Colophon

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List of Acronyms

1. AAA: Africa Agribusiness Academy
2. ACORD: Agency for Cooperation and Research in Development
3. AFIRD: Agency for Integrated Rural Development
4. AFT: Agency for Transformation
5. AFSRT: Agency for Sustainable Rural Transformation
6. AMCHAM: American Chamber of Commerce
7. AMFIU: Association of Microfinance Institutions of Uganda
8. AMIS: Agriculture Market Information Standards
9. ASSP: Agriculture Sector Strategic Plan
10. AVSI: The Association Volunteer in International Service
12. CBI: Center for Promotion of Imports from Developing Countries
13. CEFORD: Community Empowerment for Community Development
14. CELED: Community Efforts for Local Economic Development
15. CHAPS: Christian HIV AIDS Prevention and Support Organization
16. CSOs: Civil Society Organisations
17. CURAD: Consortium for enhancing University Responsiveness to Agribusiness Development
18. DARAS: Development Research and Associates
19. DDA: Dairy Development Authority
20. DFAs: District Farmers’ Associations
21. EADD: East African Dairy Development
22. EAGC: East African Grain Council
23. EKN: Embassy of the Kingdom of Netherlands
24. ENVIU: Innovators in Sustainability
25. F&B: Food and Business Platform
26. FMD: Foot and Mouth Disease
27. FY: Financial Year
28. GIZ: German Federal Enterprise for International Cooperation
29. IC: Innovation Community
30. ICCO: Interchurch Cooperative for Development Cooperation
31. IFDC: International Fertilizer Development Center
32. IITA: International Institute for Tropical Agriculture
33. ISSD: Integrated Seed Sector Development
34. KCCA: Kampala Capital City Authority
35. MAAIF: Ministry of Agriculture Animal Industry and Fisheries
36. MBADIFA: Mbarara District Farmers’ Association
37. MFI: Micro Finance Institution
38. MIS: Market Information Services
39. MP: Member of Parliament
40. NABC: Netherlands-African Business Council
41. NARI: National Agriculture Research Institute
42. NECPA: North East Chili Producers’ Association
43. NGO: Non Governmental Organisation
44. NWO-WOTRO: Netherlands Organisation for Scientific Research
45. P4P: Purchase for Progress
46. PAEPARD: Platform for African European Partnership on Agricultural Research for Development
47. PELUM: Participatory Ecological Land Use Management
48. PPM: Pig Production Management
49. PUM: Netherlands Senior Experts
50. QBMPS: quality based milk payment System
51. RELINE: Renaissance Livestock Farmers’ Network
52. RVO: Netherlands Enterprise Agency
53. SACCO: Savings and Credit Co-operative
54. SMEs: Small Medium Enterprises
55. SNV: Netherlands Development Organisation
56. THP: The Hunger Project
57. UBOS: Uganda Bureau of Statistics
58. UCA: Uganda Cooperative Alliance
59. UCCCU: Uganda Crane Creameries Cooperative Union
60. UMPCU: Uganda Meat Producers Cooperative Union
61. UNFFE: Uganda National Farmers’ Federation
62. UVA: Uganda Veterinary Association
63. UYF: Uganda Youth Forum
64. VAT: Value Added Tax
65. VCD: Value Chain Development
66. VLSA: Virtual Livelihood School of Africa
67. WORUDET: Women and Rural Development Network
68. YOFACO: Young Farmers Coalition
Preface

Country Coordinator

I am pleased to share with you our Annual Report that clearly displays the work, achievements and innovations of AgriProFocus Uganda 2015.

In 2015, AgriProFocus Uganda achieved more than was planned given the growth in demand for our services. The launch of the new online platform and social media engagement increased our visibility to more than 35,000 stakeholders signing up, visiting and following our discussions.

The network managed to achieve 6 major strategic things i.e. i) growth the network from 3,500 to 4,500 stakeholders ii) conducted a stakeholder analysis to understand our member needs, iii) explored visibility in other regions of Mbarara, Masindi and Kitgum, iv) supported cross country activities i.e. the horticulture event and the antibiotics mission v) launch and functionality of the new online platform and vii) branding and visibility of AgriProFocus. These activities were achieved alongside the ideas and plans that came through consultations with stakeholders in the innovation communities and subsector platforms. In order to achieve the set targets, the AgriProFocus Uganda team put a stronger emphasis in connecting the ideas and supported joint action through organising missions, events, campaigns, studies, business to business linkages and value chain scans. All information is available on our online platform www.agriprofocus.com/uganda.

My sincere appreciation goes to all our members, partners and stakeholders in who supported these activities financially and technically. The Network cannot exist without its stakeholders and their active involvement in the activities. I look forward to further collaboration, developing very interesting products and services that will be of result and impact driven, Innovations in 2016.

I wish you the best in 2016!

Lucy Asiimwe Twinamasiko

Network Facilitator

The Uganda network is definitely one of the most active networks of AgriProFocus world-wide. From a distance, Arnhem is quite far away, I see two reasons for that: of course the team, with its energy and dedication to make the network work; but next to them the partners and members of AgriProFocus Uganda and the active adherents on the AgriProFocus Uganda on-line platform. And it’s to you I write these words.

At several occasions in 2015, I had the pleasure to visit Uganda, work with the team and with the network and participate in events organised with AgriProFocus. One of the most impressive ones was the Youth Inspiration Conference in Lira. Impressive because it showed the power of co-creation (AgriProFocus together with partners) and because it showed the importance of having a focus on the opportunities of the Agriculture sector: Inspire Youth to become active in Agribusiness.

This report is full of such stories. It’s of course the professionals in the Agriculture and Food sector to pick them up and carry them along to new economic successes for Uganda and the region.

I hope you’ll enjoy reading this annual report, like the lay out and rich images and graphic presentation of it and want to keep it after reading as a document of a successful year of AgriProFocus in Uganda, made possible also thanks to you.

And I hope to see you again in 2016!

My very best regards!

Rolf Schinkel
1 Introduction

This annual report 2015 summarises the results of AgriProFocus Uganda, the multi-actor network that AgriProFocus created with its members in 2009. AgriProFocus Uganda is part of the global AgriProFocus network.

As a network we believe that primary producers are key to local economic growth, sustainable agri-food systems, and food security for all. AgriProFocus convenes stakeholders from the private and public sector and civil society that are committed to work with entrepreneurial farmers.

We work through sharing and co-creating in order to improve the support system for farmer entrepreneurship, see figure 1.

This report provides an overview of what the network has delivered in 2015 under its four service areas:

a. Business and partnership brokering.

b. Innovation communities.

c. Platform for debate and learning.

d. The network membership has increased from 3,505 in 2014 and to 4,500 in 2015. Only 27% of the professionals are women and 73% are men.

There has also been a significant increase in membership at innovation community level that is for the youth in Agribusiness, Access to Finance, Dairy and Nyama platform. However, we also see these active stakeholders not visiting the online platform, but are active during AgriProFocus activities. Partnership with SMS platforms in 2015 gave us a step ahead and we hope in 2016 more partnerships will be established and may be a mobile application will be developed.

Furthermore, this report provides insight into how various stakeholders have been able to use lessons, knowledge, contacts, business opportunities and support of the network to their benefit. Through our annual network survey stakeholders have reported back on the business deals, innovation uptake and policy improvements they have achieved as a result of AgriProFocus network activities.

According to the statistics in the report, many deals were made between CBO / producer group / farmer organisation to CBO / producer group / farmer organisation and between different input suppliers and
development agencies. There were also more deals made between development agencies to development agencies.

Through our interventions AgriProFocus brokered several partnerships among several stakeholders to qualify for different funds like UNCCSRI that got the Agricultural Research Fund, organising a mission between Uganda/Netherlands/Ethiopia and India. Furthermore, the network organised international workshop on linking research and private sector, supported the organisation of business innovation challenges, business to business events, direct linkages of 30 youth entrepreneurs to skill development programs, compilation of value chain related scans on Beef, fish, dairy, horticulture among others. From the annual survey, a majority 33.3% of the respondents indicated they had made deals worth 33.3% between 500-1,000 USD, 4.8% between 100,000 USD to 500,000 USD.

AgriProFocus Uganda accomplished over and above the objectives in 2015. After ‘Health checks’ we believe that the Innovation Communities and their stakeholders are well motivated to start the year 2015. The new sub sector platforms on Horticulture, Dairy and Nyama will be more functional, concepts will be developed and more focus will be on improving private sector collaboration. We will also put strong focus on follow up of interventions.

**Our relevance:** The Information on platform is well appreciated because it is up-to-date, detailed well researched and informative. The marketplace is well used for doing business, offering and looking for employment. Demand for our services (demand driven) is on the rise; the growing demand for AgriProFocus organised matching events, B2Bs and fairs (invited by AMCHAM, VECO P4P to jointly organise fairs. Our business linking services go beyond the national level: in the region and intercontinental, and are asked for. Our interventions are appreciated by stakeholders, experts, research organisations and former participants of some of the activities like the gender in VCD Trajectory.

**Our efficiency:** The team operates with strict application of host’s procurement procedures to assure cost efficiency. The team has grown cautious about spending and is aware of costs and that’s why on most activities the focus has been put on increasing partner contributions, sponsorship towards activities. In 2015 as the team got acquainted with their profiles, implementation became easier and less time consuming. Close collaboration and knowledge sharing with other country Networks has improved our support system as a country has improved. Sharing of ideas especially on resource mobilisation, M&E and the online platform. We have further shared knowledge and lessons learnt on Finance fairs, IC governance, sharing job profiles and experiences, Network to partnership linkages and orientation of new colleagues in the same position.

**Our effectiveness:** In 2015, AgriProFocus Uganda achieved more than was planned given the demand driven activities that came along the way. We had an early start in planning and we also considered the unforeseen in our annual plan. High level of production of events and actions realised by improved Involvement of stakeholders from different categories especially from the policy and business point. However, It’s not always possible to determine effectiveness in terms of output because we had a missing link in defining clearly what the expected was. Output is often defined as direct from the event, instead of looking at it after-effects (follow-up). We did not make the time to reflect on what the output is from the data collected and what needed follow up. In 2016 planning we have to organises and made time to follow-up on output of events that took place in 2015 and yet to take place in 2016.
2 Sharing knowledge and co-creation

2.1 General overview

One of the key highlights for the AgriProFocus Uganda 2015 Agenda was the official Launch of the new online platform, functionality of the sector focused platforms i.e. Nyama platform and Dairy, increased membership in the innovation communities and a strong focus on demand driven activities. AgriProFocus celebrated 10 years of existence globally and 6 years in Uganda and launched the 22trade tool to improve farm-firm relations in Agribusiness. Our Most important outputs per result area were:

<table>
<thead>
<tr>
<th>RESULT AREAS</th>
<th>MAIN OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network Development</td>
<td>• Stakeholder analysis completed</td>
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<tr>
<td></td>
<td>• Functional on-line platform launched</td>
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<tr>
<td></td>
<td>• Member growth from 3500 – 4,100 subscribers</td>
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<tr>
<td></td>
<td>• paid for curated pages</td>
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<tr>
<td></td>
<td>• Subscription is picking up again after migration</td>
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<td></td>
<td>• Branding of the AgriProFocus network has improved</td>
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<tr>
<td>Business and partnership brokering</td>
<td>Missions (1)</td>
</tr>
<tr>
<td></td>
<td>• Antibiotics mission (Netherlands – Uganda on Dairy)</td>
</tr>
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<td></td>
<td>Business to business (B2B) events, Commodity Sectoral events and matchmaking activities</td>
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<tr>
<td></td>
<td>• 2 successful Dairy learning labs</td>
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<td></td>
<td>• 1 Dairy stakeholder event</td>
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<td></td>
<td>• Regional horticulture event held in Rwanda (organised jointly with AgriProFocus colleagues from Netherlands Rwanda, Burundi, Zambia, DRC, Kenya and Tanzania)</td>
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<td></td>
<td>• Agribusiness innovation competition - horticulture</td>
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<td></td>
<td>• 3 business to business matchmaking events</td>
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<td></td>
<td>• 3 finance fairs</td>
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<td></td>
<td>• Technical support to the ENVIU Agribusiness Innovation Challenge - ICCO</td>
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<tr>
<td></td>
<td>• Seed event</td>
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<tr>
<td></td>
<td>• Fruit event</td>
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<tr>
<td>Market intelligence on food and Business</td>
<td>Beef VC scan (fully paid for by member)</td>
</tr>
<tr>
<td></td>
<td>Fish VC quick scan</td>
</tr>
<tr>
<td></td>
<td>Seed event/data base of sector players available</td>
</tr>
<tr>
<td></td>
<td>Fruit event/data base of sector players available</td>
</tr>
<tr>
<td></td>
<td>Dairy stakeholder data base of sector players available</td>
</tr>
<tr>
<td>Innovation communities</td>
<td>Youth conference “Inspired Youth”: Starting agri-businesses</td>
</tr>
<tr>
<td></td>
<td>P4P Agri-finance fair in Kasese: demand driven, requested for by member</td>
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<tr>
<td>Platform for debate and learning</td>
<td>Policy Advocacy</td>
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<tr>
<td></td>
<td>• Foot and Mouth Disease (FMD) campaign</td>
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<td></td>
<td>• Review of the Agricultural Sector Strategic Plan II by non state actors – developed a position paper</td>
</tr>
<tr>
<td></td>
<td>Gender</td>
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<tr>
<td></td>
<td>• Two national gender coaches trained and functional</td>
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<tr>
<td></td>
<td>• Documentation of successful case stories from the 1st and 2nd trajectories</td>
</tr>
<tr>
<td></td>
<td>• Launch and kick off of the 3rd trajectory (8 participating organisations)</td>
</tr>
<tr>
<td></td>
<td>• Gender in Agribusiness learning event in Mbarara</td>
</tr>
</tbody>
</table>
A total of 23 events were held in form of B2B events, market place events, campaigns, workshops/national conferences and networking events; 10 were held at regional level and 12 at national level and 1 at international level compared to 2014 where we had 14 events. The events attracted a total of 3,500 participants i.e. 1,255 females (36%) and 2,245 males (64%). The different participants came from farmer organisations (26% - majority), private companies (25%), government (8%), development agencies (17%), knowledge institutions (3%) and other organisations (21%). Female participation increased from 31% in 2014 to 35% in 2015.

There were variations in the stakeholder participation compared to 2014. There was a general decline in participation of farmer organisations by 6%, companies by 3%, NGOs/development agencies by 5% and knowledge institutions by 9% except for government which increased by 2% and other organisations (21%) which is a new category. The visible decline is attributed to sector focused and demand driven activities tailor made for a specific targeted audience focusing on specific problems and needs than in 2014 where most of the activities were general and open to all actors in the agribusiness. For example, the profiling and pre-selection of Producer groups to participate in finance fairs reduced the bigger participation but assured quality in participation of clients for banks and other players. This restructuring of events is a result of the recommendations made by stakeholders during the 2014 appreciation survey.

The increase in government involvement in 2015 more than 2014 is attributed to increased direct engagement with the ministries, parliamentary committees and development authorities. Most of the activities done in 2015 were structured to fit in the overall government agenda for example; promoting milk consumption through the dairy event is a clear output in the mandate of Dairy Development Authority (DDA), the support in getting facts and figures towards the effect of FMD on livestock business in Uganda, providing platforms for promotion of the Agricultural Credit Facility through finance fairs (a government facility through Bank of Uganda), support in monitoring market information standards, platforms for sharing government programmes to stakeholders etc.
Through these events, partnerships are developed and potential business linkages brokered. The highest value of deals made, were between 100,000USD and 500,000 USD but only to a small group of up to 5%. Majority (34%) of the stakeholders made deals between 500 USD and 1,000USD.

**Estimated value of deals in USD**

- No, I cannot estimate the value of the deal
- More than 1 million USD
- Between 500,000 and 1 million USD
- Between 100,000 and 500,000 USD
- Between 50,000 and 100,000 USD
- Between 10,000 and 50,000 USD
- Between 5,000 and 10,000 USD
- Between 1,000 and 5,000 USD
- Between 500 and 1,000 USD
- Between 100 and 500 USD
- Below 100 USD

**Figure 5: Categorisation of participants per stakeholder group**

**Figure 6: Estimated value of deals in USD**
2.2 Network development and coordination

Our sincere gratitude goes to all our esteemed members, partners and stakeholders who have supported the growth of the Network; financially, content wise and strategic direction. Our Most important strategic developments for AgriProFocus Uganda for 2015 were:

- New and spacious office space provided by the host organisation (SNV–Netherlands Development Organisation).
- Start of the localisation of the country network which involved change of country coordinators.
- Actively started the process of attaining a legal status for AgriProFocus Uganda.
- Stakeholder analysis and strategic consultative process on the direction of AgriProFocus was completed. This was to mainly support our approach towards effective service delivery and resource mobilisation.
- SWOT and competitive analysis of AgriProFocus Uganda was done with a purpose of strategic positioning in the competitive sector.
- Internal governance structure for Sector ICs and organising committees developed i.e. a governance guideline was developed with clear structures on leadership, membership, resource mobilisation, activities and M&E.
- The “Steering Committee” was revised into an “Advisory Committee” and a guideline was developed too.
- Administration, contract management and (in-kind and cash) revenue. Structures were put in place to monitor country level revenues from different activities and services offered.
- Official launch of the new online platform; 4,100+ subscribers, 3 paid for hosted programmes and linkage with social media platforms e.g. Facebook (active 3600 followers) and Twitter (active 500 followers).
- Improved our M&E through AKVO; real time appreciation survey of visitors and exhibitors during the events.
- Increased the Network visibility through Branding of the Network in office, during activities and through media.
- A dedicated coordination team backed by a wide array of members and stakeholders sharing financial and human resources for a joint agenda and embedded in a growing AgriProFocus network across Africa.

Outreach

In 2015 we further increased our collaboration with government through streamlining our activities with the National agenda. We worked with several government bodies of several issues including; Parliamentary committee of FMD, Ministry of Agriculture Animal Industry and Fisheries (MAAIF) on market information and the Agricultural Sector Strategic Plan, Seed issues and Fruit sub-sector, the Dairy Development authority on issues regarding Dairy, Uganda Bureau of Statistics (UBOS) on market information standards, District Local Governments (Mbale, Lira, Mbarara, Kitgum and Masindi), District Farmer’s Associations (UNFFE) and Uganda National Farmers Federation (UNFFE) on AgriFinance, Policy and Gender in Value chains related activities.

Our focus on the functionality of the commodity sector platforms that were introduced in 2014, increased our collaboration with development partners and Private sector companies given the direct impact to their programmes, products and services. The approach increasingly attracted them to do business and validate information through the platform and during events (explained further in the next section on Business and partnership brokering)
**Professional growth**

The number of professionals on the online platform grew from 3,500 in 2014 subscribers to 4,500 subscribers in 2015. The new online platform gained momentum in 2015 after migrations and setting up most of the features. It’s fully functional, flexible for users and was officially launched. The growth of network subscribers is very visible on the platform and it’s also attributed towards our active social media engagement, providing up to date information, constant updates and regular moderation and engagement with the stakeholders when they have inquiries. The number of female professionals has grown from 700 in 2014 to 1,000 in 2015 and male from 2,800 in 2014 to 3,500 in 2015. However, there is a smaller percentage of about 200 professionals that is not specified in the database.

![Figure 7 and 8: #Professionals and Gender](image)

**Visibility of the Network**

In order to increase our visibility among members, stakeholders and partners, AgriProFocus Uganda improved on its branding internally and externally during events. Different promotional materials were developed e.g. fliers, fact sheets, banners, a tent etc. for distribution, success stories on some of our successful interventions were documented i.e. gender and currently used for promotion. We further improved our feedback system by partnering with SMS Platforms (FSH and FARMIS) to increase our outreach, distribution of updates and getting instant feedback. (This partnership is still under exploration and we hope to make it more concrete in 2016 to reach further to rural farmers). We have also taken advantage of the opportunity given to AgriProFocus at our partner events and actively registering members there. Our good relationship with some Agribusiness media platforms has also contributed to our visibility and increased professional growth like; AGASHA Agribusiness, TUNADO, Monitor Seeds of Gold, Agribusiness Directory has earned us more visibility on their platforms at a subsidised cost and sometimes no cost at all; through sharing stories about our events, writing articles about the network, profiling our members and updating our events calendar on their platforms etc. We are grateful for that.

**Monitoring and Evaluation**

The year 2015 further focused on improved data collection during events and activities. The results clearly show the outcome of the events and the potential impact to the participants. The information that is captured is detailed and rich. It offers us a basis for follow up especially on the potential deals brokered during events.
2.3 Business and partnership brokering

Business brokering and partnership is specially designed to improve the pre-competitive environment to increase business linkages, deal making among chain actors and to facilitate joint resource mobilization. In 2015, we set out to promote business linkages and partnership to facilitate concrete deals around access to financing and markets through organisation of Business to business events, finance fairs, matchmaking activities, producer group profiling and linking them to relevant financial institutions. In 2015 AgriProFocus Uganda set out to achieve this is three ways;

2.3.1 Provide market intelligence on food and business

a) We set out to develop and maintain a database with a suitable search engine that provides a strong foundation for agribusiness deals. We profiled 90 producer organisations who can be accessed through our catalogues. However, the process of updating these profiles online is still ongoing
b) We developed the beef value chain scan, this is readily accessible on our online platform: http://agriprofocus.com/reports-and-documents---Nyama

c) Spearheaded the foot and mouth disease (FMD) campaign, developed the report with sectoral facts and figures (in relation to the effects of FMD), which led to the allocation of 5billion Uganda shillings to the national budget for FMD vaccines.
d) AgriProFocus Uganda provided market intelligence and contacts to several organisations including; PUM, EKN and the Danish Embassy (see table 3 on page 14)

2.3.2 Delivering brokering services and business to business matchmaking

a) Visible subsector results and impact: Together with our partners, carried out sector activities which provided more space for interaction, networking and setting pace for our relevance in the sectors; for example, under the leadership of Uganda Meat Producers Cooperative Union (UMPUCU), Nyama platform led a food and mouth disease (FMD) campaign to secure funding for vaccines from the Government. The dairy committee (Dairy Development Authority (DDA), Send a Cow Uganda, Heifer International/East African Dairy Development (EADD), The Netherlands Development Organization (SNV), PELUM, Renaissance Livestock network (RELNE), PACKO Uganda and Brookside Dairies/Sameer) organised the dairy stakeholders’ event themed “promoting milk consumption for good health”, which triggered the establishment of a dairy Multi-stakeholder platform and the development of milk consumption strategy in 2016. We also facilitated the Seed event, fruit event, dairy learning labs.

b) AgriProFocus commodity (sub-sector) approach increasingly attracted private sector actors (incl. producer organisations and cooperatives) to do business through the platform and during events (Fruit event attracted 33 exhibitors from the fruit sector, 30 exhibitors at the seed event and the dairy stakeholders’ event attracted 22 exhibitors.

c) While in 2014 we did not have AgriProFocus regionally (cross country) organised events, in 2015 we contributed to the organisation of regional events; Promoting Innovation and Trade in Horticulture and Horticulture Business innovation competition; all in Rwanda and the Herding for markets event in Kenya.

i. For the first time, AgriProFocus Uganda contributed to the organisation of the AgriProFocus cross country horticultural event held in Kigali where key stakeholders from the Eastern and Southern African countries participated. The event provided a
space to meet, exchange about innovations and do business in horticulture, for about 300 conference participants, 96 exhibiting companies, and 600 exhibition visitors. 16 participants drawn from 10 organisations (8 private companies and 2 NGOs from Uganda) participated in this event. See more here: http://agriprofocus.com/horticulture-event-2015

ii. AgriProFocus Uganda led efforts of developing and executing the Business innovation competition; we organised a national competition which attracted 10 participants. Three Ugandan Companies; EcoLife Foods Ltd, North East Chilli Producers Association-NECPA and Afribanana Products Ltd emerged as top 3 contenders. Afribanana Products Ltd went on to be crowned as overall winner at regional level in Kigali, Rwanda and was awarded $2000 dollars. Afribanana Products Ltd also got leads on supplying products to a Rwandese company. All participants in the competition received free exhibition space and total cover of their travel, accommodation and food to attend the event.

Though unplanned, mid-way we realised the need to focus on demand driven activities that are able to bring in resources and at the same time maintain interest and commitment of stakeholders. These include;

a) Support to VECO East Africa in partnership with UCA and UNFFE to organise the inclusive Morden Markets workshop titled; “farmer aggregation models for market access in the horticulture sector” an event that attracted a total of 89 people 21 females and 59 males and 19 producer organisations. VECO East Africa also validated a study on farmer organisational models in the same event

b) Support to SNV through the AgriFinance for Uganda and P4 Projects to organise 3 successful finance fairs.

c) AgriProFocus Uganda supported the organisation of a fact finding mission on the use of antibiotics for E-motive and Dutch Farm Experience. The mission also provided space for learning and exchanging among participating countries of India, The Netherlands, Ethiopia and Uganda.

d) Supported NWO-WOTRO, F&BP, and PAEPARD in the organisation of an international workshop on linking research and private sector; scoping participants, speakers and developing content.

New in 2015 was

The concept of co-organising agribusiness matchmaking B2B events both regionally and international to facilitate business and partnership linkages; F&BP, AAA, Business networking event- Kigali, the AgriProFocus network day; with a focus on preparation of Information on participants at these events through the profiling and verification process of groups of interest to some participants. Producer organisation profiles and Exhibitor profiles were prepared prior to the events, fairs and B2Bs.

2.3.3 Events overview

In 2015, AgriProFocus Uganda had a series of events focussing of specific sectors of themes. Our objective was to give particular attention to sector/thematic issues. Below we present an overview of these events.
Table 1: Event overview 2015

<table>
<thead>
<tr>
<th>Type event</th>
<th># events</th>
<th># Participants</th>
<th>Male</th>
<th>Female</th>
<th>Female %</th>
<th>POs</th>
<th>Companies</th>
<th>Gov’t</th>
<th>NGOs/ dev’t agencies</th>
<th>Knowledge Institutes</th>
<th>other</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2B event</td>
<td>3</td>
<td>597</td>
<td>364</td>
<td>233</td>
<td>39%</td>
<td>83</td>
<td>192</td>
<td>156</td>
<td>62</td>
<td>35</td>
<td>69</td>
</tr>
<tr>
<td>Fairs</td>
<td>3</td>
<td>1,113</td>
<td>696</td>
<td>417</td>
<td>37%</td>
<td>569</td>
<td>123</td>
<td>21</td>
<td>75</td>
<td>9</td>
<td>316</td>
</tr>
<tr>
<td>Campaign</td>
<td>3</td>
<td>378</td>
<td>229</td>
<td>149</td>
<td>39%</td>
<td>39</td>
<td>51</td>
<td>13</td>
<td>204</td>
<td>1</td>
<td>70</td>
</tr>
<tr>
<td>Workshop / conference / debate</td>
<td>13</td>
<td>1,194</td>
<td>824</td>
<td>370</td>
<td>31%</td>
<td>229</td>
<td>439</td>
<td>71</td>
<td>172</td>
<td>65</td>
<td>218</td>
</tr>
<tr>
<td>Network event</td>
<td>1</td>
<td>218</td>
<td>132</td>
<td>86</td>
<td>39%</td>
<td>5</td>
<td>81</td>
<td>7</td>
<td>70</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>3,500</td>
<td>2,245</td>
<td>1,255</td>
<td>36%</td>
<td>925</td>
<td>886</td>
<td>268</td>
<td>583</td>
<td>110</td>
<td>728</td>
</tr>
</tbody>
</table>

In 2015 AgriProFocus Uganda organised a total of 23 events and these included; B2B events, finance fairs, campaigns, workshop/conference/debate and network day.

2015 recorded a higher number of events by type compared to 2014 (See Figure 1). Apart from the finance fairs which reduced by one and the network day which remained constant, all other types of events increased in number. Also, a new category of events; the campaigns were introduced in 2015.

![Figure 9: Number of events by type](image)

Comparing 2014 and 2015, general participation in events reduced (See Figure. 2 below) from 4,285 to 3,500 respectively. This is because in 2015, events were focused on sectors and themes attracting only specific sector/theme participants compared to 2014 where majority of the events were open to general agribusiness. In 2015, events were of more value in content to participants since they aimed at addressing specific sector/thematic issues.

The participants in these events were drawn from; farmers’ organisations, private companies, Government institutions, NGOs, knowledge institutes and individuals.
A general decline per category of participant was also observed in 2015 with the exception of the government institution and others a new category which increased by 2% and 11% respectively in 2015 (Figure 3). This is reflective of the general decline in total number of participants that attended our events in 2015.

Figure 10 and 11: Number and (%) of participants by type of organisation

Generally, on average these events attracted 152 participants of whom 36% were females. These events helped stakeholders in the dairy, fruit seed, financial sector show case their products, innovations, get access to relevant information and contacts necessary for their business growth. For example, visitors who attended the dairy stakeholders’ event indicated that they learnt the following: the importance of milk and the need to promote milk consumption; how to prepare feeds, about biogas, value addition and product marketing, school milk program, how to market milk, how to make cheese.

The Dairy stakeholders’ event helped to showcase technologies in the dairy sector and a quote from Allen Babirye from Pearl Dairy Ltd who said “I have seen milking equipment I have never seen before” nicely captures this.

Both visitors and exhibitors to these events appreciated the networking opportunities provided the diverse stakeholders. For example, visitors and exhibitors to the dairy stakeholders’ event appreciated the networking opportunities provided by the dairy stakeholders’ event.

Majority (42%) of visitors to these events indicated that they attended these events so as to link to buyers, traders and processors. For example, those who attended the dairy stakeholders’ event 32% wanted to sell dairy products (cheese and milk) and 24% wanted to sell livestock. 55% of these made contact with buyers, traders and processors of whom 42% made contact with more than 5 buyers, traders and processors. 20% of the respondents wanted to be linked to agricultural/business support services.

The Majority of the exhibitors (56%) received between 50-100 visitors while 28% received 10-50 visitors and 11% received 100-500 visitors. 39% of the exhibitors indicated that they had attracted more potential clients than they had attracted while 39% were satisfied with the amount of visitors they received at their stalls to justify their investment in the event as worthwhile. 83% of the exhibitors made promising business contacts whom they will follow up after the event while 17% did not. Of those that made promising contacts 40% got between 10-50 contacts for follow up.
In the Seed event, over 70% of the respondents confirmed that if a similar event would be organized they would attend again. “This event has equipped us with some skills on post-harvest handling, importance of fertilizers and mulching” Zuraika Kagoya and Lukandwa Stephen - Jinja.

**Business Linkages**

For 2016, in business linkages we did more than planned, however, this was expected since our business brokering services are based on demand; which in most cases are unplanned. We strive to address the needs of our stakeholders. Most of the cases presented in Table 2 above were not planned. Both exhibitors and visitors requested to increase on networking opportunities and time allocated to this activity. Exhibitors would wish to see a reduction in exhibition fees and better selection of event venues that allow easy accessibility. In our future events, we will endeavour to give special attention to networking sessions where we will further engage in pre-event planning and organisation to ensure that more deals are made during our events.

**Table 2: Linkages realised in 2015**

<table>
<thead>
<tr>
<th>No.</th>
<th>Business linkages</th>
<th>Beneficiary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Support candidate to apply for Agricultural research fund (ARF) by reviewing their proposal and advising accordingly. They went on to win the ARF grant worth 5 billion Uganda shillings</td>
<td>UCCSRI</td>
</tr>
<tr>
<td>2</td>
<td>Organised a mission on exchange between Uganda, India, Netherlands and Ethiopia on breeding for resilient dairy farming and improved milk quality</td>
<td>E-motive, Dutch Farm Experience, PENHA</td>
</tr>
<tr>
<td>3</td>
<td>Coordinated the organisation of a workshop on farmer aggregation models for market access in horticulture. Our strength was in mobilising network stakeholders to participate in this workshop.</td>
<td>VECO East Africa, UCA, UNFFE</td>
</tr>
<tr>
<td>4</td>
<td>Supported the organisation of the agribusiness innovation challenge and mentoring of candidates.</td>
<td>ICCO- ENVIU</td>
</tr>
<tr>
<td>5</td>
<td>Supported the organisation of an international workshop on linking research and private sector; scoping participants, speakers and developing content</td>
<td>NWO-WOTRO, F&amp;BP, and PAEPARD</td>
</tr>
<tr>
<td>6</td>
<td>Contributed to the organisation of the B2B event as part of the overall activity on product branding and packaging. Linked 3 AgriProFocus members to this event and training.</td>
<td>AAA</td>
</tr>
<tr>
<td>7</td>
<td>Support to the organisation of the business challenge</td>
<td>CURAD</td>
</tr>
<tr>
<td>8</td>
<td>30 inspired youth registered; 26 started enterprises; youth linked to the 13 connected to AVSI, AgriSkills 4 You project under ICCO through the youth motivational conferences</td>
<td>ICCO, ZOA, AVSI</td>
</tr>
<tr>
<td>9</td>
<td>Compiled contacts in the fish industry and feeds industry and shared it with the Netherlands Embassy, Kampala</td>
<td>EKN</td>
</tr>
<tr>
<td>10</td>
<td>Compiled contacts of fish farms in Uganda and shared with the Royal Danish Embassy</td>
<td>Danish embassy</td>
</tr>
</tbody>
</table>
2.4 Innovation communities/Sub sector Platforms

2.4.1 Access to Finance Innovation Community (IC)

The IC membership grew from 6 in 2014, to 13 in 2015. By end of the year, the stakeholders included the following; The Netherlands Development Organisation (SNV), GIZ, Financial Access, Feed the Future, Uhuru Institute, VECO East Africa, Association of Microfinance Institutions of Uganda (AMFIU), Trias Uganda, Masindi District Farmers Association, Hoima District Farmers Association, Bank of Uganda, The Hunger Project, Caritas Kasese and Mbale District Local Government. In 2015 the IC organised and convened 3 regional finance fairs, 1 information exchange event at national level, 3 pre-event workshops and 1 regional dissemination workshop. The overall goal of these events was to stimulate a business relationship between bankable Farmer Organizations and financial services providers. In total these events attracted 1,113 (696 male and 417 female) participants coming from farmer groups, private companies, NGOs, Government and Financial service providers.

**Purchase for Progress**

Theme; improving linkages of smallholder farmers to sustainable financial markets. AgriProFocus Uganda in partnership with SNV-Netherlands Development Organization organized an Agricultural Finance Fair that took place from 22nd to 23rd June 2015 in Kasese District, attracting a total participation of 305 (204 male and 101 female). The overall objective was to stimulate a business relationship between bankable Farmer Organizations and financial services providers. During this event, the 50 profiled farmer groups (30 members) were linked to 5 financial service Providers (Centenary, Pride Micro Finance, Opportunity Bank and Post Bank Uganda)."I am so grateful for this event because I have learnt how to make a bankable business plan".

**Central Eastern Finance Fair: Farming; a paying business:**

AgriProFocus in partnership with The Hunger Project (THP), AMFIU, GIZ, SNV, Feed the Future, VECO East Africa, Financial Access, Uhuru Institute and other partners organized a regional finance fair in the Central Eastern region from the 22nd to 23rd October, 2015; Mbale District, attracting 382 (276 male and 106 female) participants. The overall objective was to link Farmer entrepreneurs to Financial Service Solutions; for Increased Productivity and Profitability. The fair was preceded by a pre-farmer event held on the 7th October 2015. The pre-event workshop was organised for only the profiled 40
producer organisations and cooperatives with the ultimate purpose to increase their preparedness and confidence to interact with financial service providers during the finance fair.

As a result, of the 40 profiled Farmer groups, 15 farmer groups were linked to financial service providers (Centenary Bank, Opportunity Bank and Pride Micro-Finance for business deals. Additionally, the prepared farmer groups were able to freely and confidently interact with the financial service providers. During the event also of 30 exhibitors who showcased and promoted their products 17 were able to make business deals worth USD 500.

**The AgriFinance dissemination Workshop:** For the last three years, since 2013, AgriProFocus has been collaborating with GIZ AGRUFIN to disseminate the Finance Year Book which is an annual publication by GIZ and Bank of Uganda, aimed to disseminate agricultural information as it relates to agri-finance services available in Uganda and increasing demand for these services by the users (farmers). During the Mbale finance fair, half of the first day was dedicated to disseminating this information in form of a workshop where different speakers made topical presentations and product pitching by the sponsoring financial service providers as well as plenary discussions. Some of the presented topics included; *Bankability in Agricultural Value Chains: Perceptions, Myths and Realities, The role of Uganda’s Agricultural Credit Facility in Financing Agriculture, Small holder Agriculture Finance Models in Uganda.*

The workshop session provided a golden opportunity for different stakeholders to share knowledge and experiences especially on how to improve the agri-financing situation in the country.

**Bunyoro Regional Finance Fair**

Theme; Linking farmer entrepreneurs to financial service solutions for increased productivity and profitability. AgriProFocus in partnership with Trias Uganda, SNV, Masindi District Farmers Association (MADIFA) and Hoima District Farmers Association (HODIFA) organized a regional finance fair in Masindi District, on 13th November 2015. Attracting 426 (216 male and 210 female) participants. The overall objective of the event was to stimulate a business relationship between bankable farmer organizations and financial services providers. Participants hailed from various districts in the region namely: Masindi, Buliisa, Kiryandongo, Hoima and Kibale. During this event, farmers were taken through the sessions of capacity building with knowledge and skills on how to interact with financial service providers for business to finance deals.” Today we find it easy to interact with financial service providers unlike before the event” said Mr. Katende, the Coordinator of Masindi District Farmers Association (MADIFA).

2.4.2 Youth in AgriBusiness Innovation Community (IC)

The IC membership was comprised of the following: ICCO, SNV, Young Farmers Coalition (YOFACO), Uganda Youth Forum (UYF), CELED, Fin Africa, Development Research and Associates (DARAS), YAAN and Miss Uganda Foundation. The focus in 2015 was to continue inspiring and motivating youth to uptake agribusiness entrepreneurship as a means of creating employment opportunities.
Youth Inspiration Conference

Under the theme; “Inspiring the Youth into Agribusiness as a Means of Employment to foster Development in Uganda” A two-day inspiration conference was therefore convened in the northern region of Uganda, from the 23rd-24th April, 2015 in Lira District covering Lango and Acholi sub regions. The event brought together 250 participants (148 male and 102 female) youth in and out of school, youth farmers, Government representatives, NGOs and private companies who participated at the exhibition. During the youth conference a total of 30 youth participants got inspired and later registered with commitment to start their own agribusiness enterprises. By June, follow up efforts were made to find out how many actually had started business, it was found out that; 26 out of 30 youth had already started their own agribusiness in different enterprises some of which included; piggery, horticulture, poultry, livestock among others. 13 out of 26 inspired youth were linked to agri-skills for you project supported by ICCO for agri-skills enhancement.

19-year-old Mr. Odong Markfat from Gulu a pig farmer with over 200 pigs: “After the conference, I was linked to ICCO AgriSkills for you programme. I went through the training and was also selected by AVSI to participate in Fin Africa’s business skills training which inspired him to start an agribusiness centre. "I used to earn about 300,000Ugx to 500,000Ugx after every three months but after the training, I am able to record a revenue of over 1,000, 000Ugx in just two months. I have recruited over 260 out growers and I am extending to Nwoya District. I have also trained over 60 youth at a fee of 20,000Ugx each. I am yet to attain my vision of being the leading pig farmer in Uganda”

It should however be noted that, while we had planned to hold two youth events (one in the Northern and another in the Eastern); one in the Eastern Uganda was cancelled due to low demand from the stakeholders in the area and no commitment of financial resources towards the event.

Recognizing that, inspiring youth is not enough in itself but to further develop the next step programs/activities targeting to link the inspired youth to the agribusiness value chain actors, finance service providers and incubation support services to attain tailor made skills enhancement in business/financial management.

2.4.3 The Market Information Innovation Community (IC)

The IC had a total membership of 8 who took a central role in financially contributing to the symposium and event planning processes. By the end of the year, the IC comprised of the following stakeholders; Eastern Africa Grain Council (EAGC), Agri-net, FIT Uganda, Grameen-foundation, PELUM Uganda, AGASHA Ltd, CITES & CEFORD.

In 2015, the IC set out to; organise the 6th Market Information Symposium and also follow up on the process of market information Standards in relation to formalising the arrangement with government a private, public partnership.

The 6th Market Information Symposium

The 6th National Market Information Symposium focused on understanding the use of data sources and its transformation into market information for business decisions from input to consumer; under the theme; “building bridges with Agribusiness Data: the power of Market information in the 21st century”. The two-day symposium brought together 139 participants (80 male and 59 female).
It was during this event that a significant increase in the number of Agricultural Market Information Service providers from 7 in 2014 to 30 in 2015. Some of the emerging issues included; the need to harness market information platforms, agribusiness data and book keeping for improved agriculture sector, it was also found out that there is generally lack of market information which has resulted into loss making by farmers for they are unable to know what to produce for who, and where to take the produce as well as the limited capacity to produce, during the symposium, the Government was called upon to partner with the private sector actors in providing agricultural market information services and jointly identify challenges and innovative ways of generating solutions that can promote farmer entrepreneurship in the farming communities. It was also very important to note that, the umbrella organisations for cooperatives like the Uganda Cooperative Alliance (UCA) also provide agricultural market information to their own constituencies. The practice of farmers selling their produce directly from the farm has inconveniences the process of sourcing up to date data.

**Follow up on the National Market Information Services Standards for Uganda (AMIS)**

Following the approval of Agricultural Market Information Standards (AMIS), the process of formalizing the National MIS standards for Uganda was concluded. This was followed by a meeting that brought together the private sector in the Agricultural Market Information Service Provision and the Government agencies (Uganda Bureau of Statistics (UBOS), Ministry of Agriculture Animal Industry and Fisheries (MAAIF) to discuss the collaboration areas and to identify the innovative ways of addressing the challenges faced with the sector. Consequently, both parties agreed on the following

- It was agreed that, in order to operationalize the AMI standards, an MoU between UBOS and the private sector actors be signed. UBOS agreed to always support the AMIS providers in the certification process
- The coordination secretariat (currently AgriProFocus) for AMIS providers was asked to fast track the development process of a policy and Strategic plan for AMIS production which then will be adopted by Government as a National Policy.

It is generally envisaged that; the use of the National Guidelines for AMIS (standards) by the private sector AMIS players and having their services certified by UBOS will improve the quality of Agricultural Market Information provided.

**2.4.4 The Nyama platform**

The Nyama Platform is comprised of major stakeholders in the meat industry in Uganda representing beef, piggery and poultry under the AgriProFocus Network represented by farmers, private companies, NGOs, researchers and scientists, meat sector regulators and enforcers who came together to ensure availability of safe and wholesome meat to the Ugandan population. The overall objective of the platform is to promote joint action of meat sector players in addressing meat sector gaps.

The lead organisation for Nyama platform is Uganda Meat Producers Cooperative Union (UMPCU)

Nyama Platform was formed towards the end of 2014 and the members were only able to prepare terms of reference for Nyama platform defining aims, mission and vision. Implementation of platform activities started in 2015 and the following was achieved:

- Nyama platform spearheaded the foot and mouth disease (FMD) campaign and petitioning of parliament which led to the allocation of 5billion Uganda shillings to the national budget for FMD vaccines.
- In addition, a Beef value chain map was also prepared which highlights key stakeholders, challenges and opportunities in the meat value; download report here; http://agriprofocus.com/upload/Beef_Sector_Map1457451858.pdf

Unfortunately, not all the planned activities for 2015 were realised such as; the showcasing and awarding of sector champions, carry out the piggery and poultry value chain scans, Among the key lessons learnt is to always plan few but relevant activities given that members also have own engagements in their respective organisations. There is also need to mobilise more meat value chain stakeholders so as to grow the platform.

2.4.5 The Dairy Sub sector Platform

Two key activities were planned for the year 2015 namely;

- Organise 3 learning labs combining masterclass sessions with field tours; on specific topics such as feeding and fodder management for milk production, Cow health and reproduction.
- Organise the Dairy Stakeholders’ Event 2015

Dairy learning labs

The dairy learning lab is a network approach to boost the exchange and learning between dairy practitioners and professionals who work in support of farmer entrepreneurs. The learning lab aims to share and review among peers the materials and methods they use and

- to jointly improve on these existing practices. A dairy learning lab is a two-day session on one specific topic. The learning lab typically has the following elements:
- Farm visit on the topic.
- Expert update with Q&A.
- Exchange on practical training methods.
- Peer review sessions on the existing training materials.
- Compiling and validating toolkit of training materials and methods.

The first dairy Learning Lab which focused on ‘fodder management for milk production was held on 11 and 12 March 2015 in Wakiso and Kayunda districts attracting 17 participants. The second dairy learning lab was held on 29th & 30th June in Mbarara and focused on “cow health and reproduction”. It attracted 21 participants. The participants in both labs were of varied backgrounds largely Ugandan dairy farmers. The second lab attracted two participants from Bukoba Tanzania. The lead organizers were AgriProFocus Uganda with expert input by Mr. Gidi Smolders from PUM.
Interesting about the dairy learning labs is that it was a cross country activity where consecutive dairy labs on a similar topic were organised in Uganda, Zambia and Tanzania using a single expert from the PUM Netherlands Senior Experts to facilitate and enrich the learning.

Of the three planned dairy learning labs, only two were organised. Despite the high interest of farmers to participate in the dairy learning lab activities, the entrance fees were quite prohibitive and yet there were no other support organisations willing to contribute to this activity.

All reports are found on webpage: [http://agriprofocus.com/dairy-learning-lab-uganda](http://agriprofocus.com/dairy-learning-lab-uganda)

**Dairy stakeholders’ event**

Although the Ugandan dairy sector continues to grow at an impressive rate of 8-10 percent per annum, annual milk consumption remains low at 60 litres per person compared to that of Kenya which stands at 100L/person and the WHO recommended annual of 200 litres per person per year. Growth is driven by a robust and unfulfilled level of demand for milk products in the country and the region. The market has the potential to consume more milk (Agriterra, 2014; Identification of Livestock Investment Opportunities in Uganda). Based on this background, the Dairy Stakeholders’ Event was organized under the theme; “Drink Milk for Good Health”

Under the umbrella of AgriProFocus Uganda Network, stakeholders in the dairy sector namely: Dairy Development Authority (DDA), Send a Cow Uganda, Heifer International/East African Dairy Development (EADD), The Netherlands Development Organization (SNV), PELUM, Renaissance Livestock network (RELINE), PACKO Uganda and Brookside Dairies/ Sameer organized a two-day dairy stakeholders’ event. 360 people (279 male and 81 female) attended the two-day event and these comprised of processors, input dealers for drugs, pasture management, agrochemicals and fertilizers; individual farmers, farmers’ organizations, dairy cooperatives; financial institutions, providers of agro-machinery, equipment and tools; traders; distributors, Government, NGOs in the dairy sector and the media. The overall goal of the event was to promote consumption of milk and its products. Exhibitors displayed their products throughout the two-day event and participants bought milk, milk products and snacks from the exhibition during the health breaks. Through consensus the participants prioritized the following activities for 2016; development of the milk strategy, establishment of networking platform, price reduction strategy/VAT exemption, milk consumption sensitization campaign.

**Mission on exchange on reduction of antibiotics use in dairy farming**

Though unplanned, we organised an African-Netherlands exchange on reduction of antibiotic use in dairy farming from 27th -30th March to 2015. An Emotive – AgriProFocus Uganda exchange between dairy farmers, veterinarians and dairy experts from Uganda, Ethiopia, India and the Netherlands with the overall objective to reduce the use of antibiotics and to improve milk quality in African and Dutch dairy farming by establishing a professional action-learning community of actors in the dairy chain; to breed cattle that are healthy, productive, economically viable, biodiversity enhancing and adapted to the local situation.

The mission was characterised by a field visit to 2 dairy farms and an exchange workshop.

**Three key conclusions were arrived at by the participants, namely:**

- In general, there are rising environment issues associated with overuse of veterinary drugs, overgrazing, loss of biodiversity, population growth and climate change
In Uganda, there is general lack of awareness on antibiotic use and other veterinary drugs, associated problems and the negative effects for humans that consume dairy products.

The exchange programme was about different strategies to tackle the problems associated with antibiotics in dairy: prevention via breeding, husbandry measures, and alternatives for antibiotics/drugs.

### Table 3: Summary dairy activities 2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Country</th>
<th>Title event</th>
<th>#Participants</th>
<th># M</th>
<th># F</th>
<th>Co-organiser</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/12-3</td>
<td>Uganda</td>
<td>Dairy Learning Lab: Fodder</td>
<td>21</td>
<td>17</td>
<td>3</td>
<td>PUM, RELINE</td>
</tr>
<tr>
<td>27/30-3</td>
<td>Uganda, NL, Ethiopia, India</td>
<td>Antibiotics exchange (farm visits, Uganda conference)</td>
<td>28</td>
<td>19</td>
<td>9</td>
<td>E-Motive, Dutch Farm Exp</td>
</tr>
<tr>
<td>29/30-6</td>
<td>Uganda</td>
<td>Dairy Learning Lab: Health</td>
<td>20</td>
<td>10</td>
<td>10</td>
<td>PUM</td>
</tr>
<tr>
<td>16/17-Sept</td>
<td>Uganda</td>
<td>Dairy Stakeholders’ Event 2015</td>
<td>331</td>
<td>267</td>
<td>64</td>
<td>Dairy Development Authority (DDA), Send a Cow Uganda, Heifer International/East African Dairy Development (EADD), The Netherlands Development Organization (SNV), PELUM, Renaissance Livestock network (RELINE), PACKO, and Brookside Dairies/Sameer</td>
</tr>
</tbody>
</table>

### 2.4.6 The Horticulture Platform

**Seed event**

AgriProFocus Uganda in partnership with Integrated Seed Sector Development Uganda (ISSD), and in collaboration with Uganda Seed Trade Association (USTA), Biodiversity International, Participatory Ecological Land Use Management (PELUM Uganda), and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) organized the second seed event with the objective of (I) raising awareness amongst stakeholders on production and access of quality seed (II) providing networking and product promotion opportunities to stakeholders in the seed sector.

The event drew over 300 participants (170 males and 130 females) including exhibitors. The participants were ranging from farmer groups, local seed businesses, seed companies, agro input dealers, media, Government Institutions, non-governmental organizations, academia and members of Parliament.

As part of the way forward it was suggested that stakeholders in seed sector should actively participate in the formulation of the national seed strategy, promote public private partnership (PPP) in seed multiplication e.g. through promotion of community seed banks, sensitize public/farmers on the tamper proof labels, ensure practical means of reprimanding fake seed dealers and establishing a robust extension system to support seed production and distribution.
The Fruit Event

AgriProFocus Uganda in partnership with SNV Netherlands Development Organisation, aBi trust, UNFFE, Nabagereka Development Foundation, NARI Kawanda and RECO industries organized a national fruit event under the theme: “FRUITS PAY”. The overall goal of the event was to stimulate innovations and trade in the fruit sector within the region.

The event brought together 221 participants (160M, 61F) and 33 exhibitors (18M, 15F) from across the country to exchange information, share innovative business skills to assist people in the fruits sector to showcase, sell and buy fruit products.

Key recommendations drawn from the event included the following:

- Encourage public private partnerships
- Encourage farmers to organize themselves in associations or groups to enhance the supply
- Involve youth and women in the fruit sector; make fruit farming cool
- The fruit platform to help expedite the process of certifying organic farmers
- Develop a data bank for information on the entire value chain

In addition, AgriProFocus was co-organiser of the horticultural regional event and the business innovation competition that were held in Kigali on 29th & 30th November, 2015. The event attracted key players in the horticulture sector from the Kenya, Tanzania, Zambia, Rwanda, Republic of Congo, Kenya, and The Netherlands. The event also had the participation of the NABC mission on horticulture.

2.5 Platform for debate and learning

2.5.1 Policy Advocacy

The policy group currently has a membership of 11 stakeholders (Participatory Ecological Land Use Management (PELUM Uganda) the lead organisation, Agency for Transformation (AFT), Solidaridad, Send a Cow, Virtual Livelihood School of Africa (VLSA), Uganda National Federation of Farmers (UNFFE), Caritas Uganda, Agency for Integrated Rural Development (AFIRD), Oxfam, Agency for Cooperation and Research in Development (ACORD) War on Want, and Caritas Jinja.

In 2015 the group was able to support the Nyama platform in engaging the decision makers to front the petition on the Foot and Mouth Disease and lead the consultative process of the Draft National Agriculture Sector Strategic Plan (ASSP) 2015/16-2019/20 by non state actors; in which a position paper was developed follow the link on the platform: http://www.agriprofocus.com/policy-advocacy-uganda.

The Foot and Mouth Disease (FMD) Campaign:

“Disease control is the biggest challenge facing the agriculture sector and that is why Government should prioritize it” Hon. Atwooki Kasirivu said at the breakfast meeting with Members of Parliament (MPs) of the Parliamentary Committee on Agriculture, Animal and Industry Fisheries held at Kampala-Sheraton hotel on Tuesday 21st April 2015, under the umbrella of Civil Society Budget Advocacy Group. The policy group together with the Nyama Platform had a series (4) of meetings with the parliamentary Committee on Agriculture; and as a result, the Government approved and allocated 5.4 billion shillings towards the campaign for increased funding for vaccination of the Foot and Mouth Disease.

The involvement of government players and the media both printing and electronic in our engagement activities played a big role in getting audience from the Parliamentary Committee on Agriculture which
gave the policy group a lot of supporting tabling the matter (FMD) to the floor of parliament for discussion and approval in the FY 2015/16.

**Review of the Draft Agricultural Sector Strategic Plan (ASSP) 2015/16-2019/20:**

The review process of the draft Agricultural Sector Strategic Plan (ASSP) by non state actors was kicked off in November 2015, this included convening the consultative workshop which attracted 40 participants (24 male and 16 female) from different organisations to review and develop position paper from a non state actors’ perspective. During the consultative meeting, a technical working group comprising of PELUM Uganda, International Institute for Tropical Agriculture (IITA), Food Rights Alliance, Uganda National Farmers Federation (UNFFE) was formed to develop a position paper. It should be noted that, by end of the year 2015, the policy group through a technical working group had developed a draft position paper that was pending validation by all the members of the non state actors group. Some of the policy issues being raised in the position paper include; limited participation of non-state actors in the policy formulation processes, the strategy being silent on providing for the safety nets to protect farmer saved seeds (indigenous seed), the strategy being silent on youth involvement in agribusiness among others.

**2.5.2 Gender in Value Chains Development:**

Gender in Value Chains Innovation serves for exchange and learning on gender in value chains, one of the core themes of AgriProFocus Uganda. The innovation’s mission is to improve gender equity in agricultural value chain development. The innovation is also providing a platform for exchange among participants with regard to improving/ promoting farmer entrepreneurship in specific Value chains. In 2015, the Gender platform was able to carry out the following activities as shown below;

- a) Recruitment and training of Ugandan national coaches
- b) Documentation of success stories from the 1st and 2nd trajectories
- c) The 3rd gender in Value Chains Trajectory
- d) Learning event in Mbarara

**Recruitment and training of Ugandan national coaches:**

Two national gender coaches (Local Capacity Builders) were hired to assist the AgriProFocus country coordination team in its role of fostering the growth and development both in quality and quantity of AgriProFocus network. Miriam and Pam had a back-up support from the outgoing International gender coach by names of Jacqueline who has played a big role in orienting the team to get familiar with the gender coaching methodology. These coaches, each was handling about 7 coachees for a one-one-on-job coaching for 9 months.

**Documentation of the case studies/successful stories:**

Success stories and case studies were documented and produced in short films focusing on three success stories illustrating how the coaching trajectory supported organizations in achieving improved gender equality and women’s economic empowerment in their VCD interventions.
Follow the links below to view the documentaries
a) Case 1: Kyagalanyi Coffee
b) Case 2: Virtuous Springs
c) Case 3: International Potato Center (CIP)
d) Gender in VCD 3rd Trajectory 2015

The 3rd Gender in Value Chains trajectory

The Coaching trajectory is a 1 year coaching service offered to organisations dealing in specific value chains. It seeks to strengthen the participating organisations in their Value Chain Development interventions and their programme work. In 2015 8 organisations (Empowered Voices, PALM Business Consult, STRAT Projects Uganda, Christian HIV AIDS Prevention and Support Organization (CHAPS), Card Uganda, Agency for Sustainable Rural Transformation (AFSRT), Children of the World Foundation (COW Foundation), Women and Rural Development Network (WORUDET) at a fee participated in the 3rd trajectory which was kicked off in Feb and concluded in November 2015.

The Kick off workshop

The kick off workshop is a starting point for the Gender and Value Chain Coaching Track with on-the-job-guidance or coaching, exchange and joint learning amongst participants on why gender matters for value chain upgrading, how value chain development can work for women and how women’s economic empowerment can be promoted. The 2015, trajectory was held

The kick off workshop built the capacities of participants to develop gender sensitive value chain interventions, and motivated the participants to take concrete steps to integrate a gender perspective in their own practice and planning.

The Learning event

A learning event is usually organised as part of each coaching trajectory to provide a platform for participating organisations to share experiences and network. The learning event provides a much needed platform for coachees to learn from each other about new and innovative methodologies, strategies and approaches to mainstream gender in their Value Chain development interventions. This is in line with the objectives of the coaching track.

“I greatly appreciate your technical support, the gender coachings I underwent made me a great and famous gender specialist in my organisation” said Atugonza Fatia

“For everything I want to do in my home I first consult my wife for example when I wanted to buy an accumulator we discussed together and agreed to buy” Said Tito Okello Lutwa of Apyeta North Village supported under COW Foundation

“We are able to negotiate for better prices for our produce from buyers unlike before when we were put at the edge and offered lower prices that were not favourable”, Ayuru Monica, a waman farmer supported under Agency for Sustainable Rural Transformation (AFSRT)
As such, a learning event was held at Little Palace Hotel, Kitgum, Northern Uganda, on Wednesday 8th and Thursday 9th July, 2015 with the specific objective of sharing methodologies, approaches and strategies being used by the participating institutions to mainstream gender in their Value Chain Development interventions. The event was organised around four thematic areas – presentations and discussions on prevailing knowledge gaps; showcasing of approaches, tools and experiences linked to gender in value chains in mixed groups; selected presentations from the field; and a field visit to women farmer groups dealing in bee keeping.

**The M&E and closing workshop**

We sincerely congratulate our 2015 Gender coachees who successfully completed the 3rd Gender in Value Chains Trajectory that started in February 2015. 13 (7 male and 6 female) Gender coachees were graduated at the two-day closing workshop held on 2nd-3rd December, 2015 at SNV/AgriProFocus Offices. 3 supervisors and 2 alumni attended the closing workshop in addition to the AgriProFocus Staff and the 3 national coaches, Miriam, Pam and Jacqueline respectively. The workshop was to reflect on the 3rd trajectory since its inception and share key outcomes, lessons learnt and develop the strategy for sustaining the gains of gender mainstreaming in VCD interventions into the future for participants of the APF gender in VCD coaching track 3.
Mbarara Gender Learning Event: Farming as a Family Business:

AgriProFocus in partnership with Mbarara District Farmers Association (MBADIFA) organized a two-day event that took place on the 23rd and 24th of July at the University Grounds Mbarara district. The event was attended by 208 participants of whom (142 were male and 66 female), coming from farmer groups, individual farmers, financial service providers, Government, private companies and the media. The overall objective was to provide a platform to discuss the competitiveness of agricultural value chains for wealth and employment creation for women and youth through promoting farming as a family business.

“I have been getting over-loaded with a lot of farm work, but this event has opened my eyes, this time I am going to involve my wife and children, so that they can take charge of the farm activities said Mr. Kateeba David, a farmer from Ntungamo
3 Market uptake of network results

3.1 Systemic changes

3.1.1 Innovations

*Innovations at Organisational/individual level;*

During the course of 2015, many activities were carried out, different stakeholders participated with individual objectives ranging from; learning better and quality farming practices, how to creatively access better and quality processing, improve relations in specific value chain interventions, financial service delivery and Business support services. Out of the 1,812 stakeholders who took part in the annual survey, 37% indicated having improved their adequate farming practices (attributed to commodity sub sector activities on Dairy, seed and Fruits), 34% improved their functional relations in value chain interventions (attributed to the Gender in value chains interventions), 30% improved their adequate distribution of market information services (attributed to the symposium), 25% on improvement of Rural business support services (attributed to finance fairs and learning events), 17% improved their financial service delivery to clients (through the finance fairs that were held and feedback from the online platform). The percentages don’t exactly add up to 100% because most the 1,812 respondents gave more than one response because of the multipurpose nature of the businesses they represent.

“I appreciate this network, because one of the staff from AgriProFocus Uganda a link on professional fellowship on empowering Aspiring Entrepreneurs for Economic Success in Sub-Saharan Africa in the USA, I applied and I was attached to Oklahoma State University. I gained expertise in Economic Empowerment.” *Undisclosed respondent*

 Kyagalanyi Coffee Ltd, having participated in the 2013, there has seen an improvement; especially in the areas of gender equity and inclusiveness of women and men in the coffee value chain at household levels. This has motivated the company to develop a gender policy aimed at mainstreaming gender related activities in the institutional strategic plans. *More details here.*
**Improvements at internal organisational level and in services and products after attending AgriProFocus activities;**

**In service delivery:** Most organisations that participated in AgriProFocus activities were looking to learn better ways of service delivery, increasing services and production, how to introduce new services on the market, how to certify their products and integrate gender mainstreaming in their service delivery. Majority 45.5% of the respondents improved the quality of their services and products which made it easy for clients to access them. This especially refers to financial institutions that have taken part in the finance fairs.

Some of the recommendations from the survey hint on the desire to promote SME development through; improving their visibility, how SMEs can access affordable capital, information on access of quality processing equipment etc. Furthermore, promote initiatives that support farmer compliance with market standards matched with efforts that help smallholders to improve the quality of their businesses through cost reductions and better organization of work. For example, large processors of dairy products have learned that focusing simply at smallholders compliance with quality criteria does not help extending the procurement of milk. In response, they have engaged in advisory services which help farmers to improve the quality of milk while also rendering milk production more profitable. Therefore, the quality based payment system in the dairy industry will be more effective and profitable given the integration with advisory services.

**At organisation level:** Majority 27.4% respondents in the annual survey indicated that they changed their strategy in service delivery, marketing business plans (26.9%), staff skills (28.2%), gender mainstreaming (18.1%) and adopted their organisation governance structures (15.5%)

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From the Kasese Purchase 4 Progress finance fair done in partnership with SNV; out of 53 farmer groups that were pre-selected and profiled, in the finance fair, 17 of them have already opened up bank accounts and secured loans with Post Bank and Opportunity Bank (values confidential). At least all the 53 have improved their business plans due to the pre-event preparation workshop.

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*Figure 20: Improvements in services and products after attending AgriProFocus Events*
3.1.2 Policy improvements

Of the respondents that participated in the survey, majority (37.1%) indicated to have changed their internal strategies with focus on sustainability. This was also due to the realisation at most activities the need to merge activities and organisation plans with the national agenda. This clearly came out during the dairy event that focused on “Promoting consumption of Milk”. Thorough partnership with the Dairy Development Authority, the development of a milk consumption strategy was realised a necessity at the event and it would commence in 2016.

Furthermore, the developing of market information standards has compelled most of the private sector service providers to start adhering to them, but also UBOS, the government regulatory body on statistical information is already in agreement to collaborate with the private sector players in distribution, certification and adhering to these standards. In 2016 focus will be on formalising this collaboration through an MOU and also development of a strategy towards the implementation of these standards.

The Government’s approval and allocation of 5.4 billion shillings towards the campaign for increased funding for vaccination of the Foot and Mouth Disease was to us a good indicator for the Government’s willingness to cooperate and integrate non-state actors’ advocacy work. Beyond the allocation of 5 billion to FMD, the Government has acknowledged the significant role of Civil Society in monitoring the
National Budgets, this was confirmed in a meeting between the CSOs and Mr. Keith Muhakanizi the Permanent Secretary to the Treasury Ministry of Finance, Planning and Economic Development. Details here

3.2 Improved deals and partnerships

The sector approach led to market uptake from the different sector activities key among which include; As a result of the petitioning Parliament and Foot and Mouth Disease and campaigns, led to the allocation 1.4 million Euros to the annual budget to purchase vaccines for cattle in FMD hard hit regions. The vaccines have been purchased and Nyama platform is looking at options of influencing budget committee to allocate specific funds annually for FMD vaccines.

Form the Dairy stakeholders’ event held in 2015 on promoting milk consumption for good health; key output was to prepare a national milk consumption strategy. Initial steps led by DDA, EADD and AgriProFocus to draft a national milk consumption strategy are underway. Related to this, in a project being implemented by SNV, one of the key activities is the organisation of nutrition fairs.

SNV will is also piloting the quality based milk payment System (QBMPS) as a result of dairy event that was held in 2014 whose theme was “quality enhancement in the dairy value chain”. QBMPS was a key session in this event where AgriProFocus Uganda sought an international expert on QBMPS. In general, our sector activities have kick started the formation of sector platforms which will provide space for sharing, learning and co-creation.

3.2.1 Number of deals and partnerships

The online appreciation survey with 1812 respondents (383 females and 1429 males) had the following breakdown per stakeholder group.

From the figure above, it can be observed that the majority (27.8%) of the respondents were producer groups), development agents/NGOs (21.1%) and agricultural/business support service (13.9%).
61.5% of our membership signed at least one Agreement or contract and 33% signed between 2-5 contracts as a result of participating in AgriProFocus activities. It is the goal of AgriProFocus to facilitate deal making among our stakeholders.

The partnerships were mainly signed by producer groups representing 24.5% of the respondents followed by traders/buyers/processors (20.2%). This alludes to the fact that the deals were signed between producer groups and traders/buyers/processors.

### 3.2.2 Type of deals and partnerships

Deals made with Farmer organisations were mainly made in order of importance with the following stakeholders; traders/buyers/processors, farmers’ organisations and agricultural input suppliers. 71.4% of those that closed a deal on agricultural inputs was because they wanted to access seeds or seedlings while 28.6% accessed fertilisers.
3.2.3 Size of deals and partnerships

33.3% of the respondents indicated that they had made deals worth between 500-1,000 USD, followed by 28.6% who made between 100-500 USD. Although among the minority, 4.8% of our stakeholders made deals valued between 100,000-500,000 USD. For example, in the seed event, 4 people confessed to having booked appointments with the exhibitors, 4 confessed to having obtained useful information to decide on the deals to make. 1 person confessed to having closed a deal with Pride Micro Finance, another with NASECO and Victoria seeds and another with Equator seeds.

Figure 27: Estimated value of deals in USD

No, I cannot estimate the value of the deal
More than 1 million USD
Between 500,000 and 1 million USD
Between 100,000 and 500,000 USD
Between 50,000 and 100,000 USD
Between 10,000 and 50,000 USD
Between 5,000 and 10,000 USD
Between 1,000 and 5,000 USD
Between 500 and 1,000 USD
Between 100 and 500 USD
Below 100 USD

0% 5% 10% 15% 20% 25% 30% 35%
4 Management

Hosting

For the past 7 years AgriProFocus Uganda has been hosted under a memorandum of Understanding with SNV Uganda, one of the Dutch AgriProFocus members. In 2015 AgriProFocus was given new and spacious office space which has improved branding and relation with the host. Visibility of AgriProFocus Uganda as an independent organisation has improved among SNV itself and other Network Partners and stakeholders.

The country team in its day to day operations strictly applies the HR and management procedures of the host organisation to ensure harmony.

Country Network team

The Uganda team is comprised of; the Network Facilitator (Based in the Netherlands), Country Coordinator, Network Assistant, Business and Partnership manager, Knowledge and Innovations Facilitator, Events Manager and the Communications facilitator.

In 2015 the team became more affirmed in their respective responsibilities; Job descriptions were reviewed and became a base for efficient and effective execution of tasks and roles. The team further had the different opportunity to understand each other’s profiles in order to establish clear lines of responsibility but also support each other to be effective and efficient instead of conflicting around the “who is responsible for what” syndrome.

The efficiency of weekly team meetings improved given the; setting of clear goals for the meeting, establishing a balance between the frequency, content and outcome of the meetings and finally the different types of team meetings were redefined and also given a specific period in which they would take place.

In the process of localising the country network; there was a change in the country Coordinator from a Dutch coordinator to a Ugandan coordinator. The transition took place in August.

Governance

On 21st September a steering committee was held in order to share the Networks progress in implementing the 2015 annual plan but to also establish the direction of the steering committee and define its roles and responsibilities to the Network. During the Core group meeting in October, the guidelines for the steering committee were redefined and also the name was changed from “Steering committee” to “Advisory Committee”

Furthermore, as the demand grew from the IC members to clearly define the Innovation Community structure, a guideline was also developed and is currently being implemented by the facilitators and IC leaders. The guideline clearly defines the structures in the IC i.e. internal leadership and roles, resource mobilisation, membership etc.
Strategic Direction

Part of the process of localising the country network, major activities were done in order to steer strategic thinking for the network. A SWOT and competitive analysis, a stakeholder analysis and consultative process was done and concluded. This was to mainly support our approach towards effective service delivery and resource mobilisation.
5 Financial management

The AgriProFocus Uganda network works with an annual budget to cover costs of events and activities, brokering support to network stakeholders and coordination cost. Based on the agenda set an estimate has been made for 2016 with regard to the expected cost and contributions.

The resources covering the budget come from:

- Contributions of members of AgriProFocus Netherlands members: Agriterra, CORDAID, HIVOS, ICCO, IFDC, Oxfam NOVIB, PUM, RABO bank, SNV, Solidaridad. Contributions are mainly cash for co-funding of the network coordination costs the (co-) funding of specific activities of the network.
- Contribution from the Embassy of the Netherlands in Uganda; which is also cash for co-funding of the network coordination costs the (co-) funding of specific activities of the network related to Business and Partnership brokering.
- Contributions of partners like GIZ, FIT Uganda, VECO East Africa, UNFFE, USAID (Feed the Future), TRIAS, UMPCU, UNCCSRI, UCCU, RELINE, DDA, PELUM, DFAs etc. These contributions were mostly in-kind. They served as (co-) funding of specific activities of the network.
- A contribution from the DGIS matching fund for co-funding of the network coordination costs.
- Contributions from Dutch governmental organisations like RVO serving the (co-) financing of specific activities of the network.

<table>
<thead>
<tr>
<th>Uganda</th>
<th>In €</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Dutch members</td>
<td>82.417</td>
</tr>
<tr>
<td>Service delivery programmes</td>
<td>-</td>
</tr>
<tr>
<td>Local stakeholder / Other partners</td>
<td>47.881</td>
</tr>
<tr>
<td>Total matchable income (A + B + C)</td>
<td>130.298</td>
</tr>
<tr>
<td>DGIS-matching fund</td>
<td>132.014</td>
</tr>
<tr>
<td>Public partners</td>
<td>70.987</td>
</tr>
<tr>
<td>Other income</td>
<td>15.135</td>
</tr>
<tr>
<td><strong>Total Revenu</strong></td>
<td>348.433</td>
</tr>
<tr>
<td><strong>Costs</strong></td>
<td></td>
</tr>
<tr>
<td>Coordination</td>
<td>56.842</td>
</tr>
<tr>
<td>Network development</td>
<td>70.022</td>
</tr>
<tr>
<td>Business &amp; partnership brokering</td>
<td>61.772</td>
</tr>
<tr>
<td>Innovation communities</td>
<td>188.645</td>
</tr>
<tr>
<td>Platform for debate &amp; Learning</td>
<td>21.737</td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td>399.017</td>
</tr>
<tr>
<td><strong>Result</strong></td>
<td>-50.584</td>
</tr>
</tbody>
</table>

**Opening balance 01-01-2015** | 60.047
**End balance 31-12-2015** | 9.463
The 2015 result amounts to € -50,584. This brought the balance of the year 2015 to an amount of €9,463, which is more than €25,000 less than expected. This result was obtained due to much lower revenues received in 2015 (20% less). Especially contributions from local members and revenues from entry fees were less than expected. This could be partially balanced only by higher contributions from Dutch members and a larger contribution from the DGIS matching fund.

On the costs side realised expenditures were 14% less than expected. The team worked more cost efficient and saved on costs by doing more work by the team itself using fewer third parties (consultants) this year. Of the total costs savings most saving was achieved with the network activities (Business & Partnership brokering and Platforms for debate and learning) with an average of 37% less costs, though all planned activities were completed.

As indicated above, with regards to revenues; in particular income from entry fees fell short. Reasons for this are:

- A lower number of participants and exhibitors participating in the events. In 2015 most of the events were made for specific target groups who participated on invitation. However, on some events like the Market Information Symposium, fees for participation were increased from 30,000UGX to 80,000 UGX for 2 days so the number of paying participants dropped.
- Cash contribution from programs (members and partners having AgriProFocus activities integrated in and paid for in their own projects) was significantly less compared to what was budgeted for 2015. AgriProFocus Uganda realised only 19% of the expected cash revenues. This is explained by the fact that much more was realised through in kind contributions that added up to €87,700. Although in-kind contributions are of extreme importance to the implementation of the AgriProFocus programme and execution of our activities, in-kind contributions do not contribute to the recovery of our overhead and the direct costs (e.g. for events) made by the AgriProFocus coordination team.

With regards to costs:

- The costs of coordination were higher due to changes in the coordination team leading to one additional position during the last 5 months of the year.
- Also the costs of activities/number of activities were lower due to realise €87,700 in kind contributions from partners, members and stakeholders towards planned activities that was not expected according to the 2015 budget.
6 Analysis and conclusions

Our relevance

The information on platform is well appreciated because it is up-to-date, detailed well researched and informative. The marketplace is well used for doing business, offering and looking for employment. However, there is need to easily track statistics of the traffic on the marketplace. The AgriProFocus online platform offers continuity for project activities and information awareness; there is continuity through curated pages. The Interactive nature of our website makes it highly attractive, also for organisations to open their curated pages (GIZ, possibly IFDC, ISSD, ICCO). Other platforms want to link with the AgriProFocus online platform for their own Visibility (CBI, Daily Monitor).

Demand for our services (demand driven) is on the rise; the growing demand for AgriProFocus organised matching events, B2Bs and fairs (invited by AMCHAM, VECO P4P to jointly organise fairs. Our business linking services go beyond the national level: in the region and intercontinental, and are asked for. We however realise the need to organise stakeholder groups and can provide the tools and approaches to assist our stakeholders doing business through the network effectively.

Our interventions are appreciated by stakeholders, experts, research organisations and former participants of some of the activities like the gender in VCD Trajectory. Service are being recognised as a linking pin to unique areas in agribusiness lobbying. Our approach on business brokering, outreach and capacity to disseminate information is seen as value addition to funding proposals our stakeholders engage in.

Our efficiency

The team operates with strict application of host’s procurement procedures to assure cost efficiency. We realised the importance of timely booking of costs into the financial system (FINOVION) which gives a clear indication on performance budget wise. However, the team also proactively took record of expected costs and revenues and constantly updated it when revenues were earned or costs made.

The team has grown cautious about spending and is aware of costs and that’s why on most activities the focus has been put on increasing partner contributions, sponsorship towards activities.

In 2015 as the team got acquainted with their profiles, implementation became easier and less time consuming. We also realised that hiring consultants is not always increasing time efficiency (instructing, monitoring, correcting, quality assurance) but instead costs us. Personal time efficiency has improved through better team work and mutual support.

Close collaboration and knowledge sharing with other country Networks has improved our support system as a country has improved. Sharing of ideas especially in resource mobilisation, M&E and the online platform. We have further shared knowledge and lessons learnt on Finance fairs, IC governance, sharing job profiles and experiences, Network to partnership linkages and orientation of new colleagues in the same position.
Our effectiveness

In 2015, AgriProFocus Uganda achieved more than was planned given the demand driven activities that came along the way. We had an early start in planning and we also considered the unforeseen in our annual plan.

Triggers

High level of production of events and actions realised by improved involvement of stakeholders from different categories especially from the policy and business point. However, the AgriProFocus Agenda became too full and gave less room for reflection, lessons learned and quality assurance. In 2016 our focus will be on less but quality events and activities designed with lessons from 2015, recommendations and needs from the members/partners/stakeholders. We also focused on demand driven activities but still had struggles with financial commitment of some partners. In 2016 focus will be on demand generated through value propositions and tailor made services to our stakeholders.

Output

It’s not always possible to determine effectiveness in terms of output because we had a missing link in defining clearly what the expected was. Output is often defined as direct from the event, instead of looking at it after-effects (follow-up). We did not make the time to reflect on what the output is from the data collected and what needed follow up. In 2016 planning we have to organise and made time to follow-up on output of events that took place in 2015 and yet to take place in 2016.

Strategic thoughts and orientations:

Our activities tried to focus on the needs of our stakeholders groups e.g. assessing producer organisations to link them as right clients to financial institutions. In the next phase of 2016, our focus will be further sourcing and supporting enterprises to be connected with potential service providers or investors etc. We want to develop approaches that are attractive and affordable to private sector players to identify potential clients.

Although we didn’t do enough consequent following up of interviewed visitors and exhibitors to get a clear image of our output, impact, and relevance, we managed to track some of the deals that were brokered directly and also some of the partnerships that we directly match made.

The business environment we operate in is getting competitive, some of our products and services are copied by some stakeholders. That is to be taken as a compliment to AgriProFocus. It asks for innovation of newer and better services to members of the network, and for developing new products that can be paid for by clients on a financially sustainable arrangement. This will also involve focusing and prioritising on services that offer and focus on impact. Do less activities of better quality and more income oriented. Big challenges that the team is ready for to take up.

In the bid to improve our service delivery and outreach, we will continue to partner with SMS platforms to increase outreach to rural areas and also continue to facilitate feedback. We have positioned ourselves as a network for networks. This will create opportunities for visibility for other networks nationally and internationally and also will improve service delivery to our network members.
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