AGRO-INDUSTRIALISATION PROGRAMME

Semi-Annual Budget Monitoring Report

Financial Year 2024/25

May 2025

Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
P.O. Box 8147, Kampala
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ABBREVIATIONS AND ACRONYMS

ACDP	Agriculture Cluster Development Project
ACF	Agricultural Credit Facility
AEG	Agricultural Extension Grant
AFFCS	Alinga Fruit Farmers' Cooperative Society
AI	Artificial Insemination
AIC	Agro-Insurance Consortium
ALST	Agriculture Equipment through Use of Labour-Saving Technologies for Agricultural Mechanisation
AVCP	Agriculture Value Chain Development Project
BACML	Budadiri Arabica Coffee Factory Limited
BBTD	Banana Bunchy Top Disease
BCTB	Black Coffee Twig Borer
BMAU	Budget Monitoring and Accountability Unit
Billion	Billion
BoU	Bank of Uganda
CARs	Community Access Roads
CDO	Cotton Development Organisation
CTC	Cut, Tear and Curl
DAESM	Department of Agricultural Extension and Skills Management
DDA	Dairy Development Authority
DLG	District Local Government
DLP	Defects Liability Period
DRMS	Domestic Revenue Mobilisation Strategy
DVO	District Veterinary Officer
ESMP	Environmental and Social Management Plan
F	Female
FARs	Farm Access Roads
FGDs	Focus Group Discussions
FMD	Foot-and-Mouth Disease
FONUS	Food and Nutrition Solutions Limited
FY	Financial Year
GAPS	Good Agricultural Practices
GoU	Government of Uganda
HVAC	Heating Ventilation and Air Conditioning
IEC	Information, Education, and Communication
IFMS	Integrated Financial Management System
IPM	Integrated Pest Management
ISO	International Organization for Standardization
KAZARDI	Kachwekano Agricultural Research Development Institute
KECTPA	Kojja-Tojjwe Environment Conservation and Tree Planting Association
Kg	Kilogram
Km	Kilometre
LG	Local Government
LLG	Lower Local Government

LSD	Lumpy Skin Disease
Ltd	Limited
M	Male
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MBAZARDI	Mbarara Agricultural Research Development Institute
MCAL	Mutuma Commercial Agencies Limited
MCC	Milk Collection Centre
MDALG	Ministries, Departments, Agencies and Local Government
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MoU	Memorandum of Understanding
MPS	Ministerial Policy Statement
MT	Metric Tonne
MoTIC	Ministry of Trade, Industry and Cooperatives
MWE	Ministry of Water and Environment
NAADS	National Agricultural Advisory Services
NaCORI	National Coffee Research Institute
NaCRRI	National Crops Resources Research Institute
NaFIRRI	National Fisheries Resources Research Institute
NaFORRI	National Forestry Resources Research Institute
NAGRC&DB	National Animal Genetic Resources Centre and Data Bank
NaLiRRI	National Livestock Resources Research Institute
NARL	National Agricultural Research Laboratories
NARO	National Agriculture Research Organisation
NAROSEC	National Agriculture Research Organisation Secretariat
NASARRI	National Semi-Arid Resources Research Institute
NCS	National Council of Science
NDA	National Drug Authority
NDAL	National Dairy Analytical Laboratory
NDL	National Dairy Laboratory
NDP	National Development Plan
NDP III	Third National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NFASS	National Food and Agricultural Statistics System
NOPP	National Oil Palm Project
NOSP	National Oil Seeds Project
NPDC	National Poultry Development Centre
OPBL	Oil Palm Buvuma Limited
PAPs	Project-Affected Persons
PDM	Parish Development Model
PFI	Participating Financial Institution
PIAP	Programme Implementation Action Plan

PMG	Production and Marketing Grant
PPP	Public-Private Partnership
PWDs	Persons with Disabilities
Q	Quarter
RAP	Resettlement Action Plan
SACCO	Savings and Credit Cooperative Organisation
SMEs	Small and Medium Enterprises
SSI	Small-Scale Irrigation
ToTs	Trainers of Trainers
UAIS	Uganda Agricultural Insurance Scheme
UBOS	Uganda Bureau of Statistics
UCDA	Uganda Coffee Development Authority
UDBL	Uganda Development Bank Limited
UDC	Uganda Development Corporation
USh	Uganda Shilling
UgIFT	Uganda Intergovernmental Fiscal Transfer Programme
UNBS	Uganda National Bureau of Standards
USD	US Dollar
VSLA	Village Savings and Loan Association
VT	Valley Tanks
WfP	Water for Production
Wp	Watt peak
ZARDI	Zonal Agricultural Research Development Institute

FOREWORD

At the start of the Financial Year 2024/25, the Government of Uganda outlined strategies to restore the economy back to the medium-term growth path with the ultimate vision of a self-sustaining, integrated economy. The strategy emphasized accelerating commercial agriculture, fostering industrialization, and expanding both service sectors and digital transformation. Key areas of focus included enhancing market access and leveraging technological advancements to drive economic growth.

The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport and Infrastructure Services; electricity under the Sustainable Energy Development; irrigation under Agro-Industrialization; Industrial parks under Manufacturing; support to medical schools and science-based research and development under Human Capital Development; as well as oil and gas among others.

Semi-Annual programme assessments were made, and it was established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. These monitoring findings form a very important building block upon which programmes can commence the reflective exercises.

The government has embarked on the 10-fold growth strategy that demands for enhanced efficiency and effectiveness within programmes. We cannot afford to have fair performance scores hence forth, as this will jeopardize the prospects of doubling the economic growth rates in the medium term.

Ramathan Ggoobi
Permanent Secretary/ Secretary to the Treasury

EXECUTIVE SUMMARY

Introduction

The goal of the Agro-Industrialisation Programme is to increase commercialisation and competitiveness of agricultural production and agro-processing. The budget expenditures in FY 2024/25 prioritised implementation of the Parish Development Model (PDM); water for production and irrigation systems; provision of affordable credit; enhancing storage, agro-processing and marketing; agricultural research and animal breeding; disease control; climate resilience and commercialising agriculture.

Financial performance

The appropriated budget for the Agro-Industrialisation Programme for FY 2024/25, including the Local Government Conditional Grant, is USh 2,185.27 billion , of which 42.5% is funded through external financing. As of 31st December 2024, USh 788.87 billion (36% of the budget) had been released, and USh 379.6 billion (48% of the released funds) had been spent.

Overall programme performance

Overall, **fair output performance (68.4%)** was realised in the Agro-industralisation Programme during July to December 2024, although some sub-programmes underperformed. Very good performance was contributed by the Institutional Strengthening and Coordination, and Agriculture Financing sub-programmes. The performance of the Storage, Agro-Processing and Value addition sub-programme was poor, and this was attributed to the rationalisation of key implementing votes within the sub-programme and non-functionality of completed infrastructure. The low releases and fund absorption greatly hindered programme implementation.

Agricultural Production and Productivity Sub-programme

The overall performance of the sub-programme was good, at 74.61% achievement of planned outputs for the reporting period.

Research and technology and breeding infrastructure development

Good performance was noted in infrastructure development by National Agricultural Research Organisation (NARO) institutes and Zonal Agricultural Research and Development Institutes (ZARDI) and National Animal Genetic Resource Centre and Data Bank (NAGRC&DB). No new research and breeding infrastructures were established due to resource constraints. The focus was on completing the existing incomplete infrastructure, addressing defects in the completed structures and paying retention funds.

The completed infrastructures in NARO institutions under the Defect Liability Period (DLP) were the Food Biosciences Laboratory, the Calf Heifer Barn, the poultry hatchery, remodelling of offices, the Biosafety Gate, the perimeter wall and incinerator, water reservoirs, the remodelled floating fish building and 1.22 km of access roads. The water system that was completed at the National Livestock Resources Research Institute (NALIRRI) Maruzi in Apac District was non-functional and had major defects that the contractor failed to rectify.

Several breeding infrastructure and administrative structures were at different stages of construction at the NAGRC&DB farms, although many had stalled due to abandonment by

contractors. Key challenges affecting infrastructure development included: low capacity of contractors who lacked sufficient financing and the technical competence to execute works timeously; late signing of contracts close to the execution end date, resulting in repeated time extensions; and non-functionality of some established facilities due to lack of equipment.

Animal breeding

Fair performance was noted in the multiplication of animal breeding stock on the NaGRC&DB farms, with some centres showing negative growth. Animal mortality on the farms was high due to failure to control livestock diseases as the NAGRC&DB headquarters had not provided sufficient drugs. For example, 67 cattle died on Aswa Ranch in Pader District due to lack of all essential drugs for the treatment of rampant diseases and the management of animal health.

Demand-driven agricultural technologies developed

The development of agricultural technologies was fair, with achievement of key targets at an average of 50%. The fair performance was due to delayed release and disbursement of development funds; technical challenges in operationalising the Integrated Financial Management System (IFMS) at NARO; inadequate resources as most off-budget projects had ended; climate-related crop failure; and staffing gaps as senior officers opted for working at universities, or undertaking long-term studies, and many had retired or passed away without being replaced.

A key influencing factor in some institutions was the support to research projects through partnerships with international NGOs, local and international universities and research institutes, faith- and cultural-based organisations, private sector companies and large-scale farmers. These partners provided substantial off-budget support.

Agricultural extension

Overall, the performance of the agricultural extension system in District Local Governments () and other implementing Ministries, Departments and Agencies (MDAs) was fair. Prior to the institutional rationalisation process, the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and agencies and DLGs extended several trainings and farm visits to farmers. The level of extension delivery declined with the institutional rationalisation process and inadequate funds disbursed for extension services.

By 31st December 2024, the staffing of extension workers in the country was low, with 4,044 positions filled, representing 43.9% of the approved staffing standard. On average, the ratio of extension worker to a farming household was 1:1,800, against the approved standard of 1:500. The extension staffing gap levels were extremely high in some DLGs. Examples included Serere at 81.9%, Ntungamo at 69.9%, Napak at 86.3%, Kikube at 78.3%, Bunyangabu at 71%, Kakumiro at 70%, and Kiboga at 63.4%.

Access to agricultural extension by farmers in Uganda remained poor due to a number of factors, including inadequate extension workers, reallocation of the Local Government (LG) agricultural extension budget to supervision and training of PDM beneficiaries without an operational fund; reduced investment in extension services by the private sector in the cotton and coffee sub-sectors; and shortage of vehicles and equipment at LG level.

Water for agricultural production

The performance of the Water for Production interventions by MAAIF and the Ministry of Water and Environment (MWE) was fair. A substantial portion of the planned activities for the fiscal year were in the procurement phase. For example, procurement for the construction of the Sipi Irrigation Scheme was finalised, while the processes for Geregere and Matanda were at the initiation and technical evaluation stages, respectively. Several ongoing works were carried over from the previous year, including the construction of valley tanks (VTs) in Kalungu (Kikoota VT at 60%), Amolatar (Oryamai VT at 85%), and Kaliro (Mpiti VT at 40%), along with 85 solar-powered irrigation schemes that were substantially completed across the country.

This progress has boosted access to water for irrigation and enhanced climate change resilience. However, delayed fund releases significantly impacted overall performance, causing some contractors and service providers to halt their work due to unpaid certificates.

By 31st December 2024, construction of the Acomai Irrigation Scheme was at 94% physical progress. Canals were constructed, but water had not yet been released. The headworks were completed. However, the presence of farmers downstream on the scheme was blocking the river, affecting the project. The construction of the Atari Irrigation Scheme under MAAIF registered 8% physical progress. Ongoing works included opening of roads in Bulambuli, surveying, clearing, and stripping around the road and canal footprint. Land compensation for the project-affected persons (PAPs) was not yet complete for the Atari Irrigation Scheme.

Storage, Agro-Processing and Value Addition Sub-Programme

The overall performance of the sub-programme was poor (26.71%)**.** Performance was mainly constrained by rationalisation of the major implementing agencies – National Agricultural Advisory Services (NAADS), Uganda Coffee Development Authority (UCDA) and the Dairy Development Authority (DDA); delayed appraisal of investment projects by the Uganda Development Corporation (UDC); and weak contract management for infrastructure projects.

NAADS delivered and installed two sets of mini-dairy processing equipment at Awa Foods Ltd, Isingiro whose procurement happened in FY 2023/24. Construction of Mbale Dairy Processing Factory, Bukedea and Wera Milk Collection Centres (MCCs) was ongoing at varying levels of progress, though behind schedule. A total of two milk coolers and matching implements were procured and were yet to be distributed. The DDA distributed 22 and 26 milk cans of 50 litres and 20 litres capacity, respectively, to dairy farmers in Northeastern Uganda that were procured in FY 2023/24.

The UDC continued to provide guidance and oversight to 10 companies involved in agro-processing, of which seven were operational whereas three were non-operational for various reasons, such as lack of raw materials and a drop in the prices of already-made tea. For example, Atiak Sugar Factory was not processing cane into sugar, Yumbe Fruit Factory had not started mango processing, and Mpanga Growers' Tea Factory was non-operational at the time of monitoring. The UDC hired Chimaki Agro Ltd to operate and manage Soroti Fruit Factory.

MAAIF trained 80 private value chain actors and 60 extension workers in post-harvest handling and primary agro-processing of grains using hermetic and PICS bags. Other planned activities by institutions like NAADS, DDA and UCDA were yet to be implemented, awaiting completion of the rationalisation process.

Agricultural Market Access and Competitiveness

The overall performance of the sub-programme was fair (52.59%). The intervention aimed at improving institution analysis, negotiation and development of market opportunities performed better than the other monitored interventions. The Uganda National Bureau of Standards (UNBS) certified 2,779 products against the targeted 3,000 for the period under review. Additionally, 11 management systems were certified and six trainings for SMEs and manufactures on compliance with standards were conducted. UCDA inspected and certified 3,502,155 bags (60 kilo) for export to various global destinations by 31st December 2024.

The construction works for the National Metrology Laboratory at UNBS headquarters, Wakiso District was completed in December 2023 and installation of the first batch of equipment was at 50% by 31st December 2024. Delays in the delivery and installation of equipment was attributed to non-readiness to receive the equipment due to a faulty heating, ventilation and air conditioning (HVAC) system for the laboratory. The remaining batch of laboratory equipment is expected to be delivered and installed in Q4 FY 2024/25.

Agricultural Financing

Very good performance (93.83%) was realised for the Agricultural Financing Programme by 30th December 2024. Farmers accessed the Agricultural Credit Facility (ACF) and Uganda Agriculture Insurance Scheme (UAIS) interventions that enabled improved production and better risk management. There was persistent disparity in access to these finances, with the Western and Central Regions attracting more resources than the Northern and Eastern Regions.

During July to December 2024, USh 74.890 billion of the ACF was disbursed to 1,579 beneficiaries. There was regional inequality in access to this fund, with the majority of beneficiaries being located in the Central Region (62.7%) and Western Region (28.44%), and the least in the Eastern (2.72%) and Northern (6.14%) Regions. Access to the ACF was lowest among the youth (14.31%) and senior citizens aged 60 years and above (17.09%) and highest among the middle-aged persons (66.81%).

Of the 628,050 farmers who benefitted from agriculture insurance in Q1 FY 2024/25, the majority (184,017 or 29.30%) were from Eastern Region, followed by Western (171,427 or 27.30%), Central (147,131 or 23.43%), and the least in the Northern Region (125,475 or 27.30%). However, in terms of value insured, the Western Region had the highest amount (USh 1.240 billion or 53.99%), followed by the Central Region (USh 642.107 million or 27.94%), the Eastern Region (USh 231.074 million or 10.05%), and the least being in the Northern Region (USh 184.337 million or 8.02%). The differences arose because the farmers that were insured in the Eastern Region were mainly small-scale farmers, while in the Western Region the largest number of insured farmers possessed large plantations on extensive land.

Institutional Strengthening and Coordination

The performance of the Institutional Strengthening and Coordination Sub-programme was very good, at 94.14%. The coordination of public institutions was strengthened through development and implementation of laws, regulations, guidelines, and procedures. Various measures were under implementation for institutional strengthening and better coordination of Government interventions at Central and Local Government levels. The Rationalisation of Government Agencies and Public Expenditure (RAPEX) was ongoing, with the Uganda Coffee Development

Authority (UCDA), CDO, NAADS and DDA interventions merged into MAAIF, and is expected to reduce public expenditure and enhance service delivery.

Efforts were made to digitalise information generation and use in some institutions and departments within the agro-industrialisation programme. Ministries, Agencies, Departments and Local Governments (MDALGs) routinely collected agricultural data, but dissemination was hindered by insufficient manpower, skills, and resources. Additionally, data transfer was affected by poor internet access and power shortages in some areas, further limiting its accessibility and use for policy decisions.

Conclusion

The overall performance of the programme was fair at 68.4% achievement of planned output targets for the period. Good performance was realised by the Institutional Strengthening, Agricultural Financing and Agricultural Production and Productivity Sub-programmes, whereas the Storage, Agro-processing and Value Addition Sub-programme performed poorly. The Agro-Industralisation Programme realised 36% of the annual budget and 48% of the release was spent. The fair performance of the programme is likely to hinder the attainment of the programme goal of increased commercialisation and competitiveness of agricultural production and agro-processing. The fair performance of the programme was attributed to rationalisation of key implementing agencies within the programme, delayed completion of valuation studies by the Uganda Development Corporation (UDC) and inadequate extension services.

Recommendations

i) MoFPED, the Ministry of Public Service (MoPS), MAAIF and LGs should prioritise recruitment and equipping more extension workers. MAAIF and other agencies should further strengthen and support extension services and farmer group cohesion.

ii)

iii) UDC should expedite the appraisal and valuation of planned investment projects.

iv)

v) MoFPED and MAAIF should review and revise the budget ceiling for extension services to cater for increased staff recruitment and their operational expenses at the LG level.

CHAPTER 1: INTRODUCTION

1.1 Background

The mission of the Ministry of Finance, Planning and Economic Development (MoFPED) is: "*To formulate sound economic policies, maximise revenue mobilisation, and ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development*."

MoFPED, through its Budget Monitoring and Accountability Unit (BMAU), tracks the implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals, indicators, and targets (how things are working). BMAU work is aligned to budget execution, accountability, service delivery, and implementation of the Domestic Revenue Mobilisation Strategy (DRMS).

Starting in FY 2021/22, BMAU has been undertaking Programme-Based Monitoring to assess performance against targets and outcomes in the Programme Implementation Action Plans (PIAPs) and the Third National Development Plan (NDP III). Semi-annual field monitoring of Government programmes and projects was undertaken to verify the receipt and application of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and the level of gender and equity compliance in the budget execution processes in FY 2024/25.

The monitoring covered the following Programmes: Agro-Industrialisation; Community Mobilisation and Mindset Change; Digital Transformation; Human Capital Development; Innovation, Technology Development and Transfer; Integrated Transport Infrastructure and Services; Manufacturing; Mineral Development; Natural Resources, Environment, Climate Change, Land and Water Management; Public Sector Transformation; Sustainable Development of Petroleum Resources; and Sustainable Energy Development.

This Semi-annual Monitoring Report presents findings from monitoring the Agro-Industrialisation Programme for the budget execution period 1st July 2024 to 31st December 2024.

1.2 Programme Goal and Objectives

The goal of the Agro-Industrialisation Programme is: *"To increase commercialisation and* competitiveness of agricultural production and agro-processing."

The programme objectives are:

1) Increasing agricultural production and productivity.
2) Improving post-harvest handling and storage for agricultural products.
3) Improving agro-processing and value addition.
4) Increasing market access and competitiveness of agricultural products in domestic and international markets.
5) Increasing the mobilisation, access and utilisation of agricultural finance.
6) Strengthening the agriculture sector institutional capacities for agro-industralisation.

The investment priorities to deliver these objectives in FY 2024/25 are guided by the Third National Development Plan (NDP III), the Agriculture Value Chain Development Strategy 2022,

the Presidential Directives of May 2022, the Parish Development Model (PDM) Pillar One strategies and the Budget Strategy for FY 2024/25. Key expenditure drivers were focused on: agricultural research and breeding; quality seed and stocking materials; disease control; enterprise selection; mechanisation and irrigation; climate resilience, affordable credit; storage, value addition and marketing.

1.3 Sub-Programmes

The Agro-Industrialisation Programme is implemented through five sub-programmes, namely:

i) Agricultural Production and Productivity.
ii) Storage, Agro-processing, and Value Addition.
iii) Agricultural Market Access and Competitiveness.
iv) Agricultural Financing.
v) Institutional Strengthening and Coordination.

1.4 Programme Outcomes

FY 2024/25 marks the fifth and last year of implementing NDP III. The key results to be achieved over the five-year period (FY 2020/21 to FY 2024/25) are:

i) Increased total export value of processed agricultural commodities – coffee, tea, fish, dairy, meat, and maize (and its products) – from USD 0.935 billion to USD 2.7 billion.

ii) Reduced total value of imported cereals and cereal preparations, vegetable fats and oils, and sugar preparations from USD 931.1 million to USD 500 million.

iii) Increased agricultural sector growth rate from 3.8 % to 6.0 %.

iv) Increased labour productivity in the agro-industrial value chain (value added, USD per worker) from USD 2,212 to USD 3,114.

v) Increased number of jobs created per annum in agro-industry along the value chain by 180,000.

vi) Reduced percentage of households' dependent on subsistence agriculture as a main source of livelihood from 68.9 % to 55 %.

vii) Increased proportion of households that are food-secure from 60 % to 90 %.

CHAPTER 2: METHODOLOGY

2.1 Scope

The monitoring report is based on selected but representative interventions in the Agro-Industrialisation Programme that were planned during FY 2024/25. A total of 18 (53%) of the planned interventions in the Programme Implementation Action Plan (PIAP) were monitored **(Table 2.1).** Some interventions were not assessed as they were not planned and budgeted for implementation in FY2024/25 and some lacked credible data.

Table 2.1: Number of interventions monitored by sub-programme

SN	Sub-programme	Total Interventions in PIAP	No. of PIAP Interventions Monitored
1	Agricultural Production and Productivity	13	8
2	Storage, Agro-processing, and Value Addition	8	4
3	Agricultural Market Access and Competitiveness	5	3
4	Agricultural Financing	6	2
5	Institutional Strengthening and Collaboration	2	1
	Total Interventions	**34**	**18**
	% of Total Interventions monitored		**53**

Source: Author's compilation

The selection of projects and interventions to monitor was based on the following criteria:

1) Significant contribution to the programme objectives and national priorities.
2) Level of investment, interventions that had major allocations were prioritised.
3) Multi-year investments under implementation in the current year.
4) Projects that were considered at risk, mostly due to low absorption of external financing

2.2 Approach and Sampling Methods

Monitoring involved analysis and tracking of performance indicators in the Ministerial Policy Statement (MPS), work plans and performance reports of the Agro-industralisation Programme. Both qualitative and quantitative methods were used in the monitoring exercise. Physical monitoring of outputs and intermediate outcomes was undertaken using purposive sampling.

To aid mapping of PIAP interventions against annual planned targets stated in the Vote MPS and quarterly work plans, multi-stage sampling was undertaken at four levels: i) Sub-programmes; ii) Sub sub-programmes; iii) Local Governments; and iv) Project beneficiaries. The selection of districts, facilities, and beneficiaries to monitor considered regional and gender representation.

2.3 Data Collection and Analysis

Data collection

The monitored entities and beneficiaries **(Annex 1)** were consulted to provide data. The monitoring team employed both primary and secondary data collection methods. Secondary data collection methods included:

i) Literature review of key policy documents, including the Ministerial Policy Statement (MPS) FY 2024/25, National and Programme Budget Framework Papers, Programme

Implementation Action Plans (PIAPs), NDP III, quarterly progress reports and work plans for the respective implementing agencies, Quarterly Performance Reports, the Budget Speech, Public Investment Plans, Approved Estimates of Revenue and Expenditure, project reports, strategic plans, policy documents, aide-memoires and Evaluation Reports for selected programmes/projects.

ii) Review and analysis of data from the Integrated Financial Management System (IFMS), the Programme Budgeting System (PBS), Quarterly Performance Reports, and bank statements from some implementing agencies.

Primary data collection methods included:

i) Consultations and key informant interviews (KIIs) with institutional heads, project/intervention managers, household heads, and service beneficiaries at various implementation levels. Focus group discussions (FGDs) were also held in instances of group beneficiaries.

ii) Field visits to various districts, for primary data collection, observation, and photography.

iii) Call-backs in some cases were made to triangulate information.

2.4 Data Analysis

The data was analysed using both qualitative and quantitative approaches. 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 monitoring teams provided an objective interpretation of the field events. Quantitative data, on the other hand, was analysed using advanced Excel tools that aided interpretation.

Comparative analyses were done using percentages, averages, and cross-tabulations of the outputs/interventions, intermediate outcome indicators and the overall scores. Performance of outputs/interventions and intermediate outcome indicators was rated in percentages according to the level of achievement against the annual targets. The sub-programme score was determined as the weighted aggregate of the average percentage ratings for the output/intermediate outcomes in the ratio of 65%:35% respectively.

The overall performance of the programme is an average of individual sub-programme scores assessed. The performance of the programme and sub-programme was rated on the basis of the criteria in **Table 2.2.** Based on the rating assigned, a BMAU colour-coded system was used to alert the policymakers and implementers to whether the interventions were achieved or had very good performance (green), or good performance (yellow), fair performance (light gold) and poor performance (red) to aid decision-making.

Table 2.2: Assessment guide to measure performance in FY 2024/25

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

Ethical considerations

Entry meetings were undertaken with the Permanent Secretaries/and Accounting Officers or delegated officers upon commencement of the monitoring exercises. Consent was sought from all respondents, including programme or project beneficiaries. All information obtained during the budget monitoring exercise was treated with a high degree of confidentiality and only used in policy-making and improving service delivery.

2.4 Limitations

i) Inadequate field time and resources to cover all the sub-programmes comprehensively.

ii) Difficulty in accessing data from NAGRC&DB and some MAAIF projects.

2.5 Structure of the Report

The report is structured into four chapters. These are: Introduction; Methodology; Programme Performance; and Conclusion and Recommendations.

CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Overall Programme Performance

3.1.1 Financial performance

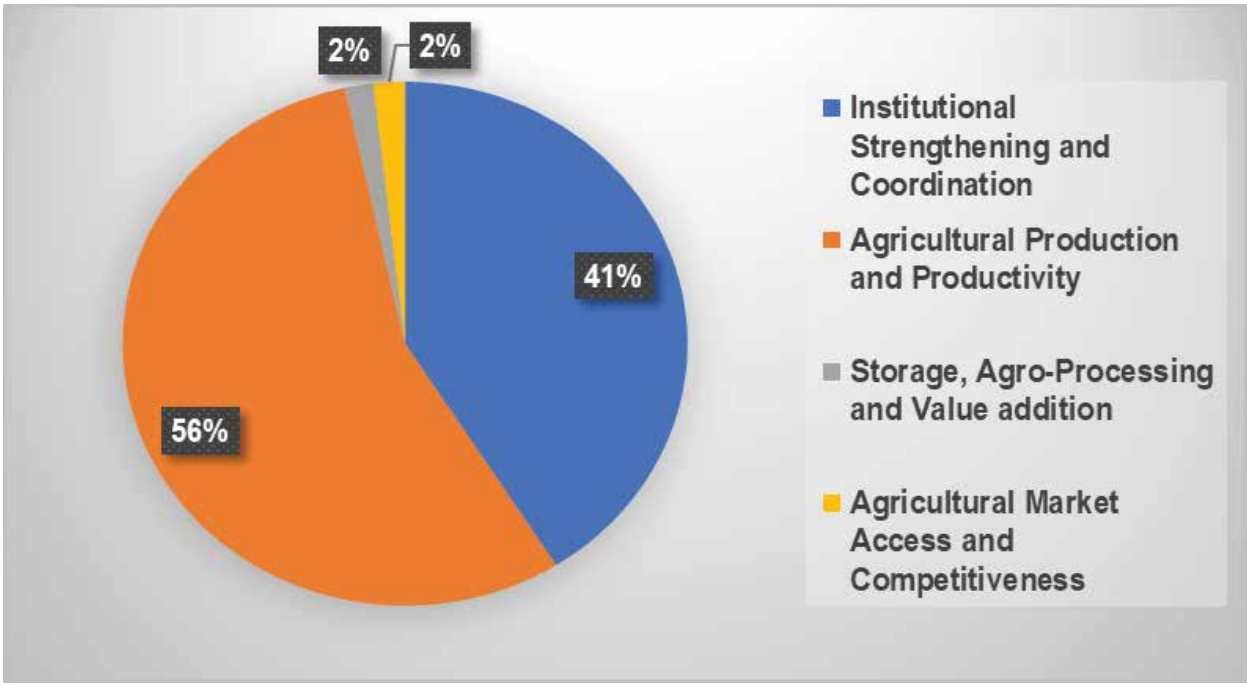
The appropriated budget for the Agro-Industrialisation Programme for FY 2024/25, including the Local Government Conditional Grant, is USh 2,185.27 billion, of which 42.5% is funded through external financing. As of 31st December 2024, USh 788.87 billion (36% of the budget) had been released, and USh 379.6 billion (48% of the released funds) had been spent. External financing supports interventions under three votes: The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the Ministry of Local Government (MoLG), and the Ministry of Water and Environment (MWE). The external financing component of the programme totalled USh 929.26 billion, with USh 112.02 billion released and USh 62.67 billion spent by 31st December 2024.

The external budget release and expenditure performance was poor, at 36% and 48%, respectively. The poor release performance for external financing was attributed to delayed fulfilment of disbursement conditions and a lengthy process for no objection by the project funders. The release and expenditure performance for the GoU budget component was fair and poor, at 54% and 47%, respectively. The poor expenditure performance was attributed to the rationalisation of some votes within the programme during the quarter, which prevented the affected entities from spending. Additionally, the appropriated funds for the rationalised votes required parliamentary approval before the receiving ministry (MAAIF) could utilise them.

Financial performance by sub-programme involved assessment of the release and expenditure of the appropriated domestic budget by the four sub-programmes[1]. The budget analysed was for 14 Central Government and 176 Local Government votes[2] that contribute to the programme interventions. In relation to the distribution of the domestic budget, the Agricultural Production and Productivity Sub-programme had the highest budget share (56%), whereas the Storage, Agro-processing and Value Addition Sub-programme had the least budget share (2%) (Figure 3.1).

[1] The appropriation for the Agricultural Financing Sub-programme is not disbursed through the Agro-Industralisation Programme.
[2] MAAIF 010; MoLG 011; MTIC 015; MWE 019; MEACA 021; NPA 108; DDA 121; KCCA 122; NAGRC&DB 125; NARO 142; NAADS 152; UNBS 154; CDO 155; UCDA 160; Cities 601-610; Municipalities 701-731; and DLG 801-935.

Figure 3.1: Percentage domestic budget share for Agro-Industrialisation Programmes for FY 2024/25 as at 31st December 2024



Source: Authors' Analysis of Budget Data

By 31st December 2024, all the sub-programmes had received more than 50% of their annual GoU budgets, with the Storage, Agro-processing and Value Addition sub-programme at 74% release performance. The programme expenditure performance was poor at 47% of the released funds (Table 3.1). The Agricultural Production and Productivity Sub-programme had the least absorption of funds at 31%. The poor performance was attributed to the delayed release of agricultural extension grant (AEG) and the production and marketing grant (PMG) development component that happened in quarter two, thus distorting work plan implementation.

Table 3.1: Performance of the domestic budget for the Agro-Industrialisation Programme as at 31st December 2024

Sub-programme	Budget (USh bn)	Release (USh bn)	Spent (USh bn)	% of the Budget Released	% of the Release Spent
Institutional Strengthening and Coordination	515.217	289.228	191.745	56	66
Agricultural Production and Productivity	697.719	356.965	110.737	51	31
Storage, Agro-Processing and Value Addition	20.508	15.232	7.196	74	47
Agricultural Market Access and Competitiveness	22.562	15.426	7.255	68	47
Total	**1,256.007**	**676.852**	**316.934**	**54**	**47**

Source: IFMS and Field Findings

3.1.2 Overall performance

Overall, fair output performance (68.4%) was realised in the Agro-industralisation Programme during July to December 2024, although some sub-programmes underperformed **(Table 3.2)**. Very good performance was contributed by the Institutional Strengthening and Coordination, as well as

the Agriculture Financing Sub-programmes. The performance of the Storage, Agro-Processing and Value Addition Sub-programme was poor, and this was attributed to rationalisation of key implementing votes within the sub-programme and non-functionality of completed infrastructure.

Table 3.2: Overall performance of the Agro-Industralisation Programme by 31st December 2024

Sub-programme	Output Performance (%)	Performance Rating
Institutional Strengthening and Coordination	94.14	Very good performance
Agricultural Production and Productivity	74.61	Good performance
Storage, Agro-Processing and Value Addition	26.71	Poor performance
Agricultural Market Access and Competitiveness	52.59	Fair performance
Agricultural Financing	93.83	Very good performance
Average Performance	**68.4**	**Fair performance**

Source: Author's Compilation

3.2 Agricultural Production and Productivity Sub-Programme

3.2.1 Introduction

The Government of Uganda aims to commercialise agriculture through increased production and productivity of strategic commodities for export and food security. Budget expenditures during FY 2024/25 focused on strengthening agricultural research and technology development; extension system; input markets and distribution systems; access and use of water for production, agricultural mechanisation and digital technologies; farmer organisations and cooperatives; systems for the management of pests, vectors and disease; promoting sustainable land and environmental management practices and implementation of the Parish Development Model (PDM).

Performance

The overall performance of the Agricultural Production and Productivity Sub-programme was rated as good at 74.61% (Annex 2). Good performance was noted in the establishment of research and breeding infrastructure; generation and dissemination of new technologies and innovations; formation of collaborations and partnerships to improve the value chains for strategic commodities; and control of pests and diseases. Detailed output performance of monitored interventions is provided below.

3.2.2 Agricultural research and technology development strengthened

Introduction

The priority investments for agricultural research and technology development in FY 2024/25 focused on the establishment, completion and/or rehabilitation of research and breeding infrastructure; technology generation and adaptive research; and genetic development for animal breeds, fish, crop, apiary and forestry varieties by the National Agricultural Research Organisation (NARO) and the National Animal Genetic Resource Centre and Data Bank (NAGRC&DB). The aim was to ensure the production of adequate quantities of seed, breeding and stocking material; sustainable high yields; industrial development; and improved incomes and household food security.

Performance

Good performance was noted in research and technology generation and promotion by the NARO institutions; while fair performance was realised for the NAGRC&DB interventions, as further elaborated below.

i) **Invest in new and rehabilitate old infrastructure for agricultural research and animal breeding.**

a) **Research and administrative infrastructure constructed, rehabilitated and maintained**

Good performance was noted in research and technology generation and promotion by NARO institutes and Zonal Agricultural Research and Development Institutes (ZARDIs). The focus was on completing existing incomplete infrastructure, addressing defects in completed structures and paying retention funds. By 31st December 2024, no new research and infrastructures were established due to resource constraints.

Among the completed (100%) infrastructures in NARO institutions that were under the Defect Liability Period (DLP) were the Food Biosciences Laboratory, the Calf Heifer Barn, the poultry hatchery, remodelling of offices, the Biosafety Gate, the perimeter wall and incinerator, water reservoirs, the remodelled floating fish building and 1.22 km of access roads. The water system that was completed at the National Livestock Resources Research Institute (NALIRRI), Maruzi in Apac District was non-functional due to major defects as the contractor failed to rectify the defects in the DLP due to financing problems.

Other research infrastructures that were at varying stages of completion were the Queen Bee Rearing House and Laboratory (85%), the Indoor Apiary (90%), the Goat Research Facility (95%), the paddocking system (78%), the waterworks (85%) at NALIRRI, Maruzi, and the phased renovation of a laboratory at AbiZARDI, which was at 50%.

L-R: Newly constructed goat research facility and Queen Bee Rearing House and Laboratory at NALIRRI, Maruzi in Apac District

L-R: External and internal view of the laboratory that was under rehabilitation at AbiZARDI in Arua District

The key challenges affecting infrastructure development included: low capacity of contractors who lack sufficient financing and technical competence to execute works timely; late signing of contracts by NARO close to the execution end date, resulting in repeated time extensions; and non-functionality of some established facilities due to lack of equipment. For example, the hatchery facility at the Ngetta ZARDI (Lira District) that was completed in 2023 was not functional due to lack of equipment.

b) Animal breeding, production and administrative facilities constructed and equipped

The performance of infrastructure development on NAGRC&DB farms was good **(Table 3.3),** although stalled in some cases due to inadequate resources and contractors that abandoned sites due to non-payment of certificates for completed works. Technical construction supervision of livestock breeding and production support infrastructure, farm administrative structures and farm residential structures was conducted on Government farms and ranches.

Table 3.3: Performance of development and equipping of breeding and administrative breeding infrastructure at selected NAGRC&DB farms by 31st December 2024

Farm	Infrastructure Established	Completion Progress (%)	Remark
Aswa Ranch Pader District	Manager's House	100%	Completed in September 2024 and in use
	Junior staff quarters and 4-stance pit latrine	74%	The project was behind schedule
	Hostel	75%	Behind schedule
Got Apwoyo Ranch Nwoya District	Three silage bunkers	100%	
	Administrative buildings	100%	But not equipped and hence partially used
	Bush cleared	100%	Two square miles of land were cleared and planted with pasture; 100,000 tonnes of silage were produced
Maruzi Ranch Apac district	Animal husbandry staff houses	80%	Stalled over the past two years; abandoned by the contractors
	Other staff quarters	70%	
Nshara Ranch	Farm gate, low-cost security	95%	

Farm	Infrastructure Established	Completion Progress (%)	Remark
Kiruhura district	housing and U-shaped bio-security ramp		
	Bush clearing		135 acres cleared for maize planting
NAGRC&DB Headquarters	Construction of the semen laboratory	98%	The facility was substantially complete and under defects liability
Livestock Experimentation Stock Farm (LES)	Renovation and equipping of the hatchery	Completed	The facility was in use

Source: Field Findings

L-R: Completed semen laboratory at NAGRC&DB headquarters; installed and in use egg incubators at the renovated hatchery at LES.

Six out of the targeted 17 assorted farm structures to support breeding and production (cattle sheds, cattle crushes, paddocks, spray races, goat houses, pigsties, calf pens, poultry growers' units, spray races, and farm residential units) where constructed or renovated in Ruhengyere, Nshara, Sanga, Lusenke, LES, Bullstud, Rubona, Bulago, Maruzi, Kasolwe, Aswa Zebu, Got Apwoyo, Aswa and Njeru farms and the National Poultry Development Centre (NPDC). Six paddocks and two kraals were maintained at the Njeru, Maruzi, Aswa and Livestock Experimental Station Farms.

c) Animal breeding stock multiplied and distributed to farmers

Fair performance was noted in the multiplication of animal breeding stock on the National Animal Genetic Resources and Data Bank (NaGRC&DB) farms, with some centres showing negative growth (Table 3.4). Animal mortality on the farms was high due to failure to control livestock diseases as NAGRC&DB headquarters had not provided sufficient drugs.

Table 3.4: Progress in multiplication of cattle and goat breeding stock at selected NAGRC&DB farms by 31st December 2024

NAGRC&DB Farm	Opening Stock 1st July 2024 (a)	Closing Stock 31st December 2024 (b)	Stock Variance (b)-(a)	Remark
Cattle herds				
Aswa Ranch (Pader District)	824	796	-28	Negative growth; 67 animals died, especially due to lack of all essential drugs for treatment of rampant diseases and management of animal health. 67 animals were sold off; there was lack of crushes and kraals to restrain the animals.
Maruzi Ranch (Apac District)	685	694	9	Modest growth; 8 breeding bulls were added to the herd; 4 animals died; 10 animals were donated; 3 were slaughtered during festive season. Animal growth was low due to theft of animals and inadequate feeds and pastures associated with lack of imprest to repair the tractor to do bush clearing, and land encroachment.
Got Apwoyo Ranch (Nwoya District)	386	386	-	New stock; 6 square miles out of the 10 square miles of land on the ranch were encroached upon; challenges of wild animals attacking the calves.
Nshara Ranch (Kiruhura District)	5,508	5,002	-506	Negative growth; no reasons given for the decline in the herd numbers. Persistent challenges were attacks by buffaloes from Lake Mburo National Park, diseases and encroachment on pastures and water resources by wildlife.
Goat herds				
Maruzi Ranch (Apac District)	501	631	130	High growth due to birth of 134 animals; only 4 animals died.
Nshara Ranch (Kiruhura District)	552	397	-155	Negative growth; no reasons were given for the significant decline in herd numbers.

Source: Field Findings

In an effort to further strengthen animal breeding and availability of stock to the Parish Development Model (PDM), the National Poultry Development Centre (NPDC) in Wakiso District imported/introduced 5,000 parent stock of Kuroiler and Rainbow roosters. A total of 60,410 multipurpose scavenging chicks were produced and made available to farming communities.

A total of 52,586 litres of liquid nitrogen were produced at Buikwe, Mbarara and Entebbe Liquid Nitrogen Plants. A total of 60,156 doses of semen were produced at the National Bull Stud in Entebbe. An estimated 9,752 head of cattle were inseminated, benefitting 1,226 farmers countrywide. A total of 90 artificial insemination (AI) technicians were skilled and equipped at the Ruhengyere AI training centre in Kiruhura District. In addition, 2,970 livestock farmers and students from various universities were skilled in the best animal farming and breeding practice at the NAGRC&DB farms.

ii) Establish climate-smart technology demonstration and multiplication centres

a) Demand-driven agricultural technologies developed

The development of agricultural technologies was fair, with achievement of key targets at an average of 50%. Low performance was due to delayed release and disbursement of development funds; technical challenges in operationalising the Integrated Financial Management System (IFMS) at NARO; inadequate resources as most off-budget projects had ended; climate-related crop failure; and staffing gaps as senior officers opted for working at universities, or undertaking long-term studies, and many had retired or passed away and had not been replaced.

Below are examples of technologies that were developed and/or disseminated by NARO institutions by 31st December 2024. A key influencing factor in some institutions was the support to research projects through partnerships with international NGOs, local and international universities and research institutes, faith- and cultural-based organisations, private sector companies and large-scale farmers. These partners provided substantial off-budget support.

AbiZARDI (Arua): A project on the establishment of multi-sector platforms for knowledge transfer and aquaculture value chain development was implemented with support from the European Union. Six demonstrations on Napier, lablab and other legumes were established. Two apiculture-based products for joint pain, ulcers and throat cancer were promoted. In partnership with The Uganda National Apiculture Development Organisation (TUNADO), the capacity of 922 of apiary farmers was enhanced through training in Nebbi, Adjumani, Yumbe, Koboko, Maracha and Terego Districts. The functionality of the research programme at AbiZARDI was estimated at 25%.

Buginyanya ZARDI (Bulambuli): Three candidate lines of brewing barley were established and maintained at eight sites (Kapchorwa, Kween, Bulambuli, Masindi, Kasese, Fort Portal, Rubanda and Kabale Districts) for technology generation. Five wheat nurseries were established in Bulegeni, Namulonge, Kasese, Kalengyere and Kachwekano. Five local seed businesses for maize longe 5D and NARO bean were supported. Evaluations were conducted in Luuka, Iganga and Namutumba Districts to further evaluate the efficacy of the developed technologies (bio-herbicides for striga). A total of 3,500 Nile tilapia fingerlings were produced and distributed to farmers.

Kachwekano ZARDI (Rubanda): A total of 45 metric tonnes (MT) of high-quality potato seed were produced and distributed to key multipliers, including churches and cooperatives, to drive large-scale seed multiplication and strengthen the region's potato production.

Mbarara ZARDI (Mbarara): A total of 130,000 coffee seedlings were propagated, and two acres of mother gardens were maintained.

National Agricultural Research Laboratories (NARL) (Wakiso): In an effort to upgrade soil sheets from a scale of 1:25,000 to 1:50,000, additional data was collected on soil properties that had not been initially identified and harmonised for two soil sheets of Fort Portal and Masindi. The Masaka soil sheet (scale, 1: 50,000) was updated. Digitization process of Kampala, Masaka, Fort Portal soil sheets was at 90%. Banana and bean technologies for productivity enhancement and food security were multiplied and delivered to uptake pathways; one agro-engineering prototype, the NARO animal drawn I-weeder suitable for sandy loam soils, was developed and multiplied.

National Coffee Research Institute (Mukono): Research progressed on the biological control package for the management of black coffee twig borer and new spacing and agronomic practices for large-scale farming of coffee. Two technology dissemination partnerships were established

between NaCORI and Kisoboka Agricultural Initiative and Ian Clarke Farm and Coffee Institute.

National Crop Resources Research Institute (NACRRI) (Wakiso): 2,500 fruit for citrus and mangoes were supplied in the Soroti areas; 25 yam elite clones were maintained and 643 yam plantlets for 12 genotypes were generated, conserved and maintained in vitro. A virus resistance screening trial of hot pepper varieties was established for bio-pesticide development. To meet national seed demand, NARO and partners generated 1780.9 MT of seed (maize, 18 MT; rice, 12 MT) and quality declared seed (1750.9 MT)) and delivered to uptake pathways in ten districts. A total of 1,000 mango seedlings were produced at Kiige Satellite Station and supplied to farmers.

National Fisheries Resources Research Institute (NaFIRRI) (Jinja/Wakiso): A total of 48,047 fish seed of Nile tilapia and African catfish were produced and made available to hatcheries, 59 seed producers and 28 fish farmers across the country to support the aquaculture industry; 149 pure brood stocks of Nile tilapia were selected from breeding stock for the development of a fast-growing strain.

National Forestry Resources Research Institute (NaFORRI) (Mukono District): A total of 5,905 clonal eucalyptus seedlings were produced and made available to farmers in six varieties – GC550, GC540, GC796/1, GC796/2, GU7 and GU8; 1,000 clonal eucalyptus seedlings of the same varieties were purchased by farmers from exhibition shows in Serere, NaLIRRI and Kawanda. High-quality seedlings were produced, including 5,000 high-quality clonal eucalyptus plantlets, 15,000 high-quality Hass avocado plantlets and 5,000 seedlings of other plantation tree species.

Mukono ZARDI (Mukono): In an effort to promote new technologies for farmers, 74,657 assorted seedlings for coffee, bananas, essential oil plants, apples and beans were produced; and 5,358 were disseminated. A total of 3,914 assorted vegetable seedlings (280 of tomatoes, 260 of sukuma wiki, 230 of purple eggplants, 1200 seedlings of onions, 1,560 of cabbage, and 124 of bitter berries) were disseminated to the different pathways. A total of 1,121 chickens were disseminated, 3,191 eggs were incubated, and 546 of Nile tilapia brood stock was maintained for multiplication and dissemination.

Rwebitaba ZARDI: Tea trials for elite purple and green tea were established and maintained, although on a small scale due to resource inadequacy. Four ready-to-drink tea-based healthy beverages were developed; profiling of their physiochemical and nutritive values was ongoing. Nine cassava demonstration fields and two acres of mother gardens were established in Kasese District with support from the Rwenzururu Kingdom. Two elite pasture varieties, Napier Packchong and Kakamega, were disseminated to farmers in Kabarole, Kamwenge, Kyenjojo, and Bunyangabu, enhancing pasture adoption. A strategic partnership was forged with the Kabarole Catholic Diocese to scale up pasture production in the region.

National Livestock Resources Research Institute (NALIRRI) (Wakiso): 25,800 tonnes of Chloris hay and 340 tonnes of Napier were produced. A total of 49 Mubende breeding Boers and 48 pure Kalahari goats were maintained. A high-performing Ankole cattle herd (25 female) were selected to form a nucleus herd for beef production. Twenty Viking Jersey females were selected to form a nucleus herd for dairy improvement.

b) **Technology incubation centres established and operational:** No new technology incubation centres were established during the review period due to an inadequate development budget.

iii) Upscale research on bio-fortification and multiplication of nutrient dense commodities

To address national nutritional deficiencies (zinc and iron) and productivity, three bio-fortified bean varieties (NAROBEAN 1, NAROBEAN 2 and NABE 16) were promoted for uptake and adoption by NARO. A total of 183 farmers/stakeholders were exposed to agronomic practices of spatial arrangement, pest and disease control, soil and water conservation for these varieties.

3.2.3 Agricultural extension system strengthened

Introduction

This intervention has four sub-interventions, namely: i) Operationalise the agricultural extension system; ii) Develop and operationalise an ICT-enabled agricultural extension supervision and traceability system; iii) Scale up innovative extension models such as nucleus farmers in all agro-ecological zones; iv) Strengthen the research-extension-farmer linkages to increase uptake of new technologies; and v) Develop and equip youth with knowledge, skills and facilities for access and utilisation of modern extension services.

Performance

i) Operationalize the agricultural extension system

Extension services received by farmers included: training on good agronomic practices; post-harvest handling and management; and management of pests, vectors and diseases. MAAIF procured and distributed vaccines to high-risk and hotspot districts. The vaccines included foot-and-mouth disease and anthrax, among others. These services were extended by MAAIF and its agencies before they were rationalised, and the District Local Governments.

By 31st December 2024, MAAIF extended several trainings to 14,177 beneficiaries in rice, foxtail millet, livestock and aquaculture production: 15 DLG extension workers in farmland planning (FP) and farming systems activities and technologies: 36 artificial insemination technicians and inoculators: 25 agricultural extension workers from the Teso sub-region[3] as plant doctors; 15 agricultural extension workers from Soroti, Serere, Kaberamaido and Kalaki as Integrated Pest Management (IPM) champions in fruit tree crop pests and disease control; 10 agricultural extension workers from Gomba and Sembabule trained on the sustainable control of the black coffee twig borer. MAAIF additionally provided guidance and community sensitization, and demonstrated to district agricultural extension officers and farmers on the control and management of banana bunchy top virus disease in Kasese, Bundibugyo, Zombo, Kabarole, Kagadi, Rubirizi, Kikuube, Yumbe, Buliisa, Hoima, Masindi and Nebbi.

Through the Cotton Development Organisation (CDO), out of the planned 150 ginners and 200 district extension officers, 110 ginners and 95 district extension workers were trained in nine[4] cotton growing regions. Training sessions covered crop establishment and management, soil fertility management, pest control, soil and water conservation and post-harvest handling of cotton. The CDO guided ginners on deployment of their extension. Six extension workers were deployed to cover 10 hard-to-reach districts. The number of ginners' extension workers trained was lower than

[3] Kaberamaido, Soroti, Kumi, Serere, Kalaki, Katakwi, Amuria, Kapelebyong, Teso Fruit Farmers' Cooperative Union.

[4] Acholi, Lango, West Nile, North Eastern, Bukedi, Busoga, Mid-West and Central & Kazinga Channel Regions.

targeted because the Uganda Ginnery and Cotton Exporters Association (UGCEA) had changed their extension strategy due to limited funding.

Furthermore, the CDO trained a total of 308 women groups, 186 youth groups, and farmers from 10 hard-to-reach districts in cotton production. They were mainly skilled on weeding, pest management, soil fertility management, soil and water conservation, harvesting and post-harvest handling of cotton. Additionally, about 205 extension workers and cotton farmers in Busoga, West Nile, Bukedi, Teso, Lango, Acholi, the Mid-West and Central and Rwenzori Regions were sensitised to the effects of climate change and on-farm climate change mitigation practices during the training sessions held at farmers' gardens.

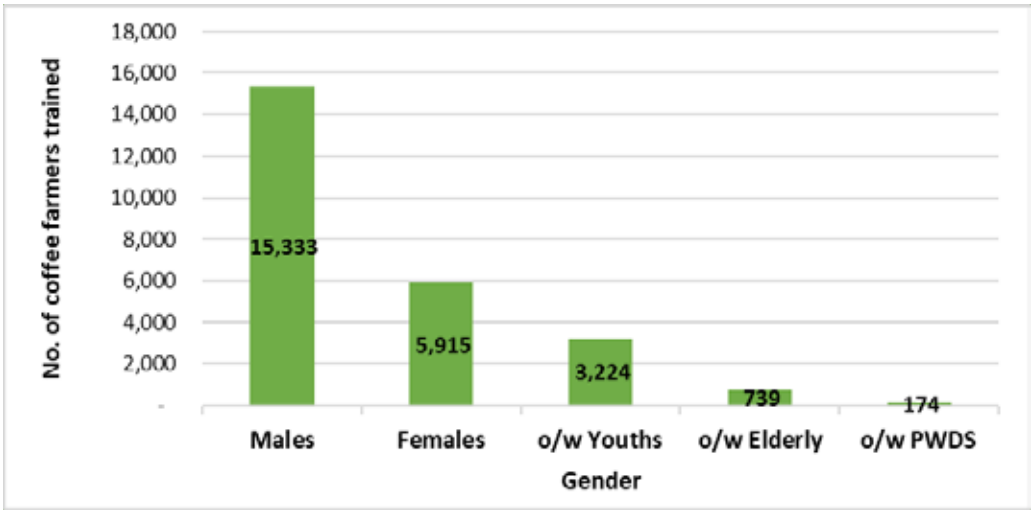
By 31st December, the Dairy Development Authority (DDA) had trained 1,225 dairy farmers, including men, women, youth, and persons with disabilities (PWDs), across all milk sheds. The trainings were in good dairy farming practices such as pasture establishment and conservation (e.g., silage making), animal health management, group dynamics, clean milk production, handling, and milk quality assurance. Benchmark visits were conducted across milk sheds to support practical learning and knowledge exchange.

In addition, eight quality enforcement operations and three market surveillance activities were undertaken, and 655 milk and dairy product samples were collected and analysed at both regional and national laboratories. However, implementation of some activities was delayed due to late fund releases, agency rationalisation, and the closure of the payment system, which left several supplier payments pending.

By 31st December 2024, the National Oil Palm Project (NOPP) conducted a training on environmental and climate change adaptation for agricultural production. This was carried out in the 26 districts of the Eastern Hub (Jinja, Iganga, Kamuli, Luuka, Tororo, Bugiri, Mbale, Kapchorwa, and Pallisa, etc.). This contributed to environmental restoration efforts, successfully rehabilitating 101.4 hectares of degraded land in Buvuma and Kalangala, while demarcating an additional 600 hectares for protection in Kalangala. Under the Environment, Health, and Safety sub-component, the Environmental and Social Impact Assessments (ESIAs) for Masaka and Mayuge were completed, with approval granted by the National Environment Management Authority (NEMA) for the Mayuge Hub. Also, NOPP promoted activities along the apiary value chain in Buvuma by facilitating the training of farmers in the management of honeybees and use of bee gear.

UCDA trained 21,248 coffee farmers through 1,054 specialised farmer trainings across all the coffee growing regions (Figure 3.2). Trainings involved good agricultural practices; sustainable land management (SLM); climate-smart agriculture and environmental management with emphasis on preparations for planting new fields; management of young coffee fields; coffee rehabilitation; soil fertility management; soil and water conservation; and pest and disease management. The regions covered included Rwenzori, Central, Elgon, Western, Greater Masaka, Southwestern, Kigezi and Eastern. During these trainings, gender transparency was observed, and this is illustrated in the figure below.

Figure 3.2: Number of coffee farmers through specialised trainings across the country by 31st December 2024



Source: Field Findings

In addition, UCDA extended advisory services to 5,758 coffee farmers (4,494 M, 1,264 F), of whom 601 were youth, 254 elderly and 54 PWDs. These services were conducted through 1,540 coffee farm visits/inspections in all coffee growing regions[5]. The farm visits were to complement farmer trainings focusing on monitoring pests and diseases, providing on-the-spot advice on planting, canopy management, pruning, stumping, and water conservation, among other GAPs and general field inspections such as fertiliser application, management of young coffee trees, management of coffee fields, pest and disease control, integrated soil fertility management, water and soil conservation measures and rehabilitation.

Constraints on full operationalisation of agricultural extension services

By 31st December 2024, the staffing of extension workers in the country was low, with 4,044 positions filled, representing 43.9% of the approved staffing norm. On average, the ratio of extension worker to a farming household was 1:1,800, against the approved standard of 1:500. The extension staffing gap levels were extremely high in some District Local Governments. Examples include Serere at 81.9%, Ntungamo at 69.9%, Napak at 86.3%, Kikube at 78.3%, Bunyangabu at 71%, Kakumiro at 70%, and Kiboga at 63.4%, among others.

Access to agricultural extension by farmers in Uganda remained poor due to a number of factors, including reallocation of the LG agricultural extension budget to supervision and training of PDM beneficiaries without an operational fund; reduced investment in extension services by the private sector in the cotton and coffee sub-sectors; and lack of vehicles and equipment at LG level. Similarly, under NAADS, there was limited access to extension services by farmers for emerging high-value crops such as Hass avocado, macadamia and cashew nuts.

In the same way, Uganda Coffee Development Authority (UCDA) had a high coffee farmer to extension staff ratio, and the extension staff were not well facilitated. This worsened with the rationalisation of Government agencies, which came with high budget cuts. Additionally, full

[5] Rwenzori, Central, Elgon, Western, Greater Masaka, Southwestern, Kigezi and Eastern.

access to agricultural extension services by most farming households was constrained by lack of functional means of transport by most staff.

NOPP, in conjunction with Oil Palm Buvuma Limited (OPBL), trained 770 oil palm growers (OPGs) on ablation, circle weeding, minimum tillage practices, sanitary pruning, and platforming for palms on steep terrain, cover crop establishment and proper drainage. Additionally, as at December 2024, the project had facilitated the training of 491 farmers (255 males, 236 females of these 153 were youth) in the management of honeybees and the use of bee gear. Twenty-two bee-keeping groups, comprising the 491 farmers, were formed and integrated into 15 Village Savings and Loan Associations (VSLAs).

i) Develop and operationalise an ICT-enabled agricultural extension system

MAAIF, through the Department of Agricultural Extension and Skills Management (DAESM), ICT-enabled and operationalised the agricultural extension supervision system (e-extension), whereby the MAAIF technical departmental staff undertook update of the e-extension system for real-time supervision of extension services. The District Local Government extension staff in the districts of Busia, Namayingo, Rukungiri and Kisoro trained in the same system (e-extension).

Through MAAIF, the National Food and Agricultural Statistics System (NFASS) data collection and monitoring tools were rolled out in the remaining 30 Local Governments. Trainings for the district teams were undertaken and the implementation of statistical works was underway in the 30 LGs. The late implementation was attributed to late receipt of funds for the activity. The seed tracking and tracing system was rolled out to 125 seed actors from different regions out of the planned 500. This was to ensure quality seed production.

Challenges

i) Inadequate extension service access due to understaffing and limited transport means for the available staff.
ii) Budget cuts and late disbursements to the Department of Agriculture Extension and Skills Management (DAESM) led to limited implementation of some planned activities.
iii) Poor service delivery in the cotton, coffee, and dairy sub-programmes due to rationalisation and merger into MAAIF.

Recommendations

i) MoFPED, MoPS, MAAIF and LGs should prioritise recruitment and equipping more extension workers. MAAIF and other agencies should further strengthen and support extension services and farmer group cohesion.
ii) MoFPED and MAAIF should review and revise the budget ceiling for extension services to cater for increased staff recruitment and their operational expenses at the LG level.
iii) MAAIF should strengthen internal collaboration between its associated agencies to improve extension delivery at the LG level.

3.2.4 Agricultural input markets and distribution systems strengthened

Introduction

This intervention has five focus areas and aims: i) To enforce pre-export verification for all agricultural inputs at source of origin; ii) To establish and equip nine regional mechanisation centres to increase uptake of agricultural mechanisation and labour-saving technologies; iii) To reform the current input subsidy programme, including scaling up the e-voucher model of inputs distribution; iv) To set up and equip farm service centres within the public service e-service centres for bulk

input procurement, storage and distribution; and v) Regulation for improved inputs and new seed varieties.

Performance

The development of value chains for key commodities remained fragmented, with most interventions concentrated at the production level and not fully extending through all stages up to marketing. While value chain development was successfully achieved for some commodities, many others lagged behind. The most advanced value chains included coffee, cotton, dairy, fruits, maize, rice, tea, and oil palm. In contrast, value chains for poultry, fish, piggery, bananas, cassava, Irish potatoes, millet, Hass avocado, macadamia, beans, soybeans, sorghum, and cashew nuts remained largely underdeveloped. The detailed performance of the monitored outputs is given below.

i) Enhanced efficiency in input distribution

a) Inputs procured, generated, distributed, and accessed

During FY2024/25 various agricultural inputs were procured and distributed to different institutions and farming households by several programmes and agencies, as shown in Table 3.5.

Table 3.5: Agricultural inputs distributed to monitored entities by 31st December 2024

Entity/ Project	Type of Input/ Commodity	Quantity Target	Quantity Distributed	Remarks
CDO	Pesticides (Units)	12,000	17,691	Target was achieved. 10,080 units of pesticides and 242 spray pumps were supplied to farmers in the 10 hard-to-reach districts.
	Knapsack spray pumps (Number)		1,839	1,045 pumps that were distributed were carried forward from FY 2022/23. The majority of these inputs were supplied to prison farms that were undertaking seed multiplication.
	Assorted Protective wear (No. of dressing stations)	2	2	Protective wear for Pajule and Kasese dressing stations were procured in collaboration with UGCEA (overalls, gumboots, gloves, safety boots, goggles, earplugs).
	Cotton planting seed (MT)	2,000	690	Approximately 1,000 metric tons (MT) of seed from Pajule and Kasese Seed Processing Stations were transferred to Regional Inputs Bulking Centres at Nakivumbi ginnery, Nyakesi ginnery, Kachumbala, Lira, Kitgum, Coroom, Parombo, and Masindi. Of this, 690 MTwere distributed to farmers in Busoga, Bukedi, Bugisu, Teso, Lango, Acholi, West Nile, Mid-West, Central, and Kazinga Channel Regions, while around 25 MT were allocated to farmers in 10 hard-to-reach districts: Amuria, Katakwi, Abim, Napak, Koboko, Karenga, Adjumani, Moyo, Yumbe, and Obongi.
NAADS – Provision of planting materials & livestock materials	Macadamia seedlings (Number)	110,389	72,294	The seedlings were for 1,298 acres.
	Hass Avocado seedlings (Number)	372, 168	201,582	The distributed seedlings were for 2,626 acres.

	Provision of beef breeding bulls (Number)	500	385	Delivered and distributed beef breeding bulls to 16 districts.[6]
	Provision of improved dairy heifers (Number)	500	500	The heifers were distributed to youths, women and other special interest groups under strategic interventions in 11 districts.[7]
UCDA	Shade trees (Number)	100,000	17,000	The trees were distributed to farmers in the Kigezi region.
	Litres of liquid fertiliser procured and distributed (kg)	5,000	0	The procurement was adjusted to supply of organic fertilisers after receiving a supplementary budget. Procurement is at the Solicitor General's Office for clearance.
	Copper-based fungicide (kgs)	5,270	5,270	These were distributed to all the coffee growing areas. An additional procurement of 27,730 kg was initiated after allocation of a supplementary budget, awaiting approval by the Solicitor General.
	Motorised spray pumps procured and distributed (Number)	10	10	Motorised spray pumps were procured and delivered to coffee house store.

Source: Field Findings

Examples of beneficiaries/farming households for agricultural inputs distributed by different entities:

By 31st December 2024, under the seed multiplication initiative, approximately 450 ordinary seed growers and 38 prison farms across 22 districts[8] participated in seed multiplication activities. Around 1 MT of foundation seed and 75 MT of first-generation seed were distributed, supporting the planting of an estimated 6,000 acres, with 4,961 acres on prison farms. Crop establishment and management were closely monitored. Additionally, seed growers and prison farm managers received training in seed production techniques and were provided with 24,925 one-acre units of assorted pesticides and 794 knapsack spray pumps.

Additionally, nearly 1,000 MT of seed from Pajule and Kasese seed processing stations were transferred to regional inputs bulking centres, including Nakivumbi, Nyakesi, Kachumbala, Lira,

[6] Katakwi, Amuria, Kumi, Serere, Nakapiripirit, Kasese, Amudat, Kaberamaido, Ngora, Moroto, Tororo, Bukedea, Kapelebyong, Abim, Napak, Kalaki.

[7] Mayuge Bugiri, Namayingo, Iganga Bugweri, Namutumba, Kaliro, Buyende, Luuka, Jinja City, Kamuli.

[8] Tororo, Amolatar, Dokolo, Apac, Alebtong, Oyam, Pader, Kitgum, Abim, Adjumani, Nebbi, Serere, Kween, Amuria, Kasese, Rubirizi, Buliisa, Namutumba, Kamuli, Kaliro, Mayuge and Kitgum.

Kitgum, Coroom, Parombo, and Masindi. Of this, 690 MT were distributed to farmers across Busoga, Bukedi, Bugisu, Teso, Lango, Acholi, West Nile, Mid-West, Central, and Kazinga Channel regions, while 25 MT were allocated to 10 hard-to-reach districts (e.g., Amuria, Katakwi, Abim, Napak, Koboko, and others).

Ahead of the 2025 planting season, inspection, repair, and maintenance of seed processing machinery at the Pajule and Kasese stations were completed. Procurement of spare parts, consumables, packaging materials, and protective wear was done in collaboration with UGCEA. Seed processing began at the Pajule station, with 412 MT of fuzzy seed received and 329 MT of delinted seed produced by the end of Quarter 2.

Similarly, NAADS planned to procure and deliver a total of 110,389 macadamia seedlings and 372,168 Hass avocado seedlings to establish 1,104 acres and 2,326 acres, respectively. However, only 72,294 macadamia seedlings and 201,582 Hass avocado seedlings were successfully delivered and distributed. Under the provision of livestock materials, NAADS planned to procure and deliver 500 beef breeding bulls to the districts in the Karamoja and Teso sub-regions, as well as Tororo and Kasese. However, only 385 beef breeding bulls were delivered and distributed to these regions. Likewise, NAADS planned to procure and deliver 500 improved dairy heifers to districts in the Busoga sub-region.

Under the alternative economic opportunities component, NOPP targeted 23,000 households and had, by the reporting period, supported 4,063 households with access to various livelihood options, including piggery, poultry, apiculture, and backyard vegetable gardening in the Kalangala and Buvuma Hubs. Under the social risk mitigation sub-component, NOPP successfully graduated 1,155 out of 1,300 mentee households who participated in a mentorship programme aimed at integrating them into the productive economy through alternative livelihoods.

b) Oil palm seedling nursery established and planted

MAAIF, through the National Oil Palm Project, aimed to expand smallholder oil palm planting across a target of 19,000 hectares, supported by development and commercial loans. By the reporting period, a total of 7,806.44 hectares had been planted, representing 41% of the target. In Buvuma, 770 farmers planted 1,728.44 hectares out of the 2,500-hectare target (69% achievement). Kalangala saw an increase from 4,840 to 5,921 hectares, planted by 2,054 farmers.

In Mayuge District, planting commenced after NEMA clearance in September 2023, with 157 hectares planted by 161 farmers, while 2,225 farmers had surveyed and confirmed 1,793.99 hectares for the March 2025 season. In Masaka/Kyotera, NEMA clearance was obtained in October 2024, with 898 farmers preparing 1,992.2 hectares for planting in March 2025. For the Mukono/Buikwe Hub, procurement was ongoing to secure a consultant to complete the Environmental and Social Impact Assessment (ESIA).

To augment efforts to restore degraded sites, NOPP established a 40,000-tree seedling nursery at Namunyolo Local Forest Reserve in the Buvuma Hub. The nursery was used to train 22 female Trainers of Trainers (ToTs) from the Kojja-Tojjwe Environment Conservation and Tree Planting Association (KECTPA), who were expected to further train another 100 members, including 20 from the Bukalabati Women's Conservation Group, in tree nursery management. The project had also held prior engagements with the Kyosiga Women Environmental Protection and Development Association and facilitated collaboration between the group and the National Forestry Authority

(NFA)/Buvuma District Local Government (BDLG) for restoration-related activities in both local and central forest reserves.

Challenges

i) Intermittent weather patterns negatively affected production.
ii) The slow process of acquisition of land and compensation of PAPs affected the project implementation.

Recommendations

i) MAAIF and DLGs should promote irrigation technologies among farmers.
ii) MAAIF should fast-track acquisition of land payment of PAPs.

3.2.5 Access to and use of water for agricultural production increased

Introduction

This intervention is jointly implemented by the Ministry of Water and Environment (MWE), MAAIF and District Local Governments (DLGs). The aim is to increase water for production storage capacity and utilisation as a driver for socio-economic development, modernised agriculture, and climate change mitigation and adaptation.

During FY 2024/25, the Government prioritised agricultural commercialisation and value addition, focusing on increased investment in small, medium, and large-scale irrigation schemes, especially solar-powered systems, among others. The key planned outputs were: (i) Water for production facilities designed; (ii) Existing facilities rehabilitated; (iii) Multipurpose surface water reservoirs (dams and valley tanks) constructed; (iv) Large-scale irrigation schemes developed; (v) Medium-scale irrigation schemes constructed; (vi) Small-scale solar-powered irrigation schemes constructed; and (vii) Sustainable management institutions for the effective utilisation of completed facilities established.

Performance

The performance of the Water for Production Programme was fair, at 67%. A substantial portion of the planned activities for the fiscal year was in the procurement phase. For example, procurement for the construction of the Sipi Irrigation Scheme was finalised, while the processes for Geregere and Matanda were at the initiation and technical evaluation stages, respectively. Several ongoing works were carried over from the previous financial year, including the construction of valley tanks (VTs) in Kalungu (Kikoota VT at 60%), Amolatar (Oryamai VT at 85%), and Kaliro (Mpiti VT at 40%), along with 85 solar-powered irrigation schemes that were substantially completed across the country.

This progress boosted access to water for irrigation and enhanced climate change resilience. However, delayed fund releases significantly impacted overall performance, causing some contractors and service providers to halt their work due to unpaid certificates.

(i) Water for production facilities designed

The design process involves needs assessment, feasibility study, preliminary design, and detailed design. By 31st December 2024, feasibility studies were being conducted for valley tanks in Yumbe and Butebo Districts and for medium-scale irrigation schemes in Pader, Isingiro, Terego, Amuria, Kapchorwa, Budaka, and Buyende Districts. However, the feasibility study for the Enengo Large-Scale Irrigation Scheme in Rukungiri and Kanungu Districts did not commence since the procurement of the consultant was at the initiation stage.

The review of the Water for Production Design Manual was 85% complete, although its completion was long overdue. The design of three large-scale irrigation schemes was ongoing: Kabuyanda off-farm irrigation network in Isingiro; Matanda in Kanungu; and Amagoro in Tororo district. In addition, medium-scale irrigation scheme designs were underway in Butebo (Akisim), Namisindwa (Lirima), Buyende (Ngole), Rukungiri, Kanungu, Masaka, Wakiso, and Mpigi Districts. The procurement for the design of valley tanks was ongoing in the districts of Ntungamo, Sembabule, Yumbe, Butebo, Mubende, and Lamwo.

MWE and MAAIF supervised and monitored civil works in all project districts during the construction of water storage and harvesting infrastructure to ensure adherence to designs, plans and standards during the quarter. MAAIF undertook monitoring and supervision of works for the construction of two new irrigation schemes, i.e. Acomai and Atari, to ensure conformity with designs as well as implementation of the Environmental and Social Management Plan (ESMP).

The original designs of the Atari Irrigation Scheme headworks had a depth of 2.3 metres, which was not sufficient to hold the structure. The layer was too weak to support the foundation, so an additional 2.7 metres needed to be excavated. This would take 27 months (from 14th October 2024 to 19th January 2027) to complete the scheme. Site mobilization was at 90%, and geo-technical investigations were still ongoing under roadworks and earthworks. The scope of the work did not include a reservoir, which would require a cost variation outside the agreed contract sum. The variation had not been estimated by 31st December 2024.

(ii) Existing facilities rehabilitated

Remedial works were carried out for the Mubuku II, Doho I, Olweny, Wadelai, Ngenge, and Agoro Irrigation Schemes. However, rehabilitation works for surface water reservoirs in the cattle corridor districts of Nakasongola and Gomba were not completed due to insufficient funds being released.

(iii)Large-scale irrigation schemes developed

For the planned development of large-scale irrigation schemes in Unyama, Sipi, and Namalu, the civil works contract for Sipi was signed. However, the procurement process for Unyama and Namalu hit a snag due to higher bid quotations than the available budget. Thus, they are to be re-tendered after review and re-scoping. Additionally, the procurement of consultancy services for the Environmental and Social Impact Assessment (ESIA) and the Resettlement Action Plan (RAP) for the Unyama, Sipi, and Namalu Irrigation Schemes was also delayed. For the other large irrigation schemes of Kabuyanda, Matanda, Amagoro, Enengo, Olweny, and Agoro, stakeholder engagements were conducted, and emerging issues were resolved by the project team. The Environmental and Social Impact Assessment (ESIA) report for Amagoro was awaiting approval from the World Bank.

By 31st December 2024, the Acomai Irrigation Scheme was 94% complete. Canals had been constructed, but water has not yet been released. The headworks were finished. However, the presence of farmers downstream on the scheme is blocking the river, affecting the project.

MAAIF undertook the construction of the Atari Irrigation Scheme. The physical progress of works stood at 8%, with some roads in Bulambuli, surveyed, cleared, and opened.

Compensation of the Atari PAPs was at 90%, with compensation of 458 PAPs completed at USh 619,468,813, whereas 52 land parcels worth USh 55 million were yet to be compensated. The scheme command area is approximately 280 acres. However, delay of consent by PAPs affected the

timely detailed design and construction of support infrastructure. Some PAPs contested the value approved by the Chief Government Valuer (CGV), while others died.

Supervision of the project activities was undertaken with a plan to have a clients' resident engineer at the project site to conduct routine supervision of works in Q3. Delayed compensation of PAPs affected project progress, particularly challenges with PAPs' details.

(iv) Medium-scale irrigation schemes constructed

The construction of medium-scale irrigation schemes was progressing well. The Namaitsu Irrigation Scheme in Bududa District was completed. Other schemes were ongoing as follows: Kirema in Nakaseke was at 86% completion; and Kaumu in Luwero District was at 90% completion. Details of the Namaitsu scheme are presented below:

A plot of cabbages for Namaitsu medium scale irrigation scheme in Namaitsu Village, Bukimuma Parish, Bududa District

Namaitsu Medium-Scale Irrigation Scheme in Bududa District: As of December 2024, the gravity-fed scheme was complete and fully functional, utilising both sprinkler and drip irrigation technologies. It covered two parishes, Bukimuma and Namaitsu, and seven villages. A total of 27 beneficiary households were targeted, including two female-headed households. The total acreage was 12 hectares, on which high-yield vegetables such as onions, cabbages, and tomatoes were being grown for commercial purposes. However, some irrigation pipes were broken and required repairs to ensure the system's optimal performance.

(v) Small-scale solar-powered irrigation schemes constructed

MWE primarily planned to construct small-scale solar-powered irrigation schemes under three projects: (i) The Development of Solar-Powered Irrigation and Water Supply Systems Project, implemented by Nexus Green; (ii) The Irrigation for Climate Resilience Project (ICRP); and (iii) the Farm Income Enhancement and Forestry Conservation Programme Phase II (FIEFOC II).

Fair progress was observed under the Development of Solar-Powered Irrigation and Water Supply Systems Project. Out of the targeted 252 schemes, work was at various completion levels on 134 sites. Of the 134 sites, 85 reached substantial completion, and 34 were technically commissioned. However, progress of both the ICRP and FIEFOC II projects was behind schedule. In the case of the ICRP, stakeholder engagements continued for designing and subsequently constructing farmer-led micro-irrigation systems. The commencement of the 96 solar-powered systems under the FIEFOC II Project was delayed due to setbacks in finalising the bid documents. Details of the monitored schemes are presented below:

a. Kyisa Small-Scale Irrigation Scheme in Buhweju District

As of December 2024, the Kyisa Small-Scale Irrigation (SSI) Project in Buhweju District was at substantial completion, with 95% of the work finished. The scheme covers approximately 6.06 acres, primarily serving a tea plantation for a single model farmer.

L: A silted intake; R: A tea plantation of Kyisa SSI in Kyisa Village, Enganju Parish, Enganju Sub-County, Buhweju District.

All components, including the pumping station and associated installations, were completed. The water source is a stream, and two reservoir tanks, each with a capacity of 10 m³, included in the system. The energy package consisted of 18 solar panels of 475 Wp and a pump with a capacity of 11 m³/hr. In addition, a pump control and guard room were constructed. Pending work included the construction of an EcoSan toilet, walkways, and the rectification of snags such as external painting. Despite the pending work, the system was fully functional. However, operational issues arose, including limited water flow at the source, due to silting. Some sections of the spray tapes were folded, affecting the system's overall efficiency.

b. Kitsyama Small-Scale Irrigation Scheme in Ntungamo District

The Kitsyama Small-Scale Irrigation (SSI) Project was completed, technically commissioned in December 2024, and had been fully operational since March 2024. The solar-powered scheme covers approximately 6.5 acres, primarily serving a coffee plantation for a single model farmer. All components of the scheme, including the pumping station and associated installations, were completed. The water source was the Runyere Swamp, and three reservoir tanks, each with a capacity of 10 m³, were included. Additionally, a pump control and guard room were constructed.

A coffee plantation of Kitsyama SSI in Kitsyama Village, Nyongonzi Parish, Ruhaaama West in Ntungamo District

c. Kabayanda Small-Scale Irrigation scheme in Lyantonde district

Kabayanda SSI was complete and technically commissioned. The solar-powered scheme covered approximately five hectares, for seven beneficiary households. However, it was non-operational at the time of monitoring due to silting at the intake and mechanical breakdown of the pump.

Repairing of the pump was ongoing at the time of monitoring (February 2025). A user committee was formed, comprising both female and male members, to oversee the maintenance of the scheme. The farmers had planted high-value crops such as tomatoes, onions, and coffee, with three successful harvests completed at the time of monitoring.

L: Intake; R: Ongoing repair works at the suction pipeline at Kabayanda SSI in Kabayanda Village, Kyewanula Parish, Lyantonde District.

d. Bunakhaima Small-Scale Irrigation Scheme in Manafwa District

The Bunakhaima SSI Project in Manafwa District progressed to 85%. The solar-powered scheme was designed to serve approximately 12 hectares of land and benefitted six individuals. It included a water source, four reservoir tanks, each with a capacity of 10 m^3, and an energy system comprising 54 solar panels of 475 Watts. The water source was a valley tank with a 5000 m^3 capacity, though fencing and concrete work at the intake was still pending.

Left: Ongoing works at the water source at Bunakhaima SSI in Bunakhaima Village, Bumatanda Parish, Butiru Sub-county, Bubulo West in Manafwa District

(vi) Dams and valley tanks for livestock watering constructed

The construction of valley tanks (VT) for multipurpose uses was in varying stages of progress across the country: Mpiti VT in Kaliro District was 40% complete; Kikoota VT in Kalungu District reached 60%; and work on the VT in Amuru District had just begun following site handover in January. However, the construction of Oryamai VT in Amolatar (90%), Aluka East VT in Pader (85%), and Onekogwok VT in Omoro District (30%) stalled due to unpaid contractor certificates. Functionality support was provided for Kamwema VT in Isingiro District, as well as Kagongo and Kyasenda VTs in Kasese District.

Dam construction also saw variable progress: The Kyenshama Earth Dam in Mbarara District reached 99% completion and was under the defects' liability period. Conversely, the Kabuyanda Earth Dam in Isingiro experienced a significant slowdown at 21.6% completion, following the termination of the contractor's contract due to non-performance. Meanwhile, the construction of the off-farm network for Kabuyanda progressed to 5% under a separate contract. Progress was made in extending the distribution pipe network for Mabira Dam in Mbarara District, with its functionality support fully completed. Details of the monitored the Oryamai valley tank is presented below:

The Oryamai valley tank in Amolatar District was 85% complete, featuring high-quality workmanship. Excavation of the VT, fencing, cattle troughs and a sanitation facility were complete, pending the installation of solar panels and set-up of the pumping system. However, as of 18th February 2025, progress had temporarily stalled due to non-payment to the contractor.

L: A section of the fencing and the completed VT; R: Cattle troughs for Oryamai VT in Amolatar District.

The Improving Access and Use of Agricultural Equipment through Labour-Saving Technologies for Agricultural Mechanisation Project, implemented through MAAIF, aimed to construct 205 water facilities with a total volume of 8,790,785 m^3. By 31st December 2024, only 58 water facilities had been constructed; however, these achieved a total volume of 8,873,515 m^3, exceeding the planned volume.

(vii) Sustainable management institutions for effective utilisation of WfP facilities established

As a sustainability measure, the Water for Production (WfP) Department provided support for both newly constructed and existing facilities facing operational issues. The large-scale irrigation schemes of Doho II, Mubuku II, Ngenge, Wadelai, Agoro, Tochi, Mabira, Rwengaaju, and Kyenshema were completed in previous years. However, MWE supported the private schemes operators through training on operation, maintenance and management of the off-farm infrastructure. Technical backstopping and capacity enhancement were offered to farmers post-construction. In Opwach Irrigation Scheme located in Omoro District, a damaged pump motor arising from a short circuit was replaced.

Furthermore, implementation support was provided for the sustainable management of multipurpose Water for Production (WfP) facilities in the Western Region, including training, capacity-building, and the formation of management committees for completed and ongoing solar-powered irrigation sites at Kaina, Nyamarebe, Masongora, Nyamihanga, Garuka, and Nyabubare,

located in the districts of Bunyangabu, Ibanda, Kabarole, Rukiga, Rukungiri, and Mitooma, respectively.

Stakeholder engagement, participation, and mindset change initiatives were conducted to establish Sustainable Farmer-based Management Organisations for each of the irrigation schemes of Unyama, Namalu and Sipi.

Implementation Challenges

i) Delayed fund releases, which led to due non-payment of contractor certificates. This significantly hindered overall performance, leading to project stalls, such as the Oryamai VT in Amolatar. Additionally, the released funds were insufficient to pay service providers, compensations, and equipment maintenance.
ii) High bid quotations that exceeded the available budget hindered progress of the procurement processes, leading to stalled works for the Unyama and Namalu Irrigation Schemes.
iii) The non-performance of the contractor for the Kabuyanda Earth Dam resulted in contract termination, further contributing to project delays.

Recommendations

i) MoFPED should ensure timely and adequate disbursements to facilitate prompt payments and overall operational efficiency.
ii) MWE should explore re-scoping and/or adopting a phased approach for the development of the irrigation schemes at Unyama and Namalu to align expenditures with available funding.
iii) MWE should prioritise securing a new contractor for the Kabuyanda Earth Dam Project to mitigate the time lost and ensure project completion.

3.2.6 Access and use of agricultural mechanisation increased

The Government aims to enhance agricultural production and productivity and commercialisation by increasing farmers' access to agricultural mechanisation services. During FY 2024/25, GoU focused on implementing two sub-interventions in these areas: i) Expand and equip regional agricultural mechanisation and services centres; and ii) Establish appropriate public and private financing options for agricultural mechanisation.

Performance

i) Expand and equip regional agricultural mechanisation and service centres

MAAIF, through the Improving Access and Use of Agricultural Equipment through Use of Labour-Saving Technologies for Agricultural Mechanisation (ALST) Project, continued construction and equipping of the national and regional mechanisation centres in various parts of the country. MAAIF also initiated the procurement for the labour-saving agricultural mechanisation equipment testing, certification and promotion. The project cleared 4,471 acres, against the targeted 1,831 acres of farmland.

Furthermore, pilot activities had been initiated, including the identification of sites for mechanised irrigation schemes, sites for securing and providing water abstraction systems, and the establishment of operation and maintenance mechanisms for mechanised irrigation demonstration centres; however, these components had not yet commenced.


L-R: Renovated workshops at Namalere National Referral Mechanisation Centre; and tractors (10) procured by NAADS at Namalere awaiting distribution.

ii) Establish appropriate public and private financing options for agricultural mechanisation

a) Equipment and machinery suppliers, dealers and manufacturers accredited

By 31st December 2024, the procurement process for the maintenance of five sets of heavy earth-moving equipment was initiated. The Ministry also initiated procurement of 250 walking tractors and matching implements for agricultural mechanisation, awaiting delivery of machinery by the supplier. However, stock required by supplier was not adequate.

3.2.7 Systems for management of pests, vectors and diseases strengthened

Introduction

This intervention focuses on three areas, namely: a) development and equipping of infrastructure and facilities for disease diagnosis and control; b) development of human capacity for management of pests, vectors, and diseases; and c) investment in agricultural drugs manufacture and distribution. Key activities included the construction and equipping of animal holding grounds and quarantine stations and the distribution of vaccines to control the spread of epidemics and ensuring that all established infrastructures are maintained.

Performance

a) **Development and equipping of infrastructure and facilities for disease diagnosis and control**

Infrastructure and facilities for disease diagnosis and control were developed and equipped. The main challenge was inadequate laboratory space, equipment, and furniture. Most laboratories lacked personnel and operated in congested spaces. Some laboratories were used as stores for other items like stationery, construction materials and foods, which increased the risk of contamination of samples.

MAAIF, under the Agricultural Value Chain Development Project (AVCP), planned to construct four animal disease control centres in the districts of Nwoya, Kiruhura, Nakasongola and Mityana

(Busunju). The scope of works included an office block, animal clinic, laboratory, vaccine storage facility, animal holding area and other amenities foe each disease control centre.

By 31st December 2024, the civil works at Got Apwoyo Zonal Animal Disease Control Centre, located in Bar-lyec Parish, Got Apwoyo Sub-county, Nwoya District were completed. It was observed that some of the defects on the completed structures were not rectified. The facility was being managed by NAGRC&DB. Although the facility was completed in FY 2023/24, it remained non-functional by the time of monitoring (February 2025), due to lack of the essential equipment and operational budget.

Construction of the Western Uganda Regional Animal Disease Control Centre at Sanga Stock Farm in Kiruhura District began on 23rd August 2024. By that time, foundations for 14 structures had been completed, and physical progress stood at 22%. The slow pace of implementation was attributed to inadequate funding in the first quarter, which led to late initiation of procurement.

The Biosafety Animal Laboratory at Rubona Stock Farm in Bunyangabo District is a key component of the MAAIF initiative to enhance Uganda's capacity to manage zoonotics and improve animal health services. The civil works for the laboratory had barely commenced at the time of monitoring, with the contractor at 70% mobilisation, and had cleared the site. The construction of the facility was planned to start in FY 2023/24. The slow progress was attributed to factors such as delays in the procurement processes.

The laboratory at Mbarara ZARDI (Zonal Agricultural Research and Development Institute) was intended to serve all districts in Southwestern Uganda by analysing agricultural and animal health samples. However, it was under-equipped, operating at only 30% capacity. The laboratory lacked essential equipment, including a carbon dioxide incubator, refrigerated centrifuge, and an ELISA machine, which are very crucial for effective diagnosis of animal diseases such as foot-and-mouth disease (FMD). The laboratory was faced with the challenges of poor infrastructure, high humidity, slippery floors, and limited space that doubled as office space, further reducing its efficiency and safety.

The Dairy Development Authority (DDA) laboratory at the Mbarara regional office served 30 districts and two cities, contributing to regional dairy development through the distribution of milk cans from the previous financial year and general extension services. However, the laboratory operated at only 50% capacity and faced several operational challenges, including inadequate storage facilities, lack of essential microbiology equipment, and poor dust protection. These limitations significantly compromised the quality of its operations, requiring samples to be sent to the National Dairy Laboratory (NDL) in Lugogo for proper analysis, resulting in delays in diagnostics and inefficiencies in service delivery across the region.

b) Development of human capacity for management of pests, vector, and diseases

The Directorate of Crop Resources in MAAIF developed and reviewed 18 Pest Management Decision Guides (PMDGs) to address Integrated Pest Management (IPM) management gaps amongst extension workers and farmers. These were for: Banana bunchy top virus disease, citrus phyllid, citrus greening disease, mango black bacterial spot, fruit and leaf spot diseases in citrus, fruit splitting in citrus and mango, banana rust thrips, fruit flies, and invasive weed species, among others. However, printing and dissemination was pending. Information, education and communication (IEC) materials reviewed for black coffee twig borer (BCTB), citrus angular leaf

and fruit spot disease, stinging nettle beetle, and fruit flies, awaited procurement of printing services.

Through MAAIF, developing a Market Oriented and Environmentally Sustainable Beef Meat Industry Project (MOBIP) produced silkworm seeds and mulberry cuttings of various varieties, which were distributed to farmers, and imported silkworm eggs for multiplication. They conducted rapid pest and disease monitoring, provided extension services to farmers and staff, and maintained the Kawanda Demonstration Centre as a learning hub. Research outreach centres were also operated at the National Farmers Leadership Centre (NFLC), Sheema, Kamuli, and Iganga, while linking farmers to buyers in the silk industry. The G2 mulberry variety and pest management practices were promoted in the Western, Central, and Busoga Regions, and farmers and extension workers in Sheema were trained in silkworm egg handling and production.

MAAIF conducted investigations into anthrax outbreaks in Sembabule and Kazo, and carried out two investigations on FMD in Sembabule, Kiryandongo, Lyantonde, Mukono, Kayunga, Luuka, Bukomansimbi, Gomba, Lwengo, Kyegegwa, and Pakwach. An anti-microbial resistance (AMR) passive survey was completed for four priority animal pathogens (*E. coli*, *Salmonella*, *Campylobacter*, and *Enterococcus* species), with samples collected from poultry and cattle in Arua (42), Gulu (34), and Kampala (28). The analysis of antibiotic sensitivity patterns revealed that 60% of *E. coli* isolates were sensitive, 25% resistant, and 5% intermediate, while 63% of *Enterococcus* isolates were sensitive, 30% resistant, and 10% intermediate. Additional disease surveillance and investigations were conducted for anthrax in Kanungu, Kasese, Bushenyi, and Rukungiri, and for highly pathogenic avian influenza (HPAI) in Masaka, and for FMD in cattle corridor LGs.

c) Investment in agricultural drugs manufacture and distribution

MAAIF had planned to procure 47 million doses of assorted FMD vaccines for all susceptible animals. However, only 27 million doses were procured during the first and second quarters of FY 2024/25. Additionally, assorted equipment – including refrigerated vehicles and refrigerated motorcycle boxes for vaccine transportation and mobile cold chains – was procured in the second quarter.

The procurement of other items, such as cold chain equipment, laboratory equipment, and reagents for both district and national laboratories to support FMD surveillance and diagnostics, was ongoing. The Ministry also undertook widespread awareness campaigns on vaccination schedules and days across various regions using national, regional, and district media platforms during the quarter.

With support from MAAIF, several DLGs across the country were provided with a range of animal health services, including deworming, treatment, vaccination, breeding, and feed formulation; Kalungu District vaccinated 3,560 animals under priority livestock enterprises; while in Masaka District, vaccination efforts focused on the strategic control of lumpy skin disease (LSD) and clostridial infections. Zombo District vaccinated 58,483 priority livestock enterprises, Bunyangabu vaccinated 17,636, Kiboga vaccinated 58,958, and Kikuube vaccinated 7,884. Despite ongoing sensitisation efforts, frequent disease outbreaks continued to occur in many districts, largely due to porous inter-district boundaries that serve as entry points for transboundary diseases, particularly the reoccurrence of LSD.

Overall, the vaccines covered 25% of the national herd yet the recommended vaccination coverage was at least 80% for effective control of animal diseases. About 75% of the susceptible animal

population were left at the risk of contracting the diseases. The varying levels of vaccine usage were attributed to inadequate provision of consumables like injections and syringes, facilitation, and transport means.

3.3 Storage, Agro-Processing and Value Addition Sub-Programme

3.3.1 Introduction

The sub-programme aims to improve post-harvest handling and storage and increase agro-processing and value addition in Uganda. The semi-annual monitoring focused on two out of the seven NDP III interventions: establish post-harvest handling; storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale; and establish new and rehabilitate existing agro-processing industries.

Performance

The overall performance of the sub-programme was poor at 26.7% as at 31st December 2024 (Annex 3). The intervention aimed at establishing post-harvest handling, storage and processing infrastructure performed better than the establishment of new and rehabilitation of existing agro-processing industries. The output performance of the sub-programme was mainly constrained by rationalisation of the major implementing agencies, i.e. NAADS, UCDA and DDA, delayed appraisal of investment projects by the UDC, and weak contract management for infrastructure projects**. Detailed output** performance is provided in sections below.

3.3.2 Establish post-harvest handling, storage and processing infrastructure

Introduction

The intervention aims at improving post-harvest handling and enhance storage of agro-produce, including value addition to facilitate marketing of agricultural exports. The planned outputs for FY 2024/25 included: post-harvest handling, storage and processing; support to agro-processing and value addition; milk post-harvest and value addition; post-harvest management; education and skills development; and animal feeds production. The outputs are largely implemented by MAAIF (MOBIP), NAADS, DDA and NAGRC&DB. Performance of the intervention is provided in detail hereinbelow:

Post-harvest handling, storage and processing infrastructure established

MAAIF undertook supervision and monitoring of civil works for 13 valley tanks (VT). These include Ntenga VT (Isingiro District), Rwendama VT (Kiruhura), Kamusenene VT (Lyantonde), Kente VT (Kiryandongo), Bakijulula VT (Bukomansimbi), Kakuuto VT (Kyotera), Mpongo VT (Mityana), Katasengwa VT (Nakasongola), Rwendezi VT (Lwengo), Mucwa VT (Sembabule) and Kigando VT (Mbarara), Bujogoro VT (Kibaale), and Kateega VT (Kiboga). Civil works were at varying levels of progress; however, the works were behind schedule. It was observed that the quality of works at some sites was not satisfactory and project implementers do not involve the DLGs. Construction of the oil mill at Buvuma Hub under the National Oil Palm Project stalled due to inadequate palm so far planted to fully supply the intended capacity. However, farmers with ready fruit bunches were transporting their harvest to Kalangala for processing with BIDCO Ug meeting the transport costs.

Support agro-processing and value addition

NAADS delivered and installed two sets of mini dairy processing equipment at Awa Foods Ltd, Isingiro and Reshenyi Balisa Farmers' Cooperative, whose procurement happened in FY 2023/24.

Activities planned for the reporting period were not implemented due to the rationalisation of Government agencies that happened in quarter two that repealed the Act establishing NAADS.

Milk post-harvest handling and value addition
The planned outputs include: Mbale Dairy Factory rehabilitated and equipped; Milk Collection Centres (MCC) at Kakooge, Wera, Buliisa and Kitgum rehabilitated; 11 coolers and matching implements procured and installed.

Construction of Mbale Dairy Processing Factory and Bukedea and Wera MCCs was ongoing at varying levels of progress, though behind schedule. Two milk coolers and matching implements were procured but were yet to be distributed. The DDA distributed 22 and 26 milk cans of 50 litres and 20 litres capacity, respectively, to dairy farmers in Northeastern Uganda that were procured in FY 2023/24. Also, 34 milk cans of 50 litres capacity were distributed to dairy farmers in Western Uganda. The non-achievement of planned outputs was due to inadequate budget release and the rationalisation of the lead implementer, DDA.

Education and skills development
The planned outputs are: stakeholders in the dairy value chain trained and skilled; protective gear and assorted laboratory reagents procured; 100 private value chain actors trained in post-harvest handling and participate in agriculture trade shows and events.

The DDA trained a total of 285 dairy farmers in pasture and fodder management and conservation, water conservation, breed improvement, and milk quality and handling. MAAIF participated in annual events of the Jinja Agriculture Trade Show, and World Food Day was celebrated in Serere. Over 200 farmers were briefed on crop pest and disease control by the Department of Crop Protection. The department also trained 80 value chain actors in post-harvest handling, food safety technology and the use of hermetic bags.

Animal feed production
In an effort to combat animal feed insecurity in the country, NAGRC&DB processed and availed over 300 MT of compounded animal feeds at the Kasolwe Feed Mill, in Kamuli. NAGRC&DB also harvested and stored over 20,000 hay bales and 1,423 MT of silage. The feeds were for both internal consumption at the various stock farms and ranches as well as by external clients, especially in the dry season.

3.3.3 Establish new and rehabilitate existing agro-processing industries

The intervention aims at increasing agro-processing and value addition in Uganda. The intervention is mainly implemented by MTIC (UDC), MoLG, DDA and MAAIF. The planned output for the FY 2024/25 is industrial and economic development (support to UDC). The monitoring focused on UDC projects, and the performance presented given below.

Industrial and economic development; support to the Uganda Development Corporation (UDC)
UDC was re-established under the Uganda Development Corporation Act, 2016 as the investment and development arm of GoU. Its primary objective is to promote and facilitate industrial and economic development in Uganda. This is to be achieved through: i) establishment of subsidiary and associated companies; ii) entering into Public Private Partnerships (PPPs) with other enterprises; and iii) promotion and facilitation of research into industrial development.

Performance

The UDC budget for FY 2024/25 is USh 114.56 billion , of which USh 100.294 billion (87.5% of the budget) was released by 29th December 2024. However, the total cash available to UDC was USh 193.013 billion (inclusive of GoU releases, balance brought forward from FY 2023/24 and other revenues). By 29th December 2024, USh 103.876 billion (53.8% of the available funds) was spent with investments in Fine Spinners, East African Medical Vitals, Abubaker Technical Services Limited, Sanga Vet and Soroti Fruit Factory constituting 93.8%. The physical performance of the monitored agro-processing UDC investments is given below.

Bukona Agro-processors

Bukona Agro-processors is a company that produces denatured ethanol from cassava, sorghum, maize and molasses. The Government of Uganda, through UDC, invested in the company by acquiring a 40.5% equity stake and providing additional machinery and working capital to enable the factory to commence commercial operations. During the first quarter of FY 2024/25 the company procured 1500MT of raw cassava from farmers worth USh 1.0 billion. In the same period, the company made sales worth USh 0.338 billion from denatured ethanol and cooking stoves. The company is faced with a low appreciation of denatured ethanol as a clean and efficient source of energy.

Budadiri Arabica Coffee Factory Limited

Budadiri Arabica Coffee Factory Limited (BACML) is located in Sironko District and specialises in purchasing, grading, and sorting coffee beans for export. The factory has an installed processing capacity of 12,000 MT of coffee beans per year. UDC invested USh 8.12 billion of owner's equity in FY 2022/23. The funds were used partly to settle the loan obligation with Uganda Development Bank Limited (UDBL) (USh 4.37 billion) that had led to closure of the facility and also to provide working capital.

During Q1 FY 2024/25, the company procured 46 MT of green beans from farmers at USh 0.525 billion and made sales worth USh 0.118 billion in the same period. The factory reported challenges of inadequate working capital amidst stiff competition from big players in the coffee value chain.

Yumbe Fruit Factory (Nilezilla Ltd)

Nilezilla is a fruit processing factory located in Lodonga Sub-county, Yumbe District with an installed processing capacity of 6 MT of fresh mangoes per hour. The company is jointly owned by Food and Nutrition Solutions Limited (FONUS), UDC and Alinga Fruit Farmers' Cooperative Society (AFFCS). However, the proportionate stake of each owner was yet to be determined, awaiting valuation report. During the period under review the factory was not operational; however, the process to acquire the UNBS quality (Q) mark was ongoing.

Mutuma Commercial Agencies Limited (MCAL)

The company adds value to raw cotton to produce products like surgical cotton wool, vegetable oil and cotton seed cake and is located in Luuka Town Council. UDC invested USh 4.5billion in FY 2022/23 and total ordinary shareholding was at 36% (45000 shares) as at 30th September 2024. The budget allocation for FY2024/25 is USh 3.0billion; however, no disbursements had been made by 31st December 2024.

During Q1 FY 2024/25, MCAL bought seed cotton from farmers worth USh 0.294 billion and USh 0.396 billion was generated as revenue from the sale of cotton husk, cotton lint, cotton waste, cotton cake, soap stock and cotton wool. The company reported challenges of power outages, outstanding loan obligations with UDBL, and low throughput machinery.

Mabale Growers' Tea Factory

The factory is located in Kyenjojo District and has two lines of crush, tear and curl machines with a processing capacity of 1.2 MT/hr. During the first quarter of FY 2024/25, the company purchased 997 MT of green leaf from farmers worth USh 0.249 billion. The company sold 276 MT of black tea worth USD 184,443 at the Mombasa Auction Market. The performance of the factory was constrained by low prices for made teas that were averaging USD 1. The low prices were mainly driven by low-quality tea and global market conditions. This has, in turn, forced some farmers to abandon their gardens, thus supplying overgrown leaf. In order to revive the tea sector and compete favourably with key players like Kenya and Rwanda, there is need to provide a fertiliser subsidy to all tea farmers.

The UDC made USh 33.184 billion available to eight projects where no expenditure happened. These included: Cocoa Processing Factory in Bundibugyo District; Luwero Fruit Factory; Potato Processing Factory in Kabale District; Kaaro Koffi Ltd; Acholi Bur Cassava Processing Factory; Busoga Cane Transporters; Mutuma Commercial Agencies Limited; and Busoga Sugar Factory. Non-achievement of planned investment outputs was attributed to encumbrances on the proposed project sites (e.g., Luwero Fruit Factory and Acholi Bur Cassava Processing Factory) and delayed completion of pre-investment studies.

3.3.4 Conclusion

The sub-programme is key in creating backward and forward linkages between the farmers and the market by providing demand for raw agricultural commodities, thus stimulating production; however, output performance was poor, at 26.7%. This is likely to affect the attainment of the programme outcome of increased export value of processed agricultural commodities. The poor performance was attributed to the rationalisation of Government Agencies and Public Expenditure (RAPEX), where the key implementing agencies were moved to MAAIF, thus affecting the implementation of planned activities; and delayed completion of valuation and feasibility studies by UDC.

Recommendations

i) MAAIF should ensure timely transition of affected agencies and the integration of their workplans to ensure planned activities are implemented to spur agro-processing in the country.
ii) UDC should expedite pre-investment studies and processes to ensure that projects with a budget are implemented.

3.4 Agricultural Market Access and Competitiveness Sub-programme

3.4.1 Introduction

The Government of Uganda aims to increase market access and the competitiveness of agricultural products in domestic and international markets through three NDP III interventions. The interventions are to: a) strengthen enforcement and adherence to product quality requirements, including food safety, social and environmental standards and grades; b) improve agricultural market infrastructure in rural and urban areas, and strengthen capacities of public institutions in analysis and negotiation; and c) develop international market opportunities, particularly for the selected commodities.

The key implementing agencies for the sub-programme included the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); the Uganda Coffee Development Authority (UCDA); the Dairy Development Authority (DDA); Uganda National Bureau of Standards (UNBS); the Ministry of Local Government (MoLG); and District Local Governments (DLGs). The performance of the monitored interventions is given below:

Performance

The overall performance of the sub-programme was fair at 52.6% achievement of the planned annual output targets (Annex 4). The intervention aimed at improving institution analysis, negotiation and development of market opportunities performed better than the other monitored interventions.

Performance at output level is provided in Table 3.6.

Table 3.6: Agricultural Market Access and Competitiveness Sub-programme performance by intervention as at 31st December 2024

Intervention	Output Performance (%)	Remarks
Strengthen enforcement and adherence to product quality requirements	47	Poor performance
Agricultural market infrastructure in rural and urban areas improved	52	Fair performance
Capacities of public institutions in analysis, negotiation and development of international market opportunities strengthened	63.9	Fair performance

Source: Author compilation

3.4.2 Strengthen enforcement and adherence to product quality requirements

The planned and monitored outputs included certification permits for products and firms issued; quality, standards and accreditation; and marketing and value addition. The physical performance of the monitored outputs under the intervention is given below:

Certification permits for products and firms issued

The Uganda National Bureau of Standards (UNBS) certified 2,779 products against the targeted 3,000 for the period under review. Additionally, 11 management systems were certified and six trainings for SMEs and manufacturers on compliance to standards were conducted.

Quality, standards, and accreditation

UCDA inspected and certified 5,198,871 (60 kg) (Arabica – 575,719 and Robusta – 4,623,152) for export to various global destinations during July 2024 to March 2025. A total of 26,247 (60 kg) bags, representing 0.65% of exported coffees, were referred for non-conformance with export-grade specification requirements. UCDA conducted five enforcement and surveillance field missions in Southwestern, Eastern, Greater Masaka, Elgon and Rwenzori coffee growing regions. A total of 119 (M86, F31, Y42, 2PWD) coffee lead farmers and cooperative lead farmers were trained in organic coffee production in the Elgon Region, Northern Region and West Nile Region to create awareness about organic farming practices, and procedures/requirements for organic certification, and ICS procedures for increased organic coffee exports.

DDA inspected 309 dairy premises, against the targeted 2,500, for compliance with quality, food safety standards. A total of eight enforcement operations were conducted countrywide, against the target 60 operations, to ensure adherence to quality and food safety standards and three market

surveillances activities conducted in different sales outlets countrywide for compliance with standards. The number of dairy import and export consignments inspected at the border posts was 937, against the targeted 1,400 consignments, and 655 milk and dairy product samples collected for analysis at the Regional and National Dairy Analytical Laboratory.

Marketing and value addition

The MAAIF Department of Animal Health conducted a training in appropriate disease control strategies and risk analyses for trade-sensitive, transboundary and zoonotic diseases for 81 District Veterinary Officers (DVOs) against the targeted 80 officers. A total of 30 honey samples against the 240 annual target were collected from the districts of Adjumani, Zombo, Kibaale, Kitgum, Kiryandongo, Nwoya. Amolatar and Apac for residue monitoring and quality assurance.

The Fisheries Control, Regulation and Quality Assurance Department at MAAIF undertook inspection, surveillance and enforcement of fisheries quality assurance regulations on nine border posts, 24 landing sites and nine fish factories. Fishing vessels, transporting trucks, processors, traders and factories were vetted for quality and legal requirements (40% women and youth) on Lakes Victoria, Kyoga, Albert, Edward and George. Licensing of the registered vessels and tracks was expected to be done in Q3 FY 2024/25.

Surveillance and monitoring visits for aquatic weed hotspots on Lakes Kyoga and Victoria were conducted in Kyotera, Kalangala and Buvuma on Lake Victoria, Nakasongola, Amolatar, Apac, Kaberamaido, Serere, Ngora, Kumi, Pallisa, Byuende and Kayunga. Data on fish production and marketing was collected on Lake George, i.e. catches, marketed volumes, price, etc. in Kasese, Kitagwenda and Rubirizi LGs. Training and sensitisation of 10 communities, against the targeted 40, on fish breeding areas around Lake Albert was conducted, targeting the districts of Hoima, Kikuube, Kagadi, Ntoroko, Buliisa and Pakwach, focusing on the draft Fish Breeding Areas (FBAs) regulations, in the second quarter.

With support from AVCP, the Department of Crop Inspection and Certification sampled and certified 10,334 MT of assorted varieties of maize seed and 723 MT of assorted varieties of rice seed. The department also certified 16,820 acres of assorted maize seed varieties for compliance with standards in the districts of Kibale, Hoima, Kakumiro, Kasese, Gulu, Nwoya, Omoro, Dokolo, Kiryandongo, Amuru, Masindi, Oyam, Mityana, Kyankwanzi, Luwero, Nakaseke, Nakasongola, Mubende, Kalungu and Masaka, increasing access to quality seed by farmers.

Certification laboratory facilities renovated, built, and equipped

The installation of the first batch of equipment for the newly constructed National Metrology Laboratory at UNBS headquarters, Wakiso District, funded by AVCP was at 50% by 31st December 2024. Delays in the delivery and installation of equipment was attributed to non-readiness to receive the equipment due to a faulty heating, ventilation and air conditioning (HVAC) system for the laboratory. The remaining batch of laboratory equipment under AVCP financing is expected to be delivered and installed in Q4 FY 2024/25.

The accreditation of the National Dairy Analytical Laboratory (NDAL) at Lugogo under ISO 17025:2017 was not achieved as planned. However, procurement of a consultant to fast-track the process was ongoing. In addition, training of technical staff in quality management systems, method validation and measurement uncertainty was done.

The renovation of the National Semen Laboratory at NAGRC was at 90% physical progress as at 27th February 2025. Delayed works were due to heavy rains during season 2024A. The

rehabilitation of the National Phytosanitary Laboratories at Namalere also under AVCP funding was ongoing at 90% physical progress. The scope of works includes construction of a permanent store for agro-chemicals and renovation of the plant health laboratory, administration block and agro-chemicals laboratory. The project procured assorted laboratory equipment, which were fully installed and operational, and 500 samples of suspected diseased plants were tested at the facility. It was observed that the contract for the civil works under AVCP had expired on 31st July 2024; however, the remaining works are expected to be completed by April 2025.

The rehabilitation and construction of the National Seed Laboratory structure at Kawanda had stalled at 90% physical progress. The roofing and installation of the fittings had been completed, while electrical and plumbing works were partially done. The site was abandoned as the Agriculture Cluster Development Project (ACDP) that was funding the works had closed. The contract time overruns for the civil works were attributed to weak contract management and inadequate financial capacity of the contractor.

The construction of the Kasese Regional Coffee Laboratory had stalled, with phase one completed. The scope of works includes erecting a superstructure and roofing (offices, two laboratories, roastery, and conference hall). Phase two works were expected to begin in quarter three of FY 2024/25. However, the best evaluated bidder quoted more than the reserve price and MAAIF requested Ministry of Works and Transport (MWT) to reassess the scope. The scope of works for phase two includes final finishes, shuttering and furnishing.

3.4.3 Agricultural market infrastructure in rural and urban areas improved

The intervention aims at improving access to farms and to markets for inputs and produce respectively. The output is implemented by the MAAIF under LST, NOPP and NOSP.

Access roads and farm roads opened up in partnership with the National Oil Palm Project (NOPP)

During the period under review, NOPP surveyed, designed and demarcated 7 km of farm access roads (FARs) in the Buvuma Hub. Cumulatively, a total of 63 km and 107 km of community and farm access roads (CARs and FARs), respectively, have been surveyed, designed and demarcated in the Buvuma Hub. Also, a total of 139 km of CARs and FARs were surveyed, designed and demarcated in the Mayuge Hub. There were no new roads constructed in the Buvuma Hub during the review period; instead 16.5 km of CARs and 67 km of FARs were maintained. It was observed that the construction of roads in Buvuma was behind schedule, at 24.2%. This was attributed to delays in compensation of PAPs , surveying and mapping of land for oil palm growing and environment restoration.

Farm access roads rehabilitated under Labour-Saving Project

MAAIF, through the Improving Access and Use of Agricultural Equipment and Mechanisation through the Use of Labour-Saving Technologies Project, opened and improved 160 km of farm and community access roads, against the targeted 311 km. The roads are intended to ease access to farms and markets for the transportation of agricultural inputs and produce, respectively, among others.

3.4.4 Capacities of public institutions in analysis, negotiation and development of international market opportunities strengthened

The intervention contributes to the objective of increasing market access and competitiveness of agricultural products in domestic and international markets. It also involves Uganda's bilateral

engagements/diplomatic missions to promote Ugandan products abroad. The participating institutions include MAAIF, UCDA, DDA and Missions Abroad. The planned outputs for FY 2024/25 included, among others: coffee marketing; coffee value addition service; and support to value chain stakeholders. Performance of the monitored outputs is given below.

Coffee marketed

The UCDA Guangzhou representative office participated in nine strategic expositions and held 15 interactive meetings with potential buyers from China. The office also conducted four cupping sessions in Shenzhen, Xiamen and Shanghai. These engagements resulted in signing of an MoU with Ningbo Lydd and Noble Choice Uganda, resulting in the purchase of over 180,000 kg of Natural Robusta.

Coffee value addition services promoted

UCDA trained 55 brewers (35 males and 20 females), against the target 100 in basic barista skills. A total of 70 roasteries and brewers were inspected in the Central, Elgon, Eastern and Southwestern coffee regions of Uganda to ensure compliance with coffee regulations. In order to promote domestic coffee consumption, UCDA supported seven university coffee clubs of Makerere University, Kyambogo, Lira University Mountain of the Moon, Islamic University in Uganda, Uganda Christian University Mukono, and Kabale University to have coffee awareness days. These were also taught how to use the espresso machine to make different beverages. This was aimed at increasing awareness about coffee drinking among the youth.

Value chain stakeholders supported

UCDA registered 100,480 coffee farmers, of whom 72,665 were male and 27,815 were female. A total of eight quality monitoring and supervision missions in Busoga (2) (Kamuli, Iganga Districts), Southwest (1) (Rubirizi, Mitooma Districts), Rwenzori (2) (Kasese District), Greater Masaka (4) (Masaka, Kyotera, Lwengo, Bukomansimbi Districts), and Central (1) (Kayunga District) were conducted to ensure compliance with coffee quality standards and regulations. Other planned activities, such as farmer training on specialty coffee production, were expected to be executed in quarter three of FY 2024/45.

3.4.5 Conclusion

The performance of the sub-programme was fair at 52.6% achievement of the planned annual output targets. Interventions aimed at analysis, negotiation and development of market opportunities performed better, whereas outputs aimed at strengthening enforcement and adherence to standards and regulations performed poorly due inadequate budgetary releases in quarter one, and incomplete and non-functional infrastructure. Monitoring and compliance with sanitary and phytosanitary standards remain weak, thus affecting the competitiveness of Uganda agricultural products on both international and domestic markets.

Recommendations

i) MAAIF, through AVCP, should expedite the completion of market infrastructure facilities, for example the National Metrology Laboratory, accreditation of the National Analytical Dairy Laboratory, and the Sanitary and Phytosanitary Laboratory.
ii) MoFPED should ensure timely release of funds to institutions charged with the enforcement of standards and regulation.

3.5 Agricultural Financing Sub-programme

3.5.1 Introduction

The Government aims to increase the mobilisation, equitable access, and utilisation of agricultural finance for farmers, agro-processing firms and farmer groups. Agricultural finance is accessed through various instruments and institutions, including the Bank of Uganda (BoU), Agricultural Credit Facility (ACF), Uganda Agricultural Insurance Scheme (UAIS) and Uganda Development Corporation (UDC). During the semi-annual monitoring exercise focus was put on ACF, UDC and Agricultural Insurance Scheme. The findings on the UDC performance are discussed in section 3.3.3 above and briefly below, and those on the ACF and Agriculture Insurance Scheme are presented below.

Performance

Very good performance (93.83%) was realised for the Agricultural Financing Programme by 30th December 2024 (Annex 5). Farmers accessed the ACF and UAIS interventions that enabled improved production and better risk management. There was persistent disparity in access to these finances, with the Western and Central Regions attracting more resources than the Northern and Eastern Regions. Further details are provided below.

3.5.2 Develop concessional long-term financing for agricultural infrastructure and capital investments

Agricultural Credit Facility

ACF is a risk-sharing public-private partnership (PPP) that has provided medium- and long-term financing since 2009 to farmers to undertake agricultural projects, agro-processing and grain trade at subsidised interest rates. ACF leverages resources of Participating Financial Institutions (PFIs) to bridge the financing gap, with interest chargeable being 12% per annum with the exception of working capital for grain trade, which is chargeable at 15% per annum. In order to promote inclusivity and equity for borrowers, block allocations of USh 20 million are provided to micro-borrowers who often lack collateral in form of personal real estate.

Good performance was realised in the farmers' access to agricultural financing. As of 30th September 2024, BoU cumulatively processed 9,161 loan applications from 24 PFIs, worth USh 1.64 trillion. Of these applications, 5,336 (58%) were disbursed to farmers, with a total value of USh 1.01 trillion, including a GoU contribution of USh 509.62 billion. There was gender inequality in access to ACF, with the males dominating (71%) compared to females (19%); the gender of 10% of the beneficiaries was not stated. The main constraint on women's access to ACF were insufficient registered collateral and limited financial illiteracy.

During July to December 2024, USh 74.890 billion was disbursed to 1,579 beneficiaries. There was regional inequality in access to this fund, with the majority of beneficiaries being located in the Central Region (62.7%) and Western Region (28.44%), and the least in the Eastern (2.72%) and Northern (6.14%) Regions. Access to ACF was lowest among the youth (14.31%) and senior citizens aged 60 years and above (17.09%), and highest among the middle-aged persons (66.81%). Examples of farmers who received ACF are presented in Table 3.7.

Table 3.7: Performance of the ACF loans by 30th December 2024

Name	District	Amount Requested (USh)	Amount Received (USh)	Purpose	Remarks
Awelo Millers	Oyam	85 million	85 million	Tractor	1,200 acres of maize and sunflower were planted by 1,200 youthful outgrowers. Additional 3,000 acres were ploughed for other farmers. Tractor costs were USh 133 million, hence the organisation topped up with own resources. Proceeds were used to acquire another tractor and engage in food processing and packaging of the oils. Before acquiring the tractor, sunflower seed was scarce and 0.25 tonnes were milled per day. With the tractor, increased production led to 1 tonne of sunflower seed milled per day. Key challenge was the high cost of certification of the sunflower oil, which was unaffordable, and inability to meet the requirements of fortifying the oils with vitamins.
Mr.Andrew Kawuki	Nateete, Kampala	500 million	500 million	Grain trade	Loan was processed within one month. Procured 510 MT of maize grain. Key challenge was the low price for maize grain at USh 950/kg.
Mr. Adeka Tonny	Lira City, Lira district	600 million	500 million	Grain trade	Loan was inadequate, he reduced the purchase of grains from 200 MT (soya, simsim and sunflower) to 140 MT of soya and simsim. Loan was processed in one month.
Mr Festo	RWenamira Kakukuru Town Council, Ntungamo district	200 million	200 million	Coffee farming activities	Two out of three planned activities were implemented; the funds were not sufficient. He applied for an additional USh 300 million, the application was not yet approved. Key challenge was delayed processing of funds by the PFI by more than a month.
Jeka Poultry Farm	Kamuli	800 million	800 million	On-farm activities (poultry)	Constructed a semi-automated rearing house and procured 30,000 birds, bringing the total birds population to 100,000. Disease outbreaks negatively affected the profitability of the investment.
Mr. Herbert Akatukunda	Kabale	150 million	150 million	Grain trade	One consignment of grains was purchased as planned. Needed working capital for purchasing produce. Failed to service the loan, his property

Name	District	Amount Requested (USh)	Amount Received (USh)	Purpose	Remarks
					was sold by the bank but part of the loan remained outstanding.
Mr. John Bosco Kayiira	Kyenjojo	20 million	20 million .	Grain trade	The planned activity of trading in grain was achieved; requested another loan but was denied because his security was undervalued.
Ms. Kansiime Lydia	Kyegegwa	20 million	20 million	Intended to buy and milk and its products.	She is thankful for the facility that has improved her business.
Mr. Baguma Simon	Kabarole	50 million	50 million	Planned to stock new breeds of cows and goats in his farm. Fully achieved.	Challenge was long bureaucracy and costly loan processing of USh 2 million.
Mr. Byaruhanga Geofrey	Kabarole	80 million	.40 million due to insufficient security	He intended to expand the farm, buy a maize produce, poultry farm expansion, piggery farm expansion.	Only achieved farm expansion (cultivating) and purchase of grain. His main challenges were lack of grace period and expensive loan processing.
Mr. Mutakirwa Willington	Mbarara	200 million	140 million	Grain trade	But he purchased less due to the less money received. Key challenge was no grace period given and undervaluing his property.
Mr. Musanyusa Ivan	Kabale munucipality	40 million	20 million	Grain trade	50% volumes were purchased due to inadequate working capital; key challenge was the excessive bureaucracy in processing loans.
Kakinduke Coffee Factory	Kampala	480 million	480 million	Boost working capital, expand coffee farm, and purchase dried coffee (coffee trade), support coffee farmers with advance payment.	Achieved. Challenge of high interest rate of 12% that should be reduced to 10%.

Source: Field Findings

L-R: Tractor acquired with ACF for sunflower and maize production; and sunflower milled from farm produce using the tractor by Awelo Millers Ltd in Oyam District.

Grain procured with ACF under storage at Mr. Adeka's warehouse in Lira District.

Uganda Development Corporation

As at 30th December 2024, USh 193.013 billion was available for release at UDC, of which USh 103.876 billion (53.8%) was disbursed to beneficiary entities. The fair resource absorption was due to delayed initiation of procurements and stakeholder engagements; poor performance of some projects that were undergoing re-evaluation; lengthy land acquisition processes; and awaited contract approvals by the UDC Board and Solicitor General.

By September 2024, the UDC investee companies procured 1,142 metric tonnes of agricultural produce for processing from farmers, worth USh 9.348 billion. Some UDC companies were either not breaking even or non-operational. For example, Budadiri Arabica Coffee Mills in Mbale District purchased 46 MT of coffee worth USh 525.549 million from farmers for processing and sold 7.73 MT of coffee beans at USh 118.774 million. Mpanga Growers Tea Company Ltd remained closed

and Karo Koffi Investment was being re-evaluated as its delayed implementation resulted in change of the original site. Refer to further details in section 3.3.3.

3.5.3 Finalise and implement the Agricultural Finance and Insurance Policy

Introduction

The Uganda Agriculture Insurance Scheme (UAIS) started as a pilot scheme in fiscal year 2016/17, through a Public- Private Partnership (PPP) between the Government of Uganda and private sector insurance players. It aims to mitigate financial losses suffered by farmers as a result of damage and destruction of crops and livestock due to adverse climate, pests and diseases, fires and other related disasters. Uganda Insurers Association is the private partner implementer of the scheme through the Agro Insurance Consortium (AIC), a coalition of 13 insurance companies licensed to underwrite agriculture insurance in Uganda.

The scheme provides insurance premium subsidies to farmers at the following rates: 50% for small-scale farmers; 30% for large-scale farmers; and 80% for disaster-prone areas regardless of the scale. Every year, the Government allocates USh 5 billion as premium subsidy. The planned performance indicators for FY 2024/25 were: a) Grow insured agricultural loans; b) Increase agricultural insurance premiums; c) increase the number of insured farmers; and d) Increase in the number of farmer interfaces.

Performance

During the past three years (FY 2021/22 – FY 2023/24), the disbursed premium subsidy from GoU to the insurers was USh 11.75 billion (78.33%), against the expected USh 15 billion. By September 2024, very good performance (100%) was achieved in the implementation of UAIS, with all the planned targets achieved **(Table 3.8).** The premium subsidy utilisation for the past three years exceeded USh 5 billion annual budget provision before the end of quarter two. For example, by September 2024, 83% of the premium subsidy was utilised, with 27,000 farmers already insured.

Table 3.8: Performance of the Uganda Agriculture Insurance Scheme by 31st September 2024

	Performance Indicator	Baseline FY 2020/21	Target FY 2024/25	Actual	% achievement
1	Grow insurance agriculture loans (USh)	900 billion	1.85 trillion	2.47 trillion	100%
2	Increase in Agriculture insurance premiums (USh)	42.9 billion	91 billion	125.7 billion	100%
3	Increase the number of insured farmers (Number)	265,049	500,000	885,623	100%
4	Increase in the number of farmer interface (Number)	8.1 million	18.1 million	32.4 million	100%

Source: Field Findings; UAIS Progress Report Q1 FY 2024/25

The claims by farmers for lost crop increased from USh 9.00 billion in FY 2021/22 to USh 13.582 billion in FY 2023/24. Cumulatively, since FY 2016/17 up to September 2024, USh 52.492 billion had been given out as claims to farmers. This trend indicates rising effects of climate change and pest and disease risks affecting agricultural production.

Of the 628,050 farmers who benefitted from agriculture insurance in Q1 FY 2024/25, the majority (184,017 or 29.30%) were from the Eastern Region, followed by Western (171,427 or 27.30%), Central (147,131 or 23.43%), and the least in the Northern Region (125,475 or 27.30%). However, in terms of value insured, the Western Region had the highest amount (USh 1.240 billion or

53.99%), followed by the Central Region (USh 642.107 million or 27.94%), the Eastern Region (USh 231.074 million or 10.05%) and the least being in the Northern Region (USh 184.337 million or 8.02%). The differences arose because the farmers that were insured in the Eastern Region were mainly small-scale farmers, while in the Western Region the largest number of insured farmers owned large plantations on extensive land.

3.5.4 Conclusion

The performance of the Agricultural Financing Sub-programme was very good at 93.83% output achievement. Farmers accessed the ACF and UDC funds and agriculture insurance cover. Delayed disbursement of funds to farmers and inadequate resources disbursed remained persistent challenges. The GoU premium insurance subsidy of USh 5 billion was grossly inadequate. By Q1 FY 2024/25, 83% of the fund was exhausted, leaving the majority of farmers without access to agricultural insurance.

Challenges

i) Project targets not met by farmers due to inadequate funds disbursed under ACF; and delayed disbursements.
ii) Low outreach of the Agricultural Insurance Scheme due to inadequate Government guarantee.

Recommendations

MoFPED should consider increasing the GoU contribution of the premium insurance subsidy to USh 10 billion annually.

3.6 Institutional Strengthening and Coordination Sub-programme

3.6.1 Introduction

The Government aims to strengthen institutional coordination for improved service delivery. The sub-programme is composed of two interventions namely, strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security and; strengthen linkages between public and private sector in agro-industry. The semi-annual monitoring exercise focused on one sub-intervention - strengthen coordination of public institutions in design and implementation of policies including access to food and food security.

The planned outputs were: i) Public-private dialogue guidelines developed (PDM implemented); ii) administrative infrastructure established iii) Regular collection and dissemination of agriculture data undertaken; iv) Nucleus farmer model across all ecological zones supported and developed; and v) Partnerships and collaboration with other relevant stakeholders promoted e.g., women groups. The semi-annual monitoring focused on all outputs as discussed hereafter:

Performance

The performance of the Institutional Strengthening and Coordination Sub-programme was very good, at 94.1%. The coordination of public institutions was strengthened through the development and implementation of laws, regulations, guidelines, and procedures. Various measures were under implementation for institutional strengthening and better coordination of Government interventions at Central and Local Government levels.

All the programme entities collected agricultural data to aid decision-making. There was a gradual shift from manual data collection to digital systems, although the sub-programme was still faced

with low digital literacy as a significant proportion of farmers and local agricultural actors have limited skills and experience with digital platforms, which hinders effective use. Several strategic partnerships and collaborations were established to enhance agricultural production, storage, value addition and marketing.

3.6.2 Strengthening coordination of public institutions in policy design and implementation of policies

With the Rationalisation of Government Agencies and Public Expenditure (RAPEX) programme, four agencies, namely CDO, DDA, NAADS, and UCDA, were merged into MAAIF. This strategic reform aims to streamline service delivery, reduce administrative costs, and strengthen coordination within the agricultural sector.

To effectively manage the expanded mandate, MAAIF established new specialised departments of Agribusiness and Extension, Coffee Development, Dairy Development, and Cotton Development. These departments are intended to enhance operational efficiency, align functions, and improve service delivery to farmers and other sector stakeholders. Prior to the merger, agencies like UCDA, CDO, and DDA conducted targeted training sessions that directly benefitted farmers. For instance, 392 dairy farmers in Northern Uganda received training during quarter two.

However, the transition has faced operational challenges. The reallocation of funds from the merged agencies to MAAIF has disrupted key activities such as input distribution, the establishment of demonstration gardens, and farmer training. For example, at the Pajule cotton seed processing plant, 438,664.7 kg of cotton seed remain undistributed due to delays in staff recruitment and deployment, undermining timely support to cotton farmers. Additionally, value chain actors have shown reluctance to engage with staff, citing misconceptions and a lack of clear communication about the restructuring process. This uncertainty has raised concerns about service continuity. The mergers also created anxiety among the staff, leading to reduced morale, lower productivity, and increased absenteeism, particularly among contract employees facing job insecurity.

i) Public-private dialogue guidelines developed (PDM implemented)

There was a concerted effort across all parishes to strengthen enterprise and farmer groups under the Parish Development Model (PDM). Farmers received training in Good Agronomic Practices (GAPs), financial discipline, and group dynamics to enhance productivity and sustainability.

Continuous coordination, monitoring, and supervision were carried out with key PDM stakeholders to ensure compliance in enterprise selection and fund disbursement using the Wendi system. Nationwide supervisory visits by the PDM secretariat, the President's Office, MoLG, and MoFPED helped address challenges such as bribery and violation of guidelines.

However, enterprise diversion remains a concern, underscoring the need for ongoing community sensitisation to the proper utilisation of the Parish Revolving Fund (PRF). For example, in Paidha Town Council about 70% of the funds were diverted to other enterprises, such as restaurant business and mobile money business, among others. Cases of theft of funds were reported in Ibuje Sub-county, Apac District, where USh 9 million was stolen by two farmers from their SACCO account.

About 10% of the beneficiaries reinvested their profits into other agriculture-related activities, while others have begun repaying their loans. For instance, Mr Enyang Ronald from Ayita Village, Awioydek Sub-county in Lira District reinvested his profit of USh 920,000 from maize farming into poultry, purchasing 30 birds.. Similarly, Mr. Okechi Augustine from Paidha Town Council invested the USh 1 million he received in the grain business and has already repaid USh 700,000.

Mr Enyang Ronald with some of his chickens in Lira district, Awioydek Sub-county in Ayita Village Lira district

To enhance monitoring and supervision of the PDM activities, MoLG distributed 132 tablets in Kiboga District and 146 in Lira District. These devices were allocated to Parish Chiefs, SACCO leaders, statisticians, IT officers, Community Development Officers, SACCO chairpersons, and an agriculture extension worker to improve service delivery, data management, and decision-making.

Under NOSP, a total of 202 farmer groups comprising of both existing PDM groups and non-PDM groups were trained across all six project hubs. The training focused on enhancing oil seed production, improving agronomic practices, strengthening group organisation, and promoting market linkages to boost productivity and farmer incomes.

ii) Regular collection and dissemination of agriculture data undertaken

Efforts were made to digitalise information generation and use in some institutions and departments within the agro-industrialisation programme. For example, the National Food and Agricultural Statistics System (NFASS) data collection and monitoring tools were rolled out in 30 Local Governments. Ministries, Agencies, Departments and Local Governments (MDALGs) routinely collected agricultural data, but dissemination was hindered by insufficient manpower, skills, and resources. Additionally, data transfer was affected by poor internet access and power shortages in some areas, further limiting its accessibility and use for policy decisions.

Comprehensive data was collected on the progress of agro-industrialisation activities, including infrastructure development and value addition initiatives, across 15 districts in the Eastern and Central Regions under the Agriculture Value Chain Project (AVCP).

The National Fisheries Resources Research Institute (NaFIRRI) developed the Electronic Catch Assessment Survey (e-CAS) to enhance fisheries management and sustainability. This digital system enables real-time data collection on fish catches, including quantities, fishing gear, and boat types. By reducing reliance on costly manual surveys, e-CAS improves data accuracy and accessibility for researchers and local fishing communities.

Under DDA, data collection in Northern Uganda was conducted using a digitised questionnaire electronically submitted to the central data system. This system integrates GPS technology, allowing for precise mapping of farm locations. For example, data was successfully collected from

Springfield Farm in Omoro District, enhancing accuracy and efficiency in dairy sector monitoring and management.

DDA conducted stakeholder engagements and trained 580 farmers (275 men and 305 women, of whom 107 were youth and 10 PWDs) in the Northern and Eastern Regions. The training covered sustainable and profitable dairy feeding practices, dairy breeds and breeding technologies, disease management, hygienic milk production and handling, recordkeeping, and group dynamics.

A total of 164 farmers (133 men, 31 women, including 32 youth) were registered across the Elgon Region this quarter using the geospatial application. MAAIF facilitated the Fisheries Protection Force to enforce fisheries regulations across 22 sector commands on Lakes Victoria, Kyoga, Albert, George, and Edward.

NaFIRRI conducted a national workshop that brought together participants from fishing communities, national and Local Government departments, and civil society organisations. The workshop introduced the Adaptive Fisheries Governance Project, identified key issues for assessment, and finalised the Adaptive Fisheries Governance Capacity Assessment Framework and tools. The workshop report is available online at *https://www.firi.go.ug/BAFGC/reports.php*.

iii) Nucleus farmer model across all ecological zones supported and developed

MAAIF, through the National Oil Palm Project (NOPP) and the National Oil Seeds Project (NOSP), effectively implemented the nucleus farmer model as a key driver of agro-industrialisation. In collaboration with NAADS and private sector players, this model boosted production and value addition for strategic commodities, including oil palm, macadamia, seed oils, and Hass avocado.

Through NOPP and its private sector partner, Oil Palm Buvuma Limited (OPBL), significant progress was made in scaling oil palm production. A total of 394.9 hectares were newly cleared for planting, while 2,496.12 hectares of existing oil palm plantations were maintained. In addition, 561.42 kilometres of access roads were developed and maintained within the nucleus estate, facilitating efficient transportation of inputs and harvested products.

Under NOSP, 50 nucleus farmers across six hubs were certified in partnership with MAAIF's seed certification department. This certification ensures quality seed production but also benefits women, youth, and PWDs. By strengthening the capacity of these nucleus farmers, the project is fostering sustainable supply chains that feed into emerging agro-processing industries, particularly in oilseed extraction and value addition.

NAADS, in collaboration with nucleus farmers such as Musubi, Avocare, and Besmark, distributed 270 Hass avocado and 74 macadamia seedlings to 344 farmers across the country. These farmers aim to engage in value addition for Hass avocado production. For example, Mr. Wambi Mike Mabonga of Glo Mike Mixed Demonstration Farm in Mbale District, Bumasikye Sub-county, Muanda Village, received 500 Hass avocado seedlings from Musubi Nucleus Farm. However, the seedlings were of poor quality and he lost half of them due to wilting, as they were supplied without undergoing the hardening-off process. The remaining seedlings were successfully planted on 1.6 acres, and at the time of monitoring the trees were six months old.

Mr. Omar Muhammad of Mirathi Afri Limited Farm in Nwoya District, Purongo Sub-county, and Pajengo Village received 9,699 Hass avocado seedlings from NAADS through Avocare Nucleus Farm in September 2024. The seedlings were of good quality and intended for planting on 70 acres of land.

Avocado seedlings at Mirathi Afri Limited Farm in Nwoya District, Purongo, Pagengo Village

iv) Partnerships and collaboration with other relevant stakeholders promoted

Several partnerships and collaborations were established between departments, agencies, ministries, and private partners to promote interventions under agro-industrialisation across the country. For example, the Uganda Coffee Development Authority (UCDA), in collaboration with NACORI, received support from World Coffee Research to establish two seed gardens of F1 Arabica SL14 in Zombo and Nebbi Districts to enhance coffee production.

NARO, in partnership with the Korea-Africa Food and Agriculture Cooperation Initiative (KOFACI), conducted a study in the Southwestern Ecological Zone of Uganda, covering Rubirizi and Isingiro Districts. The study aimed to optimise productivity in crop-livestock farming systems for improved agricultural sustainability.

DDA, in partnership with private breeders, procured 4,686 doses of sexed semen to expand exotic dairy and beef herds, significantly improving the success rate of artificial insemination services and also acquired six regional bulk storage liquid nitrogen tanks (each with a capacity of 600 litres) through a partnership with NAGRC&DB.

DDA, in collaboration with Heifer International and supported by the Japan International Cooperation Foundation (JICF), provided 27 dairy heifers to members of the Unyama Gulu Nozomi Dairy Farmers Cooperative Society. As a result, the farmers were collectively producing up to 200 litres of milk daily and processing 100 litres into yogurt. Additionally, Good Partners, a Korean-funded organisation, was implementing a livestock project in Northern Uganda. At the time of monitoring, they had distributed 150 dairy heifers and two bulls. Of these, 43 calved, boosting daily milk production to over 150 litres from 113 litres reported in the first quarter.

The National Agricultural Research Organisation(NARO) formalised partnerships with the Rural Initiative for Poverty Alleviation (RIPA) and the Beijing Genomic Institute (BGI) to boost agricultural innovation and commercialisation. The collaboration with RIPA focuses on scaling technologies that reduce poverty and improve smallholder livelihoods through sustainable practices and better market access. On the other hand, the partnership with BGI aims to enhance NARO's

research in crop and livestock genetics, developing resilient, high-yield varieties and promoting their commercialisation.

In partnership with The Uganda National Apiculture Development Organisation (TUNADO), NARO strengthened the capacity of 922 apiary farmers and other stakeholders along the honey value chain through targeted training sessions conducted in the districts of Nebbi, Adjumani, Yumbe, Koboko, Maracha, and Terego. In addition, NARO carried out key activities in aquaculture and cassava research, which included the maintenance and upgrading of research support facilities such as cassava trial fields and fish ponds to ensure continued innovation and technology development.

Key challenges

i. Poor service delivery in the cotton, coffee and dairy sub-programmes following the ongoing merger of CDO, UCDA and DDA interventions into MAAIF. The remaining staff on contract were either absent or too few to implement the planned activities.
ii. Inadequate skilling of Local Government extension staff in areas that were previously handled by the merged institutions

Poor quality seedlings distributed by the nucleus farms.

Conclusion

The performance of the Institutional Strengthening and Coordination Sub-programme was very good, at 94%. There was continuous development and rollout of online digital systems; partnerships and collaborations were expanded to foster agro-industralisation; and the PDM was fairly implemented. The Rationalisation of Government Agencies and Public Expenditure (RAPEX) was ongoing and expected to reduce public expenditure and enhance service delivery.

Recommendations

i. MAAIF should expedite the rationalisation of merged entities and workplans to enable execution of development interventions and retool new and existing staff in areas that have been affected by staff attrition.
ii. Increased investment in mindset changes and financial literacy is necessary.
iii. MAAIF should provide adequate oversight and support to nucleus farms to maintain quality standards.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The goal of the Agro-Industrialisation Programme is to increase the commercialisation and competitiveness of agricultural production and agro-processing. The appropriated budget for the Agro-Industrialisation Programme for FY 2024/25, including the Local Government Conditional Grant, is USh 2,185.27 billion, of which 42.5% is funded through external financing. As of 31st December 2024, USh 788.87 billion (36% of the budget) was released, and USh 379.6 billion (48% of the released funds) was spent.

Overall, **fair output performance (68.4%)** was realised in the Agro-industralisation Programme during July to December 2024, although some sub-programmes underperformed. Very good performance was contributed by the Institutional Strengthening and Coordination, and Agriculture Financing Sub-programmes. The performance of the Storage, Agro-Processing and Value Addition Sub-programme was poor, and this is attributed to rationalisation of key implementing votes within the sub-programme and non-functionality of completed infrastructure. The low releases and fund absorption greatly hindered programme implementation.

4.2 Overall challenges

i) Poor service delivery in the cotton, coffee and dairy sub-programmes following the ongoing merger of CDO, UCDA and DDA interventions into MAAIF. The remaining staff on contract were either absent or too few to implement the planned activities.
ii) Low and delayed releases and fund absorption resulted in partial implementation of most interventions. Most procurements were initiated late.
iii) Inadequate extension service access due to understaffing and limited transport means for the available staff.

4.3 Recommendations

i) MoFPED, MoPS, MAAIF and LGs should prioritise recruitment and equipping more extension workers. MAAIF and other agencies should further strengthen and support extension services and farmer group cohesion.

ii) MAAIF and agencies should improve funds absorption and initiate procurements in time.

iii) MoFPED and MAAIF should review and revise the budget ceiling for extension services to cater for increased staff recruitment and their operational expenses at the LG level.

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Annex 1: Districts and Entities monitored by 31st December 2024

Sub-Programme	Sub-Sub Programme/Project	Sampled Districts/ Entities
Agricultural Production and Productivity	Small- scale irrigation systems	Aganga SSI–, Abudama SSI– Apac District, Agule SSI- Katakwi District, Zigoti SSI– Mityana district, Buliisa– Mubende District, Lwemivubo, Nyabubare SSI in Mitooma District,Kyungu SSI-Mukono District, Mayuge, Iganga, Bugiri
	UgIFT (Uganda Intergovernmental Fiscal Transfer)	Nwoya, Bushenyi, Mukono, Bugiri, Pader, Luuka, Mbarara, Iganga, Kabale, Ntungamo, Mubende, Kiboga, Buvuma, Nakasongola, Nebbi, Yumbe, Amuru, Iganga, Bugiri
	AVCP (Agriculture Value Chain Project)	Acomai – Bukedea, Kasese, Kyegegwa, Masindi Kamwenge, Buwama, UNBS (Uganda National Bureau of Standards), Entebbe, Buvuma, Nakasongola
	Large-scale Irrigation Systems	Acomai Irrigation Scheme – Bukedea, Atari, Igogero- Naigomba Irrigation Scheme, Amagoro (Tororo District) And Enengo (Rukungiri District) Kabuyanda (Isingiro District), Matanda (Kanungu District),
	NARO (National Agriculture Research Organisation)	NARO (National Agricultural Research Organisation) secretariat, NALIRRI (National Livestock Resources Research Institute) – Maruzi, NACRR I(National Crops Resources Research Institute) Namulonge; Ngetta ZARDI- Lira, NARL (National Agricultural Research Laboratories) Kawanda; COVAB (College of Veterinary Medicine, Animal Resources and Biosecurity), Mbarara Zonal Agricultural Research Development Institute (MBAZARDI), Kachwekano Zonal Agricultural Research Development Institute (KAZARDI), Rwebitaba Zonal Agricultural Research Development Institute Kabarole, Bulindi ZARDI (Zonal Agriculture Research Development Institute) – Hoima, NARO Kamenyamigo – Lwengo, AbiZARDI- Arua
	CDO (Cotton Development Organisation)	CDO (Cotton Development Organisation) headquarters, CDO (Cotton Development Organisation) – Lira, Gulu, Nebbi, Pader-Pajule, Kasese (South western), Mid-Western Region – Masindi, Lira, Pakwach
	NOSP (National Oil Seed Project)	Masindi, Hoima, Kikube, Kiryandongo, Nakasongola Luwero, Nakaseke, Kyankwanzi, Kiboga, Sembabule, Lira, Nebbi, Yumbe, Arua, Zombo, Pakwach, Koboko, Maracha, Terego, Moyo, Gulu, Oyam
	UCDA (Uganda Coffee Development Authority	NACORI (National Coffee Research Institute) Kituzi, Bushenyi (Southwestern Region), Kabarole (Rwenzori Region), Hoima (Western Region), UCDA (Uganda Coffee Development Authority) headquarters, Gulu (Mid-Northern Region), Mbarara (Greater Mbarara), Kabale (Sub-region), Kabarole (Rwenzori Region), Mukono, Mbale, Budadiri, Sironko, Bulambuli, Kween
	NAADS (National Agriculture Advisory Services)	Mitooma, Kiboga, Lira,Wakiso, Oyam, Ntungamo and Kitagwenda, Kyenjojo, Apac, Lira, Nebbi, Yumbe, Amuru, Mayuge
	AEGS/PMG (Agriculture Extension Services)	Nwoya, Buvuma, Bushenyi, Bugweri, Masaka, Kasese, Bunyagabo, Kanungu, Jinja, Mukono, Kigezi, Mbale, Amuria, Katakwi, Kalangala, Kabale, Mubende, Kyenjojo, Nakasongola, Kiryandongo, Apac, Nebbi, Yumbe, Amuru, Mayuge, Jinja, Buikwe, Luuka, Iganga, Bugiri

Sub-Programme	Sub-Sub Programme/Project	Sampled Districts/ Entities
	NAGRC&DB (National Animal Genetic Resources Centre and Data Bank)	Lusenke Stock Farm– Kayunga, Maruzi– Apac, Nwoya, Arua, Kasolwe Farm– Kamuli, Nshara – Kiruhura, Sanga field station – Mbarara, Ruhengyere field station – Mbarara, Rubona Stock Farm – Bunyangabu, Livestock Experiment Station (LES) Entebbe
	Labour-Saving Technologies	Namalere Mechanisation Shop, Mechanisation Centre Buwama, Butambala, Kyenjojo, Kiryandongo, Buikwe
	NOPP (National Oil Palm Project)	Kampala and Buvuma, Mayuge
	DDA (Dairy Development Authority)	Kampala, Gulu, Soroti, Mbarara, Kiboga , Entebbe
Storage, Agro-processing and Value Addition	ACDP (Agricultural Cluster Development Project)	Kampala, Mubende, Kyenjojo, Masindi, Yumbe,
	AVCP (Agriculture Value Chain Development Project)	UNBS, Entebbe
	UDC (Uganda Development Corporation)	Nwoya, Soroti, Luuka, Yumbe, Budadiri
	CDO (Cotton Development Organisation)	CDO (Cotton Development Organization)-Pader, Fine Spinners – Bugolobi, CDO (Cotton Development Organisation) headquarters, CDO (Cotton Development Organisation) – Masindi, Southern Range Nyanza, Gulu, Lira, Iganga, North Eastern Regional Offices, Nytil
	UCDA (Uganda Coffee Development Authority)	Bushenyi, NACORI ((National Coffee Research Institute) – Kituzi, Analytical Laboratory– Lugogo, Gulu, Mbale
	NARO (National Agriculture Research Organisation)	NALIRRI (National Livestock Resources Research Institute) and NACORI (National Coffee Research Institute) –Namulonge, Bulindi ZARDI (Zonal Agriculture Research Development Institute) – Hoima,
	DDA	Gulu, Entebbe, Soroti
	NOPP (National Oil Palm Project)	Buvuma, MAAIF, Arua, Mayuge
Agricultural Market Access and Competitiveness	UNBS (Uganda National Bureau of Standards)	Wakiso
	MAAIF (Ministry of Agriculture, Animal Industry and Fisheries)	Kampala
	CDO (Cotton Development Organisation)	Kasese (Southwestern), Gulu (East and West Acholi), Lira (West Nile), Hoima (Mid-West), Iganga (Busoga) CDO (Cotton Development Organisation) headquarters
	ACDP	Buvuma, Masaka, Kawanda– Wakiso,Ntungamo,
	MOBIP	Sanga Kiruhura, Masindi, Nakasongola, Kiryandongo
	NOPP	Buvuma, Mayuge
	UCDA (Uganda Coffee Development Authority)	UCDA (Uganda Coffee Development Authority) Headquarters, Analytical Laboratory – Lugogo
Enabling Environment and Strengthening	ACF (Agricultural Credit Facility)	Bank of Uganda, Mubende, Kampala, Wakiso, Mukono, Kalungu, Amuru, Jinja
	UDC (Uganda Development Corporation)	UDC Headquarters, Soroti, Luuka, Nwoya, Kabale

Sub-Programme	Sub-Sub Programme/Project	Sampled Districts/ Entities
Private Sector Institutional and Organisational Capacity (Agricultural Financing)	Agricultural Insurance	Agro Consortium (AIC) Kampala, Fort Portal , Kabarole, Mbale
Institutional Strengthening and Coordination	PDM (Parish Development Model)	MAAIF (Production and Productivity Pillar Secretariat), Kabale, Ntungamo, Mubende, Kyenjojo, Kasese, Kiboga, Buvuma, Nakasongola, Kiryandongo, Nebbi, Yumbe, Buikwe, Jinja, Iganga, Bugiri

Source: Author's Compilation

Annex 2: Performance of the Agricultural Production and Productivity Sub programme as at 31st December 2024

Intervention	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Agricultural research and technology strengthened	Laboratory constructed at AbiZARDI in Arua District (% of works done)	0.190	30	100	1	0.5	100	Very good performance
	1.22 km of road completed and retention fees paid after DLP at NaCCRI in Wakiso District (Number of km)	2.402	87.4	100	1.22	1.22	100	Very good performance
	Floating Fish Building remodelled at NAFIRRI-ARDC-Kajjansi (Number)	0.593	100	100	1	1	100	Very good performance
	Facilities completed and in DLP NALIRRI) (Number of facilities)	1.374	19.4	100	17	17	100	Very good performance
	Calf heifer barn, goat research facility, queen bee rearing facility and laboratory, paddocking system and waterworks and reticulation system established at NALIRRI (Number of facilities)	2.403	28.4	100	5	4.05	100	Very good performance
	Four demonstration plots of agroforestry and climate-smart technologies established	0.025	58.4	100	4	1	42.79	Poor performance
	Two elite purple and three green tea accessions performance determined at Rwebitaba ZARDI (Number of actions)	0.888	24.8	100	4	1.2	100	Very good performance

Intervention	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
	Seven tonnes of pre-basic seed and 25 tonnes of basic seed produced at Rwebitaba ZARDI (tonnes)	0.011	49	100	32	0	0	Poor performance
	50 calves with superior dairy and beef production and productivity traits produced from 250 elite embryos at NALIRRI (Number)	0.265	16.7	100	50	0	0	Poor performance
	Five elite candidate forage three-way hybrids developed and submitted for approval (Number of interventions)	0.247	16.7	100	2	0.4	100	Very good performance
	1,500 tonnes of silage and hay and 300 MT of forage seed produced at NALIRRI (tonnes)	0.087	16.7	100	1800	668	100	Very good performance
	Four bee colonies assembled and characterised, most productive colony selected, queen bee rearing protocol developed and elite queens produced at NALIRRI (Number of interventions)	0.084	16.7	100	4	1	100	Very good performance
	1,000 accession of pasture and forages conserved and maintained at Nakyesesa (Number)	0.100	16.7	100	1000	150	90	Very good performance
	Farm structures constructed and renovated to support breeding and production at 15 NAGRC&DB farms (Number)	3.702	100.1	100	17	8	47	Poor performance

Intervention	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
	2,000 indigenous chicken procured, sheep and goats genetic resources characterised in Eastern Uganda (Number of interventions)	0.300	100	100	7	3	42.86	Poor performance
	Several actions undertaken to strengthen research and technology generation at NAGRC&DB (Number of interventions)	6.995	100	100	14	9	64.29	Fair performance
	Feed production undertaken at NAGRC&DB (Number of interventions)	1.150	100	100	5	2	40	Poor performance
	System of cattle identification developed (Number of interventions)	0.500	100	100	5	2	40	Poor performance
Agricultural extension system strengthened	10 Agricultural extension: Extension workers trained in entire value chain focused skills (Number of farmers and extension workers trained and sensitised)	23.260	44.4	52	25010	12478	100	Very good performance
	Conduct 4 specialised trainings per officer per month on GAPs, Sustainable Land Management (SLM) (No. of farmers trained)	3.199	52	100	16350	21248	100	Very good performance
	Conduct 250 media sensitisation campaigns on EUDR/CS3D and local legislation (Number of campaigns)	0.165	46.6	100	250	10	8.59	Poor performance

Intervention	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
	Conduct pests and disease surveillance in 8 coffee growing regions to identify and mitigate the effects of emerging pests and diseases due to climate change	0.040	58	100	8	4	86.18	Good performance
Agricultural input markets and distribution systems strengthened	Conduct 10 trainings on organic coffee production systems for lead farmers and cooperatives	0.064	53.1	100	10	4	75.31	Good performance
	Provision of planting materials, macadamia (Number of seedlings)	0.850	65.5	100	110389	72294	100	Very good performance
	Provision of planting materials Hass avocado (Number of seedlings)	2.214	54.2	100	372168	201582	100	Very good performance
	Provision of livestock Materials: Procure and deliver 500 improved dairy heifers to the districts of Busoga sub-region (Number)	1.375	77	100	500	385	100	Very good performance
	Provision of livestock materials: Procure and deliver 500 beef breeding bulls (Number)	1.375	100	100	500	500	100	Very good performance
	Generate 300,000 rooted cuttings of CWD-r clones (Number)	0.353	51.1	100	300000	421492	100	Very good performance

Intervention	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
	Control black coffee twig borer in Southwest, Central, Greater Masaka, Eastern, Western and Rwenzori Regions through distributing 2,470.5882 litres of imidacloprid to coffee farmers (litres)	0.420	3.9	100	2471	88	91.88	Very good performance
	Mitigate climate change in coffee in 8 growing regions, including Karamoja and Northern Uganda through the distribution of shade trees to provide shed for coffee (Number of trees)	0.050	38.4	100	100000	17000	44.33	Poor performance
	Multi-purpose water storage reservoirs, including earth dams and valley tanks developed	128.911	5.2	85	100	38.5	100	Very good performance
	Large-scale irrigation schemes constructed	23.273	46	3	100	5	10.87	Poor performance
	Medium-scale irrigation schemes constructed	3.553	28.2	97	100	22	77.95	Good performance
	Solar-powered small-scale irrigation systems developed	119.501	4.8	21	100	53	100	Very good performance
	Sustainable management institutions for effective utilisation of completed facilities established	24.646	21.3	16	100	10	46.86	Poor performance

Intervention	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
	Vector and disease control: Disease diagnosis and control capacity and facilities developed and equipped (Number of activities)	0.388	57.1	53	6	4	100	Very good performance
	Crop pests and disease control: Disease diagnosis and control capacity and facilities (Number of activities)	0.573	79.4	57	9	3.7	51.75	Fair performance
Average Outputs Performance							**74.61**	**Good performance**

Source: Field Findings and Author Analysis

Annex 3: Performance of the Storage, Agro-processing and Value Addition Sub-Programme by 31st December 2024

Intervention	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Establish post-harvest handling, storage and processing infrastructure	Post-harvest handling, storage and processing infrastructure established	3.373	84.1	100	2	1	59.46	Fair performance
	Support to agro-processing and value addition	1.186	87.9	-	86	0	0	Poor performance
	Milk post-harvest handling and value addition	1.763	83.7	39	8	1.2	17.91	Poor performance
	Education and skills development	1.343	68.8	83	9	2.8	45.19	Poor performance
	Animal feed production	1.837	62.6	100	3	1.5	79.88	Good performance
	Post-harvest management	4.788	73.2	1	3	0.4	18.22	Poor performance
Establish new and rehabilitate existing agro-processing industries	Soroti Fruit Factory	22.504	100	86	1	0.8	80	Good performance
	Luwero Fruit Factory	5.498	100	-	1	0	0	Poor performance
	Cocoa Processing Factory	1.645	100	-	1	0	0	Poor performance
	Potato Processing Factory	1.00	100	-	1	0	0	Poor performance
	Kaaro Koffi Ltd	1.50	100	-	1	0	0	Poor performance
	Yumbe Fruit Factory	2.167	100	-	1	0	0	Poor performance
	Acholi Bur	13.50	100	-	1	0	0	Poor performance
	Finespinners	30.0	93.3	100	1	1	100	Very good performance
	Mutuma Commercial Agencies Limited	3.00	100	-	1	0	0	Poor performance
Average Outputs Performance							**26.71**	Poor performance

Source: Field Findings and Author Analysis

Annex 4: Performance of the Agricultural Market Access and Competitiveness Sub-programme by 31st December 2024

Interventions	Output	Financial Performance			Physical Performance			Remark
		Annual Budget (Bn USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Strengthen enforcement and adherence to product quality requirements	Marketing and value addition	5.408	65.5	87	26	9.4	55.19	Fair performance
	Certification permits issued	0.94	72.9	48	6000	2779	63.56	Fair performance
	Climate change adaptation	0.06	4.3	98	2	0.2	100	Very good performance
	Quality, standards and accreditation	1.151	62	76	12	4.1	55.12	Fair performance
	Policies, regulations and standards	0.364	100	11	6	0.5	8.33	Poor performance
	Facilities and equipment management	6.20	75.8	-	1	0	0	Poor performance
Agricultural market infrastructure in rural and urban areas improved	Community and farm access roads constructed	10.443	99	57	311	160	51.94	Fair performance
Capacities of public institutions in analysis, negotiation and development of international market opportunities strengthened	Coffee marketing	2.826	56.2	71	9	4	79.12	Good performance
	Coffee value addition services	4.098	97.7	5	10	3	30.69	Poor performance
	Support to coffee value chain stakeholders	0.444	61.1	73	6	3	81.9	Good performance
Average Outputs Performance							**52.59**	**Fair performance**

Source: Field Findings and Author Analysis

Annex 5: Performance of the Agricultural Financing Sub-programme by 31st December 2024

Output	Financial Performance			Physical Performance		
	Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)
Tractor procured by Awelo Millers Ltd in Oyam District (Number)	85,000,000	100.0	156	1.00	1.00	100.00
Grain purchased by Mr. Kawuki in Kampala District (Metric tonnes)	500,000,000	100.0	100	510.00	510.00	100.00
Grain purchased by Mr. Adeka Tonny in Lira District (Metric tonnes)	600,000,000	83.3	100	200.00	140.00	84.00
Grain trade by Mr. Akatukunda Herbert in Kabale District (Consignments bought)	150,000,000	100.0	100	1.00	1.00	100.00
Coffee farming activities undertaken by Mr. Festo in Ntungamo District (Number of activities)	200,000,000	100.0	100	3.00	2.00	66.67
Jeka Poultry Farm constructed and equipped automated rearing house (Number of structures)	800,000,000	100.0	100	1.00	1.00	100.00
Number of insured farmers (Number)	1,850,000,000,000	133.5	100	500000.00	885623.00	100.00
Number of farmer interfaces (Farmers)	183,706,832,776	100.0	100	18100000	32400000.00	100.00
Average Outputs Performance						**93.83%**

Source: Field Findings and Author Analysis

Annex 6: Performance of Institutional Strengthening and Coordination Sub-Programme by 31st December 2024

Output	Financial Performance			Physical Performance		
	Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)
Public-private dialogue guidelines developed (PDM implemented): Facilitation to SACCO boards members (Number)	29,000,000	100.0	100	58.00	58	100
Public-private dialogue guidelines developed (PDM implemented): SACCOs that received funds (Number of SACCOs)	58,000,000,000	100.0	8	58.00	58	100
Public-private dialogue guidelines developed (PDM implemented): Enterprises that received funds (Number of enterprises)	4,800,000,000	100.0	100	4,800	4791	99.81
Partnerships and collaboration with other relevant stakeholders promoted, e.g. women groups (Number)	30,188,000	33.1	100	2,240	526	70.89
Regular collection and dissemination of agriculture data undertaken: Agricultural data collection and management (number) in 30 DLGs	373,127,751	197,000,000	196,728,094	30	30	100
Average Outputs Performance						**94.14**

Source: Field Findings and Author Analysis

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