



**END OF PROJECT  
REPORT  
September, 2017**

**Upgrading Quality Standards in  
Agriculture for Uganda Maize and  
Sesame**



## Project Brief

Project Title	Upgrading Quality Standards in Agriculture for Uganda Maize & Sesame
TMEA Strategic Outcome	Improved Business Competitiveness
Project outcome	<ul style="list-style-type: none"> <li>• % reduction in maize and sesame metric tonnes rejected at the borders that do not meet required quality</li> <li>• Directly targeted 700 farmers and indirectly targeted 55,000 farmer households aware of standards by June, 2016</li> </ul>
Implementing organisation	Southern & Eastern Africa Trade, Information & Negotiations Institute
Focal person	Jane Nalunga, Country Director
Budget	\$300,000
Duration	3 Years (2014 to 2017)
TMEA Project Leader	Sandra Kirenga, Program Manager

## Table of Contents

CHAPTER ONE.....	3
1. Introduction and Background Information.....	3
1.1. About SEATINI.....	4
1.2. About the Project.....	5
CHAPTER TWO.....	3
2. Progress Made (Table).....	3
2.1. Key Outputs Completed.....	3
2.2. Key Outputs Not Completed.....	6
2.3. Key Outputs Completed but not Planned.....	6
2.4. Other Key Project Outcomes.....	6
2.5. Financial Report (Brief Analysis of Expenditure vs. Project Outputs).....	7
CHAPTER THREE.....	8
3.1. Lessons Learnt on what was Done Well.....	8
3.2. Lessons Learnt on what needed to be improved.....	10
CHAPTER FOUR.....	13
4. Recommendations and Way Forward.....	13
4.1. Recommendations.....	13
4.2. Sustaining and Expanding the Project beyond the Intervention.....	17
4.3. Way forward.....	18
ANNEXES.....	18
1. Integrated Work Plan including Status of Achievement.....	18
2. Project Financial Report.....	18
3. Monitoring Plan.....	18
4. Success Stories- (2).....	19
5. To be attached separately, copies of research/study/other deliverables from the project, evaluations.....	19

## **LIST OF ACRONYMS**

DFID	Department of Foreign Aid (UK)
EAC	East Africa Community
EAGC	East Africa Grain Council
EAS	East Agrican Standard
FRA	Food Rights Alliance
IEC	Information, Education and Communication
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry And Fisheries
MDFA	Masindi District Farmers Association
MGA	Masindi Growers Association
MOFPED	Ministry of Finance, Planning And Economic Development
MSMES	Medium Small and Medium Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
MT	Metric Tonnes
NDP	National Development Plan
NTB	Non Tarrif Barriers
OWC	Operation Wealth Creation
SEATINI	Southern and Eastern Africa Trade, Information and Negotiations Institute
TGCU	The Grain Council of Uganda
UBOS	Uganda Bureau of Statistics
UEPB	Uganda Export Promotion Board
UNBS	Uganda National Bureau of Standards
UGX	Uganda Shillings
URA	Uganda Revenjue Authority
USA	United States of America
USAID	United States international Development Agency
USD	United States Dollars
WFP	World Food Program
WTO	World Trade Organizaiton

## **CHAPTER ONE**

### **1. Introduction and Background Information**

The East African Community (EAC) with its population of over 146 million provides a promising market for local and foreign investors in its agriculture sector. Indeed, the region has seen an increase in the number of entrepreneurs and investors in search of the Community's agricultural sector's very attractive returns and its increasingly enlightened local business community – both agricultural and nonagricultural (finance, ICT, logistics, technology, et-cetera) is now more determined than ever to cash in on the growing demand for agricultural and agriculture-related products and services.

To tap into these opportunities, however, requires that all locally situated actors particularly MSMEs, as well as East Africa's governments, invest in improving the quality of output of their agricultural value chains. In Uganda in particular, inconsistency in adherence to regional and international standards is hurting the country's chances and bargaining power in these markets. Standards play an important enabling role in getting micro, small and medium enterprises including rural based smallholder households integrated into more lucrative global value chains. Quality enhancing and assurance systems that adhere to regional and international standards can significantly reduce business costs, boost access for lower level value chain actors (particularly smallholder farmers) to more profitable markets, increase trade as well as the gains from trade, and even improve health and nutrition of households and communities.

In 2013, the EAC, driven by the need to increase trade among its member states and improve the region's competitiveness, introduced and gazetted harmonized standards for staple foods including maize grains (the EAS-2-2013) in December, 2013. By this action, it was expected that existing barriers to trade would be removed, structured trade promoted and rejection of products among partner states reduced as the quality of agricultural products traded across the region and confidence among trading partners improved.

The actions taken by the EAC were in line with the provisions of the EAC Customs Union and the Common Market Protocol wherein the treaty seeks to eliminate Non-Tariff Barriers (NTBs) and create an environment that enables free movement of goods across the region, and were also in line with Article 110(b) of the treaty that led to the establishment of the EAC where partner states committed to harmonize quality and standards of inputs and products including food additives.

The 2013 East African Staple Food Gap Analysis Report and a baseline study conducted by SEATINI and its partners in 2014<sup>1</sup>, however, revealed that the Community's goal to increase trade, particularly in maize and sesame, among its partner states, and in particular Uganda's goal to improve its export performance was being hindered by existing NTBs including;- the nature of the EAC standards which, in addition to their complexity, did not take into account

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<sup>1</sup> SEATINI. 2015. Baseline Study: The Status of Implementation of the East African Standard for Maize and Development of a Standard for Sesame Seed in Uganda.

the language differences and education levels of the backbone of these agricultural value chains - rural based small holder farmers - and informal micro and small traders; lack of awareness about the existence of these standards at almost all levels of these value chains; lack of appreciation of the need for quality and benefits of adherence to set standards; poor information flow among value chain actors on existing markets and their quality preferences; capacity limitations among key stakeholders including enforcement agencies; as well as several other policy and structural weaknesses.

It is against this background that in November 2014, SEATINI-Uganda with support from Trade Mark East Africa (TMEA) embarked on an 18-month long pilot project which aimed at *“Upgrading Quality Standards in Agriculture for Uganda Maize and Sesame”*. The project was implemented in the districts of Nakaseke, Masindi and Lira.

### **1.1. About Southern and Eastern Africa Trade, Information & Negotiations Institute (SEATINI)**

SEATINI is a sub-regional non-governmental organization (NGO) that was founded in 1996 soon after the WTO Singapore Ministerial Conference, after realizing that Africa in particular and Third World countries in general were marginalized in the WTO negotiations and other global processes. SEATINI Uganda is part of SEATINI which operates in Eastern and Southern Africa with its headquarters in Harare (Zimbabwe) and an office in Nairobi, Kenya. SEATINI-Uganda is the regional coordinating office for East Africa. Since SEATINI-Uganda’s inception in 2001, it has focused on strengthening the capacity of stakeholders to influence trade, tax and related policies and processes through information generation and dissemination, capacity building and advocacy, alliance building and networking. SEATINI-Uganda’s ultimate goal is to strengthen Africa through promoting pro-development trade, fiscal and trade-related policies for sustained equitable development and improved livelihoods in Uganda and in the EAC Region.

SEATINI-Uganda is governed by a Country Program Management Board which is responsible for policy making and for monitoring the progress of program implementation and ensures accountability to donors and other stakeholders. They also oversee compliance to the organizational vision and mission. The Board is composed of technical people in the areas of trade, gender and human rights. Given this expertise, they also provide and advise on the strategic direction for the institution.

## 1.2. About the Project

The *Upgrading Quality Standards in Agriculture for Uganda Maize and Sesame* project focused on the development of a national sesame standard and on strengthening compliance to the EAC maize grain standards. It also sought to create awareness, build the capacity of different stakeholders and provide a favorable policy environment for key Maize and Sesame value chain actors in the selected districts of Lira, Masindi, and Nakaseke.

The initiative was based on the understanding that by improving the standards of products produced and traded by the value chain actors, these actors would be able to have better access to lucrative regional and international markets which would in turn increase their household incomes and reduce poverty levels.



The decision to focus on Maize was consciously made by SEATINI. The crop; - accounts for 30–50% of low-income household expenditures in Eastern and Southern Africa; contributes at least 90% income to most households in Uganda; has got high nutritional value; it is a fast

maturing crop therefore its benefits can be realized within a short period; has high export potential in the region; and all parts of the crop can be used for food and non-food products.

Maize enjoys such a prominent position in the Ugandan household and labor market that its scarcity poses a food security threat to millions of Ugandans and affects the livelihoods of about three million farming households, 1000 traders and 20 exporters. The cereal crop is as important in the East African Community partner states of Rwanda, Burundi, Kenya and Tanzania – all maize producing countries which from time to time suffer major deficits which Uganda can exploit. The regional deficit is estimated at 400,000MT to 700,000 MT and Uganda's export potential has been estimated at 200,000MT to 250,000MT yet the country continues to underperform in the regional market, exporting about half of what it is capable of and attracting rejections from its biggest export destination due to poor quality. Any increase in the number of metric tonnes of high quality maize grain exported by Uganda would have a significant impact on the livelihoods of its smallholder farmers and its current account.

Sesame was also prioritized because; - it is a major household item in the northern region of the country; it is mostly grown by women (therefore increased revenues by value chain actors especially farmers would have a great positive impact on entire households' income levels); it has got nutritional value and a lot of potential for value addition; and it requires low cost technology to add value to sesame. The crop has also got a high potential for export within the internationally and fetches high prices yet despite its importance and potential, Uganda lacked

a standard for sesame and there is no harmonized sesame standard in the East African Community.

It is also important to note that Uganda's Government has distinguished maize and sesame as one of the country's 12 priority crops which makes investment in the development of their value chains a sensible and feasible choice.

In accordance with our mandate of strengthening trade in the region and improving Uganda's position in regional and international markets, SEATINI set out to address some of the standards – related challenges that are limiting Uganda's ability to exploit existing and emerging opportunities so when the institution embarked on this pilot project, it set the following targets:

- a) Reduction in maize and sesame metric tonnes rejected at the districts/borders that do not meet quality
- b) Increased incomes at household level, especially for women producers of sesame.
- c) Targeted farmers and households aware of standards by June, 2016
- d) Stakeholders' recommendations on domesticating EAC Standards incorporated in the implementation of EAC maize standards by June, 2015
- e) Draft sesame standard tabled to government
- f) Pricing in line with grades instituted as a reward for compliance
- g) Behavioral and attitude change among the value chain actors on compliance with standards

The project which was funded by TradeMark East Africa (TJMEA) and later supported by development partners DFID, USAID and WFP kicked off in November, 2014 and ended in September, 2017. Initial project completion was set for 2016 but the project timelines were extended for an extra year until 2017 so that key deliverables that would create greater and more sustainable impact (such as the enactment and development of ordinances, by-laws an internationally recognized sesame standard that end users especially smallholder farmers and traders can understand and use).

The Project was managed by SEATINI staff and volunteers in partnership with multiple stakeholders some of who included; - Uganda National Bureau of Standards (UNBS), the Lira, Masindi and Nakaseke Local Governments, district farmers associations and cooperatives, The Grain Council of Uganda (TGCU), Grain Council of East Africa (EAGC), Uganda Export Promotion Board (UEPB), Food Rights Alliance (FRA), VEDCO (Lira), MADIFA (Masindi), Joseph Initiative, Caritas (Luwero), Lira Chamber of Commerce, the Maize and Beans Platform and the Media.

The partners were all instrumental in developing simplified standards and Information, Education and Communication (IEC) materials, translating these standards and materials into the target districts' main local languages (Luganda - Nakaseke, Luo - Lira and Runyoro – Masindi), mobilization, sensitization and building the capacity of key stakeholders, creating linkages among key actors especially farmers, traders and customers in more lucrative local and regional markets.



## CHAPTER TWO

### 2. Progress Made (Table)

In the table below, we demonstrate progress based on the targets that were outlined in the project document and M&E Plan. For details on achievements made, a Project Evaluation Report was provided and is hereby attached.

#### 2.1. Key Outputs Completed

Output	Indicator	Target	Actual	Comments
<i>Reduction in maize metric tonnes rejected at the districts that do not meet quality</i>	Number of tonnes rejected in Masindi, Nakaseke and Lira	90,000 MT	45 MT (December 2016)  Zero in July 2017	No recorded rejections due to enforcement and implementation of standards at local level  Reported price increment in farmers' sesame products from about 2,500/- to 4,500/- in 2017. Maize grain increased from UGX 400 to UGX 1,366 per kilogram.
<i>District bylaws developed and implemented</i>	Number of bylaws per Sub County submitted to districts	3	4 by laws  In addition to 3 district ordinances	By laws were developed in the Sub counties of <ul style="list-style-type: none"> <li>• Nakaseke</li> <li>• Kasangombe</li> <li>• Semuto</li> <li>• Kapeeka</li> </ul> Ordinances were also developed in the districts on Masindi, Lira and Nakaseke
<i>Advocacy strategy plan developed and implemented</i>	% implementation of activities in the advocacy plan	75%	120%	All planned outcomes were achieved including additional activities that were not originally part of the strategy as will be indicated in the proceeding sections.
<i>Project Monitoring and Evaluation carried out</i>	Number of reviews carried out	1	2	- Internal and External It should be noted that monitoring was also carried out at activity level and every quarter.
<i>Increased awareness on</i>	% increase in level of	10,000	77,454	Farmers trained on EAC maize standards, sensitizations held

<i>standards by both trained and indirectly trained farmers</i>	awareness			through media and other sensitization platforms.
<i>Cluster trainings held</i>	No of participants who successfully complete the training disaggregated by gender	700	7,755, 34.4% women	7,755 farmers directly trained (2618 women), 34%, 108,000 farmers reached through dissemination of materials and communications campaign
<i>Relevant information disseminated, feedback received</i>	Number of responses received	4	Not quantified due to the massive impact	Disseminated through media, simplified and translated documents
<i>Stakeholders' recommendations on domesticating EAC Standards incorporated in implementation of EAC maize standards by June 2015</i>	No of recommendations reflected in government deliberations, processes	2	3 ordinances and 4 bylaws	The project was all about domesticating the EAC from the regional, to national and to the local level where 3 ordinances and 4 bylaws were developed, disseminated and sensitizations held on the same
<i>2 policy briefs highlighting the gaps and recommendations arising from the research findings developed</i>	Number of final policy briefs in place	2	3	1. Implementation of the EAC maize grain (EAS-2-2013) standards, 2. Implementation of Standards and Compliancy for Export of Maize - 2017  SEATINI's policy recommendations on upgrading Maize and Sesame standards were submitted and reflected in a government strategy paper that was presented at the Agri-Trade Annual Forum.
<i>Draft sesame standards tabled to</i>	No of times draft sesame standard is	2	Not quantified.	Print and electronic media

<i>government</i>	mentioned by high-level government officials /parliament during government proceedings			
<i>Strategic networks formed with Government and stakeholder recommendations tabled</i>	Number and type of key stakeholders participating in the forums		3	SEATINI – member on the Monitoring Committee for Non-Tariff barriers, a member of the Maize and Bean platform, Maize Stakeholders Policy Fora in all the three districts, A member of the Partnership for Aflatoxin Control in African (PACA) Uganda Chapter.
<i>High level committee organized to draft sesame standard</i>	Draft sesame standard paper in place	1	2	Technical Working Group formed for technical input into the development of the Sesame standard  The Maize and Bean platform mainly for input into sensitization materials, translation and simplification of the standard
<i>Draft sesame developed</i>	Draft sesame standard paper in place	1	1	The Sesame Standard (US1628:2016) was approved by the National Standards Council, approved by the World Trade Organization on 12 <sup>th</sup> March, 2016, and launched in Uganda on 14 <sup>th</sup> July, 2016.
<i>Special webpage portals created on SEATINI website</i>	number of stories published on webpage	4		Link created on SEATINI website <a href="http://www.seatiniuganda.org">www.seatiniuganda.org</a>
<i>400 copies disseminated by June 2014 and 4 feedback reports by June</i>	Number of copies disseminated	400	Over 6000 (estimated)	Over 6000 of the Maize Standards in Luganda, Luo and Runyoro were produced and disseminated in collaboration with USAID and WFP.

2016				
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## 2.2. Key Outputs Not Completed

*All outputs as per the work plan and M&E plan were completed.*

## 2.3. Key Outputs Completed but not Planned

Initial project documents including the M&E Plan recognized the need for development and adoption of Maize and Sesame standards by relevant government authorities and national and district level. SEATINI, however, led the enactment of 3 district ordinances and the launch of a WTO-approved Sesame Standard by project end.

SEATINI was also able to get the standards and ordinances developed, simplified and also translated into commonly used local languages in Nakaseke (Luganda), Masindi (Runyoro) and Lira (Luo).

Additionally, while the focus of the project was in three districts only, our impact spread (through trained trainers, media campaigns and meetings) to 11 other districts especially in Northern Uganda, some of which have embarked on the process of creating their own ordinances.



## 2.4. Other Key Project Outcomes

**Media Coverage:** the project sponsored over 80 live radio talk shows at national level and in the three districts to create awareness about the Maize and Sesame Standards. In Nakaseke alone, a total of 33 radio talk shows were held. An MoU was signed with Nakaseke Tele Centre to host bi-monthly talk shows on maize quality and market access and Nakaseke Community Radio 102.9FM which reaches over 35,000 listeners as well as Radio Musana. The project also sponsored talk shows on national level media platforms including UBC, Radio One and Akaboozi among others. The signing of the MOUs especially with Media increased awareness to the target districts and its surrounding areas.

**Revival of Important Value Chain Platforms:** The project revived the Maize Stakeholders Policy Fora in all three districts as well as the national Maize & Beans Platform. These were instrumental in developing, translating, disseminating and sensitizing stakeholders the

ordinances and standards developed by the project, and will play a big role in sustaining what was achieved during the lifetime of the project.

**Improved Skills & Knowledge:** the project enhanced the capacity of several key actors including local government staff, politicians, farmer organizations and traders in the different districts in developing effective legislation using bottom-up approaches.

**Inspired self-regulation among value chain actors:** SEATINI was, for example, informed during its evaluation exercise in 2016 that in Semuto Sub County in Nakaseke district, each village has now got a Village Monitor who ensures that both farmers and traders adhere to set standards in the district ordinance. A multi-stakeholder compliance committee with representatives from each sub county was also formed in the district to monitor and ensure enforcement of standards and other requirements articulated in the by-laws.

**Changes in attitudes and practices by value chain actors have also been registered:** in Nakaseke and Masindi, for example, it was reported that several farmers had stopped the habit of forced maize drying by use of herbicides, especially after the passing of the district ordinances; in all three districts, farmers and millers were exposed to the benefits of using shelling machines during threshing and these are being adopted, improving the quality of maize grain in the process; better drying practices have also been adopted by both maize and sesame farmers. In these districts, the use of tarpaulins in drying maize and sesame has increased; our monitoring exercises also revealed that 10/30 farmers that visited Masindi to learn about storage best practices had constructed cribs and stores that are clean and better equipped, as well as separated from their houses; district leaders also reported that because of exposure visits and study tours by farmers to Masindi and Nakaseke, some farmers have built cribs for their produce; it was also reported that the Nakaseke ordinance on maize has made farmers and traders keen on ensuring that maize grain is clean, properly dried and free of foreign materials.

## **2.5. Financial Report (Brief Analysis of Expenditure vs. Project Outputs)**

## **CHAPTER THREE**

### **3. Lessons Learnt**

#### **3.1. Lessons Learnt on what was Done Well**

The learning experience for SEATINI (new skills as well as knowledge and ideas - some of them reinforcing and others disproving old assumptions, theories and philosophies, and some of them completely new) has been invaluable. Some of the lessons the Organization picked up during planning, implementation and monitoring included the following:

#### **Project – Based Lessons Learnt**

Engagement of and Partnership with Local Governments and Local Leaders is Vital for Project Success and Sustainability: in this project, SEATINI and its partners were careful to recognize the broad experience, expertise, vital connections and willingness of the local governments and leaders to improve the economic livelihoods of their districts, and from the beginning, we incorporated these in our planning, execution and monitoring activities. SEATINI understood from the beginning that their geographical as well as emotional proximity to the people, and their understating of different communities' norms would be key in promoting reform in the attitudes and behavior of the target participants and beneficiaries and in the process, social and economic development. We worked with these leaders to define the obstacles to adoption of standards, identify and implement solutions that would enable us realize the project's outputs, outcomes and impact (*plus the quick and easy wins that partners needed to build momentum*), and also to define practical strategies for sustainability. The ensuing sense of ownership and accountability secured success.

Participatory and Bottom-Up Approaches (*when skillfully implemented*) can Generate Positive Results - Quickly: SEATINI and its partners owe the success realized to ensuring that the process continuously engaged the relevant stakeholders, particularly smallholder farmers and traders, in the development, simplification, dissemination and promotion of the sesame and maize grain standards, by-laws (ordinances), and in creating systems for monitoring their implementation. This approach enabled linkages between the technical people and end users which facilitated adoption of the set standards and ordinances, it also made the project more efficient and effective and has also encouraged the practice of self-regulation among value chain actors.

Stakeholder Partnerships and Engagement: a Partnership Approach that recognizes and utilizes the strengths of different stakeholders (*state and non-state*) builds efficiencies into a project and enables achievement of Expected and Unexpected (*positive*) Results. there were cost savings realized for example when, rather than re-inventing the wheel, WFP's and USAID's already simplified English version of the Maize Standard was used by the project. SEATINI also took advantage of existing government structures and resources (technical and financial) at national and local government level to develop standards, enact ordinances and promote them among the people, as well as existing platforms at national and local government levels for value chain actors such as the Maize & Beans Platform. The bottom – up approach also

Local Support Systems are Vital for Successful Implementation and Sustainability: SEATINI held capacity building sessions (Training of Trainers) for local leaders, businessmen, representatives of farmer groups, cooperatives, and trainers, Business Development Service Providers and CSOs as well as local government officials in Lira, Masindi and Nakaseke who were designated the responsibility of equipping maize and sesame value chain actors with knowledge and skills that adhere to set regional and international standards. This enabled reach to a wider community of farmers and other actors within the three districts and in other districts as well, at little cost. These trainers are still playing the crucial role of promoting best practices in their districts.

Clear Articulation and Demonstration of the Benefits of Preferred Behavior fosters Adoption of Best Practices: it is important that the incentives for change are considered and consciously built into a project that requires change in attitude and behavior. We learnt that awareness creation and capacity building alone are not adequate. We also learnt that behavior change requires *persistence*: one-off interventions cannot create and sustain change hence our recommendation for continued monitoring and support to the districts that were reached and that the project is scaled.

The Technical Experts that Develop Standards must Work Closely with End Users (*especially small holder farmers, traders and other MSMEs*) to Domesticated Standards: the user of the standard must be taken into account or else the effort will be ineffective. Local norms, language and education levels must be considered and investment in simplification and translation of these standards made. This facilitates adoption among key actors along the value chain.

Local Media (*district to parish level*) Capacity Must be Leveraged and also Built in order to Achieve Results and Impact: SEATINI and its partners were keen on taking advantage of these platforms to reach the target beneficiaries. We also learnt that reform - policy, behavioral, et-cetera - is created and sustained by *continued* and *persistent* creation of awareness of masses and key actors, hence the need for adequate investment in communication and publicity especially for advocacy initiatives. Also noted was the deficit of journalists and media actors with appropriate business expertise at the local level. This should be addressed given the reach and influence of local media.

### **Institution - Based Lessons Learnt**

Strong Institutional Structures and Systems which are Responsive to the Needs and Requirements of Key Stakeholders as well as Management are foundational elements in project success. SEATINI was quick to adopt the governance and management system and practice requirements of modern management with the help of TMEA, and to ensure that these are aligned with the ways and practices of the institution. This increased project efficiency and effectiveness.

Successful Project Management Requires Vigorous Monitoring Systems: in this project, SEATINI was much more keen to monitor, capture and document changes in the project,



project outputs and outcomes which made it possible for the organization and its partners to proactively address emerging challenges.

**Partnerships Vital:** Our strong background and experience initiating and managing trade and trade - related initiatives gave us a level of leverage. However, even more important was the relationships and partnerships we built. Their strengths were a strong and necessary complement to our own, and the level of success hence achieved is largely related to the ability to recognize, bring on board and work with these partners.

### 3.2. Lessons Learnt on what needed to be improved

Areas that needed Improvement	Lessons Learnt
<i>Monitoring &amp; Evaluation (M&amp;E)</i>	<p>Realistic project targets must be set. We have found that it is easy to underestimate the success (or lack of it) of an implementing agency if ambitious targets that require multiple solutions by multiple stakeholders as well as existence of conditions out of the control of the implementing partners are set.</p> <p>Building and strengthening M&amp;E systems and capacity of implementing partners is a worthwhile investment that would improve project results and / or ability of competent partners to identify, record and respond to observable and less discernible outcomes and impact.</p>
<i>Sustainability Planning</i>	<p>A separate strategy for sustainability of positive project results must be created and sufficient investment in building systems that will enable continuous improvement even after project closure must be built. Although SEATINI is positive that initiatives to create sustainability (<i>such as a stronger maize and bean platform, district ordinances, training of district – based trainers, development of the sesame standard, dissemination of translated materials and capacity building for government agencies and local government actors</i>) will go a long way in promoting standards, other structures and systems must be put in place and strengthened for purposes of sustainability</p> <p>While SEATINI, by working with and through its partners, was able to achieve more than had been planned, it must be acknowledged that the project’s resources were quite inadequate and often strained implementing and monitoring teams. Sustainability requires investment therefore this needs to be integrated in subsequent projects / initiatives.</p>
<i>Holistic Approach to the Problem of Quality and Standards</i>	<p>The project, though successful, ‘scratched’ only the surface of a much larger problem (structural and in other cases political in nature). All actors must be involved in generating and even financing solutions to the problem of quality and standards. This will give Uganda a competitive advantage to take advantage of the regional market.</p>



## Lessons Learnt & Improvements: Project Evaluation Workshop Participants

In the section below, we include key highlights and the lessons learnt that participants during the End of Project Evaluation Workshop which was held on Thursday 21<sup>st</sup> September, 2017 at Golf Course Hotel in Kampala noted. The purpose of the workshop was to generate information on the outcomes and impact of the project as well as to provide a platform for discussion among a wide range of stakeholders on the project's key deliverables, lessons learned and good practices. Workshop participants included; - value chain actors, policy makers at local government and national level, traders, farmers, and district leaders, the media, civil society organizations as well as the private sector actors working on issues of standards and agricultural trade.

What Worked that Contributed to the Success of the Project	Areas for Improvement
<b>Lira District Representatives</b>	
<p>The amount of support TMEA gave SEATINI as a key factor in the project's success.</p> <p>The involvement of local leaders and farmers made it possible to promote adoption of best practices among value chain actors.</p> <p>Provision of Training of Trainers to support project implementation was a valuable investment that supported wider promotion of standards across the districts.</p> <p>The engagement of media in sensitization and dissemination of standards also played a key role.</p> <p>The involvement of legal and technical persons in drafting the ordinances was an important step in the process.</p> <p>SEATINI also did well to involve the Central Government especially the Ministries of Local Government (MoLG), Constitutional Affairs and Trade, Industry &amp; Cooperatives (MTIC) in the project – this was crucial in the promotion and acceptance of the project.</p>	<p>Translation and simplification of both the ordinances and standards in local languages must continue.</p> <p>There is need for more sensitization and training in standards and the ordinances through the Media, local government authorities, and the ToT participants.</p> <p>The project should be extended to neighboring districts and communities.</p> <p>Increased support for value addition is important: it will increase quality of products produced by different value chain actors.</p> <p>Other private sector actors / members of the business community must also be included in this project / such interventions to increase reach and impact.</p>

<b>Masindi District Representatives</b>	
<p>The creation of awareness on the need for quality through the media and training was beneficial.</p> <p>It was also wise to pursue the enactment of ordinances in these districts as a way of promoting compliance,</p> <p>The very good synergies built between different stakeholders – farmers, processors, traders, et-cetera – in Masindi played a big role in the project’s success. Before you buy maize in Masindi, you must have the right requirements such as equipment like tarpaulins, and traders are required to add an incentive price for farmers with quality products. This is helping to promote quality.</p>	<p>Increased support towards community mobilization, training and awareness of standards and ordinances is needed.</p> <p>Further action and engagement of agro-input dealers in the fight against fake inputs is required.</p> <p>Need more training on the dangers of poor quality provided to the people, for example, the impact of aflatoxin on their health. ToTs should also include this training. The increased awareness of consumers will facilitate adoption of best practices and compliance with set standards by value chain actors.</p>
<b>What Worked that Contributed to the Success of the Project – Nakaseke and Kampala</b>	
<b>Nakaseke District Representatives</b>	<b>Kampala Representatives</b>
<p>The bottom-up approach that SEATINI adopted contributed to the project’s success.</p> <p>Investment in awareness creation was also a key factor of success. Farmers’ mindsets towards best practices improved.</p> <p>The study tours were also an important ingredient; they helped farmers see how to implement best practices.</p> <p>The ToT participants were a useful investment: they played a key role in trickling down information on standards and other best practices to farmers at grassroots levels.</p> <p>Translating standards and ordinances facilitated learning and adoption of best practices by farmers as did the use of visual aids.</p>	<p>The involvement of rural farmers in the project facilitated adoption of best practices.</p> <p>It was prudent for SEATINI to develop the Sesame Standard – was a crucial step towards increasing the quality and hence competitiveness of its value chain actors.</p> <p>It was also prudent to translate the standards and ordinances into local languages as this facilitated adoption.</p> <p>The investment in sensitization of value chain actors on maize standards also played a big role in the project’s success.</p> <p>It was also prudent of SEATINI to build incentives into the project: better prices provided for higher quality products and access to markets for farmers, for example, motivated actors to adopt standards.</p> <p>The positive collaboration between</p>

	<p>SEATINI – a CSO, with the government was another key ingredient that enabled project success.</p> <p>The ToTs conducted by SEATINI increased the reach and scale of impact of the project.</p>
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## **CHAPTER FOUR**

### **4. Recommendations and Way Forward**

#### **4.1. Recommendations**

We have divided the section on recommendations into two: in the first section, we highlight the recommendations made by our partners during the End of Project Evaluation Workshop which the Organization held on Thursday 21<sup>st</sup> September, 2017

The second section captures recommendations that were generated by SEATINI and project beneficiaries during the course of implementing the project.

##### **4.1.1. Recommendations: End of Project Evaluation & Closure Participants**

<b>District</b>	<b>Recommendations</b>
<b>Lira District Representatives</b>	<p>It is important to incorporate (awareness creation and enforcement of standards and ordinances) into the local government and other district plans and budgets.</p> <p>Better facilitation should be provided to ToT participants so that they are able to effectively reach out to value chain actors within and in other districts and areas.</p>
<b>Masindi District Representatives</b>	<p>Holistic training on quality maize production (agronomy, postharvest handling) is still required by the farmers in order to improve quality and compliance.</p> <p>Registration, training and monitoring of agro-input providers is also important as their practices continue to negatively affect the quality of products produced by chain actors, especially farmers.</p> <p>The translation and printing of the Masindi ordinance into Runyoro is pending therefore support to translate and disseminate them should be provided.</p> <p>Lower level local councils including LC1s should be mobilized, sensitized and empowered to enforce the enacted ordinances.</p>

	<p>We recommend that the project is expanded to cover other key crops such beans and groundnuts and that their standards are developed.</p>
<p><b>Nakaseke District Representatives</b></p>	<p>Increase support towards farmers to make it possible for them to set up appropriate storage facilities / silos.</p> <p>Support should also be directed towards promotion of the formation of farmer associations and cooperatives. It is also important that key business-oriented maize farmers receive assistance in increasing their productivity.</p> <p>Given the essential role compliance committees at the districts play in promoting standards, investment should go towards strengthening them.</p> <p>Further support by TMEA should be given to SEATINI to strengthen quality maize production within Nakaseke and the neighboring districts.</p> <p>More support should be given to promote value addition, packaging and labeling for the export market.</p>
<p><b>Kampala Representatives</b></p>	<p>A more holistic approach to standards is key and should be advocated for and adopted given that there are many contributors towards product quality along the value chains. In addition, the packaging requirements of regional and international markets should be taken into consideration when promoting standards.</p> <p>Certification in organic agriculture requires adoption of certain practices which can be studied and adopted in the promotion of standards, Additionally, organic agriculture should be supported and promoted across the country given the high returns that accrue to investors.</p> <p>Enforcement agencies like UNBS should be empowered to implement their mandates if standards and ordinances are to be complied with.</p> <p>Certification of input dealers should be increased and mechanisms put in place to make sure that they are compliant and participate in efforts to enforce standards.</p> <p>The project should be expanded to other crops and also to other districts especially those that are producing quantities that are exported.</p> <p>It is important that the central government's as well as LGs' budgets prioritize agriculture. Additionally, budget lines in the districts should make provisions for implementing standards.</p> <p>Recommend that more TMEA provides more funding to SEATINI to enable it scale the project and its impact.</p>

	<p>Deliberate efforts to help farmers appreciate these initiatives and their value are also required.</p>
<p><b>Other Comments and Recommendations Generated from the Workshop Discussions</b></p>	<p>Postharvest handling is still a problem which stakeholders need to address in order to realize improvement in quality and compliance with set standards.</p> <p>There is large circulation of money in Kampala and much less in rural areas where most of the production takes place. Additionally, there are women at the borders who produce quality products but due to lack of funds, are exploited by traders. The problem of access to funds, therefore, still needs to be addressed.</p> <p>Monitoring and enforcement of standards should be strengthened in urban markets like Owino and Kalerwe. The products being produced within these markets are adulterated for example with metallic components and are a threat to the health and safety of consumers. The machinery and equipment that are used along the value chains also need to be analyzed and monitored by UNBS for compliance.</p> <p>The approach to standards should be more holistic and coverage should be increased. The requirements list as pertains to standards needs to be broadened. Standards of packaging materials also need to be monitored and the weaknesses found in their production addressed as these affect product quality and ultimately export. Packaging companies should be brought on board to support efforts in meeting standard requirements.</p> <p>Organic agriculture is a niche market for Uganda but is not taken seriously. Actors in this sector are forced to use German or US standards when seeking certification in order to penetrate foreign markets yet these are very expensive. The EAC standards should be recognized internationally – this will reduce the cost of certification.</p> <p>Enforcement of quality and standards will also require increase in the number and coverage of testing machines in the country.</p> <p>Since norms are not cultivated by laws, more support (towards cultivation of positive practices among value chain actors) is needed.</p>

#### **4.1.2. Recommendations:**

##### **4.1.3. SEATINI Management & Project Stakeholders**

The recommendations below were generated during project implementation and from SEATINI's End of Project Evaluation Report.<sup>2</sup>

*Sustained support towards creating awareness about and popularizing the standards and ordinances:* continuous sensitization and training of value chain actors on the maize and sesame standards as well as the enacted ordinances is critical, especially for scaling and for sustainability..

*Strengthening capacity of government agencies and local governments:* any subsequent interventions must carefully consider and support strengthening of relevant agencies such as MAAIF and UNBS and local governments' technical and financial capacities to perform their roles in ensuring that standards are complied with by the different value chain actors. It is also important to work closely with and build the capacity of other key cross border actors especially enforcement agencies, revenue collecting agencies, and large traders and buyers so that they can support efforts to ensure compliance with set standards

*Increase Coverage And Scope:* it is important to underscore the fact that the project looked at only 3 districts only and yet there are several others that contribute more maize and sesame output (are major producers, collection, processing and trading centres). The best practices and successes in this project should be applied to these districts in order to broaden the project's impact, especially for purposes of increased export.

*Actively Promote Integration of Value Chains:* until this happens, actors at the lower end of the value chain, especially farmers, will continue to be exploited and have low incentive to change (adopt better practices and standards). Integration and collaboration among value chain actors will also increase investment within the chains and motivate increased flow of finances and capital to small scale farmers. Off takers and other large buyers such as schools, police, army and prisons can also be strong motivation for change if the leverage they have got in the market is properly exploited.

*Promotion and strengthening of farmer cooperatives and associations:* this is key in increasing efficiencies across value chains and faster adoption of good practices and modern technologies. With better incentives for quality plus group monitoring, quality of output along the chains will increase.

*Harmonization of sesame standards across East Africa:* support towards the development and harmonization of these standards will go a long way in easing and increasing trade among member states as well as the region's competitiveness in external markets.

*Partnerships among development partners and investors in the development and promotion of standards across the country and region is important:* this will increase program and

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<sup>2</sup> SEATINI. (2016). Upgrading Quality Standards for Uganda Maize and Sesame.

project efficiencies as well as the resources available to implement interventions whose impact is sustainable.

#### **4.2. Sustaining and Expanding the Project beyond the Intervention**

The following are our suggestions for sustaining and expanding the project beyond intervention.

**Capacity Building for Government Agencies and Local Governments:** without adequate capacity to monitor and enforce standards, any successes gained will be short-lived. Sustained support – technical and financial – to agencies like UNBS and local government by concerned stakeholders including development partners, the central government and private sector will go a long way in improving compliance and in the process, health of local consumers and export earnings.

**The Enactment of By-Laws in Different Maize and Sesame Producing Districts across the country:** the best practices learnt from this project such as bottom-up approach to law making and should be adopted and applied across different districts while enacting these by-laws. The by-laws are a significant step towards enforcement of standards.

**Translation of the maize grain and sesame standards and ordinances into local languages:** the diversity of Uganda's population must be taken into consideration. Translation of these into local languages creates a sense of involvement and respect and is therefore crucial in cultivating responsibility and accountability among actors.

**Multiple Stakeholders must be brought on Board and Engaged, especially those with Considerable Market Influence:** adoption of a culture of self-regulation among major actors within the value chains as well as major customers, local and regional, will go a long way in influencing behavioral change among actors. It is also key that mass consumer sensitization on the dangers of poor quality as well as potential losses in income is done. Consumer protection agencies should also be empowered so as to keep private actors in check.

It is also vital that existing structural and regulatory weaknesses are addressed: only so much can be done by Civil Society and other partners. Pressure should be put on policy makers and responsible institutions to address these issues.

**Quality and Affordable Agro-Inputs for Producers:** to sustain and expand the impact of this project, it is important that the government (for example through OWC) and private sector partner and work together to ensure that high quality resources especially seed and equipment (such as tarpaulins, cribs, moisture meters, irrigation equipment for small plots of land, et-cetera) are availed to the indispensable value chain actors – the small scale farmers and small traders. Until the problem of quality agro-inputs is decidedly dealt with especially by the government, Uganda will continue to post poor figures in productivity as well as domestic and foreign revenues and incomes.

### **4.3. Way forward**

SEATINI will continue to work closely with its partners to build capacity of different institutions and value chain actors for purposes of sustainability. The lessons learnt will also be shared with relevant stakeholders and support given to scale the project, its reach and impact. A necessary next step SEATINI wishes to implement is the expansion of the project to cover districts and agricultural products. This will require support and broader partnerships.

## **ANNEXES**

### **1. Integrated Work Plan including Status of Achievement**

### **2. Project Financial Report**

*(ms- excel)*

### **3. Monitoring Plan**

*(including additional column on status of actual achievements in comparison to the targets and milestones)*



**4. Success Stories- (2)**

**5. To be attached separately, copies of research/study/other deliverables from the project, evaluations**

*The attachments have been included.*