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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED GRANT  
IN THE AMOUNT OF US\$27.64 MILLION

TO THE

REPUBLIC OF UGANDA  
FOR A

UGANDA MULTISECTORAL FOOD SECURITY AND NUTRITION PROJECT

DECEMBER 31, 2014

*Agriculture; Health Nutrition and Population; and Education Global Practices  
Eastern Africa Country Cluster 1  
Africa Region*





# Uganda Multisectoral Food Security and Nutrition Project

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<b>Themes</b>		
Theme (Maximum 5 and total % must equal 100)		
Major theme	Theme	%
Human development	Nutrition and food security	100
Total		100
<b>Proposed Development Objective(s)</b>		
The Project Development Objective (PDO) is to increase production and consumption of micronutrient-rich foods and utilization of community-based nutrition services in smallholder households in project areas.		
<b>Components</b>		
<b>Component Name</b>	<b>Cost (USD Millions)</b>	
Component 1: Delivery of multisectoral nutrition services at primary school and community levels	17.80	
Component 2: Strengthening capacity to deliver nutrition interventions	5.20	
Component 3: Project management, monitoring, evaluation and knowledge generation	4.64	
<b>Compliance</b>		
<b>Policy</b>		
Does the project depart from the CAS in content or in other significant respects?	Yes	[ ] No [X]
Does the project require any waivers of Bank policies?	Yes	[ ] No [X]
Have these been approved by Bank management?	Yes	[ ] No [ ]
Is approval for any policy waiver sought from the Board?	Yes	[ ] No [X]
Does the project meet the Regional criteria for readiness for implementation?	Yes	[X] No



<b>Legal Covenants</b>			
<b>Name</b>	<b>Recurrent</b>	<b>Due Date</b>	<b>Frequency</b>
<b>Description of Covenant</b>			

**Conditions**

The grant

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Christiaan Johannes Nieuwoudt	Finance Officer	Finance Officer	CTRLA
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## **B. Sectoral and Institutional Context**

### **Nutrition**

5. Globally, child and maternal under nutrition underlie more than one-third of all child deaths and result not only in failure to meet the first MDG - to halve poverty and hunger - but to meet other goals in health, education, and gender equity. Uganda is among the 20 countries worldwide with the highest prevalence of under nutrition. In 2011, 33 percent of under-5 children were stunted, higher than in neighboring countries with lower per capita income. Stunting is nearly twice as high in rural compared to urban areas (36 percent compared to 19

development. Poor practices among these vulnerable groups indicate a lack of community knowledge and awareness, and weak nutrition education systems.

- iii. *High burden of disease, including acute respiratory infections, diarrhea, and malaria, is a significant determinant of stunting in infants and young children in the Ugandan context.*



generation objectives; furthermore, there is a lack of nutrition knowledge at the community level. There is correspondingly poor technical, implementation, and administrative capacity for nutrition in key sectors, particularly from district-level downwards, at odds with national nutrition policies, guidelines, strategic plans, and relatively strong central technical capacity. In sum, there is need for extensive heightened nutrition awareness in the local government and administrative units responsible for providing public functions and services. The project will be addressing these problems, and includes a separate capacity development component to respond to capacity constraints. The World Bank Uganda Economic Update 3rd edition, "Are You Being Served?" (March 2014), notes that the growth of district governments has not been matched with increased funding, particularly in those districts not well funded and with many positions vacant. "Increasing value for money in education and health spending in lagging districts can help achieve better outcomes without raising costs." (Page 5)<sup>2</sup>

### **Agriculture Sector**

12. Food availability, quality, and diversity determinants of household nutritional status, clearly fall within the mandate of the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF). However, the major programs under MAAIF focus on increasing productivity and commercialization of staple foods and cash crops. Comprehensive community-based agricultural service structures have been established with Bank support, including the Agricultural

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nutrition services are included as part of the National Minimum Health Care Package. However, these nutrition strategies have not been widely implemented, with the result that coverage is low for UNAP priorities (scaling up micronutrients and improving maternal, infant, and young child



improvement will look to agriculture, health, education, early child development, hygiene and sanitation, and gender strategies, and vice versa. Specifically the project will support the first (Promote Inclusive and Sustainable Economic Growth) and third (Promote Human Capital Development) strategic objectives of CAS through focus on nutrition and corresponding health and human capital outcomes. In addition, the project will help improve efficiency in public spending. These strategic objectives are directly in line with the proposed project contributing to the implementation of the NDP and UNAP.

17. The proposed project will also complement and strengthen several WB-financed projects. The ATAAS (and proposed ACDP) projects support the generation and diffusion

age of two years. The project is designed within the objectives articulated in the UNAP and implemented through national systems to achieve ownership, build capacity, and achieve sustainability.

21. **The proposed project will complement a number of ongoing and planned efforts supported by other external development partners** to address nutrition in rural environments and for young children and women of child bearing age. Among these are the programs supported by the USAID

**Table 1: Estimated number of primary project beneficiaries**

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<b>Phase</b>	<b>No. Districts</b>	<b>Primary Beneficiaries</b>	<b>Participating Districts</b>	<b>Participating Primary School Communities</b>
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### **C. PDO Level Results Indicators**

26. Progress toward the PDO achievement will be measured through the following outcome indicators, all within participating project areas: (i) Net change in percentage of households reporting year-round production of at least three micronutrient-rich crops; (ii) Net change in percentage of children 6-23 months in households consuming minimum dietary diversity; and (iii) Net change in percentage of women participating in community-based nutrition activities.

## **III. PROJECT DESCRIPTION**

### **A. Project Components**

27. The proposed project will support GoU efforts to improve child nutrition through nutrition interventions across multiple sectors at national and district levels yet to implement selected interventions within each respective sector emphasizing existing systems, budgets, and accountability structures in eligible districts.

28. The project will support interventions to improve the content and coverage of nutrition services at primary schools and surrounding communities. The focus will be on delivering interventions to address the key determinants of chronic malnutrition in project areas, as identified in each sector under UNAP. These interventions are mainly focused on production and consumption of diversified micronutrient rich crops, nutrition care practices, and hygiene and sanitation demonstration. Simultaneously, the project will support demand-side approaches to enhance utilization of VHT delivered

## **COMPONENT 1: DELIVERY OF MULTI-SECTORAL NUTRITION SERVICES AT PRIMARY SCHOOL AND COMMUNITY LEVELS (US\$17.80 million)**

29. The objective of this component is to improve the nutrition functions of (i) community-based institutions; (ii) primary schools; (iii) agriculture extension mechanisms; and (iv) VHTs in line with UNAP and the three sectoral strategic plans. The activities supported are organized broadly by the lead responsible sector, although there will be overlap in activities given the cross-cutting nature of interventions and the differing roles and capacities of each sector. It is estimated that approximately 15 districts, 5,400 VHT members, 1,500 primary school demonstration gardens, 3,000 LFs and 3,000 PGs (consisting of an estimated 45,000 parents), will be supported over the life of the project.

### ***Sub-component 1.1 Community sensitization and establishment/strengthening of community-based institutions*** (Lead entity: Districts)

30. This sub-component will support community sensitization and mobilization on nutrition. Activities financed under this sub-component will include: (i) initial sensitization of communities, including media communications; (ii) formation, mobilization, and facilitation of PGs from the communities surrounding selected primary schools, each to be led by a chairperson who will be identified by the PG; and (iii) two LFs from each primary school catchment area who will be chosen by the community taking into consideration their agricultural skills, available land, and interest in sharing improved technologies. Building capacity of service providers in nutrition is an essential component of the project (details included under Component 2). Where Districts do not have the necessary human resources to deliver the project activities and are not able to recruit necessary staff in a timely manner, the project will provide the option for Districts to identify and access local NGOs/CBOs support as facilitators for community mobilization and agricultural extension, in conjunction with Community Development Officers at sub-county level.

### ***Sub-component 1.2 Enhancing nutrition services delivered through primary schools, lead farmers and parent groups*** (Lead sector: Education)

31. This sub-component will support the establishment or strengthening of school and community-based nutrition activities, some of which will be implemented by the Primary Schools in collaboration with LFs and PGs established Dist



***Sub-component 1.3 Agriculture support for school-based nutrition services*** (Lead Sector: Agriculture)

32. This sub-component will support strengthened linkages between agriculture extension services and participating primary school demonstration gardens, specifically (i) engagement of MAAIF agriculture crop extension specialists with selected primary schools in development of the PSNAP, agricultural demonstration garden design, and procurement support for the project financed primary school-based activities; and (ii) technical and procurement support to LFs and communities in expanding production of promoted crops; and (iii) delivery of a pre-developed nutrition curriculum based on the UNAP priorities.

***Sub-Component 1.4 Strengthened nutrition services through Village Health Teams (VHTs)***  
(Lead Sector: Health)

33. The VHTs were established by MOH to mobilize communities for health and nutrition programs and strengthen delivery of basic health and nutrition services at household level. This sub-component will support priority nutrition services through VHTs under this mandate. In all selected districts, the project will support the following: (i) community mobilization on nutrition, nutrition behavior change communications, and monthly growth monitoring and promotion (GMP) of children under 23 months and (ii) provision of IFA supplements and deworming for pregnant/lactating women and zinc supplements for children 6-59 months. In selected primary school catchment areas, the project will also support the following, in line with the MOH mandate to support school health and nutrition activities: (i) School Nutrition Committee membership in selected primary schools for development and implementation of the PSNAP; (ii) primary school-based nutrition education sessions for students and PG demonstrations, as included in the PSNAP (necessary inputs to be procured by the School Nutrition Committee); and (iii) deworming tablets for school children and IFA supplements for girls in grade 4 and above.

**COMPONENT 2: STRENGTHENING CAPACITY TO DELIVER NUTRITION INTERVENTIONS**

34. This component will improve capacity of sectoral institutions to deliver nutrition interventions relevant to this project, including support for: (i) national, district, and sub-county, stakeholder sensitization on nutrition and project activities; (ii) consultancy services to develop necessary training materials for extension agents, primary schools, and community workers, including workshops to finalize training and support materials and printing and distribution of necessary support materials for each sector; (iii) consultant services to deliver nutrition training for relevant district, primary school and community personnel; and (iv) sector-specific refresher training and supportive supervision for relevant staff at district level and below.

**COMPONENT 3: PROJECT MANAGEMENT, MONITORING, EVALUATION AND KNOWLEDGE GENERATION**

35. This component will include initiatives to: (i) ensure project management and coordination; and (ii) support monitoring, evaluation at all levels, knowledge generation and

management, and dissemination of findings within Uganda and globally. This component will finance goods, services, and specified incremental operating costs (for all components).

***Sub-component 3.1 Project management and coordination***

36. This sub-component will support: (i) project-related implementation capacity, including support for the designated project coordinator and key additional staff needed in areas such as fiduciary and M&E specialists who make up the Project Coordination Unit (housed within MAAIF); (ii) additional activities and related expenditures for central ministries not currently readily handled by their procurement and financial management systems, including management information systems, as well as auditing, and reporting; (iii) strengthening district and sub-entities fiduciary management and service delivery contracting capabilities, including staff training, as well as supplemental operational funds to carry out explicit project-related mandates.

***Sub-component 3.2 Project monitoring, evaluation, and knowledge generation***

37. This sub-component will support (i) the development and implementation of a consolidated project system for regular project activity and fiduciary monitoring reporting. This will be administered by the PCU but will require the three implementing sectors and participating Districts to adopt the system and provide regular reports consistent with it; (ii) surveys to provide baseline, midline and endline values, and an impact evaluation building on the foresaid; and (iv) the



**Table 3**

a) *International and Uganda-specific experience with nutrition:* Selected nutrition interventions in the critical first 1000 days of life (and before for females of reproductive age) have significant impact on the human development of new generations. With technical guidance and social mobilization, communities have been shown to be capable of recognizing the benefits of these nutrition interventions<sup>5</sup>. As coverage dictates the overall impact, strengthening community-level interactions between women and other caregivers and community-based nutrition services is essential. However, progress in nutrition has been constrained by a focus on interventions within a single sector, usually health. As underscored in the UNICEF conceptual framework, which shows the relationship between food, health, and care, a multisectoral approach is essential for effective improvement in nutrition. This requires translating multisectoral strategies, policies, and guidelines into service delivery at community levels. Evidence suggests that the best approach for multisectoral interventions is to “think multisectorally, act sectorally”. This is particularly important to ensure that project delays in one area do not hold back implementation in other sectors. Uganda has had similar experiences to what is proposed for this project through schools and agriculture<sup>6</sup>, and although these were limited in scope and coverage, they provide some key learnings, including that focusing on year round production and consumption of fruits and vegetables in backyard/kitchen gardens has been found to be an effective approach to improving dietary diversity. School gardens can be an effective platform for community engagement and social change (see box 1: Experience with community-based agriculture and nutrition projects in Uganda). The presence of a district nutrition coordinator with explicit multisectoral focus is important to coordinate the implementation, as it is difficult to break out of sectoral silos.

b) *Uganda World Bank project experience:*

This project was developed with significant and regular guidance from World Bank and Government of Uganda sector specialists, as well as DPs, who shared their implementation experience, and identified what methods were used in their sector, with advantages and disadvantages (a list of World Bank projects which provided insight are contained in the footnote<sup>7</sup>). These considerations were taken into account and are reflected in the selected implementation arrangements. Some important experiences considered in the project design:

- i. Project design consultations are necessary both before and after project approval. The project development process has been a collaborative effort engaging sectoral ministries and the Office of the Prime Minister, which worked step-by-step with the Bank and as a joint collaborative team. DPs have been consulted throughout. The intention going forward is to continue this practice through annual joint reviews.
- ii. Capacity constraints at ministries include slow disbursement and inadequate fiduciary performance, which is an important risk for project implementation. It is important to include training, and possibly consultant support for procurement and finance, to increase capacity and support the ministry staff.

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<sup>5</sup> E.g., in Uganda: BASICS (USAID), ECD (World Bank)

<sup>6</sup> In Uganda: Enhancing School Gardens (SNV), Community Connector (USAID), Harvest Plus

<sup>7</sup> Northern Uganda Social Action Fund (NUSAF), Global Partnership for Education (GPE), ATAAS, Early Childhood Development (ECD)



Figure 1: UNAP and Project Implementation Framework

45. At national level the Office of the Prime Minister (OPM) is responsible for UNAP oversight, coordination and strategic guidance. It chairs the Uganda Food and Nutrition Council (“Council”) and serves as the Council’s secretariat, including the UNAP sub-body, the Uganda Nutrition Multisectoral Technical Committee (“Technical Committee”). The proposed Project activities are an integral part of the UNAP effort and its progresses are to be regularly presented to the UNAP Technical Committee and Council. An

undertaken by both the District Directorates and selected Primary Schools. To assure timely availability of funds, approximately six months estimated funding will be available in the District account for access by primary schools or District Directorates, as needed and justified. The agriculture, education and health Directorates will have Project Focal Points (PFPs) who will meet regularly with the DNC and provide activity and fiduciary reports.

48. At the Primary School level a Primary School Nutrition Action Plan (PSNAP) will be developed by the School Nutrition Committee and submitted for approval to the DNCC. The PSNAP will be implemented by the primary school leadership, PGs and LFs.

49. At community level existing community groups will be made aware of and carry out, nutrition agricultural, health, and improved nutrition behavioral practices which are promoted by the project, organized around VHTs and LFs.

## **B. Results Monitoring and Evaluation**

50. Monitoring of project results will be based on sectoral activity and fiduciary data under Components 1 and 2, reported through normal government systems, consolidated in quarterly reports produced by the PCU described above, which is headed by a project coordinator (funded by the project) as well as an M&E specialist, accountant, and procurement specialist, housed at MAAIF. The consolidated project system will monitor and track progress and effectiveness in implementing the project (inputs, activities, processes, outputs, intermediate outcomes, and PDO

### **C. Sustainability**

52. This project will support UNAP, which has been under implementation since 2011. The Government has demonstrated commitment to improve nutritional outcomes, and doing so with its decentralized policy and by empowering communities. Project implementation is designed to strengthen public sector relevant Government systems and procedures to respond to nutrition objectives, particularly at district and sub-district levels, as well as national nutrition coordination, thereby enhancing capacity to sustain UNAP goals, strategies and strategic interventions. This includes improved cross-sectoral planning, budgeting, operational

55. Capacity risk is Substantial. Reliance on inter-sectoral coordination at district level to ensure effective project implementation will principally depend on rigorous engagement by the CAO and designees; on adequate numbers of critical, trained personnel at district, county, sub-county and village levels; and on use of external service delivery entities, where appropriate. Implementation capacity will need strengthening at selected districts. At district level agriculture, education, and health sectors have trained personnel who deal with the rural and peri-urban communities; however, operational coordination mechanisms do not presently exist, nor is nutrition included in their priority work programs. There are experienced NGOs which are active in communities and deal with nutrition, and offer districts, on a needs basis, potential pathways to expand project coverage and perform implementation tasks which are not available at this point from Government.

56. Governance risk is Substantial. To mitigate governance risks, including fraud and corruption in the course of project implementation, the project will: i) provide technical assistance at critical junctures including at national level and for the selected districts, to support better accountability, accuracy and timeliness of project financing and activities; ii) improve procurement and financial management processes, as needed, and iii) have a robust program of unannounced site visits by district staff to primary schools and communities.

57. Project risk elements range from Substantial to Low. Implementation capacity challenges will be mitigated by a number of factors: i) the decentralization process will continue to put greater management control and financial resources into district hands and primary schools, with funds directly flowing from the Ministry of Finance to the MAAIF Project Account to District project accounts; ii) Government is committed to provide adequate key project staffing in selected Districts; iii) there will be nutrition sensitization and nutrition technical in-service training programs at all levels, and for each sector; iv) LFs, chosen by the communities will receive technical guidance, supervision and related inputs, and will be provided project specific training; v) the project will provide technical support, particularly with respect to fiduciary management and monitoring, where it is not available on a timely basis at both national and sub-national levels; vi) there will be an effort to work with Development Partners in a complementary manner to achieve UNAP objectives related to the project and to avoid duplication of effort (the process of donor engagement and learning from existing projects was already started during project preparation, hence rating of program and donor risk as “moderate”); vii) the emphasis will be on Uganda ownership of a realistic set of project activities; viii) a two-phased approach to scaling up the project will allow for addressing implementation needs, and sequencing of interventions on the ground will be done so that commitments, training, capacity, and necessary inputs will be in place when needed for each sectoral undertaking; and ix) sectoral interventions can go forward separately without being held captive if there are lags in moving ahead with other sectoral actions.

58. Nutrition requires a coordinated approach and providing multisectoral leadership and coordinated action for nutrition programs is a challenge. There are risks of fragmentation of the national response, establishment of parallel systems, and duplication of efforts. In response, the Government has established the Uganda Food and Nutrition Council ("Council") under the Office of the Prime Minister (OPM), which will provide

59. Risk related to monitoring of service delivery and regular and reliable data collection is Substantial. It will depend in large measure on district systems and the capacity of district Directorates to work together, as well as primary school competencies and the leadership of the Head Teacher. The intention is for the PCU in the first year to hold joint reviews at least once every quarter with each participating District to assess progress, successes, challenges and ways



62. The magnitude of the economic impact of malnutrition provides a strong rationale for project interventions based on three factors: (i) markets failing to address the problems of malnutrition for poor families who do not have access to adequate food or health ] T53poor



operating costs. Given the limited resources, capacity implications, and project behavioral change objectives, the project does not include primary school feeding or infrastructure financing. To allow for refinement of project processes and interventions, the initial phase will involve a limited number of districts (5) in the five regions with greatest nutritional deficits, with a second phase which will ramp up the total number of districts to a maximum of 20 in the second project year, depending on experience with the initial districts and what has performed well, and cost implications.

### **C. Financial Management**

72. A Financial Management (FM) assessment was conducted at MAAIF, selected districts, and selected schools that will be implementing the project. The other implementing ministries (MOES and MOH) will be accessing project funds from MAAIF.

73. The objective of the completed FM assessment was to determine whether the implementing entities have acceptable financial management arrangements in place that satisfy

Instructions 2003. Community groups will also open project bank accounts at sub county level through which the Disbursements to LFs will be made.

76. The GoU is rolling out IFMS and implementing the Treasury Single Account (TSA). The proposed banking arrangements above will be reviewed as the reforms are extended.

77. MAAIF will be using the report-based disbursement method; (i) MAAIF will prepare a six monthly cash flow forecasts for project needs based on the work plan and submit the Withdrawal Applications and cash forecasts together with the cash request to the Bank after the effectiveness of the project. Subsequent withdrawal applications should be submitted quarterly with Interim Financial Reports (IFRs) within 45 days after the end of the quarter accompanied by a cash forecast for the next six months. The quarterly periods follow the calendar year quarters hence IFRs should be prepared as of end of March, June, September and December. (ii) IDA will make an advance disbursement from the proceeds of the Grant based on the cash flow forecast by depositing into a Recipient-operated Designated Account held at Bank of Uganda denominated in US Dollars. (iii) Funds can be paid from the designated account or transferred to the project account denominated in Uganda Shillings to make payments in this currency.

78. The MAAIF Internal Auditor in collaboration with the district internal auditors will be required to conduct semi-annual internal audit reviews on the project and submitting the report to the Bank within 45 days after the end of each semester. The resources for the reviews by MAAIF and district internal auditors will be provided for under the project. The Head of internal audit at districts that are vacant should be filled within six months after the project becomes effective.

79. The Auditor General is primarily responsible for auditing of all government projects.

deliver nutrition commodities (micronutrient supplements and deworming tablets) and equipment, which are to be used at the community level.

81. Primary School procurement will follow community procurement arrangements and shall be conducted by the School Nutrition Committee. Similarly the procurement by LFs shall follow the same community procurement arrangements, with all LFs in a sub-county constituting a single community procurement committee to be responsible for procurement on their behalf. The main procurements at this level will be farm tools, inputs for locally available crops as well as technologies for nutrient rich crops specifically, orange-flesh sweet potatoes, iron rich beans and protein rich maize. At District level procurement shall be for consultants to support mobilization of communities and supplementing the existing agricultural extension services.

82. The key risks are: i) the need to strengthen procurement capacity by technical and procurement staff in World Bank procedures; ii) weak inter-ministerial coordination, which exacerbates some decisions and procurement actions at national level; iii) inadequate procurement review and oversight; and iv) elite capture at the community level. Mitigation measures include: i) training of project implementing staff at needed levels in procurement and contract administration; ii) hiring a procurement specialist at MAAIF to coordinate procurement as well as guide and oversee community procurement; iii) regular internal audits of procurement processing and contract administration; and iv) District level project launch workshops and regular skills workshops for those with project responsibilities and dissemination of the community procurement guidance materials as outlined in the PIM and supporting materials.

#### **E. Social and Environmental (Including Safeguards)**

83. The proposed project has multiple positive impacts and benefits to the targeted vulnerable populations of pregnant and lactating women and children under 2 years of age as well as primary school children, parents groups and farmers. These elements include improved nutrition and school attendance of children, hygiene, soil and water conservation measures in the rural and peri-urban areas which have high stunting rates. All community members in the catchment areas of each beneficiary school will have an equal opportunity to participate in the school based demonstration project activities. The design of this initiative has been and continues to be as inclusive to the extent possible based on the consultative and participatory process for the Agriculture Sector Development Strategy and Investment Plan from which this project draws its nutrition sensitive agricultural activities and target groups that includes women and children. Similarly, several priority gender issues related to the improvement and diversification of household food production of smallholder farmers, an area controlled by women, are proposed through increased access to agricultural inputs, extension services and promotion of labor saving technologies as identified by the consultative process. The project will generate gender disaggregated data to the extent feasible to provide for the monitoring of the results indicators.

84. The salient physical project activities relevant to safeguard analysis apply to Components

issues. These impacts are expected to be minimal and not adverse, site specific and readily manageable. Schools that will be selected to host the demonstration gardens shall be chosen after confirming availability of at least one half acre of available (no need for land acquisition) and arable land. The respective District Agricultural Extension services shall be rendered to the schools and selected farmers to provide guidance for the management of the demonstration gardens. Therefore, two safeguard policies OP 4.01 Environmental Assessment and OP 4.09 Pest Management have been triggered and the project was assigned EA category B– Partial Environmental Assessment.

85. Since the Uganda Multisectoral Food Security and Nutrition Project is closely linked with the proposed Bank-financed ACDP (P145037) in that both projects will be implemented in the same Cluster Districts, Environmental and Social Management Framework (ESMF) for ACDP was adapted and revised. Key aspects of the ACDP Pest Management Plan (PMP) were also captured and reflected in the ESMF to provide a framework for management of pesticide use. In addition, specific guidance on the handling, use of pesticides and disposal of empty pesticide containers will be included in the Project Implementation Manual (PIM) for the Multisectoral Food Security and Nutrition Project. Together with the ESMF, these guidelines will guide the preparation of site specific PMPs during the implementation of OP 4.01, and will also address social aspects related to the inclusion of the vulnerable groups of people in the project activities. Through the community based participatory processes the project will ensure inclusion of all target groups. The ESMF has been disclosed in-country and at the Infoshop on November 19, 2014.

86. The implementing agencies that include MAAIF, MOH and MoES have no Environmental and Social Development personnel to handle environmental and social aspects. As the Project Responsible Agency, MAAIF will recruit these personnel within six months of effectiveness, and they will be expected to handle environmental and social aspects of the Multisectoral Food Security and Nutrition Project. The respective District Environment Officers and Community Development Officers will support the project activities to address both environmental and inclusion related concerns at the Local Governments level.







## **Annex 2: Detailed Project Description**

### **Uganda Multisectoral Food Security and Nutrition Project**

1. The project approach is to plan and coordinate nutrition actions across multiple sectors (agriculture, health, and education), but to implement interventions within the existing systems, budgets, and accountability structures of each sector. Interventions will be primarily delivered in selected primary schools and community level to improve coverage of nutrition services in agriculture, health, and education (



this sub-component in terms of expected outputs (i.e. number of communities sensitized, number of LFs mobilized, and number of PGs established).

***Sub-component 1.2 Enhancing nutrition services delivered through primary schools***



also establish model gardens to practice the new techniques demonstrated at the school garden and support the PGs to implement the improved practices in their own homestead gardens. The LF packages are estimated to cost up to US\$1,000 over two years of support.

***Sub-component 1.3 Agriculture support for school-based nutrition services*** (Lead sector: Agriculture) (US\$0.93 million)

15. To build the use of the primary school as a platform for knowledge transfer to the broader community, this sub-component will support strengthened linkages between agriculture crop extension agents and participating primary school demonstration gardens. The agriculture crop extension agents will provide technical support for demonstrations of micronutrient-rich food production, including supporting the development of the PSNAP, associated decisions about procurement, and delivery of a pre-developed curriculum based on the UNAP priorities<sup>11</sup>. Curricula are already available from previous experiences with school gardens<sup>12</sup> and existing projects promoting home production of nutrient-rich foods. Following initial district consultations, MAAIF will identify district-specific selection of 3-4 locally available nutrient-rich seed varieties to be promoted through the project. This builds upon the findings from existing projects that homestead garden promotions should have simple and consistent messaging regarding dietary diversification<sup>13</sup>. Considerations for seed variety selection will

promote key micronutrients: IFA supplements during pregnancy, deworming during pregnancy and for children 6-59 months, and therapeutic zinc supplements as part of diarrhea management for children 6-59 months. The project will finance procurement and operations/logistics to meet demand that exceeds existing MOH supply of these commodities in project areas (relevant capacity building is covered under Component 2).

*b) School-based nutrition services*

18. In addition to the community-based nutrition activities that will be strengthened across participating districts, this project will support three aspects of school-based health/nutrition services in all selected primary schools: (i) Increased linkages between primary schools and VHTs. VHTs, who have the responsibility for coordinating community-level health interventions<sup>14</sup>, will link with the School Nutrition Committee for nutrition education for PGs, which will be delivered by the VHTs at monthly community outreach sessions. These will follow a pre-developed curriculum to facilitate behavior change in use of health and nutrition services, household consumption of nutrient-rich foods, maternal nutrition, sanitation and hygiene, food safety, linkages to relevant maternal and child health services, and cooking demonstrations to promote micronutrient-rich foods (t

planning and implementation). This project will support planning, review meetings, and monitoring and evaluation for the DNCC and the Sub-county nutrition coordinating committee, and for relevant technical staff at national, district, and sub-county levels.

21. *Training to equip extension agents and school- and community-level workers from key sectors (agriculture, education, and health) with necessary competencies to deliver this project.* The project will build upon the considerable training materials already developed to support nutrition in all three sectors. Key resources that have been identified include: MAAIF training and education materials supporting micronutrient-rich crops (e.g. OFSP); the MOH's VHT nutrition module; MOH community mobilization tools and guidelines for hygiene and sanitation developed under the Water and Sanitation Program (WSP); materials and guidelines for supporting school gardens from both SNV and FAO; and MOH/USAID/UNICEF resources from the Community Connector project. Support will include consultancy services as needed to develop additional training materials for each sector (and for each area); sector workshops to finalize training and support materials; and printing and distribution of necessary support materials for each sector.

22. A third party provider will be contracted for

### **COMPONENT 3. PROJECT MANAGEMENT, MONITORING, EVALUATION AND KNOWLEDGE GENERATION (US\$4.64 million)**

25. This component will include initiatives to: (i) ensure project management and coordination; and (ii) support monitoring, evaluation at all levels, knowledge generation and management, and dissemination of findings within Uganda and globally. Under this component goods, services, and specified incremental operating costs (for all components) will be financed with project resources. Overall project oversight and strategic planning will be the responsibility of the Inter-Ministerial Project Steering Committee. Coordination and management of the project will be the responsibility of the Inter-Ministerial Project Implementation Committee. Government systems will be strengthened to meet project needs, as necessary.

26. Monitoring of district level and below activities that fall under each sector will be reported by that sector. Sectors may decide to simultaneously provide information through sectoral channels and to the district. Information must be provided to the district which will compile, consolidate and produce reports by the Project Nutrition Focal point, shared with the DNCC (under supervision of the CAO) and reported to the Inter-ministerial Project Coordination Unit in MAAIF. This component will finance the following broad categories of activities:

#### *Sub-component 3.1 Project management and coordination*

27. This sub-component will support critical project-related implementation capacity, including support for the designated project coordinator and key areas such as fiduciary and M&E specialists, for the Project Coordination Unit (PCU). To the extent there is reliance on central ministries and districts to perform tasks which require new activities not currently readily handled by sponsi a



coordinator (funded by the project) as well as an M&E specialist, accountant, and procurement specialist, housed at MAAIF. The consolidated project system will monitor and track progress

**Annex 3: Implementation Arrangements**  
**Uganda Multisectoral Food Security and Nutrition Project**

**Project Institutional and Implementation Arrangements**

**1. Overview**

**A. National**

1. At national level, the Office of the Prime Minister (OPM) is responsible for Uganda Nutrition Action Plan (UNAP) oversight, coordination and strategic and policy guidance, including research priorities. OPM chairs the Uganda Food and Nutrition Council (“Council”) and serves as the Council’s secretariat, including the UNAP sub-body, the Uganda Nutrition Multisectoral Technical Committee (“Technical Committee”). Project activities are an integral and contribute to the UNAP effort and regularly presented to the Council and in integrated into UNAP annual discussions. The Inter-ministerial Project Steering Committee, comprised of the three Permanent Secretaries and chaired by the Head of Public Service/Secretary to Cabinet (or designee) has responsibilities with regard to



**B. District Level**

2. At District level,



including disbursement requests	Committee	District quarterly disbursements	Officer, District Internal Auditor, District PNC, and CAO
<b>C. Community</b> Community sensitization, mobilization and group formation		After Project effectiveness	District Community Development Officer or NGO

(i) Facilitate project implementation and linkages across sectors with respect to project planning, inter-sectoral dialogue, administration, financial and procurement management, flow of information and knowledge sharing, and monitoring and evaluation;

(ii) Disseminate, follow-up, and discuss application of the PIM operational guidelines and procedures with project stakeholders at national level;

(iii) Prepare quarterly disbursement requests based on sectoral and district submissions which reflect how prior funds were allocated and justification for new funds for the Permanent Secretary's review and approval, and forwarding a consolidated instruction to the Accountant General for disbursement from the project Designated Account; and

(iv) Serve as the support unit for national level coordination, organize and administer meetings of the national coordinating structures, as well as joint World Bank/Government project reviews. It will prepare and maintain the official project records, which will be accessible to participating ministries and the World Bank; and

(v) Liaise with other Government sectors and programs, and Development Partners to share Project progress and to benefit from others.

7. Funds will be transferred from the MAAIF project allocation directly to districts under the existing Local Government guidelines and structures. The district's Chief Accounting Officer (CAO) will oversee project procurement and financial accountability. The CAO will report progress to the PCU on a monthly basis.

#### (b) Agriculture Sector Responsibilities:

Sectoral implementation will be done at two levels:

8. At national level the relevant MAAIF Departments, Committees, Working Groups, and programs will be drawn on to provide technical and fiduciary support to implement and administer project activities. The existing MAAIF systems will be used for financial reporting and governance considerations that apply to the project, and environmental concerns.

9. At District level and below, in each district the Agricultural Directorate will appoint a lead member or members to the DNCC (and relevant sub-body implementation committees), and they will regularly participate in district execution of the District Nutrition Action Plan. Agriculture Directorate representation should consist of at least the subject specialist most pertinent to performing MAAIF responsibilities at Primary School, LF, and community levels.

10. With respect to agriculture service delivery, for the primary schools, sub-county agricultural program specialists will provide technical support to eligible primary schools in the preparation of their demonstration garden with respect to crop selection, planting inputs and technology, and supportive supervision. With respect to the LFs (chosen by the community), the sub-county program specialist will similarly provide technical inputs and supportive supervision. Pest management safeguard responsibilities will be at this level.

11. In each district the Agricultural Directorate will appoint a lead member or members to the DNCC (or implementation sub-committee), and they will regularly participate in district execution of the District Nutrition Action Plan. Agriculture Directorate representation should consist of at least the subject specialist most pertinent to performing MAAIF responsibilities at Primary School, LF, and community levels. Funds will be transferred from the MAAIF project allocation directly to districts under the existing Local Government guidelines and structures. The district's Chief Accounting Officer will oversee project procurement and financial accountability. The CAO will report progress to the PCU on a monthly basis.

12. With respect to agricultural capacity building, selected district and sub-county agricultural staff focal persons will be trained as part of the initial training delivered by the consultancy. Refresher training will be provided from district level (nutrition focal points) down to sub-county technical service providers. The nutrition focal point within the District Agriculture Directorate will be responsible for supportive supervision and monitoring of the lower level nutrition services covered under this project, which will be integrated into ongoing supervision and monitoring structures in the District Agriculture Directorate.

13. At national level, the MAAIF nutrition unit will provide approval of training modules and supervision and support of the initial training process delivered by the consultancy. The MAAIF



16. For the health service delivery, for selected primary schools, a VHT representative will be part of each School Nutrition Committee and will coordinate the health activities that take place at each school, which will be included in the PSNAP. The primary responsibility of the VHTs regarding primary schools will be the provision of monthly nutrition education sessions for PGs and other community members. Any activities within these sessions requiring inputs (e.g. cooking demonstrations) will be included in the PSNAP so necessary goods can be procured by the School Nutrition Committee. For community-level nutrition services, the VHTs will follow existing service delivery modalities. The VHTs will deliver agreed nutrition interventions including community mobilization; focused activities targeting under-2 children and pregnant/lactating women; household visits; and referrals. These activities will be supervised by the appointed HCII health worker, who will also be responsible for distribution of the minimum VHT nutrition kit (includes weighing scales and registers).

17. For the health capacity building, selected nutrition focal persons from the District Health Directorate will be trained as part of the initial training delivered by the consultancy, as well as selected focal persons from District Health Office, HCIII, and HCII levels, to include the designated person in charge of the VHTs and designated person in charge of sanitation and hygiene (environmental health worker, or assigned person). Refresher training will be provided from district level (nutrition focal points) down to VHTs. The district nutrition focal point within the District Health Directorate will be responsible for supportive supervision and monitoring of the lower level nutrition services covered under this project, which will be integrated into ongoing supervision and monitoring structures in the District Health Directorate.

18. At national level, the MOH nutrition unit will provide review, revision, and approval of relevant training modules; quality assurance for the initial training process delivered by the consultancy; and will be responsible for collecting activity performance information and consolidating reporting related to key performance indicators. Relevant departments will be involved as needed to ensure that activities follow the existing structures in MOH.

#### **D. Education**

19. At the primary school level, existing Government systems acceptable to the Bank will be used to receive, supervise and report on both its activities and use of project funds: A sub-committee of the School Management Committee (SMC), the School Nutrition Committee, will develop a Primary School Nutrition Action Plan, and associated workplan and budget, which will be reviewed and adopted by the SMC before submission to the district for approval, similar to the process in place for UPE funds but with a new account. The funds will be primarily used for the establishment and maintenance of the demonstration garden and the nutrition demonstrations for PG and students. In addition, a teacher or teachers (preferably the agriculture/science teacher) will be assigned to deliver practical nutrition learning in the curricula. To do so the primary schools will receive materials from MOES and the selected teacher will be provided with supplemental in-service training. Supervision and reporting will follow the existing system to the District Education Directorate/District Education Officer.

20. In each district the representation on the DNCC from the District Education Directorate should include at least the District Inspector of Schools because that is the position most linked to the primary school in terms of planning, monitoring workplans, and ensuring compliance to

government policies and initiatives. As a member of the DNCC, the Distri

25. Actions outlined in the Financial Management Action Plan will be undertaken by MAAIF and districts to strengthen the financial management system.

26. In order to ensure that the project is effectively implemented, MAAIF and the districts will ensure that appropriate staffing arrangements are maintained throughout the life of the project.

27. The proposed financial management arrangements satisfy the Bank's minimum requirements under OP/BP 10.0 and are adequate to provide, with reasonable assurance, accurate and timely information on the status of the project resources required by IDA. With the implementation of the action plan, the financial management arrangements will be strengthened.

**A) Country Issues**

28. The Public Expenditure and Financial Accountability (PEFA) Report of 2012 indicate that the Government has carried out key reforms including public service reform, decentralization and public financial management. The National Development Plan provides the overarching strategy for all GoU reforms. The public service reforms aim to improve services delivery by instilling modern management practices into Uganda's public service and properly motivating and tooling the public servants. Decentralization is meant to improve the services delivery that local governments provide to the people through taking services close to the people and empowering them to have a say in deciding them

an adequate number and mix of skilled and experienced staff in the accounting and internal audit unit;

the internal control system should ensure the conduct of an orderly and efficient payment and procurement process, and proper recording and safeguarding of assets and resources;

*Risk*





*Risk*

*Risk  
Rating*

*Risk Mitigating Measures*



***Risk***

***Risk Rating***   ***Risk Mitigating Measures  
Incorporated into Project  
Design***

approved budget and budget cuts by the MoFEPD affecting implementation of approved work plans at the Ministry and district local governments. This results in increased outstanding payables and/or exposing Ministry / districts to risk of higher cost and litigation by suppliers and contractors. They have also not been able to fully achieve the intended objectives. However, this may not affect the project as all activities are 100 percent funded by the project. The Ministry and some districts are charging expenditure on different votes without following due process. There are delays in execution of budgets resulting in cost overruns for projects. The chart of accounts as provided by the MoFEPD is not compatible with project costing per components and categories as provided in the project documents (FA and PAD). Manipulation of manual vote books in districts operating manual accounting system resulting in expenditure outside approved votes and limits. The project accountant will be expected to ensure compliance to the approved AWPB

**E) Accounting Arrangements**

36. The accounting function will be managed as documented in The Public Finance and Accountability Act, 2003, Treasury Accounting Instructions 2003, Local Government Financial and Accounting Manual 2007, Local Government (Financial and Accounting) Regulations 2007 and the provisions of the PIM that will include requirements specific to the Bank financed projects. The Ministry Principal Accountant will be responsible for the financial management of the project. The Ministry will recruit a project accountant at the PCU to support the Ministry accounting staff assigned to the project. Districts without a substantive Chief Finance Officer will have the position filled before the Ministry releases funds for project activities. Staffing gaps identified in the sampled districts are as below:

	District	Staffing Gap
1	Bushenyi	Chief Finance Officer
2	Kiryandongo	Chief Finance Officer and Finance Officer
3	Nebbi	Accountant (Expenditure)

37. The Ministry and three sampled districts are on IFMS while one district is on manual accounting system. The district on manual is exposed to the risk of manipulation of manual accounting system, errors, delays in reporting and missing out the internal controls inbuilt in IFMS. This will be mitigated by enhancing the manual system including use of Excel spreadsheets and regular reviews to ensure accuracy and reliability. Records management will also be enhanced to ensure adequate storage of accounting records. The June 30, 2012 audit reports for the Ministry and districts identified several accounting weaknesses, irregularities and non-compliance with financial and procurement regulations. They included doubtful accountabilities, depositing activity funds in individual staff bank accounts, unaccounted for advances, duplication of activities, procurement irregularities, value for money issues and suspected fraudulent practices were also noted in the reports. The FM Supervision on the East Africa Agricultural Productivity Project (EAAPP) noted weaknesses such as poor records management resulting in unsupported expenditure, lack of advances ledgers, overdue advances and failure to submit quarterly reports on the project. This could be attributed mainly due to lack of accounting staff dedicated to the project. This will be mitigated by recruitment of a project

accountant dedicated to the project to address the weaknesses. The Chief Finance Officers at the districts will also offer support to the schools and community groups implementing the project.

## **F) Internal Controls & Internal Auditing**

### **Internal Controls**

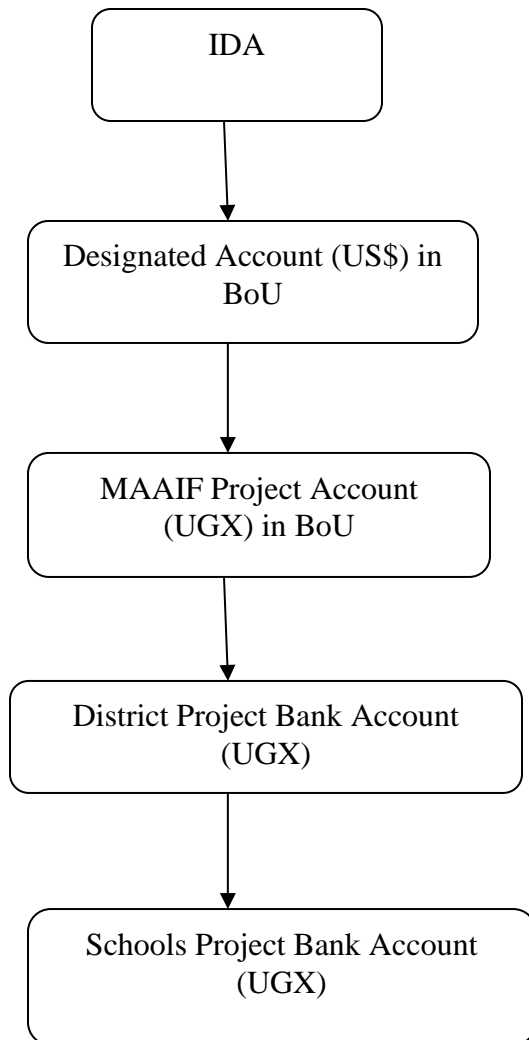
38. The internal controls are documented in The Public Finance and Accountability Act, 2003, Treasury Accounting Instructions 2003, Local Government Financial and Accounting Manual 2007, Local Government (Financial and Accounting) Regulations 2007 and the provisions of the PIM that will include requirements specific to the Bank financed projects. This will include a comprehensive fixed assets register, staff advances ledger and maintenance of vehicle movement log books and fuel consumption statements. The June 30, 2012 audit reports for the Ministry and districts noted numerous cases of management override of the controls as provided for in the government regulations. The internal audit both at the Ministry and districts will be facilitated under the project to carry out quarterly reviews and report of the effectiveness or otherwise of the existing internal controls.

### **Internal Audit**

39. The Ministry Internal Auditor in collaboration with the district internal auditors will be required to conduct semi-annual internal audit reviews on the project and submitting the report to the Bank within 45 days after the end of each semester. The district internal auditors will also carry out reviews at the participating schools and community groups. The resources for the reviews by the Ministry and district internal auditors will be provided for under the project. The assessment noted frequent management delays in response and follow up on the internal control weaknesses reported by the external and internal audit. The districts are guided by the Local Government Internal Audit Manual 2007. Non adherence to the internal audit work plan and irregular district PAC meetings were noted at the districts. In one district, the district PAC term expired and has never been renewed. The district internal audit department lack adequate budget

in local currency in the BoU into which transfers from the Designated Account (for payment of transactions in local currency) will be deposited. The MoES and MoH will be accessing funds fo

## Funds Flow Chart



### H) Disbursement Arrangements

44. The MAAIF with implementation of the agreed actions will provide effective financial management and accounting systems, which will facilitate the use of report based disbursement where cash flow forecasts based on work plans are submitted for a period of six months every quarterly period along with IFRs. The IFRs will be submitted for disbursement on a quarterly basis. In compliance with the report based guidelines, the project will be expected to, (a) sustain satisfactory financial management rating during project supervision; (b) submit IFRs consistent with the agreed form and content within 45 days of the end of each reporting period, and (c) submit a Project Audit Report by the due date.

45. Upon effectiveness, MAAIF will be required to submit an IFR with the six month cash flow forecast to IDA in order to make a deposit to the Designated Account. Replenishment of funds from IDA to the Designated Account will be made upon receipt of the quarterly IFRs

which will contain the 6 monthly cash flow forecast for the subsequent period. If ineligible expenditures are found to have been made from the Designated Account, the Recipient will be obligated to refund the same. If the Designated Account remains inactive for more than six months, the Recipient may be requested to refund to IDA amounts advanced to the Designated Account.

46. IDA will have the right, as reflected in the Grant Agr

between the Bank and MAAIF. MAAIF will submit the project Audit Report together with the Management Letter to the Bank within six months after the end of each financial year.

53. The June 30, 2012 Annual Audit Report released by the Auditor General identifies across MDAs persistent misuse of public funds including corruption and misappropriation of funds; bypassing controls by government officers; diversion of funds including transferring large sums of money to officials' personal accounts, manipulation of the procurement process; inadequate accountability; override of budgetary controls by MDAs through mischarging expenditure against wrong codes, among others. Financial losses in government agencies were attributed to failure to follow regulations. These have been mitigated in the project by having dedicated project accountant to ensure above weaknesses are avoided and also by having regular internal audit and Bank reviews.

**K) Social Accountability**

54. To enhance social accountability on the project, both the participating schools and community groups will be required to display the resources received under this project and the utilization at the schools and district and/ sub county levels.

**L) Financial Management Action Plan**

55. The action plan below indicates the actions to be taken for the project to strengthen its financial management system and the dates by which they are due to be completed.

	<u>Action</u>	<u>Date due</u>	<u>Responsible</u>
1	Filling vacant district positions of CFO	Before Ministry releases funds to the districts	MAAIF/ MoLG/DLG
2	Filling of vacant district positions of Head of Internal Audit	6 months after effectiveness	MAAIF/ MoLG/DLG
3	Training of project accounting and auditing staff at MAAIF HQ and districts including schools and community groups	6 months after effectiveness for HQ and before release of funds to districts, communities and schools.	MAAIF/ DLG/ MoES and WB
4	Annual Fiduciary Reviews	Annually	MAAIF/ MFPED – Internal Audit

## **M) Effectiveness Conditions and Financial Covenants**

### **Effectiveness Conditions**

56. There are no financial conditionalities to be included in the legal agreement.

### **Financial Covenants**

57. Financial covenants are the standard ones as stated in the Grant Agreement Schedule 2, Section II (B) on Financial Management, Financial Reports and Audits and Section 4.09 of the General Conditions.

## **N) Supervision Plan**

58. A supervision mission will be conducted twice a year based on the risk assessment of the project in accordance with the Financial Management Practices Manual issues by the Financial Management Sector Board. The mission's objectives will include ensuring that strong financial management systems are maintained for the project throughout its life. However, reviews arising out of the Interim Financial Reports will be carried out regularly to ensure that expenditures incurred by the project remain eligible for IDA funding. The Implementation Status Report (ISR) will include a financial management rating for the components.

## **O) Conclusion of the Assessment**

59. A description of MAAIF's and districts financial management arrangements above assesses the financial management risk as Substantial and indicates that aml/(ti)-3(a)4(1 and indica)6(tes t2DC B



	Farmer Groups represented by LFs  National Medical Stores  District	3. Improved seeds, farming tools, and fertilizers for the LFs estimated at up to \$1000 for each LF over 2 years  4. Zinc, Iron and deworming  5. Consultants/NGOs to support mobilization and consultants to supplement extension services
<b>Component 2 strengthening capacity to deliver nutrition interventions</b>	Ministry of Agriculture Animal Industries and Fisheries	1. Consultants to provide training to key project actors  2. Training manuals and materials
<b>Component 3. Project management, monitoring, evaluation and knowledge generation</b>	Ministry of Agriculture Animal Industries and Fisheries	1. Consultants to support project implementation 2. Motor Vehicles, Furniture, office equipment 3. Manuals and Dissemination materials

61. **Applicable Guidelines:** Procurement under the project will follow the *Guidelines: Procurement under IBRD Loans and IDA Credits* dated January 2011 and *Guidelines: Selection and Employment of Consultants by World Bank Recipients* dated January 2011. *Guidelines On Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants* dated October 15, 2006 and as revised, will be applied.

### **Use of National Procurement Procedures**

62. All contracts procured following National Competitive Bidding (NCB) and other lower procurement procedures such as Shopping, may follow the national public procurement law (the Procurement



under IDA financed projects. The main risks are (i) delayed preparation of procurement plans and initiation of procurement leading to delays in completion of procurement, (ii) lack of a reliable system for monitoring progress on procurement with available tools such as the PPMS not being utilized, (iii) inadequate technical staff to support procurement with the Ministry generally understaffed with over 40 percent of the positions vacant, (iv) Inadequately prepared bidding documents with qualification requirements not properly completed and evaluation not consistent with the published criteria in some cases (v) inadequate staff in the Procurement Unit



**Risk Factor**

**Risk**

## **National Medical Stores**

69. The National Medical Stores (NMS) shall be responsible for procurement of deworming and supplements and their distribution to the districts for utilization. The MOH will determine the types and quantities that each district shall receive and advise NMS in order for them to make the arrangements for procurement. The National Medical Stores is already procuring these and other drugs and delivering them to the districts and health facilities and has built extensive experience in doing these. Relative to the volume of procurement done by NMS the procurement required is small and does not present any substantial risks. The quantities of some items will however be significantly increased and shall therefore be subject to procurement by ICB and with the option to use framework agreements. The major risks envisaged with this procurement are (i) delayed needs identification and communication by the Ministry of Health and (ii) delayed procurement and delivery of these items to the intended beneficiaries, (iii) inadequate staffing within MoH to support development of specifications and procurement of the small equipment to be procured. To mitigate this, the MoH in collaboration with MAAIF has prepared a procurement plan reflecting the quantities for the first 2 years. The Ministry shall also designate an officer to be responsible for coordination between the districts and NMS in doing the needs identification and verification of delivery.

## **Participating Districts**

70. Participating districts shall conduct procurement under the project which will be limited to hiring of (i) consultants/NGOs to support community mobilization, sensitization and implementation and (ii) consultants to supplement the extension services within the districts. This procurement shall be done in collaboration with MAAIF which will agree with the districts



#### ***IV. Environmental and Social (including safeguards)***

##### **A. Environment**

73. The Project has been assigned Environmental Category B. The Project has triggered Environmental Assessment (OP 4.01) and Pest Management (OP 4.09) because of the environmental, health and safety impacts that may be associated with the likely use of pesticides in selected primary schools and LF demonstration gardens. However, the use of pesticides will be very limited because the project will only cover demonstration gardens for an estimated 60 percent or less of primary schools (those that meet the criteria for participation) in a district. Furthermore, the demonstration garden size will be roughly at least 0.5 acres. Therefore the



land. The project will not involve acquisition of land. Therefore the Bank's Policy on Involuntary Resettlement (OP/BP 4.12) is not triggered.

77.

gardens of selected farmer groups and primary schools, of selected crops. In the process, pesticides may be used to enhance production of selected crops. A Pest Management Plan has been prepared as part of the ESMF. Specific guidance on the handling, use of pesticides and disposal of empty pesticide containers shall be included in the Project Implementation



## **Annex 4**

<p>quarterly reports and requests for disbursement on their behalf has been limited, and experience has been mixed, at best.</p>	<b>Resp:</b>	<b>Status:</b>	<b>Stage:</b>	<b>Recurrent:</b>	<b>Due Date:</b>	<b>Frequency:</b>
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Similarly, MOES, MOH, nor districts have demonstrated strong project implementation performance. Districts and sub-counties, and the identified sectors at lower levels have not had extensive experience in implementing the various nutrition interventions contemplated. (They have engaged in similar assignments for other purposes.)

**Project Risks**

<b>Design</b>	<b>Rating</b>	Substantial
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<p><b>Risk Description:</b></p> <p>The project involves many sub-components, different geographic areas, and multiple implementing entities, which in itself, makes implementation challenging. Further, the linkages between ministries, and between ministries and districts, as well as with other implementers, is largely untested generally and specifically in nutrition, and there will be difficulty in coordinating project inputs between sectors and ensuring that extension workers and teachers are not overburdened by additions to their workloads.</p>	<p><b>Risk Management:</b></p> <p>Project design was undertaken through an extended participatory process with the Government and DPs. Strong commitment has been shown from all involved sectors (key staff) in the course of project development. Reliance will be on existing institutions, systems and implementing mechanisms, to the extent possible. Roles and responsibilities of each Ministry, district, county, sub-county and other implementing partners will be clarified in the PIM. Coordinating mechanisms will be put in place with the ministries and various components to ensure progress is made along the various dimensions of the project. The design allows for work in each sector to progress at its own pace at community level; delays in one sector or District should not halt the progress of the other sectors, and underperformance by one ministry will not prevent additional disbursements to others. Still, harmonization of sector activities will be important for the project to fully meet its goals. Work plans will be developed for each sector to allow for efficient execution, to prevent overburdening of community-level workers and teachers, and to enable sharing of progress with others. Project design includes a process to reallocate resources among project components and sub-components, if necessary.</p>
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<b>Resp:</b>	<b>Status:</b>	<b>Stage:</b>	<b>Recurrent:</b>	<b>Due Date:</b>	<b>Frequency:</b>
					Yearly

<b>Social and Environmental</b>	<b>Rating</b>	Low
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<p><b>Risk Description:</b></p> <p>Social and environmental risk is low due to the strong focus of the project on systemic improvements. No civil works are envisioned</p>	<p><b>Risk Management:</b></p>
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**Risk Description:**

There are ongoing donor- supported initiatives in agriculture, health and nutrition, which bear on project activities.

**Risk Management:**

The project has drawn on DP models in formulating its approach. Continued leveraging and complementarity with ongoing DP initiatives, particularly to the extent they continue to engage in community-based and school based nutrition activities, is built into the design. The nutrition dialogue between Government and DPs is positive and will enable informed programming to avoid duplication. Nutrition is a core objective of the National Development Plan and the Government continues to encourage donor support in its efforts to achieve the MDGs and Scaling Up Nutrition.

**Resp:      Status:      Stage:      Recurrent:      Due Date:      Frequency:**

	<b>Resp:</b>	<b>Status:</b>	<b>Stage:</b>	<b>Recurrent:</b>	<b>Due Date:</b>	<b>Frequency:</b>
<b>Other (Optional)</b>	<b>Rating</b>	Substantial				
Risk Description: .Insufficient gender mainstreaming given the importance of gendered differences in labor, resource control, and intra-household bargaining.	<b>Risk Management:</b>					
	Gender participation in PGs and LFs will be monitored through project reporting, and activities adjusted to ensure appropriate female participation. In addition, gender dimensions will also be included in the community nutrition mobilization and education materials. The Ministry of Gender, Labour and Social Development will be involved in an advisory capacity to ensure appropriate technical inputs.					
	<b>Resp:</b>	<b>Status:</b>	<b>Stage:</b>	<b>Recurrent:</b>	<b>Due Date:</b>	<b>Frequency:</b>
<b>Overall Risk</b>						

**Overall Implementation Risk:**



**Annex 5: Implementation Support Plan**  
**Uganda Mutisectoral Food Security and Nutrition Project**

**Strategy and Approach for Implementation Support**

1. The project will require substantive technical and administrative support given the innovative, complex nature of activities to be financed and the extent to which ministerial cooperation and district performance will be essential in achieving project objectives. Most of the World Bank implementation team members are based in Uganda which will ensure timely, efficient and effective support to the client. While ongoing Bank implementation support will take place with frequent contact with the PCU (housed within MAAIF), field visits by country-based Bank staff will take place to review progress and provide ongoing assistance to selected district and implementing entities. Formal implementation support missions will be carried out at least every six months, and jointly with the Inter-ministerial Project Steering Committee to the degree feasible. Annually, one of the implementation support missions will be conducted as a joint annual project review with OPM and the National Nutrition Coordinating Committee, and there will be a mid-term review.

**Implementation Support Plan**

<i>Time</i>	<i>Focus</i>	<i>Skills Needed</i>	<i>Resource Estimate</i>	<i>Partner Role</i>
<i>First twelve months</i>	Institutional modalities, training, sub-component implementation. (Overall supportive supervision by Team Leaders)	Team technical leadership, sector specialists in nutrition-related disciplines, finance, procurement, environment, and M& E specialists	<i>26 staff weeks</i> <i>3 trips</i>	a) Partners: UNICEF, USAID, European Union, Korea, BRAC, Netherlands (SNV), Danida b) Role: Principally technical and implementation knowledge sharing; exploration of in-kind or financial resource contributions
<i>12-36 months</i>	Annual project performance review including Phase 1 districts; selection of Phase 2 at annual joint review.	Team technical leadership, sector specialists in nutrition-related disciplines, finance,	<i>20 staff weeks</i> <i>6 trips</i>	Same as above

<i>Time</i>	<i>Focus</i>	<i>Skills Needed</i>	<i>Resource Estimate</i>	<i>Partner Role</i>
	<p>Institutional modalities, training, sub-component implementation. (Overall supportive supervision by Team Leaders)</p> <p>Mid-term review including midline database</p>	<p>procurement, environment, and M&amp; E speci93..22 rha</p>		

## **Annex 6: Economic Analysis**

### **Uganda Mutisectoral Food Security and Nutrition Project**

The interventions included in this project do not fall within the purview of the private sector and therefore public sector action is required to demonstrate the benefits to be derived. In addition to economic and health benefits described below, the project will also contribute to enhancing agricultural production and productivity through strengthened institutions and will contribute to addressing gender issues in the agriculture sector. The proposed activities are focused on improving and diversifying household food production of smallholder farms which are traditionally controlled by women, through increasing access to agricultural inputs and extension services and promoting use of labor-saving technologies. The Bank's major value added is its global technical knowledge and the complementary financing

4.

different forms of undernutrition using most recent Global Burden of Disease study (2010). The projected number of lives saved and cases of childhood stunting averted are calculated using the Lives Saved Tool (LiST), which translates measured coverage changes into estimates of mortality reduction and cases of childhood stunting averted.

8. Cost-benefit analysis is conducted based on the estimated economic value of the benefits attributable to nutrition specific interventions. In order to arrive at a dollar value for the impact on mortality and morbidity of a one-year investment in reaching full national coverage, we use estimates of number of lives saved and reduction in stunting prevalence produced by the LiST tool. Consistent with the methodology used to quantify the benefits of health and nutrition interventions in Stenberg et al. (2013), a statistical life year saved is valued at 1.5 times the country's GDP per capita, which is considered to be a conservative estimate. However, valuing years of life saved alone does not account for the economic benefits of reduced morbidity, which includes the long-term, non-lethal impacts of malnutrition on individuals. While there are a number of long-term impacts of nutritional deficiencies, the benefits estimation is focused on stunting given the availability of country-specific impact estimates produced by the LiST tool.

9. In order to estimate the value of a case of childhood stunting averted, the methodology used in Hoddinott et al. (2013) was applied. The stunted individuals are assumed to lose an average of 66 percent of lifetime earnings, based on direct estimates of the impact of stunting in early life on later life outcomes found in Hoddinott et al. (2011). This point estimate for the effects of stunting on future consumption is used as a proxy for the effect of stunting on lifetime earnings. Additionally, Hoddinott et al. (2013) account for uncertainty by assuming that only 90 percent of the total gains will be realized. The calculations were adjusted to reflect the country's labor force participation rate. Furthermore, it was assumed that the reduction in under 5 stunting prevalence estimated by LiST is entirely attributable to a reduction in stunting among children under 2, as it is widely accepted that nutrition interventions have a limited impact on stunting after the first 1,000 days.

10. For both lives saved and cases of stunting averted, the benefits of a one year investment in scaling up each intervention are grouped according to the age cohort to which they are attributable (under 2 and under 5). It is assumed that these children enter the labor force at age 15 and exit the labor force at age 59, which is equivalent to Uganda's life expectancy at birth. Benefits from both stunting and lives saved are then multiplied by a lifetime discount factor (LDF) derived at 5 percent, an adjustment for age at the time of investment, as well as the years of lifetime productivity expected. The LDF represents the years of productivity that are "counted" in the calculation, discounted back to their present value in the year in which the investment in nutrition is made. For benefits attributable to interventions that target children under two years of age, we use an LDF that assumes that all children will enter the labor force in 13 years, while for interventions that target children under five years of age, we use an LDF that assumes that all children will enter the labor force in 10 years.

11. The annual increase in GDP attributable to each package of interventions is calculated based on the same estimates of future benefits. Although these benefits occur several years after the investment, it is assumed that these benefits serve as an approximation of the present value of economic productivity lost each year as a result of mortality and morbidity that would otherwise

be prevented by scaling up nutrition interventions. Values presented are taken from a year in which all beneficiaries have reached productive age.

12. The following values and sources were used in the above benefit calculations for this project::

<b>Indicator</b>	<b>Value</b>	<b>Source</b>
<b>GDP per capita</b>	\$480	World Bank 2012

### Annex 7: Regional Data on Prevalence of Stunting and Dietary Diversity

1. The selection of project districts is based on regional rankings of 2011 Demographic and Health Survey (DHS) estimates of: (i) the prevalence of stunting in under-five children, and (ii) low dietary diversity, selected because they indicate both the severity of the problem and potential to benefit from the focus on increasing production and consumption of micronutrient-rich foods. Further, the project is designed to mitigate the potentially negative effects of increased agriculture commercialization on nutrition by focusing on homestead production of micronutrient-rich crops, which is essential to food security and nutrition. The districts in the ACDP were ranked by stunting and dietary diversity. Fifteen districts with a combined score of these two criteria below 10 were identified as having both high undernutrition and high need for interventions to improve dietary diversity.

	<i>Agro-ecological zone</i>	<i>DHS Regions</i>	<i>District</i>	<i>Population</i>	<i>Child stunting<sup>19</sup></i>	<i>Stunting rank<sup>20</sup></i>	<i>Dietary Diversity<sup>21</sup> (DD)</i>	<i>DD rank<sup>22</sup></i>	<i>Combined DD + Stunting Score<sup>23</sup></i>
	IX SW Farmland and X Highland Ranges	Southwest	BUSHENYI	241,500	41.7	2	6.7	2	4
	IX SW Farmland and X Highland Ranges	Southwest	ISINGIRO	396,700	41.7	2	6.7	2	4
	IX SW Farmland and X Highland Ranges	Southwest	NTUNGAMO	436,400	41.7	2	6.7	2	4
	III NW Savannah Grassland	West Nile	NEBBI	336,657	37.8	3	7	3	6
	III NW Savannah Grassland	West Nile	YUMBE	453,176	37.8	3	7	3	6
	III NW Savannah Grassland	West Nile	ARUA	727,100	37.8	3	7	3	6
	III NW Savannah Grassland	West Nile	MARACHA		37.8	3	7	3	6
	V Kyoga Plains	East Central	NAMUTAMB A	198,686	33.5	5	4.3	1	6
	VI Lake Victoria Crescent	East Central	BUGIRI	387,000	33.5	5	4.3	1	6
	VI Lake Victoria Crescent	East Central	IGANGA	466,200	33.5	5	4.3	1	6

<sup>20</sup> Ranked from high to low (i.e. 1 = highest stunting)

<sup>22</sup> Ranked from low to high (i.e. 1= lowest dietary diversity)

<i>Agro-ecological zone</i>	<i>DHS Regions</i>	<i>District</i>	<i>Population</i>	<i>Child stunting 19</i>	<i>Stunting rank<sup>20</sup></i>	<i>Dietary Diversity<sup>21</sup> (DD)</i>	<i>DD rank</i>
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<i>Agro-ecological zone</i>	<i>DHS Regions</i>	<i>District</i>	<i>Population</i>	<i>Child stunting 19</i>	<i>Stunting rank<sup>20</sup></i>	<i>Dietary Diversity<sup>21</sup> (DD)</i>	<i>DD rank<sup>22</sup></i>	<i>Combined DD + Stunting</i>
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