priority commodities, namely: bananas, beans, maize, rice, cassava, tea, coffee, fruits and vegetables, dairy, fish, livestock (meat), and four strategic commodities, namely, cocoa, cotton, oil seeds, and oil palm.

2.1.3.4 National Agricultural Extension Policy and Strategy

In October 2016, the Cabinet approved the National Agricultural Extension Policy and Strategy (2016/17-2020/21). Its strategic vision is to “*Development of a competitive commercial agricultural sector by transforming it from a predominantly subsistence base*”. The mission is to “*Promote application of appropriate information knowledge, technological innovations for commercializing agriculture*”.

The policy includes a fundamental shift toward a value chain approach. Rather than simply helping farmers increase their yields, extension agents are expected to link farmers to market opportunities to make sure they can find buyers for their commodities. Agents are tasked to encourage farmers in each region to specialize in specific crops. As farmers specialize, they will become more experienced in growing high-quality products, and extension agents will be able to give expert advice about the commodities in question. Moreover, this specialization will encourage the establishment of agribusinesses to provide processing, packaging, and other services that are tailored to the priority crops in the region.

It is intended to effectively and efficiently provide agricultural extension services to support the sustained progression of smallholder farmers from subsistence agriculture to market-oriented and commercial farming.

2.1.3.5 The National Sanitary and Phytosanitary (SPS) Policy

The National SPS policy was developed in 2011 with a vision “*to transform Uganda into one of the world’s leading producer, consumer and trader of safe and quality animal and crop products on a sustainable basis*”. The policy mission was “*to enhance Uganda’s competitiveness in the domestic and international markets by enabling production and consumption of safe and quality animal and plant products, therefore reducing food-related diseases in human, animal and plant populations*”. The overall objective was “**to create a conducive environment for the production, trading and consumption of safe and quality animal and plant products in Uganda**”.

The key policy interventions were:

- i. Strengthen the legal and regulatory framework for SPS measures.
- ii. Support the Private Sector to meet the SPS requirements.
- iii. Harmonize National SPS measures to regional and international requirements.
- iv. Promote awareness of SPS measures.
- v. Develop and or Improve SPS Management Mechanisms along the value chain.
- vi. Foster coordination and collaboration between and among SPS-related institutions.

The policy has been implemented since 2011 and was envisaged to allow fair trade both in the domestic and international markets for agricultural, veterinary and fisheries products however its evaluation to ascertain the achievement of intended objectives has not been conducted.

2.1.3.6 Tax Exemptions in the Agriculture Sector

The tax reforms in the agricultural sector have been continuous for more than two decades. Tax expenditures comprise tax exemptions, tax deductions or allowances, tax rate reliefs/reductions and tax credits. These are effected through the tax heads: Value Added Tax (VAT), income tax, customs and excise duty. The GoU has over time maintained a wide range of exemptions and zero ratings in the VAT system that are primarily intended to support social and welfare policies. Exemptions from VAT and zero-ratings continue to apply to goods and services where they deliver an important part of the government’s social, welfare and commercialization policies and where they lubricate the engines of economic growth.

Since 2002, the GoU has offered tax exemptions to the Agriculture Sector through zero-rating of VAT on various inputs and services⁶. In 2002/3, the GoU exempted the supply of cereals grown, milled or produced in Uganda as a means of supporting the establishment of the country's milling capacity. In FY2006/7, the GoU was exempted from tax interest earned by financial institutions on agricultural loans as a means of making credit more affordable for farmers. In FY2008/9, support was extended to agro-processing with new investments in rural areas becoming income tax exempt. In FY2009/10, the GoU initiated the Agricultural Credit Facility (ACF) with a subsidized interest rate of 12%.

From FY2014/15, the following agricultural supplies were granted as either zero rate and or exempt supplies as follows;

Zero-rated supplies: Exported goods and these constitute a significant proportion of agro-processed items, seeds, fertilizers, pesticides, and hoes, cereals where these are grown, milled, or produced in Uganda

Exempt supplies: Unprocessed foodstuffs, agricultural products, livestock, animal feeds and premixes, machinery, tools, and implements suitable for use only in agriculture, crop extension services, irrigation works, sprinklers and ready-to-use drip lines. Thus, agriculture and agro-commercialization continue to be a predominant sector of the economy, employing over 80% of the workforce. Economic reforms have brought about economic growth based on continued improved incentives for production and exports through some of the aforementioned policies.

According to Ibrahim Kasirye (2015), there is limited evidence to show that support to the agricultural sector through tax exemptions reached the intended beneficiaries. For instance, tax exemption on the interest income from agricultural loans did not significantly increase agricultural lending. The zero-rating of VAT on seeds, fertilizers, and pesticides did not produce noticeable changes in the use of these specific inputs. Overall, the zero-rating of VAT on agricultural products did not benefit farmers because the price paid for agricultural inputs did not significantly reduce despite the import subsidy. Furthermore, the constrained ability of farmers to claim VAT on final products (due to the highly informal nature of most agricultural enterprises) meant that the benefits of the tax exemption to the majority of farmers were not realised.

2019/20 Tax Amendment Act

Agricultural supplies were exempted from withholding tax (WHT). The provision that provided for a rate of 1% on agricultural supplies was repealed. The 2018 Amendment reduced the WHT rate on payments for agricultural supplies from 6% to 1%. This amendment eliminates the 1% WHT. Therefore, the WHT agents as well as the government and listed entities do not have to withhold payments for agricultural supplies.

⁶ Ibrahim Kasirye, 2015.

2.2 Performance of interventions to promote agricultural commercialization (2010-2021)

2.2.1 Introduction

An agricultural value chain is defined as the people and activities that bring a basic agricultural product like maize or vegetables or cotton from obtaining inputs and production in the field to the consumer, through stages such as processing, packaging, and distribution. There are four main value chain stages, namely: Production and Productivity, Aggregation, Bulking and Storage; Agro-processing and Marketing.

During the ten years, the majority of the investments (69%) were geared towards production and productivity with the higher levels of the value chain partially neglected. This implies that GoU's efforts were not holistic to achieve agricultural commercialization for local economic development (**Table 2.2**).

Table 2.2: Percentage distribution of projects by categories along the value chain

Value chain stage	Countrywide intervention (%)	LED Intervention (%)	Grand Total (%)
Aggregation, Bulking, and Storage Value Chain	3	1	4
Agro-processing	7	8	15
Marketing	11	1	12
Production and Productivity	44	25	69
Grand Total	65	35	100

Concerning agriculture sub-sectors, half of the projects and interventions geared towards agricultural commercialization for local economic development were under crops with the fisheries lagging. The supportive services including extension services, agriculture research, marketing, and community access roads establishment came second at 30% (**Table 2.3**).

Table 2.3: Percentage distribution of projects by categories by sub-sector

Sub-sector	Countrywide intervention (%)	LED Intervention (%)	Grand Total (%)
Crops	28	22	50
Fish	2	1	3
Livestock	12	5	17
Support services	23	7	30
Grand Total	65	35	100

2.2.2 Financing Overview and Performance

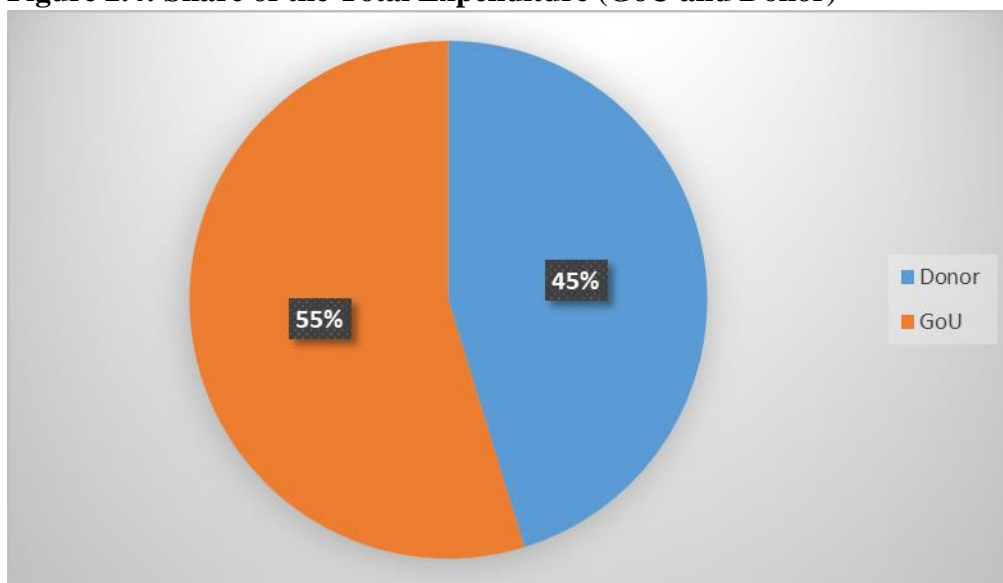
To improve food security and expand into commercialized agriculture across the entire value chain: production and productivity, post-harvest handling, processing and value addition, and marketing, the GoU embarked on funding projects, enterprises, and technologies in key sectors to attain the desired synergies. The sectors include agriculture, water and environment, industrialization, trade and industry, and public sector management. With expanded financing it

was envisaged that attaining the desired objectives would be accelerated, thus this section discusses the level of financing, the trends and the nature of investment expenditures over FYs 2009/10 to 2020-21.

2.2.3 Performance

Over the years, the agro-commercialization aspirations have been funded by the Government and external financing (donor). The funding is geared towards activities that are recurrent or capital in nature and is either exclusively GoU or externally funded, or both. Cumulatively over the FYs 2009/10-21 a total of Ug shs 7,661bn was expended, of which Ug shs 4,194.57bn (55%) was GoU and Ug shs 3,466.88bn (45%) from external financing (**Figure 2.4**). The detailed financial performance for individual projects refer to **Annexes 6 & 7**.

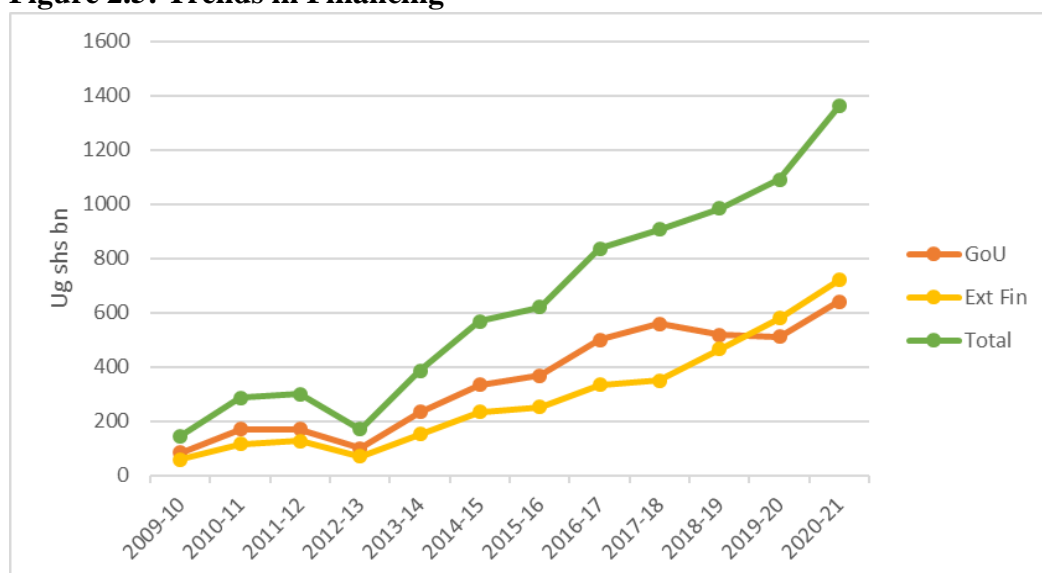
Figure 2.4: Share of the Total Expenditure (GoU and Donor)



Source: IFMS, PBS, Approved Estimates

The expenditures steadily increased from Ug shs 144.859bn in FY 2009/10, to Ug shs 1,361bn in FY 2020/21 representing an 840% increase. Greater expenditure was realized from the GoU funding for most of the FYs (2009/10-2018/19) with external financing surpassing GoU in the FYs 2019/20 and 2020/21 (**Figure 2.5**).

Figure 2.5: Trends in Financing



Source: IFMS, PBS, Approved Estimates

2.2.3.1 Expenditure by Investment Type (nature)

Cumulatively, both GoU and external financing has been heavily directed towards recurrent activities, 64% and 59% respectively. Whilst capital expenditures constituted 36% of GoU and 41% of external financing. Recurrent activities entail: consultancy services (long and short-term), medical supplies, government supplies, agricultural supplies, crop production technology promotion, allowances, and staff training. On the other hand, capital expenditures include, the acquisition of land by the government, purchase of motor vehicles and other transport equipment, purchase of office and ICT equipment, including software, purchase of office and residential furniture and fittings, construction of water surface reservoirs, government buildings and administrative infrastructure, urban market construction, purchase of specialized machinery & equipment, construction of common industrial facilities.

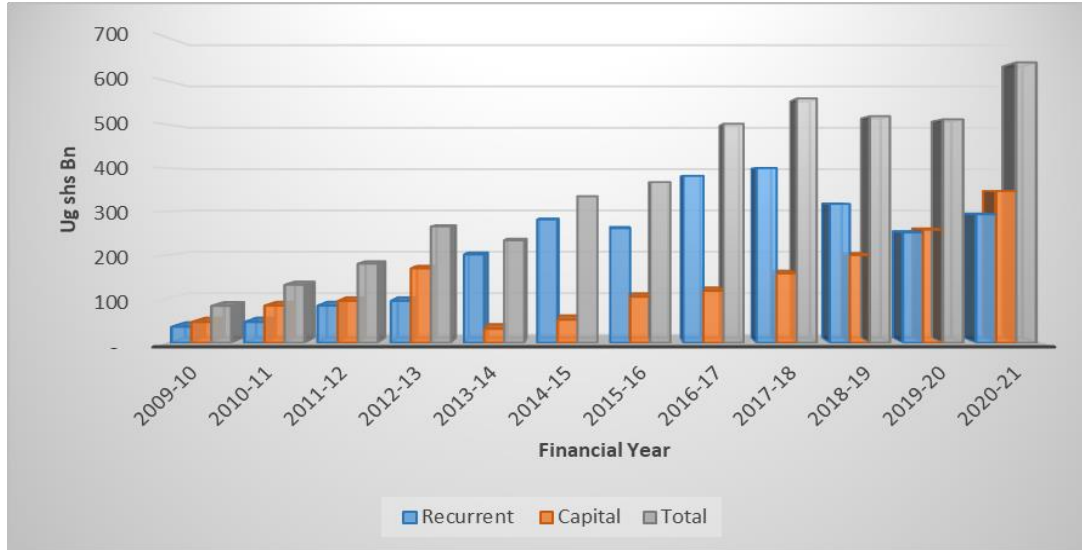
Although key expenditures classified as recurrent constitute a significant dimension for agro-commercialization, for example, the provision of value-addition extension services, agricultural production extension services, research and development, the majority of the recurrent expenditures are focusing on operational costs. This trend persists throughout the years, for example, in the FY 2016/17 key outputs such as the generation of agricultural technologies, and technologies for priority commodities constituted Ug shs 17.162bn. Of this, Ug shs 3.347bn (20%) represented agricultural supplies- (provision of priority and strategic agricultural inputs to farmers, vector and disease control in priority animal commodities) and the remaining 80% (Ug shs 13.815bn) was towards other recurrent activities that included: travel inland, contract staff salaries, advertising and public relations, printing stationery and photocopying, fuel lubricants oils, workshops and seminars.

Conversely, within the same year capital expenditures with key outputs that included: purchase of specialized machinery equipment, construction of common industrial facilities, government buildings and administrative infrastructure, acquisition of land by the government, construction

of water surface reservoirs, purchase of motor vehicle and other transport equipment directly representing capital purchases made, constituted only 32% of the budget.

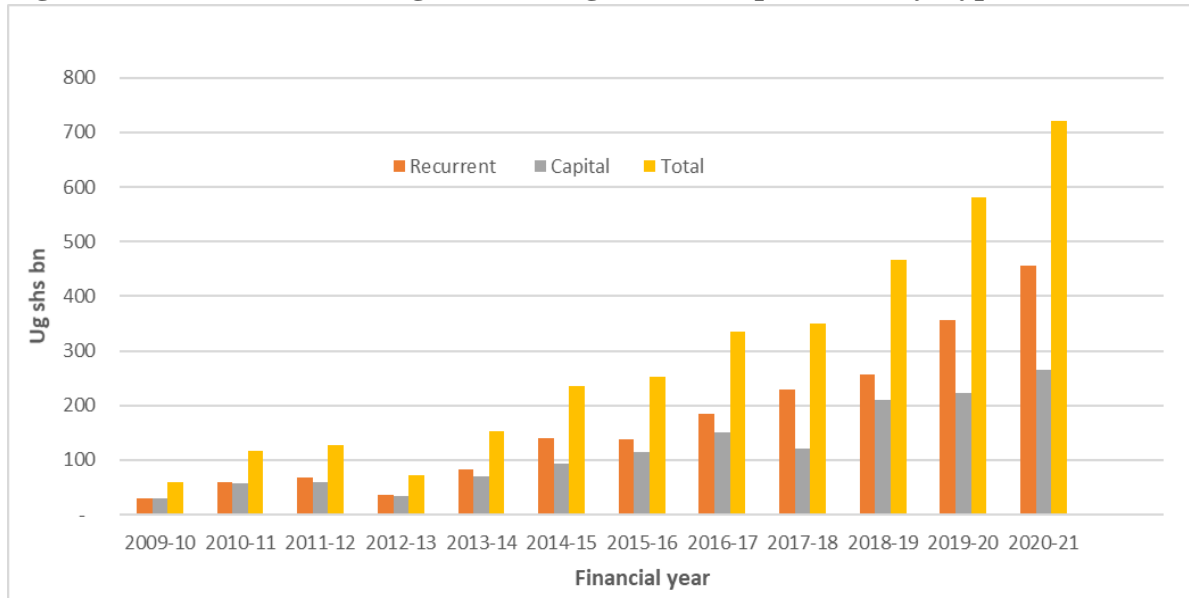
Whereas it is essential to achieve a required level of administration expenditure to support implementation it should be proportionate. There was a mismatch between the physical inputs and the supportive function towards agro commercialization observed under the recurrent expenditures moreover these registered higher expenditures under both GoU and external financing (Figures 2.6 and 2.7).

Figure 2.6: Government of Uganda Expenditure (Ug shs Bn) by Type of Classification



Source: IFMS, PBS, Approved Estimates

Figure 2.7: External Financing (Donor) (Ug shs Bn) Expenditure by Type of Classification

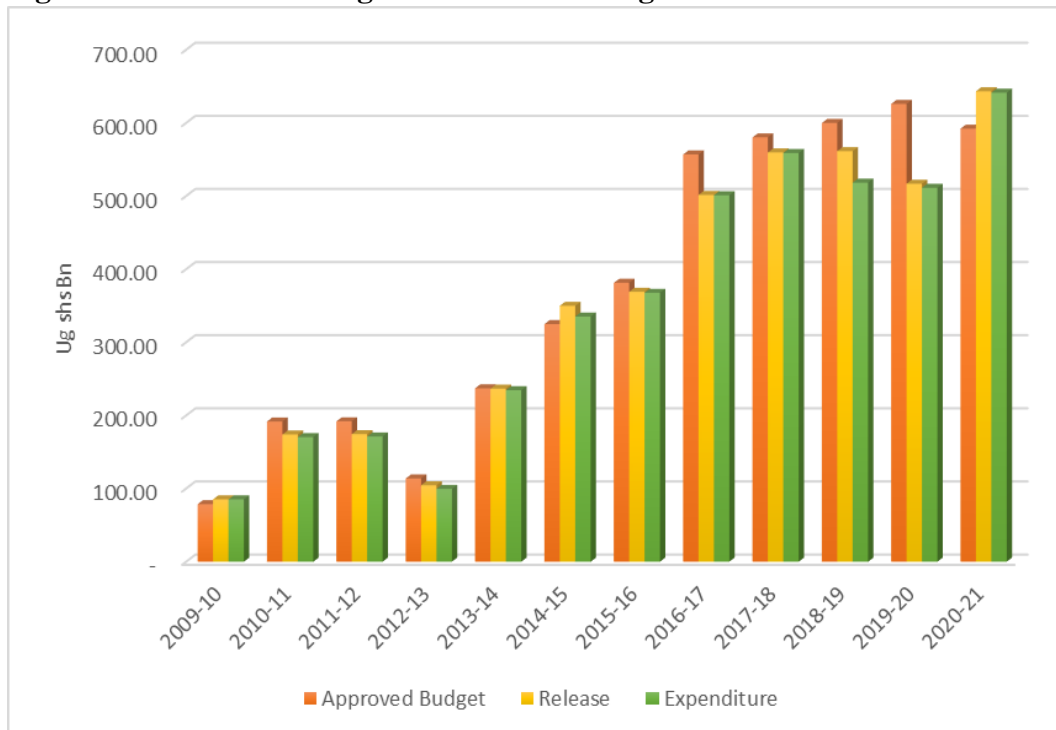


Source: IFMS, PBS, Approved Estimates

2.2.3.2 Government of Uganda (GoU) Financing Performance

The GoU approved budgets towards agro-commercialization were largely incremental over the period FYs 2009/10-21 with a single decline registered in FY 2012/13. The FYs 2020/21, 2014/15 and 2009/10 realized supplementary budgets that were funded indicating an increasing commitment to the agro-commercialization. Release performance has generally been at 90% and above, apart from FY 2019/20 where it dropped to 82%. The cumulative absorption of funds was very good (98%) (Figure 2.8).

Figure 2.8: GoU Financing Performance for Agro-Commercialization



Source: IFMS, Approved Estimate (FYs 2009/10-21), PBS

It was noted that less funding was realized under GoU for some financial years, indicating financing risks and/ or implementation constraints.

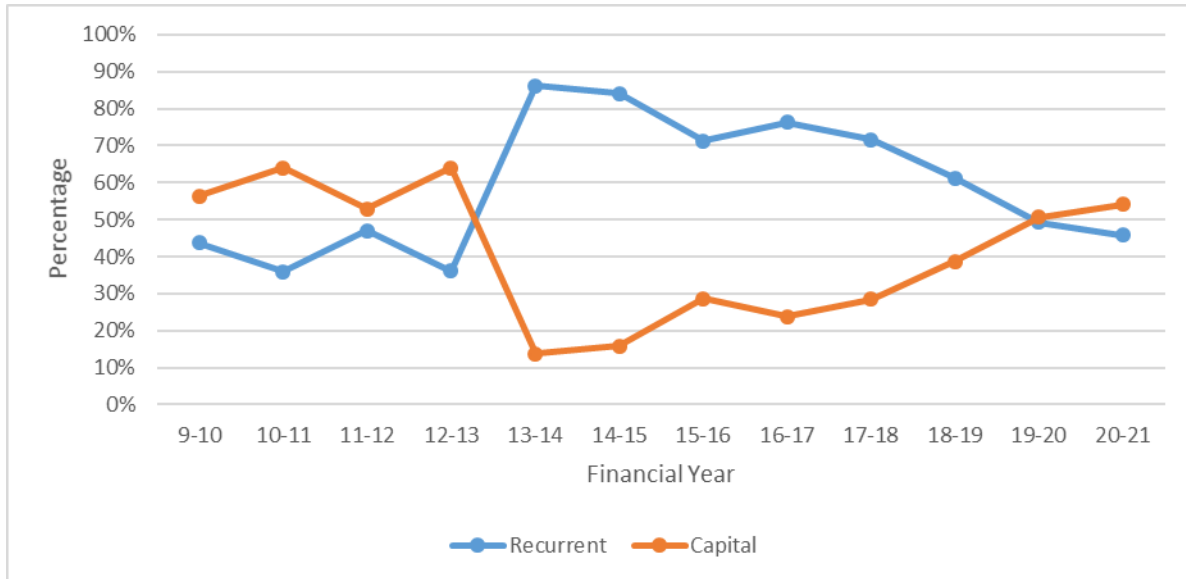
2.2.3.3 Distribution of financing between capital investments and recurrent investments

Over the review period (FYs 2009/10-20/21), for the GoU funding, there was a disparity in favour of recurrent expenditures; in the first four FYs (2009/10 to 2013/14) capital expenditures were greater than the revenue expenditures. Subsequently, in FYs 2014/15 to 2018/19, recurrent expenditures significantly exceeded the capital component. And recently, FYs 2019/20-21 there has been a convergence between recurrent and capital expenditures, with the capital expenditures slightly exceeding recurrent.

Conversely, for external financing, there has been a growing disparity in all the years towards expanded recurrent over capital expenditures rising from a 1% disparity in FY 2009/10 to a 26% disparity in FY2020-21. This crowding out capital expenditures by recurrent expenditures- which are largely comprised of operational costs, risks skewing and shrinking the attainment of agro

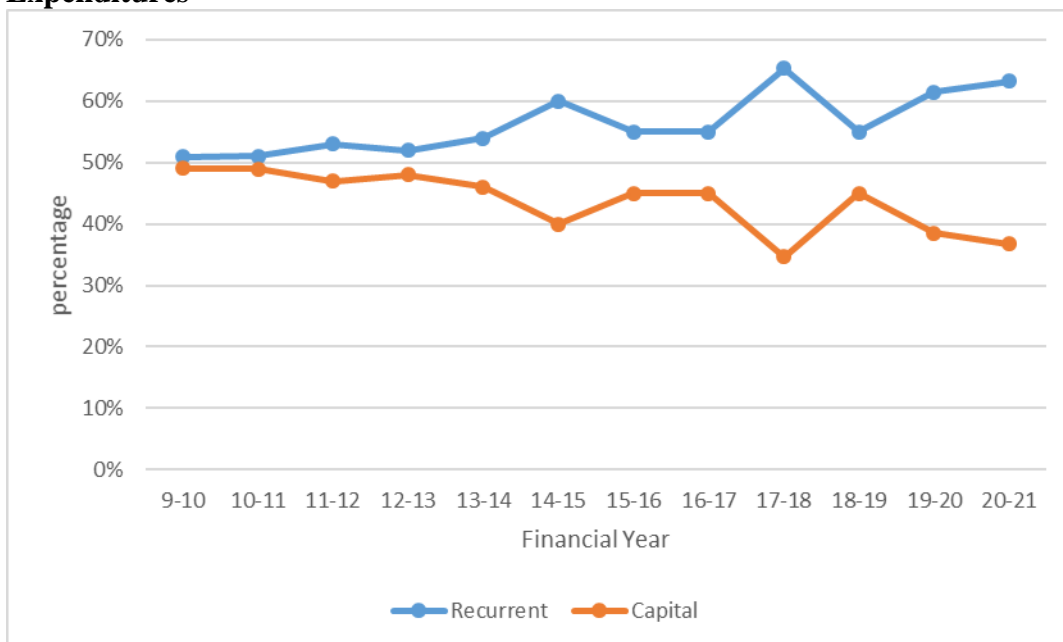
commercialization (Figures 2.9 and 2.10). To realize the desired potential from such investments, the government should keep its eye on the big prize by ensuring the composition of the development⁷ funding and expenditure patterns do not diminish the underlying objectives.

Figure 2.9: GoU Financing Patterns for Recurrent Vs Capital Expenditures



Source: IFMS, Approved Estimates and PBS

Figure 2.10: External Financing Patterns for Recurrent Vs Capital Expenditures



Source: IFMS, Approved Estimates and PBS

⁷ These are comprised of expenditures on capital and revenue activities.

A total of 38% of the projects (and programmes) were directly geared to and in support of LED. Thus 31% (Ug shs 2,344.92bn) of the agro-commercialization expenditures were towards LED, of these, 24% of the expenditures were from external financing and 7% from GoU. Bridging the gap as far as financing for LED is concerned will be a catalyst for advancing an inclusive-based approach to implementing agro-commercialization.

Of the expenditures⁸ attributed to projects along the value chain totaling Ug shs 7,312.90bn, 88.9% was towards production and productivity, and 11.1% was distributed among the other components of the value chain (**Table 2.4**).

There is evidence to suggest that financing along the value chain is still on a growth trajectory and increasing awareness of previous expenditure patterns should give a new impetus to appropriate and targeted financing along the value chain.

Table 2.4: Expenditures along the Value Chain (Ug shs Bn) FYs 2009/10-2020/21

S/no	Value Chain Stage	GoU	External	Total	% of Total Expenditure
1.	Production and productivity	4,192.96	2,306.81	6,499.77	88.9
2.	Marketing	141.48	383.28	524.76	7.2
3.	Agro-Processing	199.97	-	199.97	2.7
4.	Aggregation, Bulking and Storage	15.69	72.71	88.4	1.2
	Total	4,550.10	2,762.80	7,312.90	

Source: Authors' Compilation

The status of the agro-commercialization projects over the FYs 2009/10-2020/21 indicates that of the total expenditure (Ug shs 7,312.895bn); 66.6% (Ug shs 4,868.68bn) was for ongoing projects, 33.1% (Ug shs 2,421.43bn) had ended and 0.3% (Ug shs 22.79bn) had stalled (**Table 2.5**).

Table 2.5: Agro-Commercialization Expenditures by Project Status (FYs 2009/10-20/21 Ug shs Bn)⁹

S/no	Status	GoU	Ext Fin	Total	Percentage
1.	On-going	3,756.685	1,111.990	4,868.675	66.6
2.	Ended	782.030	1,639.400	2,421.430	33.1
3.	Stalled	11.380	11.410	22.79	0.3
	Grand Total	4,550.095	2,762.800	7,312.895	100

Source: PBS, IFMS, Approved Estimates of Revenue and Expenditure

In terms of sub-sectors; of the ongoing projects, 50% (Ug shs 2,455.16bn) of the expenditures were for crops, 47% (Ug shs 2,111.05bn) were support services, 11% (Ug shs 288.52bn) towards

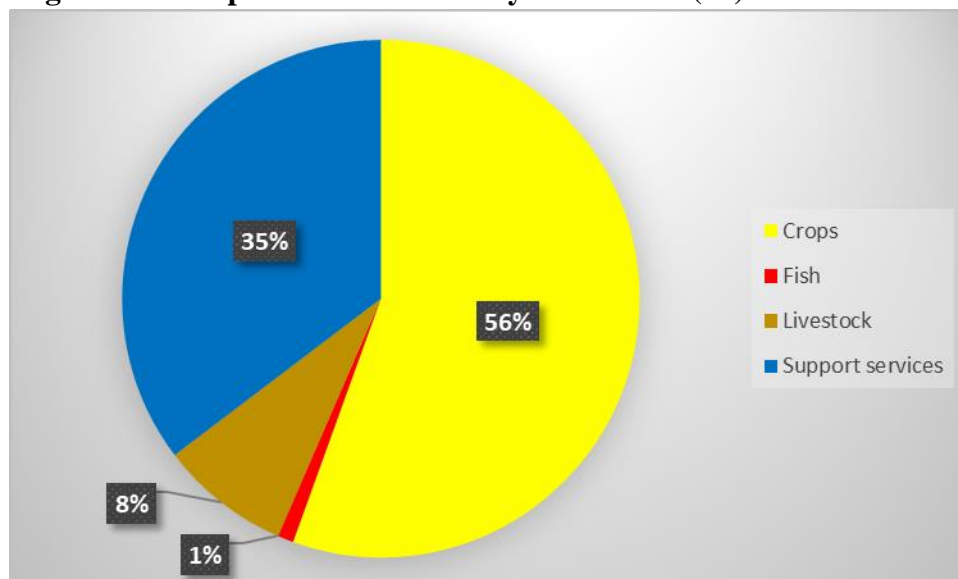
⁸ Excluded from the expenditures are projects and programmes that were not attributed to any of the value chain areas e.g. PROFIRA. As well projects or programmes without codes were not captured in the financing section.

⁹ The expenditures exclude those without project codes and those revolving in nature e.g. agricultural credit facility and the micro finance support centre.

livestock and 1% (Ug shs 13.95bn) for fish. On the other hand, for the ended projects, 66% (Ug shs 1,600.59bn) of the expenditures was for crops, 20% (Ug shs 487.07bn) for support services, 13% (Ug shs 311.95bn) for livestock and 1% (Ug shs 21.82bn) towards fish. For the stalled projects, 100% (Ug shs Ug shs 22.79bn) was for crops.

Thus the overall outturn of expenditures by sub-sector over the FYs 2009/10-20/21 was: crops Ug shs 4,078.54bn, support services Ug shs 2,598.12bn, livestock Ug shs 600.47bn, and fish Ug shs 35.77bn. The percentage share of the expenditure outturn by the sub-sector is presented in **Figure 2.11**.

Figure 2.11: Expenditure Outturn by Sub-Sector (%) FYs 2009/10-20/21



Source: PBS, IFMS, Approved Estimates of Revenue and Expenditure

Challenges

1. Mischarge of expenditure: there were inappropriately charged to budget lines to fund activities that were not planned without authority. Mischarge of expenditure undermines the intentions of the appropriating authority as funds are not fully utilised for the intended purposes.
2. Outstanding domestic arrears- this includes payments to suppliers of goods and services that remain unpaid. This can impact future supplies for example inputs that support production and productivity.
3. Irregular borrowings from projects and programmes, for example, was the case under the Vegetable Oil Development Project II in FY2017/18. The borrowings adversely affect the timely implementation of project activities as per the approved work plans and un-refunded funds may lead to ineligible transactions and hamper the achievement of the objectives of programmes.
4. Nugatory expenditure: entailing expenditures that are paid out that could have been avoided through better planning, for example, accumulated interest payments arising from delayed settlements of contractual obligations.

5. Shortage of extension workers: failure to provide agricultural extension services to farmers, more especially at the sub-county level prevents MAAIF from increasing agricultural production and productivity. In addition, farmers are denied access to inputs procured, new technologies generated, and training on the utilization of inputs and services rendered by sector projects that are gained through the extension system.
6. Budget performance: instances of budget underperformance and their effects persist, for example, budget performance for the FY 2016/17 revealed that out of Ug shs 130.569bn that was budgeted for, only Ug shs 97.72bn was released causing a budget shortfall of Ug shs 32.849bn representing 25% underperformance. Furthermore, out of the released Ug shs 97.72bn, only Ug shs 94.65bn was spent leaving unspent balances of Ug shs 3.07bn. As a result, planned outputs were not achieved, service delivery was hampered and the appropriating authority's objectives were not met.
7. The dilapidated status of agricultural training college facilities, for example, the laboratories at the Bukalasa Agricultural College were in a bad state and require urgent interventions. Specifically noted were the deteriorating conditions such as crumbling ceilings, significant cracks developing in the buildings, obsolete equipment, defunct water and drainage system, rodent-infested storage facilities and accumulation of expired reagents which could affect the safety, concentration, morale as well as the health of the students and staff at the institution.
8. Inputs that include fertilizers, spray pumps and pesticides are expensive and unaffordable thus limiting their effort to increase productivity.

2.2.4 Overall Physical Performance

Overall efforts towards agriculture commercialization for Local Economic Development for Social Economic Transformation (SET) in Uganda realized minimal results as 39 percent of households (3.5 million) continue in the subsistence economy compared to 61 percent (5.4 million) in the non-subsistence economy in 2019/20. Of the 3.5 million households in the subsistence economy, 62 percent were engaged mainly in subsistence agriculture.

The projects targeting production and productivity systematically performed better than those of post-harvest handling/aggregation, agro-processing, and marketing in all the performance categories implying that the meagre funding of the other value chain stages got further chocked by poor project implementation contrary to the production and productivity value chain stage where the large allocations partially smoothen out the poor project implementation issues.

Generally, Country Wide Projects performed better than Local Economic Development Projects. The LED however had less representation among projects that missed their project targets by two percentage points.

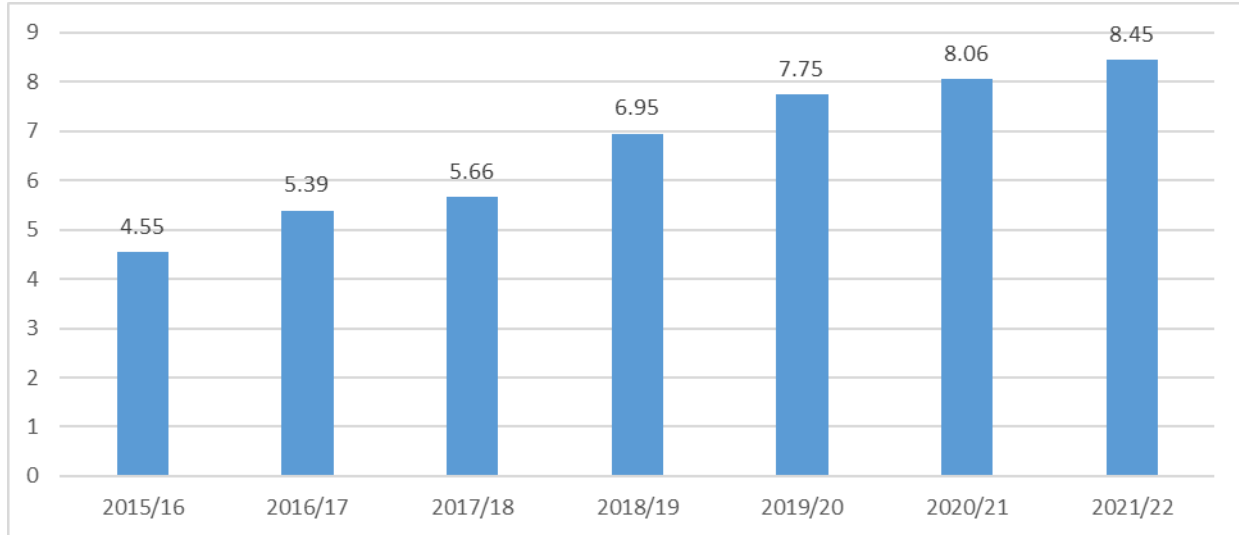
Table 2.6: Overall performance of Agro-Commercialization projects and interventions (%)

Sub-sector/Value Chain Stage	Poor		Fair		Good		Grand Total
	CWP	LED	CWP	LED	CWP	LED	
Crops	4	6	20	13	4	3	50
Production and Productivity	2	4	13	6	3	3	31
Aggregation, Bulking, and Storage	1	0	2	1	0	0	4
Agro-processing	1	2	3	6	1	0	13
Marketing	0	0	2	0	0	0	2
Fish	0	0	1	1	1	0	3
Production and Productivity	0	0	1	1	1	0	3
Livestock	2	0	10	4	0	1	17
Production and Productivity	2	0	9	4	0	1	16
Marketing	0	0	1	0	0	0	1
Support Services	2	0	20	6	1	1	30
Production and Productivity	2	0	10	6	1	0	19
Agro-processing	0	0	2	0	0	0	2
Marketing	0	0	8	0	0	1	9
Grand Total	8	6	51	24	6	5	100

Sub-sector analysis indicated that projects and interventions under the crops sub-sector systematically performed better than other sub-sectors concerning the attainment of project objectives, particularly under the good and fair categories of assessment.

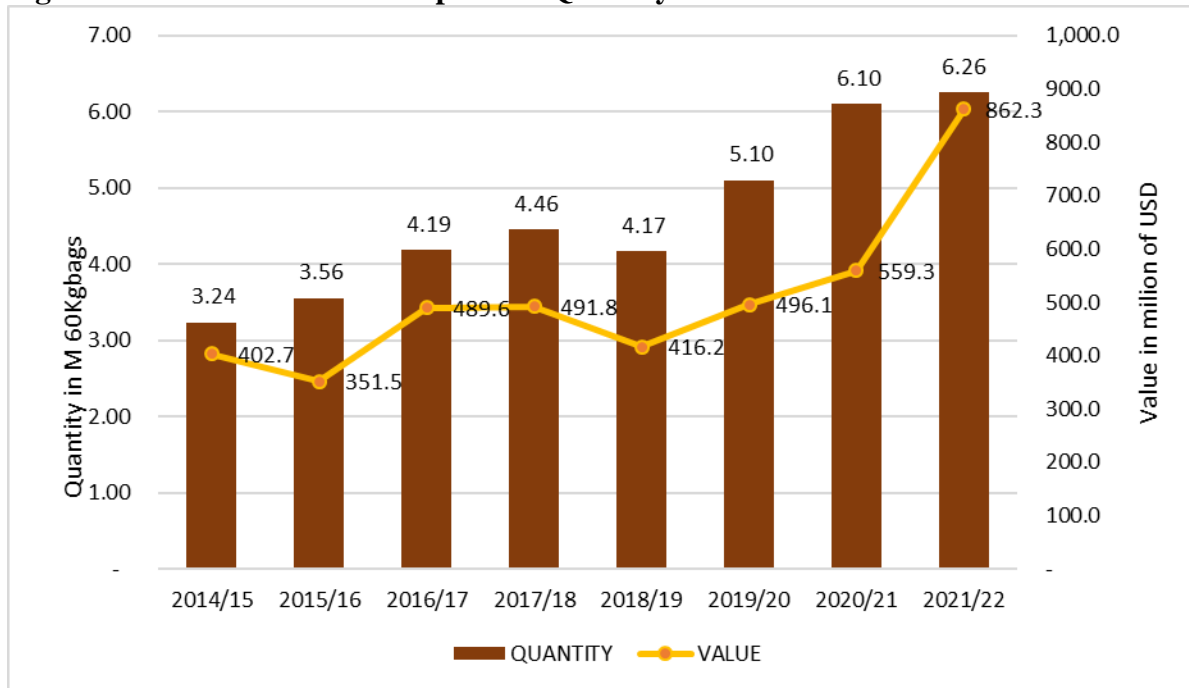
Examples of crop interventions that performed better included Uganda Coffee Development Authority (UCDA). The cumulative replanting programme by the UCDA for over 10 years to replace the coffee destroyed by the Coffee Wilt Disease and was non-productive due to old age partly explains the increased production trends and the resultant export volumes. **(Figure 2.12 and 2.13 respectively).**

Figure 2.12: Trend of Quantity of Coffee produced (million 60 kg bags) between FY 2015/16-2021/22



Source: Uganda Coffee Development Authority

Figure 2.13: Trend of Coffee exports in Quantity and Value



Source: Uganda Coffee Development Authority

Another example of crop interventions that performed fairly well was NAADS/Operation Wealth Creation where for instance a total of 22,540,866kgs of maize seed were distributed targeting both smallholder and commercial farmers in 120 district local governments (DLGs) as of June 2021. The production of maize in the country increased by 92.3% from 2.6 million MT in 2016 to 5.05 million MT in 2020. Correspondingly, the volume of maize exports has increased by 6% from 263,114 MT in 2016 to 278,693 MT in 2019.

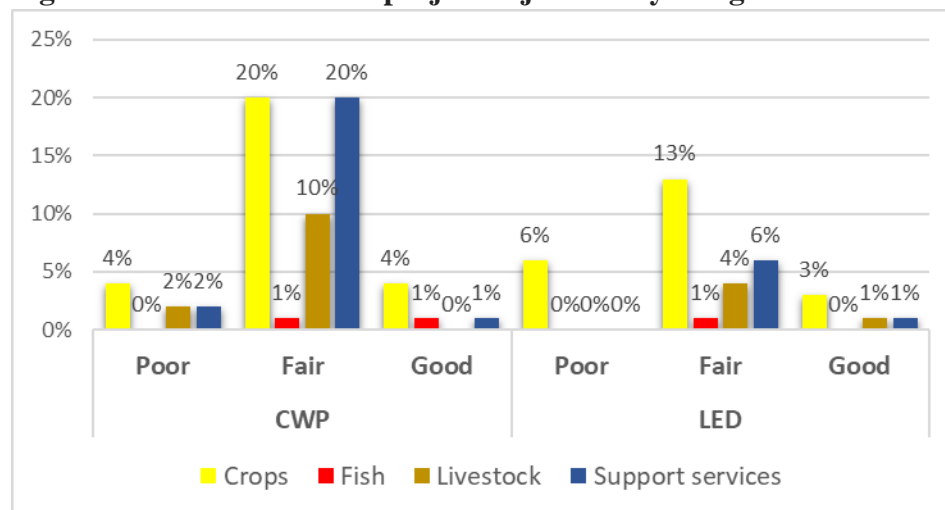
In addition, a total of 8,961,714kgs of bean seed: 656,371 banana suckers and 186,423 bags of irish potato seed were distributed to smallholder farmers in all DLGs that prioritized these crop enterprises. Notably, the production of beans increased from 728,000MT in 2018 to 884,100MT in 2020, whereas the value of beans exports increased from 66.56 (US\$ million) in 2018/19 to 91.79 (US\$ million) in FY 2020/21. On the other hand, the production of bananas increased from 4.03 million MT in 2016 to 10.0 million MT in 2020, whereas irish potato production increased from 171,000MT in 2016 to 335,000MT in 2020.

Regarding tea crops, a total of 513,001,541 tea seedlings were distributed to farmers in 24 tea-growing districts resulting in a marked increase in leaf production. Tea production increased by 14% from 61,629MT in 2015 to 84.446MT in 2020. The tea intervention has stimulated the establishment of 14 new tea factories that are at different levels in several districts including Kyenjojo (2), Buhweju (4), Kanungu (1), Bushenyi (1), Rukiga (1), Kisoro (1), Ntungamo (1), Kamwenge (1), Mbarara (1) and Luwero (1).

Achievement of project objectives by sub-sector

The majority of the projects and interventions fairly attained the project objectives. This performance category was dominated by projects and interventions in the crop sub-sector at 33% with the least being interventions in the fish sub-sector at 2% for both Country Wide Interventions and Local Economic Development categories combined (**Figure 2.14**).

Figure 2.14: Attainment of project objectives by categorization and sub-sector (%)

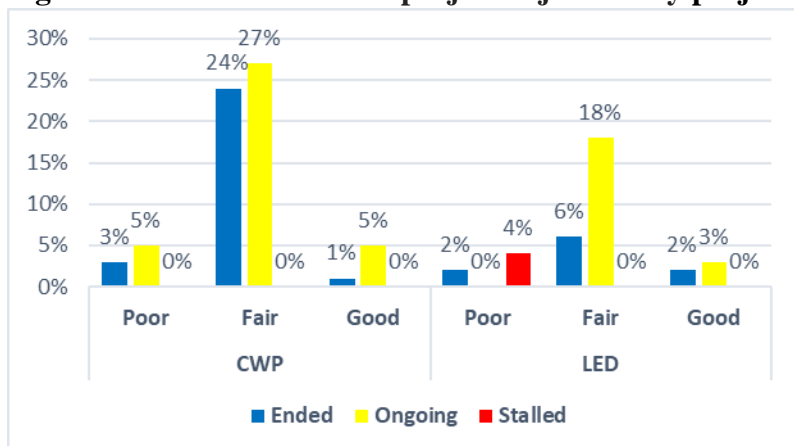


Source: Project Profiles and Report

Achievement of project objectives by project categories

Comparatively, Country Wide Projects (CWP) systematically had more projects compared to the LED projects in all the performance categories except, under stalled where LED had 4% of the projects stalling compared to none under the CWP. Parity was nearly attained under the good-performing projects where LED was less by one percentage point relative to CWP. (**Figure 2.15**).

Figure 2.15: Achievement of project objectives by project categories



Source: Project profiles and reports

Examples of projects that performed well and were on course to achieve their project objectives before the closure date included the Agriculture Cluster Development Project. A total of 463,274 (42% female) had enrolled for the e-voucher scheme reaching 103% of the project target of 450,000 farmers. The number of farmers that placed orders for inputs increased by 10.9% from 298,599 in September 2021 to 335,252 (April 2022). The number of farmers redeeming the e-vouchers for inputs increased by 17% from 220,454 to 257,499 over the same period, reaching 57.2% of the project target of 450,000 farmers.

A total of 260 stores were completed with a storage capacity of 48,360 MT. A total of 276 farmer organizations (FOs) acquired value addition equipment and machinery of which 179 (65%) were installed. However, 86 (48%) are not operational mainly because of a lack of power for the machinery. They await connection to the main power grid or access to other forms of power such as diesel engines and solar energy.

The Fertilizer Analytical Lab in Namalere Village in Wakiso District was functional and equipped with analytical equipment, glassware, laboratory consumables, analytical reagents, and personal protective equipment (PPEs); compliance inspections on agro-input suppliers were carried out in 36 districts and total of 42,000ltrs of unregistered foliar fertilizer was impounded. Appropriate action was taken to arrest perpetrators through alerts to authorities.

Under road chokes, rehabilitation works on 95 road chokes in the 7 pilot districts were between 97 –100% completion rates, while contracts to undertake rehabilitation works in 19 of the 21-second batch districts were signed, and works are between 22.5% - 50% in five of these districts.

Examples of LED projects with good performing trends included: The Goat Export Project and now the Goat rollout intervention in Sembabule District which resulted in increased goats breeding, multiplication and production in the districts of Sembabule, Lyantonde, Mubende, among others and the meat export services with success stories of increased livestock production and export of meat.



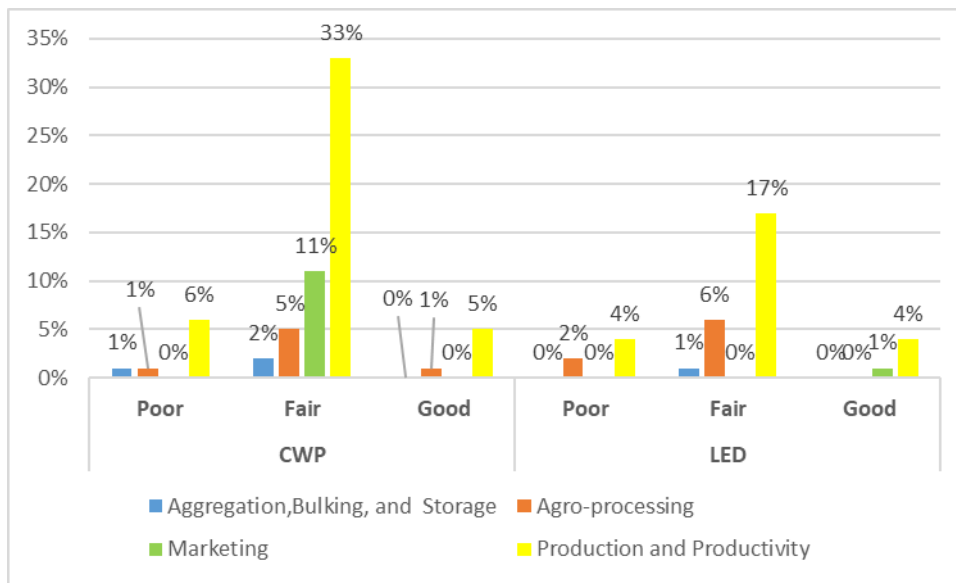
L-R: Goats received from Sembeguya Estates on Mr. Rubaduka’s farm and Mr. Namanya’s farm in Nkooma Village, Lugusuulu Sub-county, Sembabule District

The National Enterprise Corporation (NEC) farms in Gomba and Kyankwanzi districts among other players in partnership with the private meat export abattoirs such as Pearl Abattoir in Nakasongola, Sanga Meat Abattoir in Kiruhura District, and Bombo Egypt Uganda Food Security Abattoir to export destinations such as the Middle East and East African contributed to the performance. In addition, the abattoirs in Kampala were heavily supplied by NEC farms hence achieving commercialization, especially for beef and beef products.

Performance by value chain stages

Projects (3%) that address agro-processing were poorly implemented and hence had low or no impact on agricultural commercialization. Similarly, 10% of the projects under production and productivity were poorly implemented for both LED and CWP combined. Poor implementation was more on the CWP at 8% compared to the LED at 6% (**Figure 2.16**).

Figure 2.16: Project Output performance trends by the value chain



Source: Project Profiles and Reports

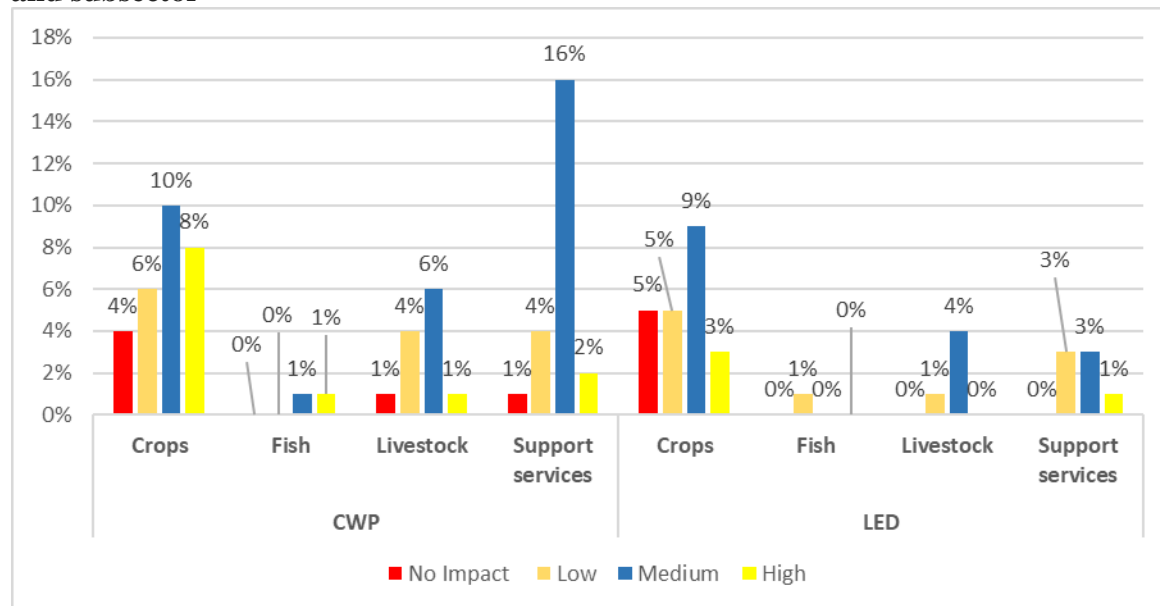
Examples of poor implementation under LED include non-functional value addition facilities in Western Uganda established under Agri-LED interventions by the OWC with support from the MoLG in form of feed and maize mills among others in Kyegegwa, Kasese, Kitagendwa (3), Kamwenge, Kasese districts. These are yet to be utilised due to lack of grid electricity and in cases where there was connectivity, it was two-phase which was not appropriate as the value addition facilities required three-phase power.

Similarly, the coffee hulling facilities in districts of Kyenjojo (2), Bundibugyo (2), Kitagwenda (3), and Mini Dairy processing units in Fort Portal and Kamwenge remained non-functional for similar reasons. A similar scenario of completed value-addition facilities that remained non-functional due to lack of access to grid electricity was notable under the Agriculture Cluster Development Project.

Contribution to Agricultural commercialization for LED

Comparatively, LED had more projects that had no impact or no contributions to agricultural commercialization for LED compared to the CWP mainly due to poor project planning and implementation (Figure 2.17).

Figure 2.17: Contribution of projects to commercialization and LED by project categories and subsector



Source: Project Profiles and Reports

The low impact of LED projects is further evidenced by the four stalled projects: Irrigation Scheme Development in Central and Eastern Uganda (PISD)-JICA Supported Project; Value Addition Luweero Fruit Drying Factory; Kabale Tea Factory; and Enhancing National Food Security through increased Rice Production in Eastern Uganda.

Text Box 2.1: Stalled Projects

Enhancing National Food Security through increased Rice Production in Eastern Uganda

The project that commenced in 2013 stalled before it could execute its core project deliverables. The replacement of one of the private development partners delayed project effectiveness which was achieved in 2016. A major re-scoping was done during the initial year of implementation due to a change in the private sector financier. The modified Financing Terms and Conditions (Amendment to the Financing Agreement) was signed by both Parties in February 2018. Since then, project implementation has experienced several challenges resulting in delays in execution including the need for re-scoping, long procurement processes, the COVID-19 pandemic restrictions; delay in compensating affected populations, and the recent banning of rice growing in wetlands through a Presidential Directive which rendered the project in non-compliant with the country's regulatory laws.

In December 2022, the Islamic Development Bank (IsDB) held a meeting with Government technocrats on a rescindment of the project cancellation request and it was resolved that: (1) Government provides an updated project timeline with realistic actions factoring in all processes including procurement procedures;(2) Transition to a new project before the old one is closed, the new project will be implemented in the same project area, maintain implementation arrangements, incomplete activities moved to the new project; (3) All ongoing procurements considered as advance procurement in the transition phase.

Irrigation Scheme Development in Central and Eastern Uganda (PISD)-JICA Supported Project-
The project which started in 2015 scarcely made any achievements. As of 30th June 2022, there was no contractor and works had stalled mainly due to delayed completion of the Resettlement Action Plan (RAP) at Atari Irrigation Scheme in Kween District where the grant financing agreement between GoU and JICA required full compensation before the commencement of works.

Value Addition Luweero Fruit Drying Factory which started in 2008 scarcely recorded any achievements. The project stalled partly due to the withdrawal of the project implementing partner. The stalled project was transferred to Uganda Development Corporation (UDC) and as of 30th June 2022, the revalidation of the 2013 feasibility study to suit the current context commenced with technical input provided to the consultant was yet to commence.

The Kabale Tea Factory - The component that involved the construction of tea factories was not yet realized. The project stalled and by its end, the tea factories were not operational. The value-addition facilities that stalled due to varied reasons were transferred to UDC which supported its operationalisation. The UDC support was channeled to the expansion of green leaf production at the farm level.

Despite the heavy investments, the factory was operating under capacity due to inadequate tea production. The factory which could operate 24 hours per day was operating at 8 to 12 hours per day. It received on average 25,000kgs of green leaf per day against a target of 40,000kgs per day. As of 30th June 2022 formally reminded Kigezi Highland Tea Ltd (KHTL) to commence payment of instalments under the lease financing agreement which it had not honoured.

Source: Project Profiles and Reports

Other examples of LED projects that did not have an impact or contribute to agricultural commercialization for Local Economic Development include the: One Village One Product (OVOP) due to incomplete deliveries of the value addition facilities and cases where the delivered equipment was inconsistent with the priorities of the farmer organizations or cooperatives.

Generally, CWP were systematically higher than LED projects in most of the impact categories. The CWP were systematically better in terms of contributing to agricultural commercialization (**Figure 2.14**). An example of a CWP with an impact on agricultural commercialization was the Agriculture Credit Facility (ACF) which enabled access to credit by the farmers.

Some of the key projects undertaken over the years with support from the ACF included: the establishment of commercial banana, tea, sugar and coffee plantations; establishment and stocking of poultry farms – structures, hatcheries, and parent stock; expanding water reticulation systems and dams, paddocks and pastures on dairy farms including purchase of breeding stock; acquisition of tractors that were used to expand farmed land; value addition equipment such as oil refinery for crude vegetable oil, and juice and wine making machines.



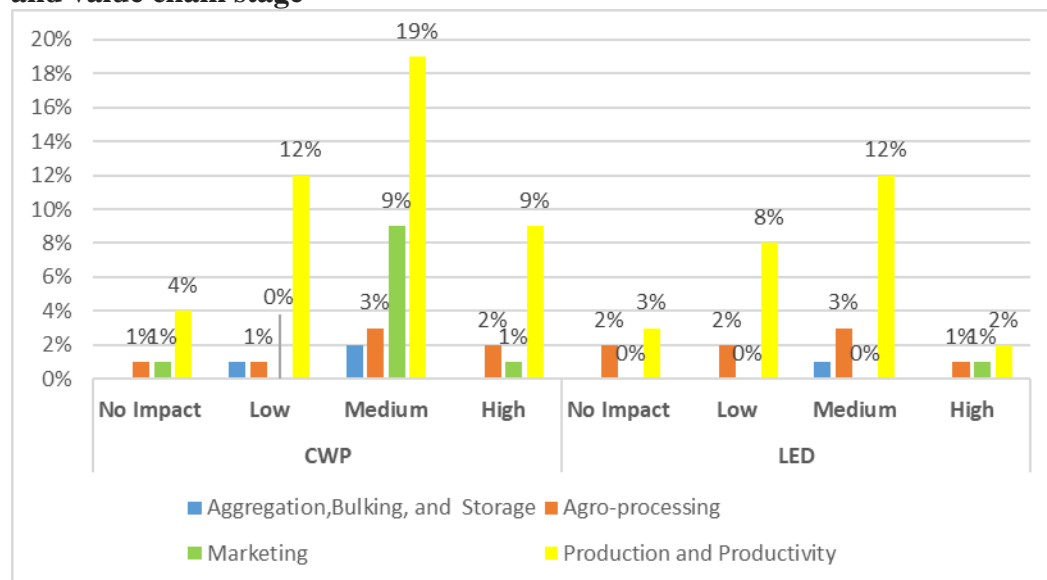
Left: ACF financed tea shamba and right; tea nursery at Mr. Karokora farm in Kyamabale Village, Bushenyi District



ACF financed grain being off loaded and stored at A rise and Shine Maize Millers Ltd in Wakiso District (right), and ongoing works for additional storage capacity at Biyinzika Enterprises in Wakiso District

Over the ten years, the greatest contribution to agricultural commercialization was from projects that were mainly targeting agriculture production and productivity with the lowest two coming from aggregation, bulking, and storage and marketing value chain stage for CWP and LED Projects combined (**Figure 2.18**).

Figure 2.18: Contribution of projects to commercialization and LED by project categories and value chain stage



Source: Project Profiles and Reports

An example of a project that exhibited good performance under the production and productivity value chain and supported agricultural commercialization is the Farm Income Enhancement and Forestry Conservation (FIEFOC I&II) which supported the development of water for production facilities. The cumulative storage capacity was 52.165 Million Cubic Meters (MCM) which increased to 52.48 MCM in FY 2021/22. By June 2021, the area under formal irrigation was 22,504 Ha which increased to 22,797 Ha by June 2022.

Within the completed schemes, irrigation more than doubled the farm output providing food and income to the participating households with some of the produce entering the export market under phase I. The youth supported to establish agri-businesses in Kasese (20), Butaleja (16), Kween (26), Tochi (24) and Wadelai (17). At least 442 direct and 1,030 indirect jobs were created concerning post-harvest handling, food processing technologies, and the best management aspects of production. Under aquaculture, capacity was built in good aquaculture management practices for 10 farmer groups (1,059 farmers) and 600 others trained in fish value addition. The catchment districts (13) got 15 fish smoking kilns (Tochi-4; Mubuku-3; Wadelai-2; Doho2-4; Ngenge-2).

Conversely, the aggregation, bulking, storage and markets which are key to agriculture commercialization including laboratories for quality assurance, controls and certification did not perform well demonstrated by partial occupancy of the completed markets under the Markets and Agricultural Trade Improvement Programme Project (MATIP 1&2) due several constraints including the competition of vendors operating outside the markets selling similar commodities,

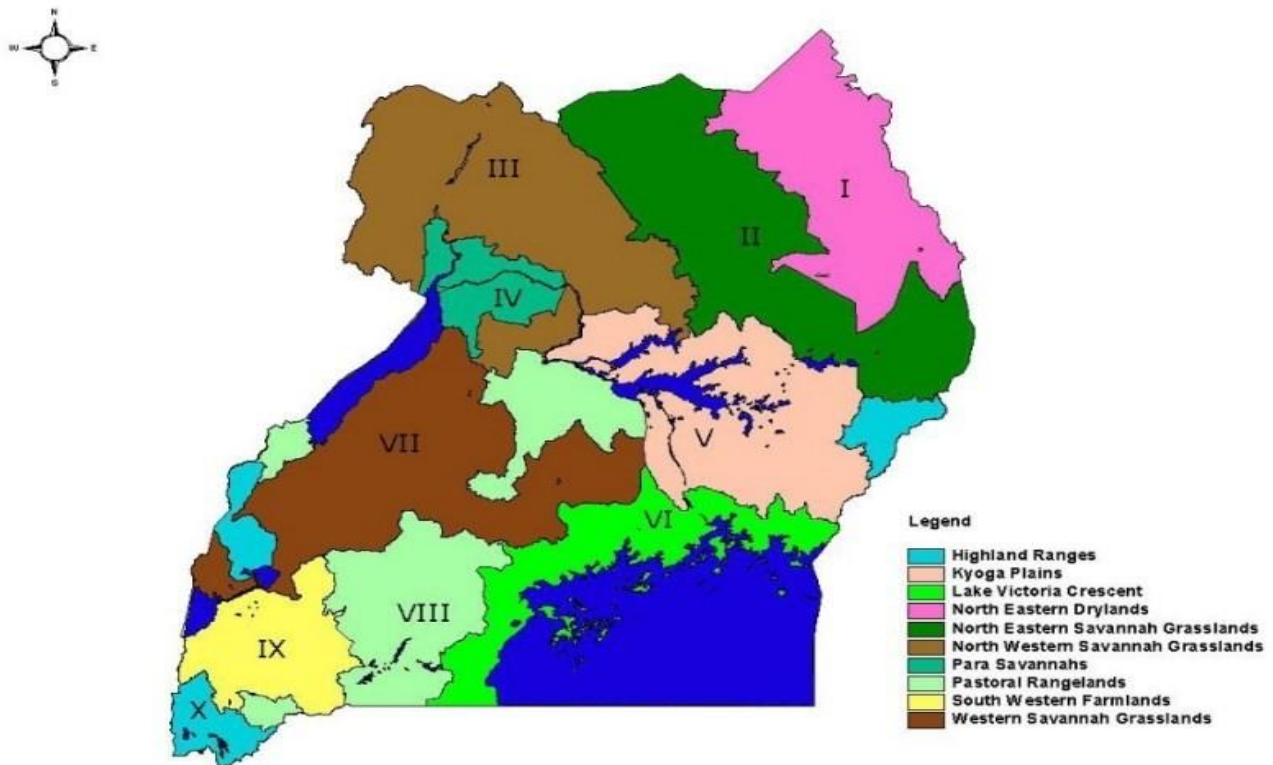
poor design and non-functionality of some of the equipment installed, and inadequate management funds.

The importance of markets if well implemented is demonstrated using VODP-2 one of the success stories for agricultural commercialization for LED. The focus group discussions from Kalangala District revealed that oil palm was the preferred income source because of the guaranteed market through the public-private partnership (PPP) model.

The importance of PPPs in successful agricultural commercialization is further underscored by the VODP-2 project. The private players or nucleus farmers are an assured vehicle for successful agriculture commercialization for local economic development as these ensure quality controls for inputs, proper agronomic practices, post-harvest handling and ensure the availability of ready markets. A single subsistence farmer cannot command a quality input on the markets and later on have adequate bargaining power to participate in the setting of prices.

2.2.5 Relevance of projects, and interventions implemented in the different agro-ecological zones

A comparative analysis was done between the type of inputs/technologies provided to the 10 agroecological zones in Uganda against the required technologies to spur production, productivity and ultimately agricultural commercialization for LED. Analysis was also done for the key projects and interventions implemented in the different agroecological zones to assess the relevance of the interventions implemented. (Map 1)



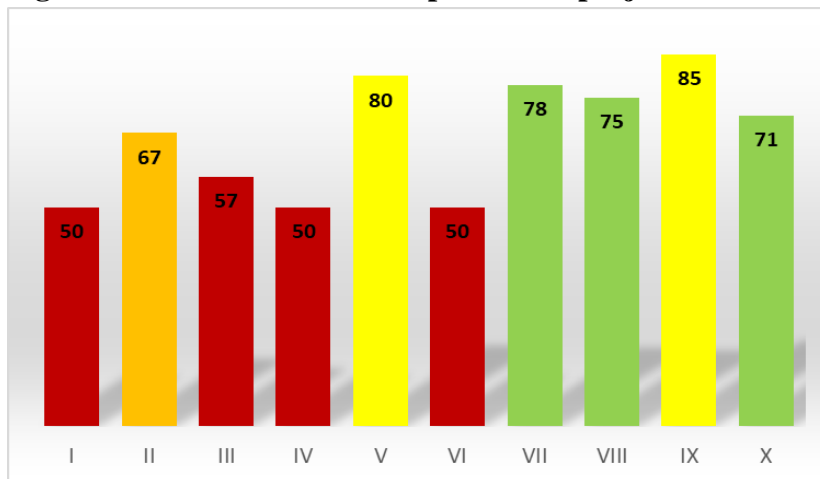
Findings showed that over the 10 years, compliance with the requirements of the different agroecological zones averaged 66%, with 34% of the farmers receiving inputs, projects and interventions that cannot thrive in their agroecological zones.

The most affected agroecological zones were I, IV, and VI where half of the technologies, projects and interventions received were inconsistent with what thrives better in their agroecological zones underscoring the Top-bottom approach in planning and implementation (**Figure 2.10**).

The misalignment of interventions to the required conditions as prescribed by the agroecological zones was consistent with BMAU findings about the high-value additional facility installed in Arua City under the MATIP-2 that was not functional partly due to limited grains and cereals in the region. During the December 2021 monitoring, BMAU established that even the grains used for test running were obtained from the neighbouring regions.

Agroecological zones that received the technologies consistent with what thrives better in their agroecological zones recorded better results of agricultural commercialization and local economic development. (**Figure 2.19**). For example, the Goat Export Project in Sembabule, and meat export services implemented in Western Uganda registered success stories in terms of multiplication, production and export. Another successful case study of the VODP-2 is presented in **Text Box 2.2**.

Figure 2.19: % relevance of implemented projects to the Zones



Source: Project Profiles and Reports, Zoning Reports

Text Box 2.2: Vegetable oil Development Project and National Oil Palm Project (NoPP) have transformed lives

Development of oil palm in areas of Kalangala under VODP and NOPP was successfully demonstrated by improvement in incomes since the technologies provided were consistent with the recommended technologies as per the agro ecological zones. As of December 2018, the household's permanent source of income was oil palm growing. In comparison to the national statistics, the UNHS 2016/17 showed that between 2012/13 and 2016/17, the growth rate of the monthly household income among rural households was much higher (25%) than that of urban households (5%) across the country. When compared to the oil palm smallholder enterprise, it shows that oil palm farmers in the same period had a growth rate of 42% as their average monthly household income (from oil palm only) which is much higher than the average growth rate of 25% in rural areas and is higher than all the regions in the country part from Teso.

MAAIF, 2018

2.2.6 Summary progress on key performance indicators of agricultural commercialization for Local Economic Development

Access to water for production remains low despite the investments

The Ministry of Water and Environment (MWE), and MAAIF completed Doho Phase II (Butaleja), Mobuku Phase II (Kasese), Tochi (Oyam), Rwengaju (Kabarole), and Ngenge (Kween) and technically commissioned leading cumulatively to an increase to 52.48 million cubic meters of water for production. This also increased the area under formal irrigation to 22,797 hectares with 68% of the water for production facilities functional. The five completed schemes were utilized by the farmers who recorded improved production and productivity due to increased access to water for production.

For instance, in the Doho II scheme, the farmers recorded an improvement from 700kg of yield per acre to between 1,100kg to 1,200kg. The yield was however lower than expected due to a lack of fertiliser and pesticide application. The MWE and MAAIF however missed three out of the four water-for-production intermediate outcomes targets that contribute to an increase in production and productivity (**Table 2.7**).

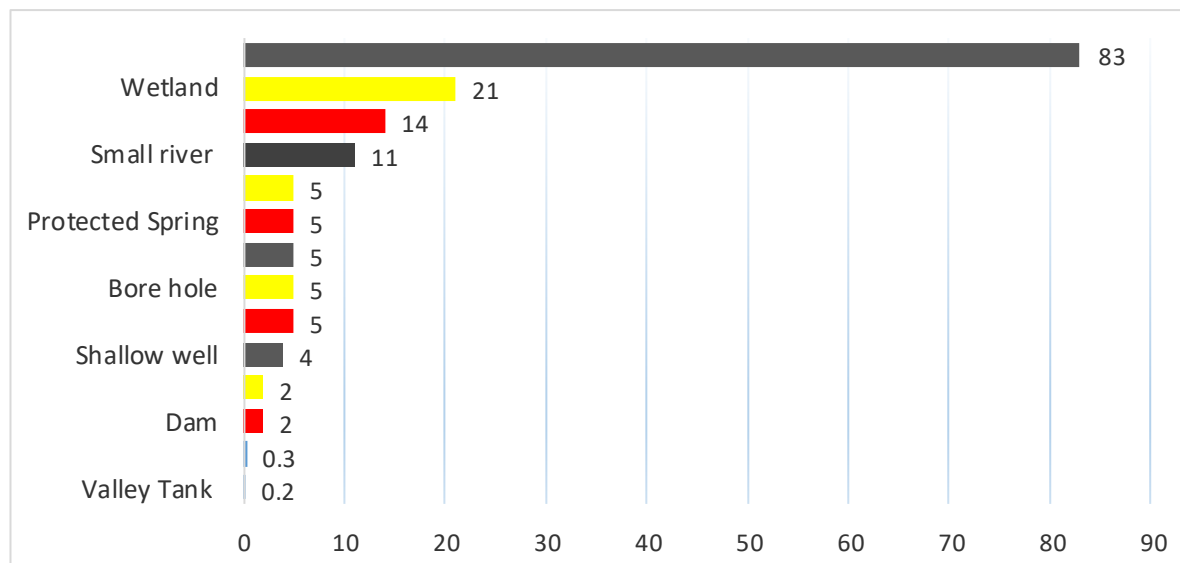
Table 2.7: Water for Production (WfP) Indicator Performance for FY2021/22

Indicator	Target	Achieved
The cumulative water for production storage capacity (MCM)	55.72	52.48
Area under formal irrigation-(ha) -	19,938	22,797
% of water for functional production facilities	88.2	68
% increase in the irrigable area	81	77

Source: BMAU Reports- various years, ABPR-2022, Agro-I Performance Report 2021

The unmet need for WfP persists despite the progress as 83% of the agriculture communities in Uganda depend on direct rain in the season as the source of water for production, followed by wetlands (21%) and streams (14%) (**Figure 2.20**). The least used operational sources of water for production included valley tanks (0.2%) and rock catchment rainwater harvesting (0.3%). (UBOS, 2022).

Figure 2.20: Operational Community Source of Water for Production (%)



Source: UBOS, 2022

The limited availability of valley tanks and earth dams as operational sources of water for production especially for livestock among other uses underscores the unsatisfactory performance of the MAAIF Department for Agriculture Infrastructure, Mechanization, and Water for Production and MWE.

Extension services

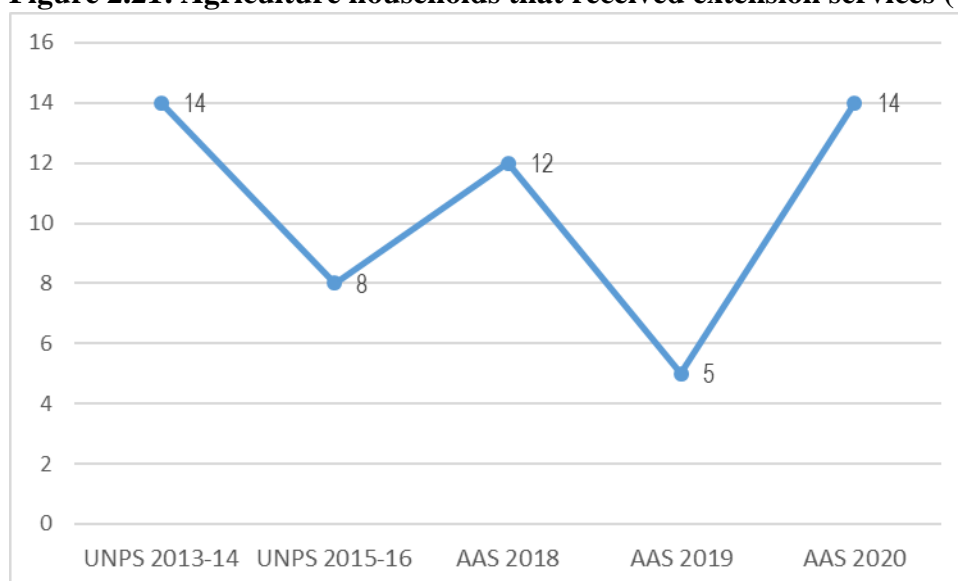
In 2020, the number of agriculture households that received extension services increased to 14 percent from 5 percent in 2019 (**Figure 2.21**). This nine percentage point improvement was mainly attributed to increased reliance on cooperatives and farmer organizations which farmers have increasingly embraced and after-sales services from the input suppliers (**Figure 2.22**).

Comparatively access to extension services by farmers from local government authorities was low and on a declining trend from 51% in 2018 to 44% in 2020 mainly due to the inadequate extension workers recruited by the Government and the increasing availability of alternative sources of extension services such as from Uganda Ginners and Cotton Exporters Association Limited for the cotton crop, producer organizations among others (**Figure 2.22**).

By June 2022, the government extension workers/staff filled at the national level was at 4,031 (43.7%) compared to the approved staffing number of 9,275¹⁰ leaving a gap of 5,220 (56.3%).

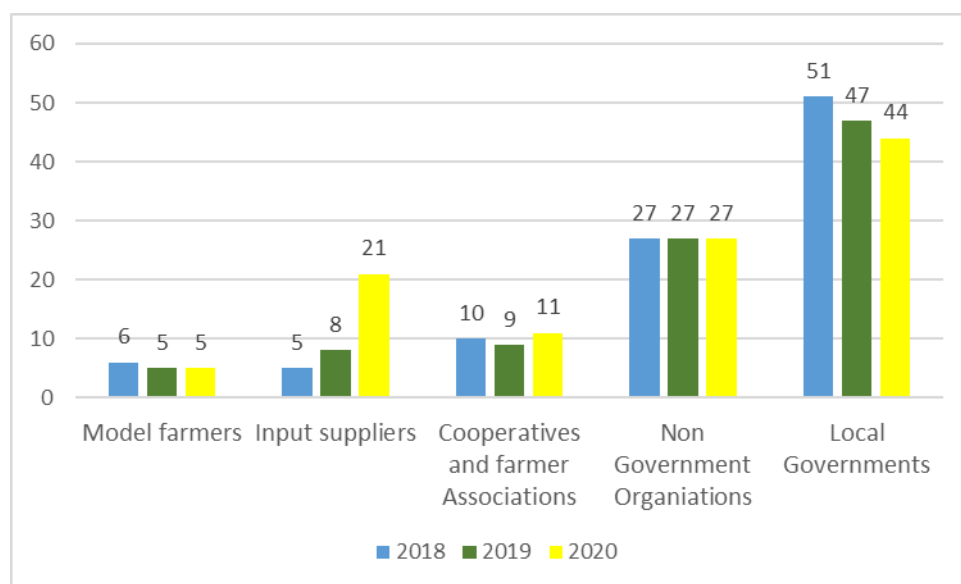
¹⁰ The staffing levels were as 30th June 2022

Figure 2.21: Agriculture households that received extension services (%)



Source: UBOS, 2022

Figure 2.22: Agriculture households receiving extension services (%)



Source: UBOS, 2022

Improved seed, planting and breeding materials

The GoU during the period under review provided assorted inputs, technologies and financial services to farmers over the years through different vehicles (**Table 2.8**).

Table 2.8: Selected inputs provided to farmers under ATAAS/NAADS/OWC (2010/11-2020/21

Input/Unit of measure	Quantity
Tea seedlings(No)	341,450,566.00
pineapple suckers(No)	36,896,708.00
Citrus seedlings (No)	34,943,223.00
Mango seedlings (No)	30,037,990.00
Cocoa seedlings (No)	13,688,971.00
Hybrid maize seed(kg)	12,864,624.00
Upland rice seed(kg)	10,040,000.00
Fish fingerlings (No)	6,482,000.00
Beans (kg)	2,039,483.00
Apple (No)	1,797,187.00
African catfish fingerlings (No)	1,690,000.00
Tissue cultured Bananas(no)	1,445,000.00

Source: BMAU reports various years, ATAAS, NAADS, and OWC Progress Reports

For instance, between FY 2019/20 to FY 2021/22, the GoU distributed 15.5 million tea seedlings, 210.2 metric tonnes (MT) of coffee seedlings, 9.2 MT of cotton seed, 7.2 MT of maize seed and 44.7 MT of cassava cuttings for the planting across the country. The GoU, however, experienced challenges concerning the scale, quality and timeliness parameters as the volumes and quality of inputs provided were generally much lower than what was planned or requested and in some cases delivered late during the off-season.

For instance, in Masaka District, the distribution of maize catered for less than 10% of the farmers' needs. In Amuria District, maize seed was not received despite the allocation. In Packwach District, maize was rejected due to late delivery. In addition, the quality of inputs particularly of the traditional food crops was rated poor by the beneficiaries as demonstrated by low germination and survival rates estimated at 60% compared to the coffee and cotton planting seed which was of relatively better quality.

Agricultural equipment

Access remains low. This was attributed to poor access to information about the availability of the equipment exacerbated by them being few in number relative to the agriculture households.

Some farmers in remote areas have minimal or no access to information about the MAAIF projects that provide agricultural equipment. For instance, in FY 2014/15, there were no beneficiaries of the MAAIF heavy earthmoving equipment under the Labour Saving and Mechanization Project in the northern region. This was mainly attributed to low sensitization and awareness of the project in the region.

In addition, the absence of some spare parts constrains the continuity of use of some agricultural equipment, mainly procured on behalf of farmers under ACF and NAADS which had no spare parts in some parts of the country. In FY2010/11, the best farmer who supplied cassava cuttings

to the whole village in Dokolo Sub-county and district received a donation of a grinding mill and a huller from the NAADS Secretariat. The mill however broke down in March 2011 and could not be repaired due to a lack of spare parts. The mill has since been abandoned. Table 2.9 summarizes the equipment status as of June 2017.

Table 2.9: Summary of available equipment as of June 2017¹¹

Project /Programme	Agricultural Equipment	Beneficiaries and their location
Labour Saving Technology and Mechanization for Agriculture Productivity and Enhancement	Excavators, bulldozers, water bowsers, wheel loaders, graders, compactors, dump trucks, tractors, vibrating rollers, and dump trucks.	The equipment was received by traders and cattle keepers; 162 were in the central region, 2 in the eastern, 1 in the northern and 78 from the western region.
Agriculture/Improved Rice Production (NERICA Project)	Farm tools and post-harvest equipment (hoes, pangas, shovels, ox-ploughs, sickles, jab planters, rice threshers, chisels, weighing scales, spades, rice mills, and wheelbarrows.	A total of 72 farmer groups comprising 2,160 farmers benefited in the districts of Gulu, Kitgum, Lamwo, Pader, Lira, Oyam, Amorator and Dokolo.
Agricultural Credit Facility (ACF)	Agro-processing machinery (wheat, tea, rice, maize, milk, cotton) tractors, ploughs, boom sprayers, planters, rakes, and farm tools.	The beneficiaries were mainly farmers engaged in agricultural mechanization and value addition; 138 were in the central region, 23 in the north, 25 in the eastern and 59 from western region.
Uganda China South to South	Tractors, combined harvesters, feed mixers, forage cutters, forklifts, agro-machinery, and straw choppers.	A feed mixer and forage cutter were set up, and three demonstration sites on good agronomic practices were established in Mbarara Hub in FY2016/17.
Uganda Cotton Development Organization (UCDO)	Tractor hire services, ox-ploughs and spray pumps, motorized sprayers.	A total of 933 ox-ploughs were distributed to 933 cotton farmers and 5,435 acres of land were opened up using tractors in five cotton-growing regions in FY2015/16.
National Agricultural Advisory Services/Operation Wealth Creation (NAADS/OWC)	Rice threshers, milk coolers, mobile milking machines, juice processing equipment, tractors, seed drills, maize millings, grinding mills, hullers, hoes, spades, wheelbarrows, pangas, oxen, ploughs, rakes and motorized knapsack sprayers, and motorized pumps.	In FY2010/11, selected food security farmers and market-oriented farmers in selected 114 Local Governments(LGs), benefited from agricultural equipment for value addition. In FY2015/16, 3 maize hullers, 3 maize mills, 1 milk cooler and 12 motorized pumps were distributed to selected individuals and farmer groups in selected LGs. In FY2011/12, 20 milk coolers, 25 mobile milking machines and juice processing equipment and in FY2012/13, 15 tractors drawn planters were procured under delegated procurement in selected LGs.

¹¹ Updated list of available equipment yet to be provided by MAAIF

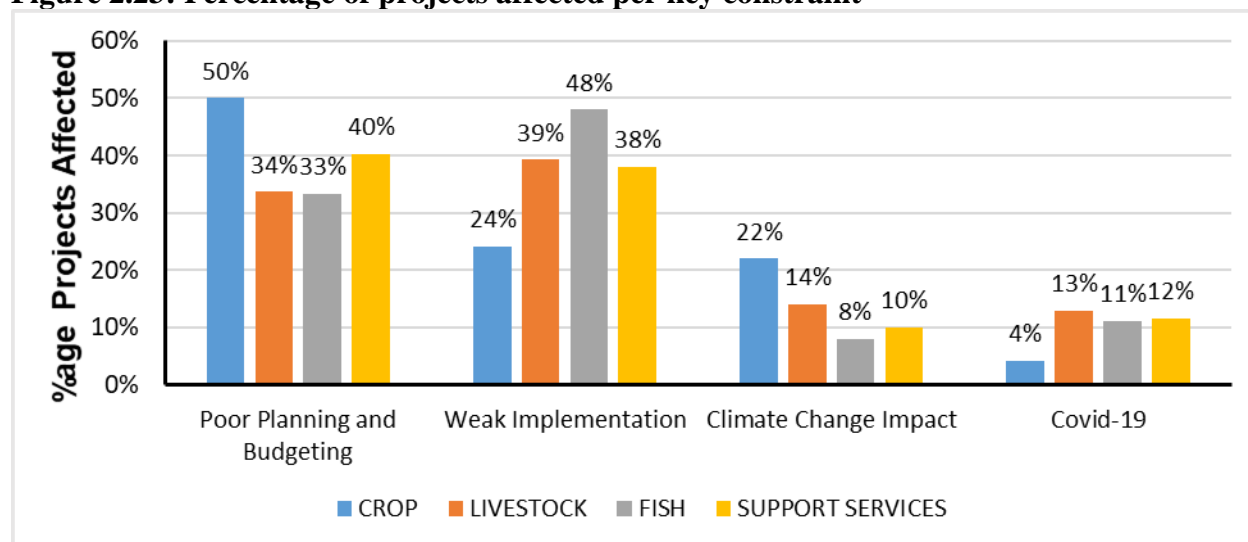
Project /Programme	Agricultural Equipment	Beneficiaries and their location
Dairy Development Authority (DDA)	Yoghurt-making and cup-filling machines, processors, chuff cutters, milk cans, processing equipment (mini diary), milk coolers, portable milking machines, and strainers.	In FY2015/16, a one-unit yoghurt semi-automatic cup-filling machine was procured for the dairy training school in Entebbe–Wakiso District. In FY2013/14, various milk handling equipment was distributed to selected cooperatives and associations for quality assurance including 700 stainless buckets, 700 strainers and scoops and 10 portable milking machines in the cattle corridor.
Commercialization of Agriculture in Northern Uganda Project	Walking tractors, power tillers, ripper planters, digital weighing scales, moisture meters, rice threshers and rice harvesters.	In FY2015/16, 6 power tillers, 50 ripper planters, 10 pieces of digital weighing scale, 10 pieces of moisture mature and 12 motorized rice thrashers were distributed to selected farmer organizations in Acholi and Lango sub-regions.
Uganda Coffee Development Authority (UCDA)	Water tanks, saw blades, pangas, slashers, secateurs, equipment for control of BCTB, drying trays, motorized sprayer kits and chain saws, and motorized pumps.	In FY2015/16, 12 sets of protective equipment and 30 motorized pumps were procured and distributed to selected farmers in selected coffee-growing regions.

2.2.3 Key Constraints to Agricultural Commercialization in Uganda

Four broad categories of constraints were identified to have impacted the performance of the agricultural commercialization interventions during the period 2010 to 2021. The percentage of projects affected under each categorization is illustrated in **Figure 2.23**. Therefore, poor planning and budgeting was the predominant constraint to agricultural commercialization projects followed by weak implementation, the impact of climate change, and the COVID-19 pandemic in that order.

Poor planning affected mostly the crop sub-sector, while weak implementation greatly constrained the fish sub-sector (**Figure 2.23**).

Figure 2.23: Percentage of projects affected per key constraint



Source: Project profiles and reports

- i.) **Poor planning and budgeting of interventions manifested** in the form of poor prioritization, duplication of interventions, poor absorption of the availed financing, implementation of projects without feasibility studies, delayed completion of Resettlement Action Plans, and high dependence on rainfall.

Poor planning resulted in the disbursement of funds to interventions that were either not linked or not investment ready (e.g. projects with no feasibility studies), inadequate investment in appropriate storage facilities for food grains and seeds as well as poor postharvest handling techniques, lack of a functional cold chain system for the management of vaccines for livestock, and limited availability of vaccines.

The fish sub-sector is not well prioritized by the MAAIF evidenced by inadequate funding relative to other sub-sectors, and ineffective control of poor fishing methods on most of the water bodies where incidents of catching premature fish, especially by illegal fishermen are common.

Additionally, there was limited value addition attributed to intermittent or lack of electricity connectivity to areas where the projects were implemented, and/or high electricity costs. Therefore, farmers continued to sell unprocessed products leading to low earnings. The connectivity of production areas and final markets was either poor due to impassable or inadequate roads leading to high transportation costs.

Agricultural production was weakly supported by services such as extension, Research & Development (R&D) and innovation. The function of R&D in informing planning is weak, especially for crops and livestock. The implementation of the value chain approach for the priority commodities is not focused to ensure that there are commodity-specific projects or interventions aimed at enhancing their production, postharvest handling, value addition and marketing other than having cross-cutting interventions.

ii.) Weak implementation arising from procurement delays, persistent human resource shortages, low capacity of contractors, and poor quality technologies and other inputs distributed

Slow implementation and low achievement of some planned outputs were observed on the majority of the projects. Weak procurement management arising from delayed initiation of procurements, and rigorous procurement processes due to multiple stakeholder consultations and engagements led to delayed implementation of some infrastructure projects as well as the untimely distribution of agricultural inputs.

The quality of seeds and other agricultural inputs such as fertilizers, seeds, seedlings, animals, and pesticides purchased and distributed to the farmers was below standard in some cases which greatly contributed to low survival rates and yields. The quality control and assurance system is weak and not effectively enforced. The visibility of the responsible department under the MAAIF at the grassroots is dismal leaving the farmers at a very high risk of exploitation by suppliers of defective inputs. Additionally, the technologies procured and distributed in some cases were inconsistent with the agricultural zoning, with the Northern region most affected. This, therefore, means that the implementation of some technologies was not relevant to the growth/survival potential of some areas.

Limited access to agricultural mechanization by farmers especially in the rural areas due to inadequate numbers of earth-moving equipment and tractors to facilitate excavation of water for production facilities and ploughing bigger acreage of land, low sensitization and limited awareness of the services.

Access to agricultural extension services by the farmers was low due to inadequate staff numbers, especially at the LGs. By June 2022, the number of extension workers recruited was 4,031 (43.7%) compared to the approved number of 9,251¹² leaving a gap of 5,220 (56.3%). The low access to these services meant that farmers did not get technical advice on good quality inputs, breeds, and machinery to be purchased. This greatly contributed to lowering production and profits from farm investments. Implementation of civil works infrastructure suffered from the limited financial and technical capacity of the procured contractors to undertake quality works in stipulated timelines.

iii.) Impact of climate change: Climate change can be viewed in form of persistent drought, effects of flooding during the heavy rainy seasons, and prevalent/high incidence of pests and diseases for both crops and livestock. These have led to changes in farming seasons, increased crop losses/low yields, low survival rates and productivity.

iv.) The COVID-19 pandemic: The restrictive measures during the COVID-19 lockdown greatly affected the movement of persons, and implementation of works/projects and thus impacted the

¹² The staffing levels were as 30th June 2022

achievement of the planned outputs, reduced demand, disrupted supply chains, and local and cross-border markets of some of the commodities, fish and livestock.

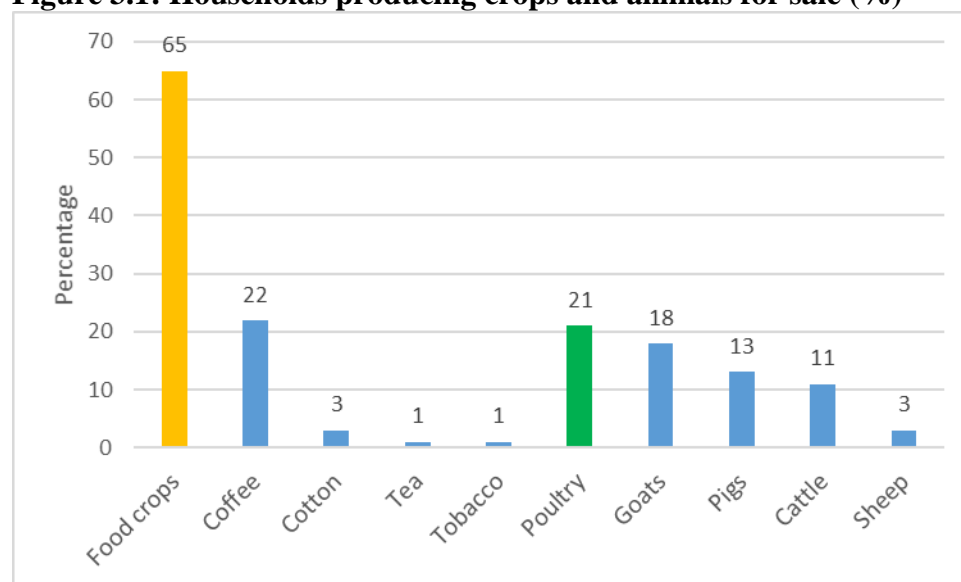
3.0 OUTCOMES OF AGRICULTURAL COMMERCIALISATION

3.1 Introduction

Agricultural commercialization aims at reducing subsistence farming and ensuring that households produce for sale. According to the Uganda National Household survey 2019/20, subsistence farming households¹³ reduced from 2,042,000 (24% of total households) in 2016/17 to 1,981,000 (22.2%).

According to the Annual Agricultural Survey 2020, the Agriculture Households totaling to 7,181,943 are producing crops and animals partly for sale. This translates into 77% of the total Uganda households estimated at 9,315,900 as at 2021. According to the National Service Delivery Survey 2021, most households are engaged in producing food crops and plants for sale¹⁴ compared to rearing animals (**Figure 3.1**).

Figure 3.1: Households producing crops and animals for sale (%)



Source: National Service Delivery Survey, 2021

¹³ Households in the subsistence economy have been defined by UBOS as those that are unable to meet their basic needs regardless of whether they were engaged in any economic activity. Basic requirements of a household include: Food and non-Food items. The poverty status of a household and its ability to meet their basic needs was, considered in determining the households in the subsistence economy. Households in the subsistence economy include subsistence farming households, households earning a wage or salary which is not enough to meet their basic needs, households operating a business whose returns are not enough to meet the basic needs and those households completely not working and cannot meet their basic needs or are living along/below the poverty line.

¹⁴ The 65% of the Agriculture Households sold at least one of or part of the food crops and plants which includes; Matooke, Maize, Sorghum, Millet, sorghum, groundnuts, beans, sweet potatoes, Irish, potatoes, oranges cassava, simsim, rice, mangoes, pineapples,

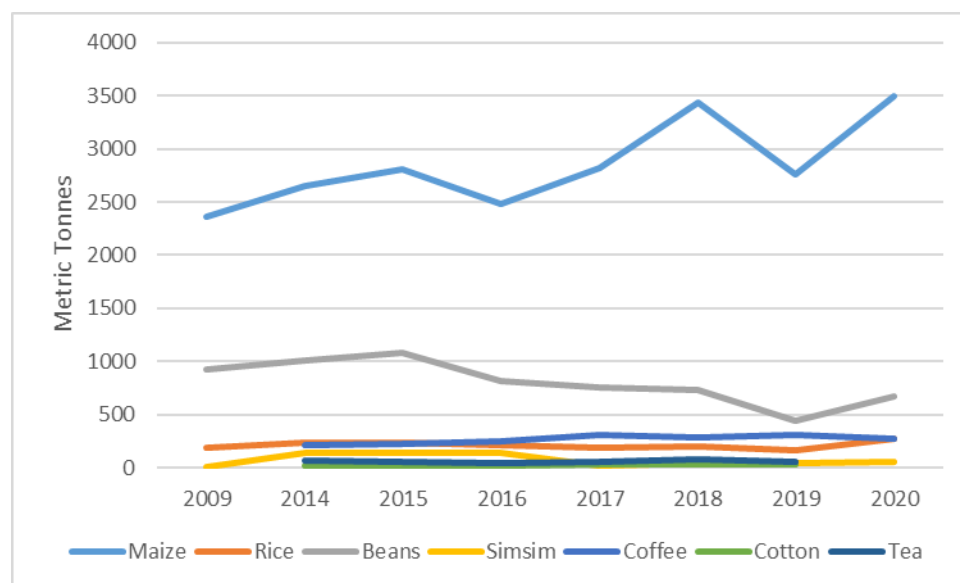
3.2 Outcome Performance

This is assessed in terms of the three planned outcomes.

3.2.1 Increased agricultural production and productivity

The production levels of selected¹⁵ crops have not significantly increased since 2009 (**Figure 3.2**). For all the crops, production has persistently fluctuated over the years, an undesirable phenomenon for commercialization. The same observations can be made on other crops (**Annex Table 4**).

Figure 3.2: Production of selected crops¹⁶ (Metric Tonnes) 2009-2019



Source: Annual Agriculture Survey reports 2008/09, 2019: UBOS Statistical Abstract 2013-2018

The increased production has been attributed largely to increased acreage under crop. The available statistics on productivity confirm this (**Table 3.1**). The crops with significant production increases (maize and beans) posted no productivity increases. It was only for bananas and cassava that some productivity gains were noted.

Table 3.1: Productivity of selected crops, (Metric Tonnes per Hectare) in 2017 and 2018

	Maize	Bananas	Cassava	Beans
2017	1.7	6.5	4.4	0.6
2018	1.6	12.3	8.7	0.6

Source: Annual Agriculture Survey 2018

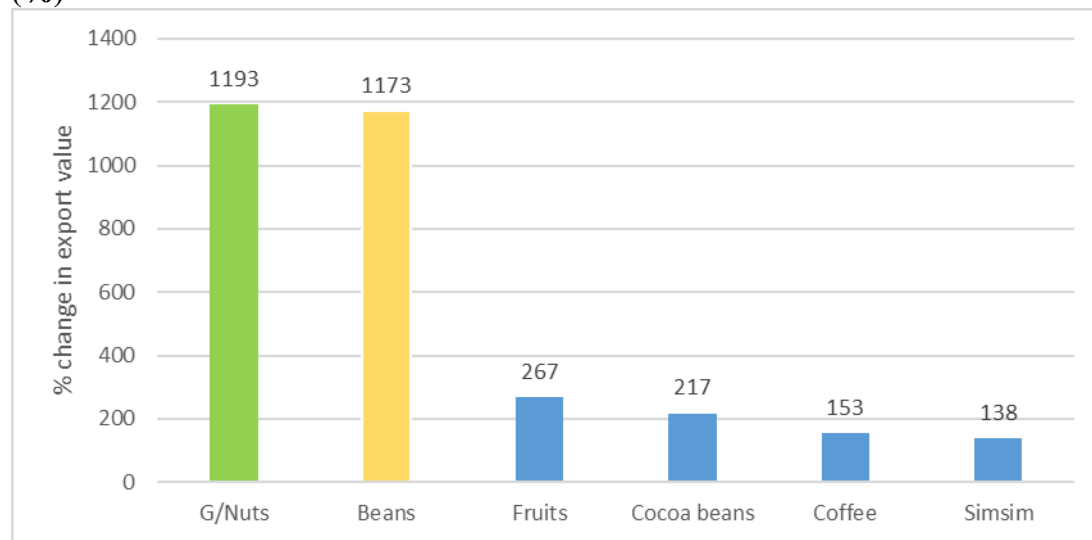
¹⁵ Selected key export crops

¹⁶ Lack of Data in some years is attributed to missed Agriculture censuses, and surveys by the UBOS. In addition, data on cash crops such as Tea, Cotton, Tobacco were in some cases missed since they are mostly not at household level but grown in estates and at most as out growers

3.3.2: Increased agricultural exports and processed agricultural exports

The value of agricultural exports has grown from US\$852.96 million in 2010 to US\$3,566.79 million in 2021, an increase of more than 300 percent. Most changes were noted for the non-traditional exports of groundnuts and beans (**Figure 3.3**).

Figure 3.3: Change in export values in 2021 compared to 2010 for the six lead commodities (%)



Source: Bank of Uganda

Overall export value from 2011-2021 was US\$14,049.24 million. On average, the annual export value between 2011 -2021 was US\$1,277.2 million which exceeds the 2010 earnings (**Table 3.2**). The average annual export values were highest for coffee; fish and its products, sugar, tea, and maize respectively. Apart from coffee, these five commodities were not among those exhibiting the highest growth potential shown in **Figure 3.2**.

Table 3.2: Exports of Agricultural Produce 2010- 2021 (Values in US\$ Millions)

Commodity	Export value in 2010	Export value in 2021	% change in export value	Total export value 2011-2021	Average annual export value 2011-2021	Ranking for annual export value
Coffee	284.64	718.96	153	5,111.09	464.64	1
Cotton	21.19	2036	-3.92	475.52	43.23	
Tea	68.26	84.82	24.26	867.61	78.87	4
Tobacco	69.35	59.71	-13.90	721.55	65.60	
Fish and its products	133.82	118.53	-11.43	1,475.47	134.13	2
Hides and skins	17.15	14.04	-18.13	469.57	42.69	
Simsim	12.87	30.60	137.76	322.08	29.28	
Maize	35.42	52.65	48.64	762.84	69.35	5
Beans	7.96	101.32	1172.86	530.16	48.20	
Flowers	46.55	69.12	48.49	619.23	56.29	
Cocoa beans	33.37	105.81	216.50	728.95	66.27	
Edible fats and oils	36.53	24.15	-33.89	347.81	31.62	
Sugar	58.86	100.26	70.34	984.00	89.45	3
Fruits and Vegetables	12.12	44.48	267.00	341.14	31.01	
Ground nuts	0.07	1.45	1971.43	21.13	1.92	
Rice	14.80	4.89	-66.96	271.09	24.64	
Total	852.96	3,566.79	318.17	14,049.24	1,277.2	

Source: Bank of Uganda

An increase in processed agricultural products may be approximated by the unit values of the exports. Uganda is mainly an exporter of raw agricultural produce, and the Bank of Uganda noted that the average unit value of one kg of coffee for example was US\$1.78 in 2010 and was still the same in 2021.

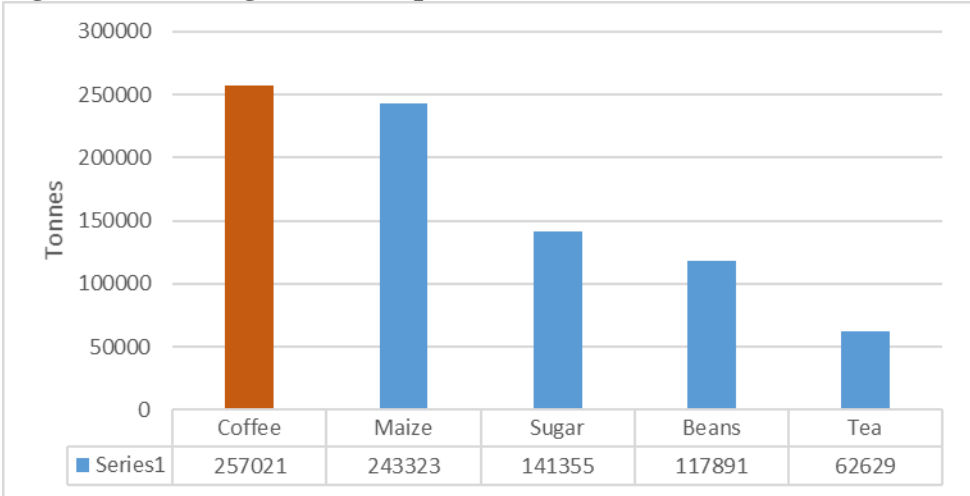
3.3.3 Increased share of agricultural outputs marketed; Import substitution

a) Share of agricultural outputs marketed

In the introduction of this chapter, it was noted that several households are producing crops and animals for sale. The quantities traded on the local market were not available, therefore, the share of agricultural outputs marketed are based on the quantities exported. The volumes exported in 2021, were higher than those in 2010, except for tobacco, fish and its products, hides and skins, flowers and rice here reductions were reported (**Table 3.2**).

Between the years 2011-2021, the average annual volumes increased for all commodities, and most especially for coffee, maize, sugar, beans and tea (**Figure 3.4**).

Figure 3.4: Average annual export volumes, 2011-2021(Tonnes)



Source: Bank of Uganda

b) Import substitution

This would be established by a reduction in imports of agricultural commodities and products. There was no indication of reductions in importing agricultural products (**Table 3.4**). The import values for all agricultural products in 2021 were far higher than those recorded in 2010. This was especially the case for vegetable products, animals, beverages, fats and oil. This further underscores the practice of exporting raw agricultural products and then importing them but in processed form.

Table 3.3: Export Volumes of agricultural produce 2010-2021 (Tonnes, unless otherwise stated)

Commodity	Export volumes in 2010	Export volumes in 2021	% increase in export volume	Total export volumes 2011-2021	Average annual export volume 2011-2021	Ranking for average annual export volumes
Coffee (60kg bags)	2,657,214	6,767,064	154.67	45,837,144	4,167,013.09	1
Cotton (185 kg Bales)	40,302	58,850	46.02	1,428,373	129,852.09	
Tea	53,685	77,012	43.45	688,917	62,628.82	5
Tobacco	125,364	15,121	-87.94	270,961	24,632.82	
Fish and its products	23,618	14,789	-37.38	223,165	20,287.73	
Hides and skins	11,357	8,919	-21.47	233,573	21,233.91	
Simsim	10,238	22,968	124.34	238,088	21,644.36	
Maize	151,389	165,491	9.32	2,677,099	243,372.64	2
Beans	23,309	194,619	734.95	1,296,798	117,890.73	4
Flowers	12,971	6,644	- 48.78	81,113	7,373.91	
Cocoa beans	16,541	44,470	168.85	324,418	29,492.09	
Edible fats and oils	-	16,767	-	182,079	16,552.64	
Fruits and Vegetables	13,305	68,769	416.87	620,276	56,388.73	
Sugar	89,467	204,929	129.06	1,554,907	141,355.18	3
Rice	34,253	8,499	-75.19	528,754	48,068.55	

Source: Bank of Uganda

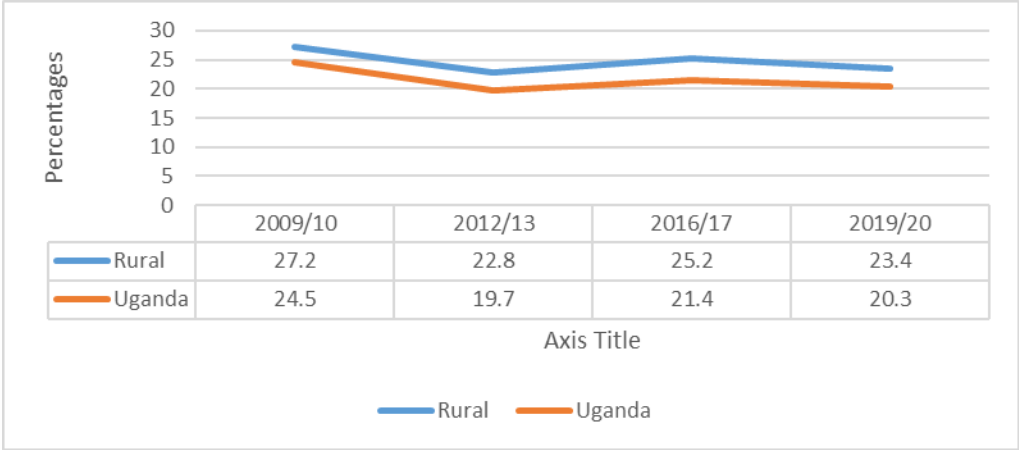
Table 3.4: Imports of agricultural-related products 2010-2021 (Value in US\$ millions)

Commodity	Import value in 2010	Import value in 2021	% change in import value	Total import value 2011-2021	Average annual import value 2011-2021
Animal & animal products	15.18	37.08	144.27	307.72	27.97
Vegetable products, animal, beverages, fats & oil	321.84	786.65	144.42	5,220.66	474.61
Prepared foodstuff, beverages & tobacco	159.19	265.41	66.73	2,437.60	221.60

Source: Statistics Department, Bank of Uganda

The result of these outcomes was expected to be reduced household incomes for the rural population whose mainstay is agriculture. The poverty trends have declined but are still above the national average (**Figure 3.5**).

Figure 3.5: Poverty trends in rural Uganda 2010-2020 (%)



Source: Uganda National Household Survey 19/20, 16/17 and 09/10

4.0 LESSONS FROM THE IMPLEMENTATION OF AGRICULTURAL COMMERCIALISATION INTERVENTIONS

Some lessons can be drawn from this assessment, in light of agricultural commercialization efforts in Uganda.

4.1 What is Government doing right?

- 1) The Government has for more than two decades provided an enabling environment for agricultural commercialization through the enactment and introduction of relevant agricultural and macro-economic policy reforms. Tax expenditures have been used as incentives and various agricultural supplies have been granted as either zero rated and or exempt supplies.
- 2) Prioritized the lower part of the agricultural value chain of increasing agricultural production and productivity through research, development and dissemination of improved technologies and inputs to farmer uptake pathways. This was through interventions under the National Agricultural Research Organisation (NARO), National Animal Genetic Resource Centre and Data Bank (NAGRC&DB), NAADS/OWC, UCDA, CDO, and several MAAIF projects. This has led to a gradual structural transformation of the agricultural sector as farmers have increasingly transformed from subsistence to market-oriented and commercial farming. Increased farmers' access to inputs and technologies led to excess production above household consumption with surpluses taken to the market to earn income.
- 3) Prioritized crop agriculture where most farmers are engaged. Half of the projects are for crop husbandry.
- 4) Efforts to mainstream gender and equity through the issuance of gender and equity compliance certificate has resulted in increased participation of women, youth and people with disability in government programmes. For instance, the Agricultural Advisory Services Programme was highly compliant with gender and equity concerns as there was a high representation of women and women groups, youth, poor people and elderly persons among the beneficiaries of inputs. Similarly, the programme was geographically spread in all districts and sub-counties of Uganda.
- 5) The government slowly introducing the model of input acquisition through a 30% co-funding option for smallholder farmers through commercial or nucleus farmers. This model works as the nucleuse farmers ensure that the acquisition of inputs is only from the certified input dealers. These follow up on the smallholder farmers through extension services provided to ensure that harvest meets a predetermined market. The success of the OVDP-2 in Kalangala is in most part attributed to the nucleus farmer who doubles as off-takers.
- 6) Introduction of programme-based planning and budgeting to reap the benefits of backward and forward linkages along the agricultural commercialization chain.

4.2 What is Government not doing right?

- 1) Partial implementation of policy reforms that are not monitored to assess their impacts on agricultural commercialization and to take corrective measures where necessary. For instance, the LED Policy, which is the bedrock of structural transformation was adopted in 2014 although it was formulated in 2006. To date, there are limited efforts to this effect. Poor application of the agricultural zoning approach has led to the implementation of various nationwide projects that have had interventions not relevant to the growth potential of some areas. This has been most evident in Karamoja, Bunyoro highland ranges, and the Lake Victoria crescent areas.
- 2) Appropriate planning, synchronization and coordination of agricultural interventions for a common goal and outcomes. There were too many discrete project interventions that are not linked, some with limited geographical and beneficiary scope and short-lived without follow-up actions beyond the project end date. This poor planning resulted in inadequate sequencing and investment in the upper part of the value chain especially value addition and agro-processing, storage and market infrastructure thus limiting the gains from enhanced agricultural production. This caused weak backward and forward linkages along the agricultural value chain. For instance, Soroti Fruit Factory operates sub-optimally due to a lack of adequate inputs. On the other hand, the initiatives for value addition such as those under UDC continue to lag partly leading to post-harvest wastages. Since 2010, a lot of agriculture equipment has been acquired while the regional workshops¹⁷ such as the one in Mbale District continue to be less prioritized for completion. These weak linkages are partially reflected in the poor unit export values despite the increased volumes.

Relatedly, because of poor planning funds were sometimes disbursed to interventions that were not investment-ready, especially donor-funded projects where implementation was delayed on average by two years after the declaration of effectiveness due to limited capacity in MAAIF and agencies to fulfil the prior conditions for disbursement. Most projects were extended by more than two years and the planned outcomes were partially achieved.

- 3) Effective project implementation. As was noted in chapter two, 69% of projects are under the production and productivity objective. However, over the past decade, production levels of various crops have not increased significantly. In addition, productivity gains were also noted to be wanting. Poorly performing projects, especially donor-funded ones, continue to be extended, thus crowding out others from the Project Implementation Plan (PIP).

It was noted that although half the projects are in crop husbandry, the crop farmers received the least support services, exemplified by the inadequate access to agriculture extension services compared to the other trades.

¹⁷ These regional workshops are supposed to provide services of mechanization repairs.

- 4) Effective implementation of the import substitution approach. The government is not protecting the infant industries through import bans on locally produced products or raw materials that are inputs of foreign firms. For instance, the targeted market for fruit pulp from Soroti Fruit Factory and Yumbe Fruit Factory when operational included: Coca-Cola, Britannia and Riham, and processors of fresh juice in the country who mostly continue to import pulp for juice production. Absorption of the pulp by these companies may not be achieved if there is no deliberate government decision to ban the importation of pulp to support import substitution.

5.0 CONCLUSIONS AND POLICY INFERENCES

The assessment had various conclusions and key policy recommendations.

5.1 Conclusions

The universal strategic direction of the policy reforms for agricultural commercialization was to transit farmers from subsistence to market-oriented and commercialized farming; promoting investments and participation of actors along the entire value chain and enhancing access to technological innovations that would increase agricultural production and productivity.

The Government has shown some intent to foster agricultural commercialization. The policy framework that created an enabling environment is in place. Since 2010, more than 100 projects have been implemented to support various aspects of agricultural commercialization. In addition to tax expenditures, the Government has spent Ug shs 4.2 trillion over the review period. However, 64% of these funds were recurrent expenditures that largely covered personnel and other operational costs. Relatedly, most projects (69%) were focused on the lower level of commercialization, covering production and productivity-related interventions. The poor planning, coordination and implementation saw most projects performing only fairly.

To that effect, despite the heavy investment in production and productivity enhancement, outcomes have been sub-optimal. Except for beans and maize, the production levels for most crops have not exhibited very significant increments. On the other hand, all crops have persistently suffered fluctuations in production volumes which is undesirable for sustainable commercialization. The low production improvements have been exacerbated by the limited agro-processing and marketing facilities and services. High post-harvest losses were common in many regions of the country due to a lack of storage facilities and proper post-harvest handling practices. This has limited the earnings and export growth potential of most agricultural produce. The country continued to sell raw materials and imported some of those exports as processed goods at premium prices.

The Government has not attained agricultural commercialization and local economic development as 39% of households (3.5 million) continue in the subsistence economy compared to 61% (5.4 million) in the non-subsistence economy in 2019/20. Of the 3.5 million households in the subsistence economy, 62% were engaged mainly in subsistence agriculture.

The critical demand for accountability and the use of documented literature to make an evidence-based decision on projects has been weak. This encourages continued wastage of government resources as poorly designed or implemented projects are left to continue without review and reprimand of the project implementers. The focus on agricultural commercialization was more biased towards availing services countrywide with minimal attention to the scale, adequacy, quality, usefulness and sustainability of the interventions. Inadequate coordination and prioritization of budgets to address the commodity value chains holistically from production to marketing have been key binding constraints.

5.2 Recommendations

1. The National Planning Authority (NPA) with relevant stakeholders should formulate comprehensive commodity-specific programmes along the agricultural commercialization value chain. These should be for a few commodities based on the zoning approach. The example of coffee should be emulated.
2. The Development Committee, Ministry of Finance, Planning and Economic Development, (MFPED) should terminate all projects found to be irrelevant to the comprehensive commodity –specific programmes.
3. The relevant but poorly performing projects should have new management teams.
4. The Government through the Public-Private Partnerships Unit should critically review the role of government in agricultural commercialization. The private sector should be supported to drive the agenda, while the government takes on strategic public investments along the value chain.
5. The MFPED and the Programme Secretariats should prioritize funding for the formulated commodity programmes. The MFPED should guide in the appropriate balancing of funding between recurrent activities and capital investments.
6. The Ministry of Agriculture, Animal Industry and Fisheries, in collaboration with relevant stakeholders, should improve support services to the crop sub-sector. This sub-sector employs most of the farmers, but gets the least support services compared to the fish and livestock husbandry.
7. The Apex Forum (Office of the President) and the Delivery Unit (Office of the Prime Minister) should critically follow up on the implementation of the designed commodity programmes for enhanced effectiveness.

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ANNEXES

Annex 1: Data Collection Tool for Detailed Project Information

1. Summary Project Profile

Project Name	
Project implementation period (<i>all phases of the same project should be considered e.g VODP1 was 2010-2016; VODPII 2016 to 2020. So the implementation period for VODP is 2010-2020</i>)	
Project Objectives	
Planned Outputs	
Planned Outcomes	
Project financials (from reviewed documents)	

2. Physical Performance

Trend analysis of the extent to which intended objectives, outputs and outcomes were achieved during the implementation period.

- a) Narrative on output achievements and successes made (including a summary of the table below).
What caused the variances?

Achievements and successes

Planned output target	Achievement of outputs	Variance

A picture of good performance

- b) Narrative of outcome performance (if applicable)

c) Key constraints and failures

A picture of failed project aspect

3. Lessons

4. Recommendations

5. Rank the extent to which this project contributed to agricultural commercialization

Was the contribution of the project to agricultural commercialization based on the scale below?

- Note: for a project that was monitored by BMAU, use the ranking in our reports. If a project was monitored more than once, give an average of the scores
- For a project that was never monitored by BMAU, give a score using the comments column i.e judging how much of the outputs were achieved.

Table 2.1: Assessment guide to measure performance in FY 2021/22

Score	Performance Rating	Comment
90% and above	Green	Very Good (Achieved at least 90% of outputs and outcomes)
70%-89%	Yellow	Good (Achieved at least 70% of outputs and outcomes)
50%- 69%	Light Gold	Fair (Achieved at least 50% of outputs and outcomes)
49% and below	Red	Poor (Achieved below 50% of outputs and outcomes)

Source: Author's Compilation

6. Any other relevant information or observations by the evaluator

Annex 2: List of Evaluators

1. Mrs Margaret Kakande (Team Leader)
2. Mrs Rosetti Nabbumba Nayenga
3. Mr. Sylvester Kato
4. Ms. Emilly Nohomanya
5. Ms. Zam Mugalasi
6. Ms. Alice Ninisiima
7. Mr. Justus Kalebbo
8. Mr. Francis Mulolo
9. Mrs Margaret Ntolantyo
10. Mr. Lawrence Muganga
11. Ms. Maria Muzaaki

Annex 3: List of assessed Agricultural Commercialization Projects and Interventions

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
1	African Development Foundation	NO	High	Not Applicable	Agro-processing	Fair	Crops	Ended
2	Agricultural Technology and Agribusiness Advisory Services (ATAAS)	NO	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ended
3	Agriculture Cluster Development Project (ACDP)	YES	Medium	Not Applicable	Production and Productivity	Good	Crops	Ongoing
4	Agriculture Credit Facility	NO	High	Not Applicable	Agro-processing	Good	Crops	Ongoing
5	Agriculture Improved Rice Production	YES	High	Not Applicable	Production and Productivity	Good	Crops	Ended
6	Agriculture Livelihoods Recovery Program (ALREP)	NO	No Impact	Poor project implementation	Production and Productivity	Fair	Crops	Ended
7	Agriculture Production, Marketing & Regulation	NO	Medium	Not Applicable	Marketing	Fair	Support services	Ended
8	Agriculture Technology Transfer (AGITT) Cassava Value Chain Project	NO	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ended
9	Agriculture Value Chain Development (AVCP)	NO	No Impact	Project in the early years of implementation	Production and Productivity	Fair	Crops	Ongoing
10	AgriLED Programme for the Rwenzori Region	YES	No Impact	Project in the early years of implementation	Agro-processing	Fair	Crops	Ongoing

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
11	Agro-Economic Impact Deepening In The Albertine Basin	YES	Low	Poor project implementation	Production and Productivity	Fair	Support services	Ended
12	Avian and Human Influenza Preparedness and Response Project	NO	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ended
13	China-Uganda South-South Cooperation Project Phase I	NO	Low	Project in early years of implementation	Production and Productivity	Fair	Crops	Ongoing
14	Building Resilient Communities, Wetland Ecosystem and Associated Catchments in Uganda	NO	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ongoing
15	Commercialization of Agriculture In Northern Uganda	YES	No Impact	Poor project implementation	Production and Productivity	Poor	Crops	Ended
16	Commercialization of Sericulture Project	NO	No Impact	Poor project implementation	Production and Productivity	Poor	Livestock	Ongoing
17	Community Agriculture Infrastructure Improvement Programme (CAIPI, II, III)	NO	High	Not Applicable	Marketing	Fair	Crops	Ended
18	Crop Pests and Diseases Control Phase I & II	NO	Low	Poor project implementation	Production and Productivity	Fair	Crops	Ongoing
19	Dairy Market Access and Value Addition	NO	Medium	Not Applicable	Marketing	Fair	Livestock	Ended
20	Developing a Market-Oriented and Environmentally Sustainable Beef Meat Industry in Uganda	NO	Low	Poor project implementation	Production and Productivity	Fair	Livestock	Ongoing

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
21	Development Initiative for Northern Uganda (DINU)	YES	Low	Poor project implementation	Production and Productivity	Fair	Support services	Ongoing
22	Dissemination Nerica And Improved Rice	NO	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ended
23	District Discretionary and Equalisation Grant (DDEG)	NO	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ongoing
24	Dryland Integrated Development Project	YES	Low	Poor project implementation	Production and Productivity	Fair	Livestock	Ended
25	Enhancement of Market Access and Promotion of Value-Added Exports	NO	Medium	Not Applicable	Marketing	Fair	Support services	Ended
26	East African Agricultural Productivity Programme (EAAPP)	NO	High	Not Applicable	Production and Productivity	Fair	Support services	Ended
27	Enhancing National Food Security through increased Rice Production in Eastern Uganda	YES	No Impact	Poor project implementation	Production and Productivity	Poor	Crops	Stalled
28	Establish Value Addition and Processing Plants in Uganda	NO	No Impact	Project in early years of implementation	Agro-processing	Fair	Crops	Ongoing
29	Establishment of Zonal Agro-Processing Facilities	YES	Medium	Poor project implementation	Agro-processing	Fair	Crops	Ongoing
30	Export Goat Breeding and Production	YES	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ongoing
31	Farm-Based Bee Reserves	NO	Low	Poor Project	Production	Fair	Livestock	Ended

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
	Establishment Project			implementation	and Productivity			
32	Financial Inclusion in Rural Areas (PROFIRA) of Uganda	NO	Medium	Not Applicable	Aggregation, Bulking, and Storage Value Chain	Fair	Crops	Ongoing
33	Food Technology Incubations	NO	Medium	Not Applicable	Agro-processing	Fair	Crops	Ongoing
34	Improving Access and Use of Agricultural Equipment and Mechanisation	NO	Low	Poor Project implementation	Production and Productivity	Poor	Support services	Ongoing
35	Kabale Tea Factory	YES	Low	Poor Project implementation	Agro-processing	Poor	Crops	Stalled
36	Karamoja Integrated Development Programme (KIDP)	YES	Low	Poor Project implementation	Production and Productivity	Fair	Support services	Ongoing
37	Karamoja Livelihoods Programme (KALIP)	YES	Low	Poor Project implementation	Production and Productivity	Fair	Crops	Ended
38	Labour Saving Technologies and Mechanisation Project	NO	Low	Poor Project implementation	Production and Productivity	Poor	Support services	Ended
39	Livestock Diseases Control Project	NO	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ended
40	Livestock Diseases Control Project Phase I & II	NO	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ongoing
41	Local Economic Growth Support (LEGS) Project	YES	Medium	Not Applicable	Aggregation, Bulking, and Storage	Fair	Crops	Ongoing

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
					value chain			
42	Markets and Agricultural Trade Improvement Programme Project (MATIP-1 &2)	YES	High	Not Applicable	Marketing	Good	Support services	Ongoing
43	Meat Export Support Services I, II	YES	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ongoing
44	Microfinance Support Centre	NO	Medium	Not Applicable	Aggregation, Bulking, and Storage Value Chain	Fair	Crops	Ongoing
45	Multi-Lateral Lakes Edward & Albert Integrated Fisheries and Water Resources Management (LEAF II)	NO	High	Not Applicable	Production and Productivity	Good	Support services	Ongoing
46	NAGRC Strategic Intervention for Animal Genetics Improvement Project	NO	High	Not Applicable	Production and Productivity	Fair	Livestock	Ongoing
47	National Agricultural Advisory Services	NO	Low	Not Applicable	Production and Productivity	Poor	Crops	Ended
48	National Agricultural Research Organisation – Support for NARO	NO	High	Not Applicable	Production and Productivity	Fair	Support services	Ongoing
49	National Farmers Leadership Center (I, II)	NO	Medium	Not Applicable	Production and Productivity	Good	Support services	Ended
50	National Livestock Production Improvement	NO	Low	Poor Project implementation	Production and Productivity	Fair	Livestock	Ended

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
51	Regional Integration Implementation Programme [RIIP] Support for Uganda (2014-2021)	NO	Medium	Not Applicable	Marketing	Fair	Support services	Ended
52	Quality Infrastructure and Standards Programme	NO	Medium	Not Applicable	Marketing	Fair	Support services	Ongoing
53	Regional Nerica Research and Training Centre	NO	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ended
54	Regional Pastoral Livelihood Improvement Project	YES	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ended
55	Relocation and Operationalization of the National Livestock Resources Research Institute (NALIRRI)	NO	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ongoing
56	National Oil Palm (NOPP)	YES	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ongoing
57	Northern Uganda Farmers Livelihood Improvement Project	YES	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ongoing
58	Northern Uganda Social Action Fund NUSAF - 2&3	YES	Medium	Poor Project implementation	Production and Productivity	Fair	Crops	Ended
59	One Village One Product (OVOP)	YES	Medium	Not Applicable	Agro-processing	Fair	Crops	Ended
60	Operation Wealth Creation	NO	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ongoing
61	Operation Wealth Creation –	NO	Medium	Not Applicable	Production	Fair	Crops	Ended

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
	Government Purchases				and Productivity			
62	Presidential Initiative on Banana Industrial Development	YES	Low	Poor Project implementation	Agro-processing	Fair	Crops	Ongoing
63	Production Marketing Grant/ Local Governments	NO	Low	Lack of Credible Data to ascertain the impact	Production and Productivity	Fair	Support services	Ongoing
64	Promoting Environmentally Sustainable Commercial Aquaculture Project	YES	Low	Poor Project implementation	Production and Productivity	Fair	Fish	Ongoing
65	Restoration of Livelihoods in Northern Region (PRELNOR)	YES	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ongoing
66	Retooling of Kampala Capital City Authority	NO	Low	Poor Project implementation	Production and Productivity	Fair	Support services	Ongoing
67	Retooling of Uganda National Bureau of Standards	NO	Medium	Not Applicable	Marketing	Fair	Support services	Ongoing
68	Rice Development Project	NO	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ended
69	Rural Industrial Development Project (OVOP Project Phase III)	YES	Medium	Not Applicable	Agro-processing	Fair	Crops	Ongoing
70	Second Trade Capacity Enhancement Project	NO	Medium	Not Applicable	Marketing	Fair	Support services	Ended
71	SPEIDA and II	NO	Medium	Not Applicable	Production and Productivity	Fair	Livestock	Ended

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
72	Soroti Fruit Factory	YES	High	Not Applicable	Agro-processing	Fair	Crops	Ongoing
73	Support for Tea Cocoa Seedlings	NO	High	Not Applicable	Production and Productivity	Fair	Crops	Ended
74	Support to Warehouse Receipt System	NO	Low	Poor Project implementation	Aggregation, Bulking, and Storage value chain	Poor	Crops	Ongoing
75	Sustainable Irrigated Rice Production in Eastern Uganda	YES	Low	Poor Project implementation	Production and Productivity	Poor	Crops	Ended
76	UCDA - Coffee Development Improvement/ Institutional Support to UCDA	NO	High	Not Applicable	Production and Productivity	Good	Crops	Ongoing
77	Support to Agricultural Training Institutions	NO	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ongoing
78	Support to Agro Processing & Marketing of Agricultural Product Projects	NO	Medium	Not Applicable	Marketing	Fair	Crops	Ended
79	Support to Bunyoro	YES	Low	Poor Project implementation	Production and Productivity	Fair	Crops	Ongoing
80	Support to Sustainable Fisheries Development Project	NO	Medium	Not Applicable	Production and Productivity	Fair	Fish	Ended
81	Support to UNBS	NO	Medium	Not Applicable	Marketing	Fair	Support services	Ongoing
82	Support to Value Addition	NO	Low	Poor Project implementation	Agro-processing	Poor	Crops	Ongoing

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
83	The COMESA Seed Harmonization Implementation Plan (COMSHIP) Project	NO	No Impact	Project in early years of implementation	Marketing	Fair	Support services	Ongoing
84	The Farm Income Enhancement and Forestry Conservation (FIEFOC I&II)	NO	High	Not Applicable	Production and Productivity	Fair	Crops	Ongoing
85	The Goat Export Project in Sembabule District	YES	Medium	Not Applicable	Production and Productivity	Good	Livestock	Ongoing
86	The Potato Commercialisation Project	NO	Medium	Not Applicable	Production and Productivity	Fair	Crops	Ended
87	The Maize Seed and Cotton Production Project under Uganda Prisons Service	NO	High	Not Applicable	Production and Productivity	Good	Crops	Ongoing
88	The Project on Irrigation Scheme Development in Central and Eastern Uganda (PISD)-JICA Supported	YES	No Impact	Project in early years of implementation	Production and Productivity	Poor	Crops	Stalled
89	The Vegetable Oil Development Project-1&2 (VODP-1&2)	YES	High	Not Applicable	Production and Productivity	Good	Crops	Ended
90	Uganda Development Bank (UDB)	NO	Medium	Not Applicable	Agro-processing	Fair	Support services	Ongoing
91	Uganda Cotton Development Organization and Cotton Production Improvement	NO	High	Not Applicable	Production and Productivity	Good	Crops	Ongoing
92	Uganda Industrial Research Institute	NO	Medium	Not Applicable	Agro-processing	Fair	Support services	Ongoing
93	Uganda Intergovernmental	NO	No Impact	Project in early	Production	Fair	Crops	Ongoing

SN	Project Name	LED Focused	Extent of contribution to agriculture commercialisation for LED	Reasons for Low or No impact	Value chain Stage	Achievement of Project Objectives	Sub-sector	Implementation status
	Fiscal Transfers Programme (UglFT)			years of implementation	and Productivity			
94	Uganda Meat Exports Development Programme	NO	Low	Poor Project implementation	Production and Productivity	Poor	Livestock	Ended
95	Uganda-China South-South Cooperation Phase II& III	NO	Low	Poor Project implementation	Production and Productivity	Poor	Crops	Ongoing
96	Value Addition Luweero Fruit Drying Factory (Project 1128)	YES	No Impact	Poor Project implementation	Agro-processing	Poor	Crops	Stalled
97	Water for Production (169 & 1523)	NO	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ongoing
98	Water for Production Regional Center-East Project	YES	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ongoing
99	Water for Production Regional Center-North (WfPRC-N)	YES	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ongoing
100	Water for Production Regional Centre-West (WfPRC-W)	YES	Medium	Not Applicable	Production and Productivity	Fair	Support services	Ongoing

Annex 4: Production of selected crops ('000 Metric Tonnes) 2009-2019

Crop	2008/09	2012	2013	2014	2015	2016	2017	2018	2019
Maize	21,362	2,734.5	2,748.1	2,647.5	2,812.9	2,482.8	2,827	3,442	2,760
Rice	191	212.3	213.8	237	238.2	214.9	189	199	167
Beans	929	869.6	941.2	1,011.4	1,080	809.6	761	728	438
Simsim	11	124	124.2	145	145.1	134.8	18	46	44
Cassava	2,894	2,806.8	2,979.9	2,812.7	2,727.5	2,729	1,864	4,390	2,661
Millet	277	244.4	227.5	236.5	236.5	193.5	196	142	73
Bananas	4,018						4,661	6,494	9,438
Coffee						244	303	285	313
Cotton						21	32	34	33
Tea						40	51	74	60

Source: Annual Agriculture Survey Reports 2008/09, 2019: UBOS Statistical Abstract 2017

Annex 5: Mapping of priority and strategic commodities in Uganda's agricultural zones

Commodity	Agricultural Zones									
	I	II	III	IV	V	VI	VII	VIII	IX	X
Banana									√	
Beans			√							
Cassava	√	√		√						
Cocoa										
Coffee			√	√		√	√		√	√
Cotton										
Irish Potatoes									√	√
Sweet Potatoes		√	√		√		√			
Fruits &	Apples									√
	Citrus				√					
Mango										

Commodity		Agricultural Zones									
		I	II	III	IV	V	VI	VII	VIII	IX	X
Veg.	Pineapples					√		√			
	Vegetables			√		√	√	√		√	√
Maize						√		√			
Rice											
Sorghum*		√	√			√			√	√	
Tea								√		√	√
Beef Cattle		√						√	√		
Dairy Cattle							√		√		√
Fish	Aquaculture					√	√				
	Capture										
Goats*		√	√						√		
Poultry*			√	√	√	√	√				
Piggery*				√		√	√	√		√	√
Oil Palm							√				
Oil Seeds			√	√	√	√		√			

Source: MAAIF

* Commodities that were not chosen among the priority and/or strategic commodities but are very important for food and nutrition security of the population.

Annex 6: Government of Uganda Expenditures per Project (Ug shs Bn) FYs 2009/10-2020/21

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
22	Support to LRDP	11.26	11.93	10.94	0.00	11.28	9.78	3.49	1.68	2.31	2.47	11.80	0.38	77.32
77	Agricultural Marketing Promotion and Regional Inte	0.37	0.76	0.20	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.67
81	Development of early warning systems	0.11	0.69	0.21	0.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.20
83	Farming in Tsetse Areas of E. Africa	0.19	0.30	0.29		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.78
90	Livestock Disease Control	3.38	3.67	3.73	2.92	3.83	5.95	0.00	0.00	0.00	0.00	0.00	0.00	23.47
91	National Livestock Production Improvement	1.74	2.46	1.75	6.41	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.86
92	Rural Electrification	0.27	0.11	0.22	0.14	0.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.28
97	Support to Fisheries Development	1.57	0.86	0.80	5.66	3.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.67
100	NAADS	0.00	0.00	1.15	0.00	1.16	8.20	5.67	8.22	6.20	4.61	3.50	0.00	38.70

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
104	Support for Tea Cocoa Seedlings	0.85	0.69	1.48	2.07	2.49	1.27	2.09	0.78	1.47	0.00	0.00	0.00	13.19
106	Vegetable Oil Development Project	5.76	2.38	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.13
151	Policy and Management Support	1.08	1.40	1.56	9.78	10.08	9.72	10.47	8.83	9.76	8.43	7.86	0.00	78.97
169	Water for Production	22.29	20.23	21.20	16.21	19.03	22.98	30.60	17.83	24.15	34.39	0.00	0.00	228.93
253	Support to UNBS	0.00	1.63	2.30		3.28	3.54	2.84	1.99	8.28	8.02	10.90	0.00	42.77
382	Support for NARO	0.00	22.24	7.27		7.41	9.13	9.13	5.98	7.12	29.89	17.33	42.53	158.05
430	Uganda Industrial Research Institute	0.00	6.43	8.23		8.82	9.04	7.56	6.27	8.08	7.75	5.87	0.00	68.05
900	E-government ICT Policy Implementation	0.00	1.65	1.29	1.23	1.51		0.00		0.00		0.00		5.68
903	Agriculture Advisory Services	0.00	44.96	41.80		66.02	141.62	177.36	312.34	273.76	205.06	140.59	219.46	1622.97
932	Post-war Recovery and Presidential Pledges	20.96	15.87	8.42		31.02	30.02	27.89	15.00	18.44	20.34	13.53	1.34	202.85

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
968	Farm Income Enhancement Project	0.20	1.52	2.28	3.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.54
969	Creation of Tsetse and Tryp Free areas	0.49	1.09	2.00	0.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.17
970	Crop disease and Pest Control	0.75	0.74	1.30	0.73	3.48	1.66	1.30	0.00	0.00	0.00	0.00	0.00	9.96
1007	Improvement of Food Security in Cross-Border Districts	0.05	0.06	0.08	0.07	0.08		0.00	0.00	0.00	0.00	0.00	0.00	0.34
1008	Plan for National Agriculture Statistics	0.31	0.29	0.57	1.15	0.56	1.45	1.09	0.00	0.00	0.00	0.00	0.00	5.41
1010	Agriculture Production, Marketing & Regulation	0.17	0.33	0.26	0.21	0.40	0.50	0.72	0.00	0.00	0.00	0.00	0.00	2.59
1011	Dissemination NERICA& improved rice	0.00	0.00	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.20
1012	Integrated Production and Pest Management	0.24	0.26	0.16	0.15	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.02
1068	CAIIP	2.80	2.61	2.67		0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.13

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1078	Karamoja Integrated Development Programme	4.31	12.30	15.74		16.92	16.02	15.69	8.31	11.02	7.91	8.83	4.26	121.33
1082	Sustainable Irrigated Rice Production in E. Uganda	0.16	0.29	0.25		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.70
1083	Uganda Meat Exports Devt Project	0.44	0.47	1.32	0.77	0.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.69
1084	Avian and Human Influenza Project	0.11	0.15	0.18	0.17	0.52	23.37	0.00	0.00	0.00	0.00	0.00	0.00	24.49
1085	MAAIF Coordination/U Growth	0.22	0.44	0.77	0.48	1.21	1.49	1.78	1.34	1.42	1.34	0.00	0.00	10.50
1086	Support to Quality Assurance Fish Marketing	0.47	0.42	0.51	0.37	0.28		0.00	0.00	0.00	0.00	0.00	0.00	2.06
1087	CAIIP II	0.00	0.05	0.10		1.27	0.29	2.93	2.08	0.00	0.00	0.00	0.00	6.71
1088	Markets and Agricultural Trade Improvements Programme 1	0.30	0.97	0.53	0.05	13.14	2.07	7.09	0.00	0.00	0.00	0.00	0.00	24.15
1111	Soroti Fruit Factory	3.06	1.00	2.33	3.28	4.47	4.03	10.34	9.16	5.75	3.40	10.01	0.00	56.85

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1113	Northern Uganda Social Action Fund (NUSAF 2)		2.40	2.40		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.80
1117	Export Goat Breeding	0.91	0.94	1.00	0.96	1.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.03
1118	Regional NERICA Research and Training Center	0.28	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.28
1119	Agriculture Improved Rice Production	0.13	0.24	0.13		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50
1128	Value Addition Luweero	0.00	0.20	0.25	0.14	0.17	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.87
1138	EAAPP	0.00	0.00	6.65		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.65
1139	ATAAS	0.00	2.42	5.35		0.00	1.23	0.00	0.68	0.75	0.00	0.00	0.00	10.42
1153	Karamoja Livelihood Prog.	0.00	1.50	1.50		0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.30
1154	Agricultural Livelihood Recovery Program	0.00	1.72	1.72		0.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.04
1162	Quality Infrastructure and standards Program	0.00	0.00	0.42	0.13	0.13	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.79

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1164	One Village One Product Programme	0.00	0.06	0.47	0.23	0.24	0.29	0.49	0.33	0.00	0.00	0.00	0.00	2.11
1165	Increasing Mukene for Human Consumption	0.00	0.27	0.76	0.45	0.56	0.98	0.00	0.00	0.00	0.00	0.00	0.00	3.02
1166	Support to Fisheries Mechanisation & Weed Control	0.00	0.40	0.31	0.23	0.17	0.24	0.00	0.00	0.00	0.00	0.00	0.00	1.36
1170	Kabale Tea Factory	0.00	0.00	0.75	0.58	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.14
1194		0.00	0.00	1.03	0.96	5.63	3.94	0.00	0.00	0.00	0.00	0.00	0.00	11.56
1195	Vegetable Oil Development Project-Phase 2	0.00	0.00	1.26	1.55	7.64	16.64	10.14	23.59	9.59	14.54	0.00	0.00	84.96
1202	Enhancement of Market Access and Promotion of Value Added Exports	0.00	0.00	0.53	0.22	0.23	0.12	0.00	0.00		0.00	0.00	0.00	1.09
1203	Support to Warehouse Receipt System	0.00	0.00	1.34	0.50	0.60	0.68	0.00	0.00	0.12	0.13	0.14	0.00	3.52
1217		0.00	0.00	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1219	Cotton Production Improvement	0.00	0.00	0.00		1.97	1.07	3.29	6.16	4.08	3.84	2.81	4.21	27.42
1236	CAIIP III	0.00	0.00	0.00		0.19	0.20	6.29	0.72	2.28	0.00	0.00	0.00	9.67
1238	Rice Development Project	0.00	0.00	0.00	0.28	0.50	0.54	0.67	0.24	0.25	0.15	0.00	0.39	3.02
1239					0.10	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30
1240					16.56	0.30	0.00							16.86
1246		0.00	0.00	0.00	0.00	0.02	0.00	0.10	0.22	0.00	0.00	0.00	0.00	0.34
1251	Support to Teso Development	0.00	0.00	0.00		1.93	1.90	1.89	0.85	1.01	1.99	1.85	0.69	12.12
1252	Support to Bunyoro Development	0.00	0.00	0.00		0.85	0.81	0.80	0.41	0.44	0.43	0.40	0.24	4.37
1263	Agriculture Cluster Development Project	0.00	0.00	0.00		0.00	0.09	0.11	0.24	0.46	0.37	0.27	2.25	3.78
1264	Commercialization of Agric in Northern Ug	0.00	0.00	0.00		0.20	0.30	0.70	0.12	0.00	0.00	0.00	0.00	1.32
1265	Agriculture Technology Transfer (AGITT) Cassava Value Chain Project	0.00	0.00	0.00		0.00	0.24	0.21	0.08	0.00	0.00	0.00	0.00	0.53

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1266	Support to Agro-processing & Marketing of Agricultural Product Projects	0.00	0.00	0.00		0.20	0.35	0.32	0.22	0.36	0.24	0.00	0.00	1.69
1267	Construction of Ministry of Agriculture, Animal Industry & Fisheries Headquarters	0.00	0.00	0.00		1.20	0.76	0.28	0.36	0.00	0.00	0.00	0.00	2.59
1268	Dairy Market Access and Value Addition	0.00	0.00	0.00		0.90	0.71	0.82	2.13	2.13	1.89	2.20	2.35	13.14
1288	Financial Inclusion in Rural Areas [PROFIRA] of Uganda	0.00	0.00	0.00			1.51	2.00	2.50	0.00	2.83	2.60	0.00	11.44
1291	Regional Integration Implementation Programme	0.00	0.00	0.00			0.00	0.17	0.00	0.00	0.00		0.00	0.17
1316	Enhancing National Food Security through increased Rice production in	0.00	0.00	0.00			0.30	0.31	0.14	0.79	0.51	0.54	0.65	3.24

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	Eastern Uganda													
1317	Drylands Integrated Development Project	0.00	0.00	0.00			0.00	1.36	0.63	1.28	1.25	1.25	1.01	6.78
1323	The Project on Irrigation Scheme Development in Central and Eastern Uganda (PISD)-JICA-Supported Project	0.00	0.00	0.00			0.00	0.37	0.34	0.88	0.81	1.55	1.18	5.13
1324	Northern Uganda Farmers Livelihood Improvement Project	0.00	0.00	0.00			0.00	0.29	0.00	0.26	0.19	0.17	0.26	1.16
1325	NAGRC Strategic Intervention for Animal Genetics Improvement Project	0.00	0.00	0.00			0.00	0.00	8.00	6.81	6.38	53.34	61.19	135.72
1326	Farm-Based Bee Reserves Establishment Project	0.00	0.00	0.00			0.00	0.25	0.38	1.72	1.21	0.81	0.00	4.38
1327	National Farmers	0.00	0.00	0.00			0.00	0.52	0.55	1.00	1.05	1.28	0.00	4.40

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	Leadership Center (NFLC)													
1328	Support to Agricultural Training Institutions	0.00	0.00	0.00			0.00	0.63	0.64	1.25	1.63	1.65	1.55	7.35
1329		0.00	0.00	0.00			0.00	1.20	0.48	0.76	0.63	0.00	0.00	3.07
1330	Livestock Diseases Control Project Phase 2	0.00	0.00	0.00			0.00	4.84	2.44	11.74	7.89	16.24	9.26	52.41
1343	SPEDA II	0.00	0.00	0.00			0.00		0.21	1.94	1.00	0.58		3.73
1357	Improving Access and Use of Agricultural Equipment and Mechanisation through the use of labour Saving Technologies	0.00	0.00	0.00			0.00	5.28	2.10	15.74	26.29	33.57	39.17	122.14
1358	Meat Export Support Services	0.00	0.00	0.00			0.00	0.48	0.24	12.58	13.01	10.81	13.13	50.25
1360	Markets and Agricultural Trade Improvements Programme (MATIP 2)	0.00	0.00	0.00			0.00	3.68	0.78	1.08	6.21	7.61	3.51	22.88

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1361	Uganda-China South-South Cooperation Phase 2	0.00	0.00	0.00			0.00	0.23	0.29	0.67	0.00	0.00	0.00	1.19
1362	Agro-Economic Impact Deepening in the Albertine Basin	0.00	0.00	0.00			0.00	0.21	0.67	1.50	0.61	0.89	0.00	3.87
1363	Regional Pastoral Livelihood Improvement Project	0.00	0.00	0.00			0.00	0.40	0.16	0.40	0.25	0.30	0.30	1.82
1364	The Potato Commercialisation Project	0.00	0.00	0.00			0.00	0.26	0.12	0.29	0.22	0.00	0.00	0.90
1365	Support to Sustainable Fisheries Development Project	0.00	0.00	0.00			0.00	1.06	0.31	3.28	2.82	7.19	7.16	21.82
1381	Restoration of Livelihoods in Northern Region (PRELNOR)	0.00	0.00	0.00			0.00	0.00	0.52	0.31	0.30	0.27	0.41	1.81
1386	Crop Pests and Diseases Control Phase 2	0.00	0.00	0.00			0.00	0.00	2.84	4.85	2.40	2.13	3.61	15.83

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1395	The maize Seed and Cotton Production Project under Uganda Prisons Service	0.00	0.00	0.00			0.00	0.00	10.19	11.47	9.66	8.09	6.91	46.31
1396	Water for Production Regional Center-North (WfPRC-N) based in Lira	0.00	0.00	0.00			0.00	0.00	2.67	5.59	13.43	15.66	21.86	59.21
1397	Water for Production Regional Center-East (WfPRC_E) based in Mbale	0.00	0.00	0.00			0.00	0.00	5.00	11.74	16.02	23.16	22.75	78.67
1398	Water for Production Regional Centre-West (WfPRC-W) based in Mbarara	0.00	0.00	0.00			0.00	0.00	4.68	13.86	16.75	14.14	27.57	77.00
1401	National Food and Agricultural Statistics System (NFASS)	0.00	0.00	0.00			0.00	0.00	0.40	0.94	1.26	1.28		3.89
1411	The COMESA Seed Harmonization Implementation	0.00	0.00	0.00			0.00	0.00	0.52	0.63	1.69	3.48	4.76	11.08

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	Plan (COMSHIP) Project													
1416	Urban Markets and Marketing Development of Agriculture	0.00	0.00	0.00			0.00	0.00	1.03	2.70	10.10	0.00		13.83
1417	Farm Income Enhancement and Forestry Conservation Project Phase II (FIEFOC II)	0.00	0.00	0.00			0.00	0.00	16.01	31.81	29.22	13.66	18.32	109.03
1424	Multi-Lateral Lakes Edward & Albert Integrated Fisheries and Water Resources Management (LEAFII)	0.00	0.00	0.00			0.00	0.00	0.00	0.99	2.48	3.31	4.60	11.38
1444	Agriculture Value Chain Development	0.00	0.00	0.00			0.00	0.00	0.00	0.05	0.89	3.23	4.38	8.55
1493	Developing a Market-Oriented and Environmentally Sustainable Beef Meat Industry In	0.00	0.00	0.00			0.00	0.00	0.00	0.33	0.20	0.58	0.59	1.69

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	Uganda													
1494	Promoting Commercial Aquaculture in Uganda Project	0.00	0.00	0.00			0.00	0.00	0.00	0.39	0.25	6.24	0.73	7.61
1495	Rural Industrial Development Project (OVOP Project Phase III)	0.00	0.00	0.00			0.00	0.00	0.00	0.49	0.36	0.89	1.21	2.95
1498	Establishment of Zonal Agro-Processing Facilities	0.00	0.00	0.00			0.00	0.00	0.00	33.69	14.91	15.40		63.99
1504	Institutional Support to UCDA	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.27		0.27
1508	National Oil Palm Project	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	6.37	7.58	13.95
1509	Local Economic Growth (LEGS) Support Project	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.06	0.23	0.44	0.73
1520	Building Resilient Communities, Wetland Ecosystems and Associated Catchments in	0.00	0.00	0.00			0.00	0.00	0.00	0.00	3.63	5.70	5.26	14.59

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	Uganda													
1533	Water and Sanitation Development Facility Central - Phase II	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	15.05	14.27	29.32
1560	Relocation and Operationalization of the National Livestock Resources Research Institute (NALIRRI)	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.96	1.19	2.15
1618		0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	4.61	4.61
1675	Retooling of UNBS	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	9.86	9.86
1683	Retooling of UCDA	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	3.06	3.06
1686	Retooling of KCCA	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	64.79	64.79
1696	Development of Sustainable Cashew Nut Value Chain in Uganda	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00
1698	Establishment of	0.00	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.90	0.90

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	Value Addition and Agro-processing plants in Uganda													
Total :		85.21	171.41	170.98	80.66	241.77	335.21	367.68	501.00	583.02	555.61	518.41	648.16	4,259.12

Annex 7: External Financing Expenditures (Ug shs Bn)

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
151	Policy and Management Support	-	0.00	0.00	0.00	2.48	0.00	0.00	7.18	5.29	7.00	0.00	0.00	21.94
169	Water for Production	22.00	20.23	0.00	0.00	0.00	23.48	3.00	0.00	1.62	5.33	0.00	0.00	75.66
968	Farm Income Enhancement and Forestry Conservation Project Phase II (FIEFOC II)	0.38	1.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.92
1068	CAAIP	0.00	0.00	0.00	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.33
1082	Sustainable Irrigated Rice Production in E. Uganda	0.16	-	-	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.16
1084	Avian and Human Influenza Preparedness and Response	0.11	0.00	0.05	0.00	5.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.24
1086	Support to Quality Assurance Fish Marketing	0.00	0.00	0.00	0.80	0.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.52
1088	Markets and Agriculture Trade Improvement Project	0.00	0.00	0.00	0.00	11.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.65
1113	Northern Uganda Social Action Fund (NUSAF) 2	0.00	30.35	35.50	52.81	103.16	65.94	7.93	0.00	0.00	0.00	0.00	0.00	295.69
1138	EAAPP	0.00	5.53	6.62	10.45	24.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46.93
1139	ATAAS (Grant) EU, WB and DANIDA Funded	0.00	5.69	7.40	19.03	26.95	43.63	30.26	85.69	61.69	0.00	0.00	0.00	280.34
1153	Karamoja Livelihoods Programme (KALIP)	0.00	1.03	2.75	6.00	3.66	3.21	0.00	0.00	0.00	0.00	0.00	0.00	16.65

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1154	Agriculture Livelihood Recovery Programme (ALREP)	0.00	0.76	2.32	8.33	6.22	7.59	0.00	0.00	0.00	0.00	0.00	0.00	25.22
1195	Vegetable Oil Development Project-Phase 2	5.52	0.00	0.00	11.82	9.77	7.45	4.17	24.05	23.61	11.99	9.55	0.00	107.93
1236	Community Agric & Infrastructure Improvement Project (CAIIP) III	0.00	0.00	0.00	0.00	73.88	0.00	0.00	54.04	33.27	0.00	0.00	0.00	161.18
1238	Rice Development Project	0.00	0.00	0.00	6.26	4.38	2.79	3.00	2.29	0.00	0.00	0.00	0.00	18.72
1239	Technical Assistance to Improve Animal Disease Diagnostic Capacity	0.00	0.00	0.00	3.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.23
1263	Agriculture Cluster Development Project	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.55	41.45	76.49	137.80	261.29
1266	Support to Agro-processing & Marketing of Agricultural Product Projects	0.00	0.00	0.00	0.00	0.46	1.55	0.00	0.00	0.00	0.00	0.00	0.00	2.01
1288	Financial Inclusion in Rural Areas [PROFIRA] of Uganda	0.00	0.00	0.00	0.00	0.00	0.78	10.86	0.00	15.00	0.88	13.73	16.17	57.42
1291	Regional Integration Implementation Programme [RIIP] Support for Uganda	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.85	4.34	8.19
1316	Enhancing National Food Security through increased Rice production in Eastern	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.18	0.65	0.22	0.82	1.88

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
	Uganda													
1317	Drylands Integrated Development Project	0.00	0.00	0.00	0.00	0.00	5.36	4.07	6.68	6.36	1.25	8.35	7.80	39.87
1323	The project on irrigation scheme development in central and Eastern Uganda-JICCA	0.00	0.00	0.00	0.00	0.00	0.00	4.10	0.00	0.00	0.00	0.00	5.43	9.53
1324	Northern Uganda Farmers Livelihood Improvement Project	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	13.37	7.33	3.24	3.26	28.20
1360	Markets and Agricultural Trade Improvements Programme (MATIP 2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.42	2.13	16.32	69.52	113.18	203.57
1363	Regional Pastoral Livelihood Improvement Project	0.00	0.00	0.00	0.00	0.00	0.00	2.00	18.70	18.80	8.41	51.44	43.19	142.54
1380	Northern Uganda Social Action Fund (NUSAF) 3	0.00		0.00	0.00	0.00	0.00	0.00	82.44	76.73	177.82	112.00	39.73	488.73
1381	Restoration of Livelihoods in Northern Region (PRELNOR)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	54.75	25.91	7.28	19.60	17.31	124.86
1416	Urban Markets and Marketing Development of Agricultural Products (UMMDAP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.17	3.77	1.55	7.21	0.00	25.68

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1417	Farm Income Enhancement and Forestry Conservation Project Phase II (FIEFOC II)	0.00		0.00	0.00	0.00	0.00	0.00	0.35	34.34	74.99	31.65	44.91	186.25
1424	Multi-Lateral Lakes Edward & Albert Integrated Fisheries and Water Resources Management (LEAFII)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.37	3.52	0.77	7.45	5.53	19.63
1444	Agriculture Value Chain Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.34	0.00	2.34
1486	Development Initiative for Northern Uganda	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.70	0.00	3.06	34.01	37.77
1493	Developing a Market-Oriented And Environmentally Sustainable Beef Meat Industry In Uganda	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.45	4.70	6.62	12.77
1494	Promoting commercial aquaculture in Uganda Project	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.04	2.15	2.15	6.34
1499	Development Response for Displacement IMPACTS Project (DRDIP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.83	79.85	89.93	183.51	371.12
1508	National Oil Palm Project	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27.23	39.80	67.03
1509	Local Economic Growth Support Project	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.29	15.29

Project Code	Project Name	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1533	Water and Sanitation Development Facility Central - Phase II	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	36.56	15.46	52.02
Total		28.167	65.13	54.64	118.73	281.08	161.78	69.39	355.11	349.67	446.36	580.29	736.31	3,246.64