



# A HANDBOOK FOR IMPLEMENTATION OF NDPIII GENDER AND EQUITY COMMITMENTS

## AGRO-INDUSTRIALISATION PROGRAMME





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## ACRONYMS AND ABBREVIATIONS

AYII	Area Yield Index Insurance
BFP	Budget Framework Paper
GEB	Gender and Equity Budgeting
GTF	Grain Trade Facility
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MPS	Ministerial Policy Statement
NDP	National Development Plan
NAADS	National Agricultural Advisory Services
PIAP	Programme Implementation Action Plan
PWDs	Persons With Disability
SPS	Sanitary and Phytosanitary Standards
SME	Small and Medium Enterprise
UDC	Uganda Development Corporation
UDB	Uganda Development Bank
OWC	Operation Wealth Creation

## ACKNOWLEDGMENTS

This Handbook was developed by Mr. Deogratius Kiryoowa and Mrs. Elliot Orizaarwa Tumwijukye. They were assisted by a group of gender and equity experts who included: Mrs. Margaret Kakande; Mr. Esau Mutekanga; Mrs. Angella Ssali; Ms. Lydia Nabiryo; Mr. Geoffrey Isiko; Ms. Harriet Asibazuyo; Ms. Ida Kigonya; Mr. John Paul Apire; Mr. Richard Kityo; Mr. Franklin Maloba Wanyama; Ms. Harriet Pamara; Dr. David Mpiima; Mr. Cornelius Magara Kagoro; Mr. Kenneth Atim; Mr. Hillary Muhumuza; Mr. Ronald Paul Konde; Ms. Agnes Rebecca Nakimuli; Ms. Sylvia Tereka; Mr. Alex Ssebagala; and Mr. Vincent Kiribakka. This is also to thank Ms. Maria Muzaaki who provided the secretarial support.

The Handbook also benefitted from input from officials from the programme institutions who participated in the dialogue. These included: Dorcas Alum; Dr. Thelma Akongo; Damalie Lubwama; Colline Nahurira; Alice N. Mubiru; Winnie Murungi; Doreen Assimwe; Innocent Agaba; Elly Biliku Avy; Brenda Aloba Opolo; Lois Kisamba; Kaboyo Lydia; Kibirige Farida; Joseph Okoboi; Paddy Namurebe; Daisy Cheremoi; Roger Mulinde; Seguya Abbey; Sarah Byawaka; Simon Ndizeye; Silver Kato; Alfred Andama; and Jane Ekapu Nakyanzi.

The production of the Handbook was facilitated by UN WOMEN.

## FOREWORD

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Papers and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The last five consecutive assessments of compliance for Gender and Equity Budgeting, by the Equal Opportunities Commission revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to the commitments in the National Development Plans.

A lot of effort was put into mainstreaming gender and equity commitments in the third National Development Plan (NDPIII). These were integrated at the strategic level, as well as in the 20 programmatic areas. In order to mobilise the MDAs and LGs to ensure effective implementation of the NDPIII gender and equity commitments, programmatic handbooks have been developed.

These handbooks spell out the gender and equity issues under each programme; the proposed interventions in NDPIII, the related actions in the Programme Implementation Action Plan, and performance indicators. In addition, there are emerging gender and equity issues resulting from COVID-19 effects that were agreed on during the dialogue with all programme stakeholders.

I urge you to use this tool, to prioritise interventions that will foster inclusive growth and development which the country is pursuing.



Ramathan Ggoobi

**Permanent Secretary/Secretary to the Treasury**

## KEY DEFINITIONS

### Gender

Socially constructed roles and responsibilities assigned to men/women, girls/boys in a given culture or location.

### Equity

Fairness and justice in the treatment of individuals or groups of people; distribution of resources; provision of opportunities and services; and protection under the law. It takes into account, varying abilities/capacities, geographical disparities, demographical and social economic differences.

### Gender Issue

This is a state/condition/situation of inequality/imbalance between males and females because of gender roles; discrimination/neglect and/or marginalisation within society.

### Equity Issue

Unfair and unjust situations that put lives of the vulnerable in dire poverty, limited access to services and state of hopelessness.

### Gender and Equity Responsive

This is the ability of an individual or agency to consider the needs of women, men, boys and girls in light of their age, disability, or geographical location and take appropriate action.

### Gender and Equity Budgeting

Gender and Equity budgeting is an approach of allocating and utilising government resources and programs taking into consideration of the different needs, interests and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

### Programme

A group of related interventions/outputs that are intended to achieve common outcomes within a specified timeframe.

### Sub-Programme

A group of related interventions/outputs contributing to a programme(s) outcomes at MDA level.

### Programme Implementation Action Plan (PIAP)

A detailed description of the activities, targets and resources required to deliver a programme within a given timeframe. The PIAP operationalises the NDPIII Programme and is it from the PIAPs that MDAs are expected to draw their strategic plans.

### Commitments

These are pledges/obligations to be fulfilled in terms of outputs and outcomes.

## **Interventions**

These are actions to be undertaken to solve an identified problem/issue.

## **Indicators**

This is a quantitative (calculable) or qualitative (perception) factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

## **Outcome**

The consequence of an action.

## **Outcome Indicator**

A measure of whether the program is achieving the expected effects/changes in the short, intermediate, and long term.

## **Intermediate Indicator**

A measure of progress to achieving a higher-level goal/end result.





## 1.0 Introduction

This Handbook spells out the gender and equity issues as well as planned interventions/actions in the Agro-Industrialisation Programme during the third National Development Plan (2020/21 to 2024/25) period.

### 1.1 Background

The Third National Development Plan (NDP III), comes at a time when Uganda, like the rest of the world, is confronted with the COVID-19 pandemic. Now more than ever, the slogan of the Sustainable Development Goals of leaving none behind is critical. Fairness of treatment to the needs of people in all walks of life is vital for development. Gender equity is required in all aspects of life including; education, health, nutrition, decent employment, access to economic assets and resources, political opportunities and freedom from coercion and violence for men and women, boys and girls and the elderly. Gender and equity is crucial to ensure that gender issues are integrated into all national policies, plans and programs for development.

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Paper and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The Equal Opportunities Commission's last five consecutive assessments of Gender and Equity Budgeting (GEB) compliance of Budget Framework Papers and Ministerial Policy Statements revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to commitments in the National Development Plans.

Challenges and lessons from NDPI and NDPII<sup>1</sup>, showed seven (7) persistent gender and equity sensitive concerns. These include:

- The large proportion of households still stuck in the subsistence economy,
- High cost of electricity,
- Persistent vulnerabilities and wide-regional disparities in attaining required poverty reduction targets,
- Low investment in social protection systems,
- The poor quality of education characterized by the low levels of literacy and numeracy, coupled with the high rate of school dropout,
- High burden of disease amidst low functionality of health facilities, and
- Undernutrition among children and women remains high.

A lot of effort was made to mainstream the gender and equity commitments in NDPIII. These were integrated at the strategic level as well as 20 programmatic areas. There is need to ensure effective implementation of these gender and equity commitments by MDAs and LGs.

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<sup>1</sup>These are listed in the NDPII background

## 1.2 Justification for the Handbook

To avoid the slow implementation of the gender and equity responsive interventions, this time round, there is need to mobilise MDAs and LGs. This necessitates development of a mobilisation tool. This Handbook to facilitate the mobilisation, spells out the gender and equity issues; the proposed interventions and performance indicators.

The Handbook will simplify integration of gender and equity responsive interventions into the Budget Framework Paper and Ministerial Policy Statements. This will strengthen capacity of MDAs and LGs that has been inadequate.

## 1.3 Intended Users of the Handbook

This Handbook is intended for officials involved in planning, budgeting and monitoring at Central and Local Government levels, however, it can also be used by other stakeholders.

### 1.3.1 Primary Users

The primary users of the Handbook are the Programme Leadership Committee; Programme Technical Committee, Programme Working Group, and Programme Technical Working Group Sub-committees. Specifically, decision makers (Ministers, Permanent Secretaries, Directors, Commissioners, Programme/Project Managers). Technical officers and politicians in charge of planning, budgeting, implementation, monitoring and evaluation can also use the Handbook.

### 1.3.2 Secondary Users

These will include Civil Society Organisations, Researchers, Development Partners, Academia, Gender and Equity Trainers plus Assessors.

## 2.0 How to use the Handbook

The Handbook shall be used in preparation of Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions. The BFP and MPS are policy documents structured for both reporting and planning purposes. The users should ensure integration of gender and equity outcomes, interventions, outputs and their respective indicators across all the section.

Users should clearly highlight how intended target population has accessed, participated, benefited from the interventions as well as their disaggregation in terms of Location - rural, urban, hard-to-reach); Equity - children, youth, elderly, persons with disability, chronically sick and other vulnerable groups; Gender - women/girls, men/boys, and inclusiveness of the interventions. These parameters should also be given priority during annual and quarterly workplan development and reporting at all levels.

**Table 1: How to use the Handbook during the Planning and Budgeting Process**

No.	Section of the BFP	Section of MPS	Application of the Handbook	Example
1	Overview	Overview	Indicate desired gender and equity outcomes, objectives, spent budget, medium term allocations and projections	<p><b>G&amp;E Objectives</b></p> <ul style="list-style-type: none"> <li>• Improve post-harvest handling and storage</li> <li>• Improve Agro-processing and value addition</li> </ul>
2	Past Performance	Achievement at Half Year	<p>These should be drawn from the outcome performance indicators – the change desired when gender and equity issues are addressed.</p> <p>Indicate the gender and equity issues among the key performance issues to be addressed by the sector. Select these from the list of gender and equity issues. Indicate whether any gender and equity issues were addressed in the previous FY.</p> <p>List the outputs derived from the interventions that you carried out. These can be picked from the gender and equity issues and proposed strategies/interventions.</p>	<p><b>G&amp;E Outcome</b> Increased Water for Production storage and utilisation</p> <p><b>G&amp;E Outcome indicator</b> Cumulative water for production storage capacity (Mcm). i.e 39.3 (2020) to 76.39 (2025)</p> <p><b>G&amp;E Outputs completed</b> 5 Technology incubation centres established and operationalised in Zombo, Arua, Amuria and Mubende</p> <p><b>G&amp;E Output indicator</b> No. of incubation centres established</p>
3	Medium Term Plans	Medium Term Plans	Indicate Medium term plans by listing which interventions shall be carried out in accordance with the planning framework i.e. NDP III.	<p><b>G&amp;E Medium term plans</b> Increase access and use of water for agricultural production</p>
4		Current Year Plans	Indicate key sector output and outcome performance indicators to show that gender and equity issues have been addressed.	<p><b>G&amp;E Planned outputs</b> Develop 16 model irrigation schemes at the 16 Public research institutes</p>
5	Outcome, intermediate outcome indicators	Outcome, intermediate outcome indicators		<p><b>G&amp;E Intermediate outcome</b> Increased adoption of agricultural research technologies</p> <p><b>G&amp;E Intermediate outcome indicator</b> Percentage of farmers with access to water for agricultural production</p>

### 3.0 Gender and Equity Responsiveness in the Agro-Industrialisation Programme

Budgeting is the tool through which Government translates its priorities into public services. Government has also prioritised Gender and Equity as best approach to inclusive national development and equitable distribution of resources, opportunities, and wealth. Therefore, Gender and Equity Planning and Budgeting is an approach of allocating and utilising resources taking into consideration the different needs, interests, and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Agro-Industrialisation is one of the 20 programmes of the NDPIII and it operationalises objective one of - **Enhancing value addition in key growth opportunities**. The programme seeks to address key challenges in agricultural production, agro-processing and value addition which include:

- i. Low agricultural production and productivity
- ii. Poor storage infrastructure and post-harvest management
- iii. Low value addition
- iv. Poor market access and low competitiveness of Agro-based products in domestic, regional, continental and international markets
- v. limited access to agricultural financial services and critical inputs; and
- vi. poor coordination and inefficient institutions for planning and implementation of Agro-industrialisation

Most of these challenges are part of the gender and equity issues which when addressed shall improve the livelihood of Ugandans especially the vulnerable persons.

**Therefore, the objectives of the programme are to:**

- i. Increase agricultural production and productivity
- ii. Improve post-harvest handling and storage
- iii. Improve agro-processing and value addition
- iv. Increase market access and competitiveness of agricultural products in domestic and international markets
- v. Increase the mobilisation and equitable access and utilisation of agricultural finance
- vi. Strengthen the institutional coordination for improved service delivery

### 3.1 Gender and Equity Issues and their Responsive Interventions in the Agro-Industrialisation Programme

This section elaborates the G&E issues in Agro-Industrialisation and how they affect programming for inclusive development. It is intended to guide users to effectively implement gender and equity responsive interventions. Table two (2) highlights gender and equity issues and their justifications, related interventions, outputs and corresponding actions in the Programme Implementation Action plan (PIAP).



Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	technologies by the vulnerable groups	among the rural and urban vulnerable groups.			<ul style="list-style-type: none"> <li>Establish seed multiplication centres in prison farms</li> <li>Demonstrate coffee good agronomical practices and good business practices in 2,538 parishes</li> </ul>
	Limited access to agricultural extension services especially among the marginalised groups	Limited access to extension services by farmers leads to use of poor technology; untimely and wrong application of farming chemicals. This in turn leads to low productivity and production due to limited skills especially for households headed by children, women, older persons, the poor, PWDs, and residents in hard-to-reach areas.		Animal breeding stock multiplied and distributed to farmers country wide for cattle, poultry, goats, pigs, fish	Establish 11 regional community breeding satellite centres; multiply and distribute 25,000,000 commercial and parent stock poultry genetic resources for cattle, poultry, goats, pigs and fish; introduce tropicalized superior breeding stock
	Limited access to inputs by farmers	Food insecurity is one of the major issues that usually causes gender-based violence in households of the poor, child head families, and PWDs.		Research-extension farmer linkages developed and strengthened	Research extension farmer linkages developed
	Limited access to extension services	Limited access to extension services by farmers denies them opportunities to knowledge, best practices and new technologies	Strengthen the agricultural extension system	Research on bio fortification and the multiplication of nutrient dense food staples such as beans, cassava and sweet potatoes, rice up-scaled	Production of Zinc and Iron beans, cassava, orange fleshed sweet potatoes distributed to farmers
				Extension workers recruited and equipped	<ul style="list-style-type: none"> <li>Recruit additional extension workers (specialist and general practitioners) at districts and sub-counties;</li> <li>Provide logistical support to public</li> </ul>

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	especially by the vulnerable people living in hard-to-reach areas	used in modern farming, hence they end up using rudimentary tools and practices. This results in poor quality and quantity of outputs produced by farmers, and these cannot command high prices on the market.		Extension workers trained in entire value chain focused skills ICT-enabled agricultural extension supervision system developed and operationalised A National Register of accredited private extension services providers	extension service workers under the Parish Model • Continuously identify capacity gaps, equip and retool extension workers Develop and extend ICT applications, provide ICT equipment and train staff on their usage; retooling and equipping Zonal Training Centres with the necessary infrastructure, equipment and ICT innovations Register and accredit private extension services providers at village and parish levels for targeted support
	Limited access to quality inputs, skills and new technologies especially among the small scale farmers, rural poor, women, youth, and PWDs among others	Farmers continue to use poor quality seedlings and other agricultural inputs since they lack access to improved inputs and technologies for replication and multiplication. This is worsened by lack of traceability mechanisms they can use to acquire the best stock and technologies especially among small scale farmers and SMEs.	Strengthen the agricultural inputs markets and distribution systems to adhere to quality standards and grades	Two Fry centres fully operational Quality inputs on the market Assorted sets of agricultural mechanisation equipment acquired and deployed Farmers sensitised on productivity enhancement technologies Practical training centres established	Rehabilitate and fully operationalize the two Fry centres in Gulu and Bushenyi • Register and accredit Agro-inputs producers and dealers (certification and regulation of inputs) • Recruit, train and equip agricultural inspectors • Mobilise and train farmers in quality seed production • Develop an input traceability system • Develop designs, construct and equip 2 regional mechanisation service centres • Support the private sector to self-regulate for quality inputs Sensitise farmers on productivity enhancement technologies at a Parish level in order to increase uptake Using the Parish Model, work with Zonal Agricultural offices to establish practical
	Limited capacity and specialised technologies to engage in	Lack of affordable technologies for the poor and vulnerable population impacts the expansion and development of small-scale farms, and negatively affects their			



Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP III	Outputs in the PIAP	Corresponding Actions in the PIAP
	advanced agricultural practices	potential to establish new advanced mechanisms and technologies hence promoting subsistence agriculture.			training centres (and revamp the former DFIs) to equip farmers in good agriculture practices as well as good business practices.
	Limited access to water for agricultural production in water stressed areas	Farmers in water stressed areas only conduct agricultural activities during rainy seasons. This affects the continuous production of outputs and has a number of uncertainties and risks associated, hence leaving many farmers especially the youth, women, PWDs and those in water stressed areas to practice subsistence agriculture	Increase access and use of water for agricultural production	Five irrigation schemes completed  A total of 23 new irrigation schemes constructed	Complete defect liability period for five schemes Doho Phase II, Mubuku Phase II, Wadelai, Tochi, Ngenge, Rwingaaju, Agoro and Olweny.  Construct 23 new irrigation schemes. Acomai, Atari, Amagoro, Nabigaga, Rwimi, Nyimur, Musambya, Kibimba, Kabuyanda, Matanda/Enengo, Igogero, Angololo, Kagera, Namatala, Namulu, Sipi, Unyama, Lumbuye, Nyabarija, Palyec, Porongo, Lopei and Imvepi irrigation schemes constructed; complete feasibility studies and detailed for new schemes Kiige, Odina, Ongom, Agwata and Atera
	High-cost irrigation for small-scale farmers	The poor and vulnerable persons in hard-to-reach areas cannot afford and access the costly innovative irrigation technologies. This reduces their volume of production and productivity in farming since production is based on seasonality.		Sustainable management institutions for effective utilisation of the irrigation schemes and water for production facilities established  Model irrigation schemes developed to support technology irrigation at public institution  Micro and small-scale irrigation systems constructed under UglIFT-AF-IRR program	Establish O&M and institutional management structures for irrigation schemes and water for production facilities  Develop 16 model irrigation schemes at the 16 public research institutes  Construct micro small-scale irrigation schemes

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP III	Outputs in the PIAP	Corresponding Actions in the PIAP
	Limited access to and use of solar irrigation schemes by small scale farmers	Several regions rely on agribusiness to support their economies, however, limited access to water for irrigation leaves them powerless to continuously undertake agriculture activities. This results in food insecurity and low household incomes.  The regions mostly rely on natural rainfall for agriculture, hence cannot engage in a consistent farming practices, leading to fluctuating prices in the rainy season.		Solar powered water supply and small-scale irrigation systems developed.  Multi-purpose water development schemes including valley dams, valley tanks developed	<ul style="list-style-type: none"> <li>Construct small scale solar powered water supply irrigation systems</li> <li>Develop feasibility studies/ preliminary designs and prepare detailed designs of dams; Construction of new multi-purpose water development schemes of; Kyenshama Geregere, Ojama Makokwa, Kyahi, Kakingole, Kokonyuko, Korisae Lothar, Girik, Komothing, Achorichori, Katabok, Kulodwongo, Katabok, Kaputh, Longore, Naoyamuwe, and Kokyeyo. Lemsui, Nakonyen and Nangololapolon construct valley 23 dams; establish 12 water reticulation systems in the selected NAGRC&amp;DB Centre farms; procure construction equipment; construct community and individual valley tanks;</li> <li>Establish micro-small scale irrigation schemes for coffee</li> </ul>
	Limited access to and utilisation of agricultural	Limited capacity of vulnerable farmer groups to access and manage farming machinery due to its associated costs like fuel and	Increase access to and use of agricultural mechanisation	<p>Management structures for water for agriculture production developed</p> <p>Water management technologies promoted among smallholder farmers (e.g. water harvesting, irrigation)</p> <p>Assorted sets of agriculture mechanisation equipment acquired and deployed</p>	<p>Establish management structures for multi-purpose bulk water schemes; Select, form and train water user associations</p> <p>Using the Parish Model, promote water management technologies for smallholder farmers (e.g. water harvesting, irrigation)</p> <ul style="list-style-type: none"> <li>Develop designs, construct and equip 2 regional mechanisation service centres</li> <li>Support the private sector, through the regional farm service centres, to acquire</li> </ul>

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>machinery and advisory services especially by small scale farmers</p>	<p>servicing among others. Majority of the farmers upcountry cannot access better technologies from private sector players, leaving them with no option rather than engaging in small scale farming using outdated practices.</p>			<p>and deploy assorted sets of agricultural mechanisation equipment (heavy equipment and machinery units; Test, certify and promote agriculture mechanisation equipment; Roll out the tractor hire services; Procure and deploy tractors with all implements; Identify and promote agriculture equipment and machinery models for LST</p>
	<p>Limited land ownership especially among women and youth farmers</p>	<p>Limited access to and ownership of large tracts of land by vulnerable groups like women and youth limits their access to credit or agricultural financing. This leads to low production per acre by women in agriculture compared to their male counterparts. (Plots managed by women produce 17 percent less per acre on average than plots managed by men or jointly by other family members).</p>	<p>Improve land tenure systems and security mechanisms that promote inclusive agriculture investments</p>	<p>Partnerships entered into between farming communities and land owners of large tracts of farm land for increased production</p>	<p>Facilitate partnerships between the farming communities and owners of large tracts of land for mass production to build a strategic food and animal feeds reserves</p>
	<p>Competition from high quality imported products at the expense of local farmers</p>	<p>This results in low household income (more especially those headed by children, women older persons, the poor and PWDs) due to price fluctuations of agricultural products.</p>	<p>Strengthen farmer organisations and cooperatives</p>	<p>Certificates of Customary Ownership, Certificates of Occupancy for <i>bibanja</i> holders on mailo land, longer-term leasing and other collaborative farming arrangements embraced by farmers</p> <p>Farmer organisations strengthened</p>	<p>Engage with the farming communities to embrace Certificates of Customary Ownership, Certificates of Occupancy for <i>bibanja</i> holders on mailo land, longer-term leasing and other collaborative farming arrangements to help resolve land tenure challenges (popularise the use of these)</p> <ul style="list-style-type: none"> <li>• Undertake capacity assessment of farmer groups, identify and fill their capacity gaps</li> <li>• Engage cooperative colleges and colleges of commerce to inculcate cooperative and entrepreneurial skills to the farmers and farmers groups;</li> </ul>

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
	Heavy livestock and crop losses to diseases, and pests especially among small scale farmers and those in hard-to-reach areas	Use of poor breeds, pesticides, acaricides, technologies and practices leads to low production hence keeping majority in poverty and constrained.	Strengthen systems for management of pests, vectors and diseases	Disease diagnosis and control capacity and facilities developed and equipped	<ul style="list-style-type: none"> <li>Establish 235 Mobile plant and livestock clinics across the country</li> <li>Acquire additional heavy earth moving and biological equipment's to support robust mechanical removal of the mass water weed in all major water bodies.</li> <li>Train and provide technical backstopping in pests, vectors and diseases surveillance, diagnostics and control</li> <li>Complete modalities for engaging the Private sector to set-up pesticides, acaricides, animal vaccine and drug manufacturing in-country.</li> </ul>
	Inadequate access to real time weather information especially for the rural small-scale farmers	Use of poor and inaccurate weather data affects farmers especially women when they undertake agriculture processes like weeding, planting, and fertilising at the wrong time. This negatively impacts on the anticipated yields and its quality commanding low prices on market	Promote sustainable land and environment management practices in line with the agro-ecological needs	Aquaculture production increased	<ul style="list-style-type: none"> <li>Complete construction of One Cage based Aquaculture Park in Mwenakalangala</li> <li>Construct one pond based aquaculture park in Apac District</li> </ul>
	Child labour	Child labour deprives children of their right to education. This also impacts on the quality of the processes undertaken in the sector since children are not experienced and knowledgeable to conduct advanced agricultural activities.		Infrastructure for collecting accurate weather information in place	Develop and maintain requisite infrastructure to collect accurate weather information (e.g. weather stations etc.).
				Mechanisms to prevent incidences of child labor within agriculture in place	Develop mechanisms to prevent incidences of child labor within agriculture

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
<b>Storage, Agro-Processing and Value Addition</b>	Pre-and post-harvest losses especially among the vulnerable groups and those in hard-to-reach areas	Poor pre-and post-harvest handling limits the capacity of farmers to add value to their products. As a result of short product life span of perishables, farmers do not benefit from the relative higher market prices they would have commanded with processed commodities.	Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and capacities at sub county, district and zonal levels	Post-harvest handling and storage facilities for priority commodities (both dry and wet) established in greater Masaka, Luweero, Arua, Kanungu, and Bundibugyo, Nwoya, Kayunga, Yumbe, Soroti, Nakaseke and around Regional Farm Service Centres  Awareness on post-harvest handling and management created	Undertake detailed diagnostic and feasibility studies; design and construct storage facilities; procurement and installation of the equipment; establish operation and management structures with the private sector; Commission the infrastructure.  Create awareness campaigns on post-harvest handling and management and its benefits. The campaigns will also create awareness of aflatoxins and its effects.
Limited access to fish infrastructure  Inadequate number of demonstration farms and solar dryers for rural and urban small-scale farmers especially youth and	Farmers especially women and PWDs cannot move to far places to acquire better quality fish fries, dryers and set up demonstration farms with updated technologies for modern farming practices. They end up using poor quality stock and rudimentary tools that take long gestation periods, hence increasing the cost of production and affecting the quality and quantity of output.	Storage and post-harvest handling facilities established at a Parish level  Cooperative societies, communities supported with cleaning, drying, grading and processing equipment	Using the Parish Model, undertake diagnostic and feasibility studies, procure and establish small scale storage and post-harvest handling facilities.  Construct 40 community fish drying racks at major landing sites  Establish 500 demonstration of solar drying, and demonstrate raised drying racks in 10 coffee growing regions  Rehabilitate and equip 43 milk collection centers; support 250 women and youth's farmer cooperative societies with dairy farm equipment; support 750 farmer Cooperatives with milk handling and milk cooling equipment  Establish 7 animal feed production, packaging and storage facilities on the NAGRC&DB farms		

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>women</p> <p>Rudimentary harvest management and post-harvest handling technologies used especially by rural and urban poor farmers</p> <p>Limited capacity of vulnerable groups, poor/subsistence farmers, those in hard-to-reach areas to add value to their stock</p>	<p>Limited capacity of farmers especially women, youth, PWDs and older persons to undertake value addition processes. This decreases/reduces their rate of return and bargaining power especially those who deal in perishable produce.</p>	<p>Establish eco-friendly fully serviced agro-industrial parks/export processing zones and equip regional farm service centers</p>	<p>Cooperative societies supported with small scale post-harvest handling technologies and storage in the 10 agro-ecological zones</p> <p>Capacity of cooperatives, communities, farmers and traders developed in post-harvest handling and storage including; business management; value addition; quality requirements and principles of cooperative movements</p> <p>Agro-industrial parks and export processing zones established and functional</p> <p>Value addition equipment acquired</p> <p>Export agro-processing</p>	<ul style="list-style-type: none"> <li>Using the Parish Model, conduct physical assessments; assess and recommend appropriate technologies for small scale post-harvest handling and storage; procure, deliver and install the value addition machinery; commission and monitor the performance of the equipment</li> </ul> <p>Develop training modules; train 40,000 beneficiaries in business management; post-harvest handling and storage; value addition; quality requirements and principles of cooperative movements</p> <p>Carry out a survey on the status of all Agro processing and value addition establishments; Conduct feasibility studies for agro-industrial parks; Identification, selection of sites and acquisition of land; Develop master plans and designs, construct agro-industrial parks infrastructure; Extend water mains network and medium to high voltage electricity to the agro-industrial parks</p> <p>Acquire value addition Plant and Equipment for each RFSC in regions where none exist (including Agro product Processing Units (APPU))</p> <ul style="list-style-type: none"> <li>Link SMEs to free zones agro-processors</li> </ul>

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
				zones established and functional	<p>for sub-contracting &amp; access to export markets; Mapping local export clusters for production &amp; bulking of supply side for Free Zones; Develop climate change and environment sustainability plan for free zones; supervision, monitoring and facilitation of Free Zones</p> <ul style="list-style-type: none"> <li>• Acquire at least 1,000 acres of land for setting up agro-industrial infrastructure for free zones</li> <li>• Conduct feasibility studies, Masterplan, Engineering design &amp; ESIA for free zones, and construction of Free Zones</li> </ul>
	<p>Limited access to milk processing plants by small scale farmers and those in hard-to-reach areas</p>	<p>Majority of the dairy farmers operate on a small scale thus producing few litres of milk. The farmers cannot afford to construct or install milk processing facilities, so they move long distances to access these plants. In most cases, this causes losses due to poor packing among other issues, leading to the continued sale of loose or unprocessed milk to the public which is a threat to their health especially the chronically sick, children and elderly.</p>	<p>Establish new and rehabilitate existing agro-processing industries to minimise negative environmental impacts for processing of key agricultural commodities</p>	<p>Entebbe Dairy Training School upgraded to Regional Dairy Training and Incubation Centre</p> <p>Dairies and milk processing plants established</p>	<p>Construct and equip workshops, library, dormitories and factories; Develop skilling curriculum; Recruit staff for the College, acquire training and incubation equipment, provide working capital, establish a training workshop for dairy technicians and milk technologists, establish waste management system</p> <p>Complete civil works, acquire and fit machinery, and construct waste treatment plant of UCCCU milk processing plant; undertake a diagnostic and pre-feasibility study to construct two dairy factories established in Gulu and Soroti; subject to the outcome of the pre-feasibility, construct two dairy factories established in Gulu and Soroti; Rehabilitate and equip Mbale Dairy; Train and Incubate dairy private entrepreneurs</p>
	<p>Limited access to</p>	<p>Farmers in different regions, especially those in hard-to-reach</p>		<p>Construction and completion of 3 tea</p>	<p>Design, construct, equip the factory, provide working capital for Kayonza, Mabale, and</p>

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	value addition centres by farmers especially those in the hard-to-reach areas	areas do not have value addition centres and sell their produce with no value added. This was the case for cassava in Gulu, Tororo and Lira, coffee in the central region, and tea in Zombo. The farmers are exploited by middlemen and factory traders rendering agriculture profitless and yielding low household incomes.		factories	Zombo tea factories completed
	Lack of regional and rural based demonstration farms, mills and agro processing plants for small scale farmers	Most small-scale farmers in the regions of Rwenzori, Serere, Busoga among others do not have access to demonstration farms to advance their skills and acquire new agriculture technologies for better quality production. This reduces their volume of production, capacity to add value and market competitiveness, hence leading to low revenues and incomes from produce.		<p>Two starch and three ethanol processing factories from cassava established in Gulu, Tororo, Lira, and Kibuku</p> <p>At least two coffee soluble plants and 20 coffee washing stations established in central and Eastern Uganda</p> <p>A total of 11 fruit factories constructed</p> <p>Meat and fish processing factories established</p> <p>Atiak Sugar Factory completed and a farmer-based sugar factory established in Busoga</p> <p>Agro processing plants in key priority commodities established at Regional Farm Service Centres</p> <p>Small scale agro-processing facilities</p>	<p>Design, construct, equip and provide working capital for two starch and three ethanol processing factories from cassava established in Gulu, Tororo, Lira, and Kibuku</p> <p>Design, construct and equip the factory, provide working capital for at least two soluble coffee plants and 20 coffee washing stations established in central and eastern Uganda</p> <p>Undertake diagnostic and feasibility studies, design, construct and equip, 11 fruit factories in Greater Masaka, Arua, Kanungu, Bundibugyo, Nwoya, Kayunga, Yumbe, Busoga Sub region, Rwenzori Sub region, Nakaseke</p> <p>Undertake feasibility studies, design, construct and equip meat processing factories in Kiruhura, Mubende, Nakasongola and Mbarara and fish processing factories in Mukono, Jinja, Kamuli and Serere</p> <p>Design, construct, equip and provide working capital for Atiak Sugar Company and a farmer-based sugar factory in Busoga</p> <p>Undertake diagnostic and feasibility studies, design, construct and equip agro-processing facilities at Regional Farm Service Centres.</p> <p>Using the Parish Model, undertake diagnostic and feasibility studies; establish common</p>



Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDPIII	Outputs in the PIAP	Corresponding Actions in the PIAP
	High cost of electricity for value addition affects small scale farmers and vulnerable groups	The cost of agro-processing and other value addition processes is high, partly attributed to the high cost of electricity used by the agro-technologies/machinery. The available rudimentary technologies are high energy consumers which increases the processing/value addition operation expenses, leaving the farmer with little or no profits earned from the production.		supplied to communities (MSMEs) under the Parish Model Affordable, adequate and reliable electricity provided for agro-processors	user facilities; procure and supply small scale agro-processing equipment to communities, farmer groups and cooperatives. Provide affordable, adequate and reliable electricity for agro-processors
	Poor connectivity to markets and production centres	Uganda's transportation network is generally poor, characterised by ungraded roads and broken bridges. This increases the cost and time of transporting produce by small scale farmers, especially those in hard-to-reach areas.		Community access & feeder roads constructed & maintained to facilitate market access	Construct and regularly maintain community access & feeder roads (including bridges) in rural areas to facilitate market access
<b>Agricultural Market Access and Competitiveness</b>	Lack of food safety surveillance plan Insensitivity of the National Food and Safety	The country lacks a functional legal or regulatory framework binding food safety and surveillance, and a communication platform for disseminating information on the benefits of standards and quality of agro stocks. This affects the vulnerable groups since they do	Strengthen enforcement and adherence to product quality requirements including; food safety, social and environmental standards, grades, etc	Food safety surveillance plan, policies, regulations, laws and standards developed and reviewed A messaging programme to communicate the benefits of quality/standards developed and	Develop and implement the food safety surveillance plan; Review the National food Safety Surveillance Policy • Develop and run a messaging programme to communicate the benefits of quality/standards to value chain actors to ensure greater adoption and engagement by producers across all priority value

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	Surveillance Policy on issues of vulnerability	not know the required standard and quality of goods/produce to use or sell, thus incurring losses.		implemented	chains <ul style="list-style-type: none"> <li>• Certify and support local production of quality fishing gear (nets, vessels and engines)</li> </ul>
	Continued sale of loose and/or unprocessed milk.	Limited access to new technologies, skills, equipment and inputs by small scale farmers, rural poor, women, youth, PWDs among others diminishes the quality and quantity of milk produced. Under milk or dairy industry it continues to facilitate production and sale of loose milk which commands low prices form farmers.		Farmers and manufacturer trainings and exposure on SPS conducted	Identify and train farmers and manufacturers in best management practices; Organize and expose farmers and processors to appropriate best practices on sanitary and phytosanitary standards (SPS) and industry standards applied in other economies or market players.
	Limited access to market information by small scale farmers	Farmers have limited access to real time agriculture information about new technologies, practices, inputs, and market that can support them in making evidence based decisions to increase their productivity and production.		Regional Milk Certification laboratory facilities renovated and equipped	Equip regional milk testing laboratories (5), Certification laboratories (6) with equipment and consumables; Acquire measurement standards and equipment.
				Agricultural Market Information Hubs established across the value chain	Establish and maintain Agricultural Market Information Hubs that are linked to the Regional Farm Service Centres and the local communities under the Parish Model.
				Digital platform constructed for goods produced by the locals and linking them to potential markets.	Establish and regularly update a national digital marketing platform for goods that are produced by the locals and link them to potential markets.

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	Limited access to markets at border centres	Farmers, especially vulnerable women, youth, poor elderly and PWDs lack modern markets at border centres like Katuna near Rwanda that can facilitate better storage and trading for their produce. This leads to high losses due to poor storage and packing to properly store their post-harvest for a long period.	Improve agricultural market infrastructure in rural and urban areas	<p>Modern Agricultural markets constructed in strategic locations and infrastructure to facilitate their effective performance built</p> <p>A national strategic food reserve established at the Regional Farm Service Centres</p>	<p>Construct and equip modern integrated agricultural markets at the border (Katuna, Busia, Lwakhakha, Oraba, Kikagata, Mpondwe (Kasese district), Bunagana (Kisoro district) and Nyanuka (Bundibugyo district); Build agricultural markets in the Municipalities that don't have them.</p> <p>Procure, store and manage food stocks at the Regional Farm Service Centres for the national strategic food reserve.</p>
<b>Agricultural Financing</b>	Limited options for agriculture financing and insurance especially among the vulnerable groups and those in hard-to-reach areas	The available financing options are not appropriate for vulnerable groups especially women, youth and PWDs due to the high value of collateral needed and interest rates charged which leaves farmers engaging in subsistence farming instead of commercial agriculture and value addition.	Finalise and implement the Agricultural Finance and Insurance Policy	<p>Capacity of agricultural industry apex organisations to support agricultural finance development strengthened</p> <p>Area Yield Index</p> <p>Insurance products developed and used by farmers</p> <p>High quality micro-insurance products targeting the needs of smallholder farmers developed</p> <p>Value chain analyses &amp; business cases produced for all the priority value chains</p>	<p>Develop and implement an agricultural finance capacity building plan for agricultural industry apex organisations.</p> <p>Develop agriculture yield databases at county level to support the Area Yield Index Insurance (AYII) project.</p> <p>Support the design and scaling-up of micro insurance products in the agricultural industry and promoting the coherence between social protection and agriculture.</p> <p>Facilitate the development and regular updates of value chain analyses, as well as business cases and make these available (as a public good), in order to inform decision making by financial services providers, agricultural value chain actors and value</p>

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	Lack of appropriate financing mechanisms for small scale farmers especially women and youth	Along the agriculture and processing value chain, several small-scale farmers and actors require different credit services to support value addition among others services. Limited access to appropriate mechanisms impacts negatively on productivity and post-harvest handling especially for small scale farmers (and Agri-MSMEs, start-ups, youth and women).		Public sector agricultural finance initiatives, mechanisms and institutions streamed	chain supporters. Rationalise, streamline and coordinate public sector initiatives, mechanisms and institutions (e.g. Postbank, UDB, Pride Microfinance, House finance Bank, etc.) for agriculture finance in order to enable them to collectively address agricultural finance market failures through the formulation, design and implementation of a wide range of appropriate financing mechanisms, products and services specifically targeting value chain actors of all sizes (including smallholder farmers and agri-MSMEs, start-ups, youth and women).
	Weak farmer cooperatives or groups that cannot pool resources for investment in agriculture	Most small scale farmers belong to weak cooperatives or associations that cannot pool resources in terms of credit services and access to quality inputs, market and have low bargaining power for their produce. Some farmers do not belong to any cooperative. This also limits their chances of acquiring and adopting new agriculture technologies and practices.	Facilitate organic bottom-up formation of farmer groups (including youth) and cooperatives (production, collective marketing, provision of financial services and savings mobilisation)	Organically grown farmers groups mobilised, registered and profiled using the Parish Model.	Using the Parish Model, register, profile and mobilise farmers and other agri-MSMEs into organically grown groups/cooperatives (especially production and financial cooperatives) in order to allow them pool resources, support collective risk management efforts and provide a counterparty through which financial services providers may finance them.
	Limited access to agribusiness incubations and	Farmers especially those in rural areas lack access to incubation centres and accelerator programs that can improve their skills, create and innovate new ideas	Support women farmers to transition to agribusiness, export trade, and more profitable agricultural enterprises,	Agricultural finance related research agenda developed and implemented Agribusiness incubation	Draw up and implement a short-term, medium-term and long-term research agenda for agricultural financing in Uganda with emphasis on women and youth. Facilitate and invest in the scaling-up of

Sub-Programme	Gender and Equity Issues	Justification / Impact of the Gender and Equity Issues	Interventions in the NDP III	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>accelerator programmes especially by women and youth</p>	<p>and technologies enhance the efficiency, productivity and profitability in the agriculture industry. This limits their expansion and growth from SMEs.</p>	<p>including skilling and financial incentives (e.g. reduced credit interest rate and finance)</p>	<p>and accelerator programmes promoted</p>	<p>agribusiness incubation and accelerator programmes in order to enhance the efficiency, productivity, profitability, resilience and viability of agri-based startups and early stage agri-MSMEs (especially those that are owned by the youth and women).</p>
	<p>Limited financial literacy especially among vulnerable groups in rural areas</p>	<p>The few existing financial products are in urban areas leaving the rural areas with limited education and awareness. This has contributed to the low production, productivity and low prices hence leaving farmers to incur huge losses in times of plenty for perishable produce that have a short life span if not processed.</p>	<p>Support women farmers to transition to agri-business, export trade, and more profitable agricultural enterprises, including skilling and financial incentives (e.g. reduced credit interest rate and finance)</p>	<p>Financial education and awareness on agri-finance created</p>	<p>In line with the National Financial Literacy Strategy 2019, expand investments in financial education and awareness creation to bolster financial capability as well as consumer protection especially for women and youth operating along the agricultural value chains.</p>
<p><b>Agro - Industrialisation Programme Institutional Strengthening and Coordination</b></p>	<p>Lack of digital job centres for small scale farmers and vulnerable groups</p>	<p>Farmers lack information and coordination platforms that can enable them access real time information on markets, inputs, and new technologies among others. This has resulted in exploitation of small scale farmers by the middle men, late uptake of new technologies especially for the rural farmers and those in hard-to-reach areas</p>	<p>Strengthen coordination of public institutions in the design and implementation of policies including access to quality food and food security</p>	<p>A digital job centre established</p>	<p>Using the Parish Model, establish and operate a digital platform (job centre) to link labour to available job &amp; wealth creation opportunities across the agricultural value chain.</p>

## 4.0 Programme Gender and Equity Performance Assessment

The Agro-Industrialisation Programme aims at achieving several outcomes namely;

- i. Increased Water for Production storage and utilisation
- ii. Increased food security, increased employment and labor productivity
- iii. Improved post-harvest management
- iv. increased storage capacity, Increased processed agricultural products
- v. Improved quality and standards of agricultural products
- vi. Increased access and utilisation of agricultural finance

**These outcomes are gender and equity responsive and are measured for five (5) years of the NDP III against their respective indicators of;**

- i. Cumulative water for production storage capacity (Mcm). i.e. 39.3 (2020) to 76.39 (2025)
- ii. % of water for production facilities that are functional.i.e.86.7 (2020) to 89 (2025)
- iii. % of food secure households.i.e.69 (2020) to 89.84 (2025)
- iv. Proportion of households' dependent on subsistence. i.e. 68 (2020) to 55 (2025)
- v. Post-harvest losses for priority commodities (%). i.e. 37 (2020) to 15 (2025);
- vi. Value of agricultural imports (\$ billion). i.e.12 (2020) to 0.53 (2025) and
- vii. Proportion of farmers that access agricultural finance.i.e. 33 (2020) to 60 (2025)

Table three (3) shows the gender and equity output performance indicators and their respective targets for the five years of NDP III programme implementation.



**Table 3: Selected Gender and Equity Output Performance Indicators**

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
1. Increase agricultural production and productivity	1.1 Strengthen agricultural research and technology development a. Invest in new and old infrastructure for agriculture research including laboratories, offices, technology demonstration and training centers, etc b. Undertake strategic recruitment and training of agricultural research staff	Animal breeding, production, administrative Units and research facilities constructed and equipped	No. of farmer animal genetic learning centres established	0	1	1	1	1	1
			Animal breeding and production support facilities constructed	-	1	1	1	1	
		Research and administrative infrastructure constructed and equipped	No. of research laboratories constructed and equipped	0	1	1	1	1	
			No. of demonstration facilities constructed	0	4	7	6	5	3
		Agri Research IP and innovations commercialised	No. of Agriculture Research Innovations and IPs commercialised	0	4	8	6	6	6
			Climate smart technology demonstration and multiplication centres established	0	3	1	2	2	1
		Climate smart technology demonstration and multiplication centres established	A total of 10 centres established in selected BTVET Institutions	0	2	2	2	2	2
			Functional public private partnerships established for technology	0	15	40	35	35	30

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		development and promotion							
	d. Establish climate smart technology demonstration and multiplication centers at all the ZARDIs and BTVET institutions engaged in agroindustry programs for technology dissemination and commercialisation	Climate smart technology demonstration and multiplication centers established	No. of climate smart technology and demonstration centers in 9 ZARDIs established Eight centers established in selected BTVET Institutions No. of functional public private partnerships established for technology development and promotion No. of research products and services for food and nutrition security generated No. of markets created along product lines No. of improved cotton varieties developed	0 0 0 0 0 0	2 2 40 40 6 2	2 2 35 70 15 3	2 2 35 50 12 1	1 1 30 48 10 2	
		Technology incubation centres established and operational	No. of genetic resources conserved for sustainable utilisation Technology incubation and business centres set up No. of prison farms with established seed multiplication centres	1,500 0 0	2,000 1 10	2,120 3 15	1,810 2 20	1,922 1 25	
		Farmer technology demonstration and multiplication centers established Animal breeding stock multiplied and distributed to	No. of farmer technology demonstration and multiplication centers established No. of regional community breeding satellite centers established and maintained	0 1	3 2	3 2	3 3	3 3	



Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		farmers country wide for cattle, poultry, goats, pigs, fish	No. of poultry varieties developed, multiplied and promoted ('000s)	0	6,000	6,000	6,000	6,000	5,000
	e. Establish and strengthen linkages between agricultural research institutions	Research extension-farmer linkages developed and strengthened	No. of technologies adopted	128	47	66	69	63	
	f. Strengthen demand oriented agricultural technology generation and adaptation along the value chains	Research on bio-fortification and the multiplication of nutrient dense	No. of bio-fortified seed technologies distributed to farmers	7	1	5	5	3	
	<b>1.2 Strengthen the agricultural extension system</b>								
	a. Operationalise agricultural extension system	Extension workers recruited and equipped	No. of new extension workers recruited	4,000	500	1,000			
			No. of specialised value chain extension workers recruited	0	20	30	120		
			No. of village agents and nucleus farmers supported	0	525	1,050	1,575	2,100	
		Extension workers trained in entire	No. of LG and private sector extension workers trained	1,000	1,000	1,000	1,000	1,000	
	b. Develop and operationalise an ICT-enabled agricultural extension	ICT-enabled agricultural extension	No. of districts using ICT enabled agricultural extension applications	2	30	50	70	100	
	c. Scale-up innovative extension models such as nucleus farmers in all agro-ecological zones	Enhanced access to agricultural extension services	No. of village agents supported	0	17,250	34,500	51,750	69,000	
			No. of parish model farms supported	0	2,750	5,500	8,250	11,000	
			No. of nucleus farmers trained	0	525	1,050	1,575	2,100	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
	d. Strengthen the research extension farmer linkages to increase uptake of new technologies	Research extension-farmer linkages developed and strengthened	Nine zonal agricultural extension coordinators recruited A total of 281 functional commodity-based platforms and commercialisation approaches established at different levels (National and district)	0	0	3	3	3
	e. Develop and equip youth with knowledge, skills and facilities for access and utilisation of modern extension services	Agribusiness Incubation Centres established	No. of demonstrations sites for the different value chain innovations demonstrated established No. of Agribusiness Incubation Centres established	0	2	1	1	1
		Commodity-based platforms/forum and commercialisation approaches established at different levels (National and district)	No. of commodity-based platforms/forum and commercialisation approaches established at different levels (National and district)	3	20	20	20	20
<b>1.3 Strengthen the agricultural inputs markets and distribution systems to adhere to quality standards and grades</b>								
	a. Setup and equip farm service centers within the public service e-service centers for bulk input procurement,	Increased farmer access of quality agricultural inputs Two fry centres fully operational Quality inputs on the market	No. of farm service centers established No. of regional fry centres rehabilitated No. of input dealers, manufacturers, importers and	0	1	2	3	4
				0	2	2	2	2
				120	200	200	200	200

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
storage and distribution  b. Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties  c. Reform the current input subsidy program including: Scaling up the e-voucher model of inputs distribution  d. Establish and equip 9 regionals mechanisation centers to increase uptake of agricultural mechanisation and labour-saving technologies	storage and distribution		exporters of inputs and agricultural products registered and licensed							
	b. Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties	E-verification of agricultural inputs fully rolled up	No. of national level agricultural Inspectors recruited (veterinary, crop and fisheries)	68	32	32	32	32	40	
		Quality inputs on the market	No. of farmer groups trained in quality seed production	0	25	25	25	25	25	
	c. Reform the current input subsidy program including: Scaling up the e-voucher model of inputs distribution		No. of national level agricultural Inspectors recruited (veterinary, crop and fisheries)	68	32	32	32	32	40	
		Quarantine stations and holding grounds established	Eight holding grounds constructed	2	4	5	6	7	8	
	d. Establish and equip 9 regionals mechanisation centers to increase uptake of agricultural mechanisation and labour-saving technologies	Isolation units for infected material, products, animals, plants, fish) developed	No. of isolation units for infected material, products, animals, plants, fish)	0	0	1	2	3	3	
		Enhanced efficiency in inputs distribution	Proportion of farmers registered in e-voucher	61,000	250,000	450,000	550,000	650,000	750,000	
	d. Establish and equip 9 regionals mechanisation centers to increase uptake of agricultural mechanisation and labour-saving technologies	Quality inputs on the market	No. of regional mechanisation centers established and operational	0	0	1	2	3	3	
		Farmers sensitised on productivity enhancement technologies	No. of parishes in which sensitisation has been conducted	0	5,000	8,250	9,222	10,628	12,036	
		Practical training centres established	No. of practical training centres established	0	0	2	3	4	4	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		Farm production increased	No. of farming households supported with critical farm inputs ('000s)	0	500	510	520	530	540
		Extension staff trained and equipped in inspection, certification and regulation	No. of extension staff trained in inspection, certification and regulation of inputs	0	1,000	1,000	1,000	1,000	1,000
<b>1.4 Increase access and use of water for agricultural production</b>									
	a. Complete the irrigation schemes under construction/rehabilitation including; Doho Phase II, Mubuku Phase II, Wadelai, Tochi, and Olweny	Irrigation schemes completed	No. of completed irrigation schemes completing defect liability period	0	-	5			
		Irrigation schemes completed and maintained	No. of operational irrigation schemes	3	7	7	7	7	7
	b. Construct new irrigation schemes in Ngenge, Acomai, Atari, Amagoro, Nabigaga, Rwimi, Nyimur, Musambya, Kibimba, Kabuyanda, Matanda, Igogero, Angololo, Namatala, Namulu, Sipi, Unyama, Lumbuye, Palyec, Porongo, Lopei and Imyepi	A total of 23 new irrigation schemes constructed	No. of new irrigation schemes constructed (23)	0	-	1	4	5	13
		Model irrigation schemes developed to support technology irrigation at public institution	No. of model irrigation schemes developed at public research institutes	0	3	3	3	4	3
		Sustainable management institutions for effective utilisation of the irrigation schemes and water	No. of irrigation schemes with established operation and maintenance institutional management structures established	0	0	0	2	5	13

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
c. Develop solar powered small-scale irrigation systems for small holder farmers outside conventional irrigation schemes	for production facilities established									
	Micro and small-scale irrigation systems constructed under UgIFT-AF-IRR program	68,000 micro and small-scale irrigation systems constructed by 2025	0	200	800	19,000	20,000	28,000		
d. Develop infrastructure and services for bulk water storage and transfer including water abstraction systems, transmission mains, water pumping systems, storage tanks, water distribution networks	Small-scale irrigation systems constructed	No. of small-scale irrigation systems/schemes constructed (681)	0	0	111	220	221	184		
	Solar powered water supply and small-scale irrigation systems developed.	No. of operational solar powered water supply and small-scale irrigation systems developed	0	50	76	100	100	50		
	Multi-purpose water development schemes including valley dams, valley tanks developed	No. of new detailed dam designs	0	4	7					
	Multi-purpose water development schemes including valley dams, valley tanks developed	A total of 570 new community valley tanks/farm ponds constructed by 2025	20	100	108	116	120	126		
	Multi-purpose water development schemes including valley dams, valley tanks developed	A total of 500 motorised production wells drilled for water for agriculture production by 2025	0	100	108	116	120	126		
		Multi-purpose water development schemes including valley dams, valley tanks developed	A total of 1,000 individual valley tanks for livestock watering constructed by 2025	1,351	200	200	200	200	200	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		Multi-purpose water development schemes including valley dams, valley tanks developed	A total of 570 community valley tanks for livestock watering constructed	20	100	108	116	120	126
		Multi-purpose water development schemes including valley dams, valley tanks developed	A total of 12 water reticulation systems established	0	2	3	3	2	2
		Multi-purpose water development schemes including valley dams, valley tanks developed	No. of water facilities for industrial, tourism and other commercial uses developed.	0	5	5	5	5	7
		Multi-purpose water development schemes including valley dams, valley tanks developed	A total of 120 micro-irrigation schemes constructed	0	10	20	30	30	30
		Water management technologies promoted among smallholder farmers (e.g. water harvesting, irrigation).	No. of parishes supported with water management technologies	0	5,000	8,250	9,222	10,628	12,026
	e. Promote water use efficiency in agricultural production	Community based management system for water for agriculture	A total of 500 water user association formed by 2025		100	200	300	400	500
			A total of 500 water user association trained by 2025		100	200	300	400	500

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
		production developed								
	<b>1.5 Increase access and use of agricultural mechanisation</b>									
	a. Expand and equip regional agricultural mechanisation and service centers in the nine agro-ecological zones	Assorted sets of agricultural mechanisation equipment acquired and deployed	No. of agriculture mechanisation outreach services extended	0	0	20	20	20	20	20
	<b>1.6 Increase access and use of digital technologies in agro-industry</b>									
	a. Empower youth to use ICT in developing agro enterprise innovations	Integrated livestock information management system developed and operationalised	No. of animals enrolled on the Traceability system (million)	0	1	1	3	3	6	6
		Integrated livestock information	Integrated livestock information management system	0	1	1	1	1	1	1
		Youth capacity enhanced to develop agro-enterprise innovations	No. of youth groups trained	0	40	45	50	70	70	70
	<b>1.7 Improve land tenure systems and land security mechanisms that promote inclusive agriculture investments</b>									
	a. Increase the number of farmers with titled land to ensure land tenure security with special attention to the youth, women, PWDS and other vulnerable groups	Promote the policy of non-fragmentation of Agricultural land among family members in all agro-ecological zones	No. of food and animal feed reserves established	0	3	3	3	3	4	4

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
	b. Promote the policy of non-fragmentation of Agricultural land among family members in all agro-ecological zones		<p>Certificates of Customary ownership, Certificates of Occupancy for <i>bibarjia</i> holders on mailo land, longterm leasing and other collaborative farming arrangements embraced by farmers</p> <p>Number of certificates of ownership acquired by farmers</p>	0	20,000	20,000	20,000	20,000	20,000	
<b>1.8 Strengthen farmer organisations and cooperatives</b>										
	a. Sensitise farmers on the benefits of cooperating		<p>Cooperative and entrepreneurial skills inculcated to the farmers and farmers groups</p> <p>No. of farmer groups trained in entrepreneurial skills</p>	-	50	50	50	50	50	
			Farmer organisations registered and profiled	15,000	20,000	20,300	20,700	20,700	20,700	
			Farmer organisations registered and profiled	0	2	3	2	3	2	



Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
	b. Support upcoming farmer groups and cooperatives to effectively manage themselves	Farmer organisations strengthened	No. of farmer groups trained along the value chain	15,000	20,000	20,000	20,000	20,000	20,000
	<b>1.9 Strengthen systems for management of pests, vectors and diseases</b>								
	a. Develop and equip infrastructure and facilities for disease diagnosis and control	No. of district local governments supported to control pests and disease epidemics	A total of 235 mobile plant and livestock clinics established across the country	45	47	47	47	47	47
		No. of district local governments supported to control pests and disease epidemics	No. of district local governments supported to control pests and disease epidemics	35	120	120	120	120	120
	b. Develop human capacity for management of pests, vectors and diseases	Disease diagnosis and control capacity and facilities developed and equipped and control capacity and facilities developed and equipped	No. of local government staff trained in pest, vector and disease surveillance, diagnostics and control	1,000	1,000	1,000	1,000	1,000	1,000
		Disease diagnosis and control capacity and facilities developed and equipped	No. of zonal disease	0	2	1	1	2	2

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
			control capacity and facilities developed and equipped							
			diagnostic laboratories established							
			Disease diagnosis and control capacity and facilities developed and equipped	5	15	15	15	15	15	15
			No. of district-based crop mini-diagnostic labs established/rehabilitated and operational							
			Animal Disease vaccines acquired and distributed	2	8	8	8	8	8	8
			No. of animal disease vaccines acquired and distributed for state-controlled diseases (millions).							
			<b>1.10 Promote sustainable land and environment management practices in line with the agro-ecological needs</b>							
			a. Strengthen land, water and soil conservation practices							
			Land, water and soil conservation practices strengthened	10	29	29	29	29	29	29
			No. of Catchment Management Plans (CMPs) developed							
			Kms of conservation structures constructed/	0	14,600	14,600	14,600	14,600	14,600	14,600

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
			established by type							
			No. of technologies for management practices for pasture and rangeland improvement	0	2	2	2	2	2	2
			One cage based Aquaculture Park in Mwenakalanga established	0	0	1				
			Aquaculture production increased							
			One pond based aquaculture park in Apac established	0	0	1				
			No. of fish breeding grounds in water bodies gazetted	8	20	30	50	50	50	50
			No. of one-acre ponds constructed and stocked	0	200	200	200	200	200	200
			No. of youth and women	0	100	100	100	100	100	100

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
			groups supported in setting up ponds and required inputs						
	b. Introduce and upscale agroforestry for mitigation and climate resilience		Agro-forestry upscaled No. of seedlings purchased and distributed ('000s)	0	2,000	2,000	2,000	1,500	
	c. Reduce and mitigate emissions from agricultural systems through converting waste to energy and other green technologies		Emissions from agricultural systems reduced and mitigated through converting waste to energy and other green technologies	0	0	1,000	1,000	1,000	
	e. Undertake soil profiling and mapping		Soil, crop suitability and fertiliser blend maps developed Youth groups trained to practice climate smart agriculture	0	0	1	1	1	
			No. of soil, crop suitability maps and fertiliser blends developed No. of youth groups trained	0	0	10	10	10	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
	f. Build the capacity of youth to practice climate smart agriculture		Agricultural value chain actors trained to manage agrochemicals No. of agricultural value chain actors trained	0	0	1,000	1,000	1,000
	<b>1.11 Improve skills and competencies of agricultural labor force at technical and managerial levels</b>							
	a. Strengthen training and skilling centres for new skills in agroindustry		Training and skilling centers for agro-industry supported No. of training and skilling centers for agro-industry supported					
	1.12 Strengthen and develop mechanisms to prevent incidences of child labor within the sector and exploitation of the agricultural labor force	Agriculture training and skilling centres expanded	No. of training and skilling centres for agro-industry expanded	0	0	1	2	0
<b>2. Improve postharvest handling and storage</b>	2.1 Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and capacities at sub-county, district and zonal levels	Agriculture training and skilling centres equipped	No. of training and skilling centres for agro-industry equipped	0	0	1	2	0
		Access to technical and vocational trained for specific groups increased	No. of scholarships issued to women, PWDs and the youth in vocational training centres	0				
		Agriculture training and skilling centres expanded	No. of training and skilling centres for agro-industry expanded	0	0	1	2	0
		A total of 1,382 cooperative societies supported with small scale	No. of aggregation and collective marketing societies supported with equipment	0	20	50	40	40

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
		post-harvest handling technologies and storage in the 10 agro-ecological zones								
		Capacity of cooperatives, communities, farmers and traders developed in postharvest handling and storage including; business management; value addition; quality requirements and principles of cooperative movements	No. of beneficiary cooperative members trained	0	7,739	7,739	7,739	8,391	8,392	
			No. of cooperatives supported with value addition equipment	0		276	276	276		
			No. of beneficiary cooperative members trained	0	1,000	1,000	1,000	1,000	1,000	
		Two silos constructed, one in Bunyoro and one in Busoga	No. of silos constructed	0				2	2	
		Five grain stores and one Silo established at the major prisons grain farms	No. of grain stores established	0	1	1	1	2	2	
		Eight specialised demonstration trucks, 6 for	No. of trucks procured	0	3	2	3	6	6	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
3. Improve Agro-processing and value addition	3.1 Establish eco-friendly fully serviced agro-industrial parks/export processing zones to stimulate and expand agro processing	transporting of live animals and 2 for animal products procured Establish ecofriendly fully serviced agro-industrial parks/export processing zones and equip regional farm service centers	Agro industrial Parks and export processing zones established and functional	0	-	1			
	<b>3.3 Establish new and rehabilitate existing agro-processing industries to minimize negative environmental impacts for processing of key agricultural commodities</b>								
	d. Complete Kayonza, Mabale and Zombo tea factories	Tea factories completed	No. of tea factories completed			1			
	g. Establish five new and expand two existing spinning textile mills	Spinning and garmenting capacity increased through establishment of five new and expanding the existing two spinning and textile mills; 10 new garmenting factories	Completion status of the two newly constructed and five expanded spinning and textile mills	0	1	2	2	1	1
	i. Establish two new vegetable oil mills in Lira and Kiryandongo	Two new vegetable oil mills in Lira and Kiryandongo	Completion status of the establishments	0%	10%	25%	50%	75%	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
	and expand the vegetable oil refinery in Jinja	established and the vegetable oil refinery in Jinja expanded							
	j. Upgrade Soroti fruit factory and establish 5 more fruit factories including; Masaka, Arua, Kanungu, and Bundibugyo	A total of 11 fruit factories constructed	Completion status of each constructed fruit factories	0	1	2	3	3	2
	k. Establish meat processing factories in Nakasongola and Mbarara	Meat and Fish Processing factories established	Completion status of each meat processing factory established in Kiruhura, Mubende, Nakasongola and Mbarara		-	1	1	1	1
	n. Establish a rice processing factory along the entire value chain in Butaleja	Rice processing factory established	No. of rice processing factory established	0				1	
	o. Establish a cocoa value addition factory in Bundibugyo	A cocoa processing plant established in Bundibugyo	Completion rate of the cocoa processing plant in Bundibugyo	0	10%	30%	60%	90%	100%
	p. Establish youth led agro processing facilities focusing on incubation and demonstration centres	Youth led agro processing facilities established	No. of youth led agro processing facilities established	0	0	4	2	1	1
	3.4 Provide affordable, adequate and reliable electricity in the	Affordable, adequate and reliable electricity	No. of production zones with reliable and adequate electricity		-	1	2	2	2



Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
	various production zones of the country	provided for agro-processors								
	3.5 Construct and regularly maintain community access and feeder roads for market access	Community access & feeder roads constructed & maintained to facilitate market access	Total Length(in Km) of access roads maintained							
	3.6 Improve skills and competencies of agricultural labor force at technical and managerial levels in post-harvest handling, storage and value addition	Enhanced skills and competencies of agricultural labor force	Proportion of agricultural labor force skilled in postharvest handling, storage and value addition							
4. Increase market access and competitiveness of agricultural products in domestic and international markets	<b>4.1 Strengthen enforcement and adherence to product quality requirements including; food safety, social and environmental standards, grades, etc.</b>				500	1,500	3,000	6,000	10,000	
	b. Train farmers and manufacturers on sanitary and phytosanitary standards	A mentoring programme on standards compliance developed and implemented	No. of agriprenuers enrolled on the mentoring program							
		Local firms supported to produce fishing gear	No. of local firms supported to produce fishing gear		1	2	4	6	8	
	Farmers and manufacturer trainings and exposure on SPS conducted	Farmers and manufacturer trainings and exposure on SPS conducted	No. of farmers and manufacturers trainings conducted		50	100	200	400	500	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
		A total of 500 value chain actors and staff trained	Value chain actors trained		100	100	150	150
	c. Renovate, build and adequately equip certification laboratory facilities in various strategic locations	Laboratory facilities in various strategic build and adequately equipped	No. of certification laboratory facilities in various strategic build and adequately equipped		3	2	1	2
	<b>4.2 Digitalise acquisition and distribution of agricultural market information</b>							
	a. Develop and implement an integrated agriculture market information system	Agricultural Market Information Hubs established across the value chain	Agricultural market information hubs in place		1	1	1	1
	<b>4.3 Improve agricultural market infrastructure in rural and urban areas</b>							
	b. Revitalise the warehouse receipt system	A national strategic food reserve established at the Regional Farm Service Centres	No. of relief food reservoirs at national and regional levels	0	2	2	2	2
		Warehouse receipt system linked to rural supply chains, storage points and Government Institutions	No. of warehouses and storage facilities linked to the receipt system		100	100	100	100
		Warehouses standardised, incentivised for trading and awareness created	No. of Warehouses licensed as public facilities		5	10	15	20

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
		under the WRS and the CE								
		Warehouses standardised, incentivised for trading and awareness created under the WRS and the CE	No. of Institutions of Government procuring Warehouse Receipts for food security	-	5	10	20	50		
	<b>4.5 Strengthen capacities of public institutions in analysis, negotiation and development of international market opportunities particularly for the selected commodities</b>									
	a. Facilitate Uganda's diplomatic missions to promote Ugandan products abroad	Product markets for Uganda's key products mapped, profiled and market frameworks with countries of export interest negotiated	No. of product market frameworks with countries of export negotiated	-	25	50	100	200		
		Domestic, regional and international consumption of agro industrial products increased	No. of supermarkets or retail chains linked to farmers and producers	-	5	10	20	25		
		B2B joint venture partnerships facilitated	Functional joint ventures and partnerships	-	1	3	6	10		
		Strategic trade missions established	No. of new markets secured	-	2	4	6	10		
<b>5. Increase the mobilisation, equitable access and utilisation of</b>	<b>5.1 Finalise and implement the Agricultural Finance Policy</b>									
<b>mobilisation,</b>	<b>5.3 Facilitate organic bottom-up formation of farmers groups</b>	Organically grown farmers groups mobilised,	No. of farmers registered, profiled and have access to finance	0	500,000	1,000,000	1,000,000	1,000,000	1,000,000	

Objectives	Interventions	Outputs	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
agricultural finance	(including youth) and cooperatives (production, collective marketing, provision of financial services, and savings mobilisation)	registered and profiled using the Parish Model							
	5.6 Support women farmers to transition to agro-business, export trade, and more profitable agricultural enterprises, including skilling and financial incentives (e.g. reduced credit interest rate and finance)	Agribusiness incubation and accelerator programmes promoted	No. of agri-MSMES supported through incubation	-	30	70	150	300	
6. Strengthen institutional coordination for improved service delivery	<b>6.1 Strengthen linkages between public and private sector in agro-industry</b>								
	6.2 Strengthen coordination of public institutions in design and implementation of policies including access to quality food	A digital job centre established	Digital Job centre established and operational		1	1	1	1	1
		Regular collection and dissemination of agriculture data undertaken	Administrative Agriculture data collection system rolled out country wide		0	1	1	1	1
	Regular collection and dissemination of agriculture data undertaken	No. of district local government with statisticians responsible for agriculture statistics		0	30	30	30		

## 5.0 Emerging Issues

During the dialogue held with stakeholders in the Agro-Industrialisation Programme, the following were the emerging issues for consideration during the midterm review of the National Development Plan (NDPIII) 2020/21 to 2024/25 and NDPIV.

- Develop interventions, outputs and actions targeting the profitability index of the major cash products countrywide. These should include maize, beans, coffee, and cotton.
- Design interventions addressing risk management, adaptation and mitigation measures for women and youth cooperatives.
- The Parish Development Model should cater for farmer markets to increase access to markets and prices.
- Design deliberate interventions for SMEs to encourage pooling of resources.
- The literacy interventions should be explicit to indicate the roles of the Ministry of Trade, Industry and Cooperatives, and other partners.
- Include the digital marketing platforms to showcase farmer products in each region and this should not be confused with the job digital platform.
- Support farmers to access affordable good quality artificial insemination in a timely manner.
- Implement mindset change programmes as stereotyping is still a big challenge among rural farmers.

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