



This action is funded by the European Union

ANNEX 5

of the Commission Decision on the Annual Action Programme 2016 for Uganda
to be financed from the 11th European Development Fund

Action Document for

Developing a Market - Oriented and Environmentally Sustainable Beef Meat Value-Chain in Uganda

INFORMATION FOR POTENTIAL GRANT APPLICANTS

WORK PROGRAMME FOR GRANTS

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012) applicable to the EDF in accordance with Article 37 of the Regulation (EU) 2015/323 in the following sections concerning calls for proposals: n/a; and in the following sections concerning grants awarded directly without a call for proposals: 5.4.1.

1. Title/basic act/ CRIS number	Developing a Market - Oriented and Environmentally Sustainable Beef Meat Value-Chain in Uganda CRIS number: UG/FED/037-994 financed under the 11 th European Development Fund (EDF)
2. Zone benefiting from the action/location	Region: Eastern and Southern Africa, Country: Uganda The action will be implemented in the Central and South Western part of the Cattle Corridor, in two areas formerly defined as "Disease Control Zones" (DCZ 1 & 2) as well as in Kampala and Entebbe.
3. Programming document	Uganda – 11 th EDF – National Indicative Programme (NIP) 2014-2020
4. Sector of concentration/ thematic area	Food Security and Agriculture DEV. Aid: YES ¹
5. Amounts concerned	Total estimated cost: EUR 15 600 000 Total amount of EDF contribution: EUR 15 000 000 This action is co-financed in joint co-financing by the Partner Country for an amount of EUR 300 000 This action will be co-financed by potential grant beneficiaries for an indicative amount of EUR 300 000

¹ Official Development Aid is administered with the promotion of the economic development and welfare of developing countries as its main objective.

6. Aid modality(ies) and implementation modality(ies)	Project Modality <ul style="list-style-type: none"> • Indirect management with the Government of Uganda • Direct Management – Grant – direct award • Direct Management – Procurement of services 			
7 a) DAC code(s)	311 – Agriculture; 10% 31163 – Livestock; 60% 31195 – Livestock/veterinary services; 10% 25010 - Business support services and institutions 20%			
b) Main delivery Channel	12000 – Recipient Government			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	✓	<input type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	✓	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	✓	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	<input type="checkbox"/>	✓
	Reproductive, Maternal, New born and child health	✓	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	✓	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	✓	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input type="checkbox"/>	✓	<input type="checkbox"/>
	Climate change adaptation	<input type="checkbox"/>	✓	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagships	In line with the promotion of the inclusive and sustainable value chain approach under the GPGC			
10. Sustainable Development Goals (SDGs)	Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture; Goals 1: End poverty in all its forms everywhere			

SUMMARY

Livestock production constitutes an important sub-sector of Uganda's agriculture and is a source of livelihood to about 4.5 million people in the country. Most of the beef production is done on extensive production systems mainly located in the cattle corridor system in Central Uganda. Livestock in Uganda play important roles in many families, including raising household incomes, providing protein and acting as mobile banks. Due to shortage of land, the pastoral system is gradually transformed into the agro-pastoral as many pastoral households have had to settle and inevitably introduce cropping. Where farmers have become sedentary, there is mixed livestock and crop farming, increasing both food security and incomes. The target area has a history of intensive and constant inflow and outflow of migrants prompted by demographic, economic, and political factors. These factors have acted in combination to produce various forms of migration such as nomads, pastoral peoples labour migrants, refugees and internally displaced persons. The farmers have changed their land management practices in response to increased land scarcity in several

positive ways, and/or intensified the use of existing practices. Thus they seize new opportunities to promote rural development, greater production and productivity and create new and diversified jobs which helps in mitigating land related conflicts in the target areas that are as a result of scarcity.

At EU level, the implementation of the East African Community (EAC)-EU Economic Partnership Agreement (EPA) will bring new leverage to the relationship between the EU and Uganda, at both national and regional levels. The agreement will not only create more trade and investment opportunities, but will also enhance political dialogue on socio-economic development and job creation and guide development objectives. For instance, a full chapter on Agriculture including livestock recognizes the importance of agriculture as the main source of livelihood for the majority of EAC countries population and commits the parties to foster their policy dialogue towards sustainable agricultural development, including food security, rural development and poverty reduction. Under the provisions for development cooperation, commitments are made to assist Uganda and other EAC countries to upgrade agricultural production technologies, diversify production and create capacity for and attract investments into value addition processing. Beef is one of the priority commodities chosen by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) under the country's commodity-based approach to developing agriculture. Beef production is closely linked to milk, another priority commodity.

The action's global objective is to contribute to a competitive, profitable, job-intensive, gender-equitable and environmentally sustainable agricultural sector in Uganda, aiming to alleviate poverty and improve food and nutrition security. A holistic value chain approach will be used in the targeted geographical areas. The purpose of the project is to support both the public and the private sector, with a focus on smallholders and small beef-related agribusiness to work together towards promotion of an environmentally-sustainable, climate-resilient, low-emission, local and regional beef meat value-chain — which respects as far as possible animal welfare practices and is responsive to the different needs of women and men, mainly in terms of food security, nutrition, and social welfare. The following results are expected: Result 1. Improved legal and policy framework, Result 2. Improved production and productivity, Result 3. Improved marketing, transportation, and processing.

Two major guiding issues will be 1) the integration in this programme of the conclusions and recommendations of the Strategic Environmental Assessment of the beef sector in Uganda, which identifies important challenges, but also opportunities for reducing the environmental impact and 2) the integration of a strong gender dimension, as the beef sector in Uganda is traditionally gender biased.

The 5 year programme will be implemented through project modality, including: 1) Indirect management with the Government of Uganda; 2) Direct management through directly awarded grant to Uganda Meat Producers' Cooperative Union and 3) Direct management through procurement of services.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

The livestock sector in Uganda is still torn between various pastoralist practices and traditions and the efforts of the government to transform the sector by industrialising and modernising it. However, the tendency of the Government of Uganda is to modernise the sector only from the point of view of the production and processing methods, and leaving aside the enforcement of the existing policies on quality control, consumer protection, animal welfare and environmental sustainability. Pastoralism is seen more and more in the Ugandan society, and by the authorities, as "backward", economically inefficient and environmentally destructive, by "irrationally" accumulating stock beyond the carrying capacity of land. Furthermore, large numbers of cattle seem to be kept for prestige and cultural

purposes and not for marketing orientation. Livestock is predominantly used for supporting rural households (80% owned by smallholders) with herd size of 5-100 heads. Cattle are the main source of meat in the country and are reared on rangelands which occupy 84 000 km². The greatest concentration of livestock is found in the "cattle corridor", extending from South-Western to North Eastern Uganda. Beef production in Uganda uses predominantly indigenous breeds (short horn Zebu, long horned Sanga, Ankole, Turkana and Toposa), mainly kept under extensive system. They account for about 95% of the national herd. Due to shortage of land, the pastoral system is gradually transformed into the agro-pastoral as many pastoral households have had to settle and inevitably introduce cropping. Where farmers have become sedentary, there is mixed livestock and crop farming, increasing both food security and incomes.

1.1.1 Public Policy Assessment and EU Policy Framework

Agriculture is the backbone of Ugandan economy and its development is considered of strategic importance for the country, as "primary growth sector" (National Development Plan (NDP) 2010-2015, NDP I) and "key development area" (National Development Plan 2016-2020, NDP II). Moreover, the NDP II enhances the strategic importance of taking into consideration the value chain approach for priority commodities (NDP II, Annex I). Beef/livestock is one of the **priority commodities** that the Ministry of Agriculture, Animal Industry and Fisheries has identified within the Agriculture Sector Development Strategy and Investment Plan (DSIP) 2010/11 – 2014/15, and the ongoing discussions on the new Agriculture Sector Support Plan - 2015/16 – 2020/21 confirm that beef cattle will continue to be a priority commodity for the Government of Uganda.

There are a wide range of **policies** relevant for the beef cattle/livestock sub-sector: *the National Animal Breeding Policy* (1997), *the Animal Feeds Policy* (2005), *the Meat Policy* (2003), *the National Veterinary Drug Policy* (2002). In addition, there is also a **strategic framework** at the level of the Government, with the *Animal Health Master Plan* (2009) and the *Meat Master Plan* (1997), and a sound **legal framework**, including the *Animal Breeding Act* (2001), the *Animal (Prevention of Cruelty) Act* (1957), *Cattle Traders Act* (1943), *Animal Diseases Act* (1918), the *Animal Diseases Regulations* (2003), *Cattle Grazing Act* (1945). The main objective of the veterinary legislation is to promote animal health and welfare as well as enable national and international trade.

At continental and regional levels, the African Union (AU) took the lead and formulated the Livestock Development Strategy for Africa (LiDeSA) that will inform and guide investments in the sector for the next 20 years. This strategy will contribute to the implementation of the African Union – Interafrican Bureau for Animal Resources' (AU-IBAR) strategic plan 2014-2017 and to the livestock sector component of national agricultural investment plans formulated under the Comprehensive Advanced Agricultural Development Programme (CAADP) framework. The LiDeSA seeks to harmonize and coordinate interventions at national, regional and continental levels and create synergies for accelerated growth through mainstreaming of investments, policy and institutional reforms and enhanced production, productivity and competitiveness of the sector. The fact that the EU is supporting the implementation of LiDeSA, will facilitate the synergies between the continental framework and the present programme, which will be able to translate the framework into tangible actions at national level.

At EU level, the Communication on "*Increasing the impact of EU Development Policy: an Agenda for Change*" (2012) has placed the objective of inclusive and sustainable socio-economic development high on the developmental agenda of the EU. It commits to support sustainable practices, including the safeguarding of ecosystem services, giving priority to locally-developed practices and focusing on smallholder agriculture, and rural livelihoods, support to producer groups, the supply and marketing chain, and government efforts to facilitate responsible private investment, and to continue working on strengthening nutritional standards, food security governance and reducing food price volatility at international level. It also encourages new ways of engaging with the private sector.

This intervention will also follow the policy guidelines from the Communication on "*Empowering Local Authorities in partner countries for enhanced governance and more effective development outcomes*" (2013), the Communication on "*A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries*" (2014), the Communication on "*Gender Equality and Women's Empowerment: Transforming the lives of Girls and Women through EU External Relations 2016-2020*" (2015) and the recent Communication on "*The Paris Protocol - a blueprint for tackling global climate change beyond 2020*" – and related commitments that were taken at the twenty-first session of the Conference of the Parties (COP21) of the United Nations Framework Convention on Climate Change (UNFCCC) summit in December 2015. In terms of animal welfare, the programme will be in line with the standards, guidelines and recommendations covering animal welfare practices of the World Animal Health Organisation (OIE).

1.1.2 Stakeholder analysis

At Governmental level, the main stakeholders will be the Directorate of Animal Resources (DAR), under the Ministry of Agriculture, Animal Industry and Fisheries (MAIFF), the National Animal Genetic Resource Information Centre and Data Bank, the Departments of Internal and External Trade, under the Ministry of Trade, Industry and Cooperatives, the Ministry of Water and Environment (MWE), and the Local Government Authorities, the employers of the District public veterinarians responsible for public veterinary services, law and regulation enforcement and marketing services.

At Civil Society/ Private Sector level, farmers' and producers' associations will be targeted, as will be individual smallholders, agro-pastoral communities² and commercial farmers at the production level of the value chain. The programme will thus target directly smallholders (< 100 heads of cattle), and associations like the Uganda Meat Producers Cooperative Union (UMPCU) as primary beneficiaries. At the level of other segments of the value chain, the project will identify non-governmental organisations (NGOs) involved in the beef sector, private companies (transport, etc.) and agribusiness (processing, slaughtering, and retailers). There are a few processing companies at national level (Quality Cuts, Fresh Cuts, Farmer's Choice, etc.), which are going to be targeted for the training component of the Programme. For direct support (or through NGOs), smaller local processing units and companies will be targeted. Urban women's groups will be also identified for support in building/consolidating beef-related agribusiness. Women and youth will be important direct beneficiaries of most of the activities of the project.

Another category of stakeholders are the indirect beneficiaries of the programme, i.e. the end consumers, who will benefit both from a likely decrease of the prices due to increased production and availability of meat at local level and from an increase of the quality of the end product, due to improved standards and quality control. The project will also indirectly target small, medium and large commercial beef farmers through UMPCU, but only in terms of generally improving environmental practices and adopting climate smart technologies by the majority of the producers in the targeted regions.

1.1.3 Priority areas for support/problem analysis

The priority areas for support along the Ugandan beef value chain, which led to the specific design of this programme are linked to four main problem clusters: 1) legal and policy framework, 2) production and productivity, 3) processing and slaughtering capacity and 4) the impact on environment (as identified by the Strategic Environmental Assessment).

² The Rangeland Policy states that rangelands support about 90% of the national cattle population, mainly kept by pastoral and agro-pastoral communities. This justifies the option to also support "agro-pastoral communities" in rangeland farming as well as improving a market –led approach, targeting also the meat industry.

1) The legal and policy framework is obsolete, does not include clear and up to date standards, and it is not accompanied by a strong institutional setting able to enforce it. This leads to the use, by both individuals (farmers, traders) and companies, all along the value chain, to practices which are not adapted to a modern system of production, and to the social, economic and environmental needs of the beef sector. These further lead to low quality livestock and meat products, to an increase in occurrence of diseases, both animal and human, to a very high level of degradation of land and to increase scarcity of other resources (water, raw materials for feeds, etc.).

2) The production and productivity for beef are very weak, especially in the traditional systems: poor organisation of cattle growers, especially smallholders and pastoralists is maintaining a state of underdevelopment of the sector, because of the weak links to the markets; use of traditional rearing practices, endemic diseases, low genetic potential of Ugandan breeds Ankole and Zebu, scarcity of water and degradation of pastures, poor feeding practices – all lead to huge productivity losses that constitute the main weakness of the beef value chain. Women are very little involved in meat production activities, which makes the whole industry gender biased.

3) Processing and slaughtering capacity: the low performance of the meat processing industries, despite a raising demand from the market, is mainly caused by the low productivity and quality that characterises the sector. On the slaughtering side, there is a total absence in Uganda of a proper abattoir and of proper slaughter facilities respecting modern health, food safety and environmental standards. This is coupled with inappropriate transportation of live animals that eventually results into low quality meat when graded after slaughter.

4) Heavy impact on the environment: the recent **Strategic Environmental Assessment** carried out on the beef sector in Uganda recognises the heavy footprint of the sector on the environment, recognising in the meantime the importance of this strategic sector for the Ugandan economy. Poor rearing practices, poor water utilisation, poor pasture management and poor waste management lead to heavy degradation of the environment, especially land and water body degradation, pollution, biodiversity loss, etc. Nevertheless, most of these negative impacts can be mitigated through better practices, and many opportunities to develop a sustainable beef industry can be seized³.

³ See the Global Roundtable for Sustainable Beef: <http://www.grsbeef.org/what-sustainable-beef/natural-resources>

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Negative environmental impact ⁴ .	High	A Strategic Environmental Assessment was conducted and the recommendations have been incorporated during the formulation stage. Appropriate gender-responsive environmental assessments will be conducted and mitigation recommendations integrated through the life of the project, and through the whole value-chain (including energy supply). The programme will also mainstream climate change mitigation and adaptation measures into national legislation and policy through, for instance, support to the MAAIF for mainstreaming the National Climate Change Policy in the related policy and legal framework.
Risk of political influence and self-benefitting interests trying to influence the project's activities and decisions. Low involvement and low supporting capacity of the Government structure in the programme, continued corruption in issuance of livestock movement permits, livestock drugs and meat inspection, low capacity of implementing the project's activities.	High	Capacity building to the Government's relevant departments will be part of the programme. The involvement from the beginning in the formulation of the programme of the relevant departments will increase ownership. Strong lobbying and advocacy will be done within the framework of the programme, both at the level of the Government and at the level of the other value chain actors. Dialogue with relevant concerned Government institutions will help mitigate the risk. An independent Project Management Unit (PMU) will manage the project, and a strict Conflict of Interest policy will be followed while defining the composition of the Project team and of the Steering Committee. The project's decisions are going to be taken by the Steering Committee, chaired by MAAIF and co-chaired by the EU Delegation
Wealthy politicians and business people may try to influence project activities to self-benefitting interests.	High	The independence of the project management team and the steering committee will be paramount. The Steering Committee will be co-chaired by the EU Delegation. All measures will be taken to avoid any conflict of interests at the level of the project's decision and implementation level. The development of transparent and democratic producer organisations, with effective representation of the small producers, the representation of small producers in national bodies (national value chain platform) and project steering committee, are also effective mitigation measures.

⁴ The 2006 report Livestock's Long Shadow released by the Food and Agriculture Organization (FAO), states that "the livestock sector is a major stressor on many ecosystems and on the planet as a whole. Globally it is one of the largest sources of greenhouse gases and one of the leading causal factors in the loss of biodiversity, while in developed and emerging countries it is perhaps the leading source of water pollution". Reputational risks are linked to the above.

Risks	Risk level (H/M/L)	Mitigating measures
The project not achieving its establishment, sustainability, and impact objectives.	High	An independent PMU accompanied by strong technical assistance will be in charge of the programme. Both Private and Public sectors will be involved, and synergies will be created between the two major stakeholders.
Women lack the capacity to participate fully and prevailing gender norms may impose further barriers.	Low	The action will strengthen cooperative action of women producers, processors, transporters and retailers; build their capacities; improve their access to information, veterinary services, technology and equipment. Furthermore, all project-related training will include a gender awareness rising aspect.
The project not achieving its results in terms of gender equality. Low capacity of female intended beneficiaries to take part in the programme.	High	The PMU will have gender and livestock specialists in order to work with female farmers, female farmers organisations and female workers to help mitigate this risk. The PMU will work with female farmer organisations and producer's associations to find context-specific ways of reducing unpaid care and domestic work so that females have time to take part in the programme.
The cattle population being affected by the high prevalence of tropical animal diseases.	Medium	Selection of the areas of intervention according to the capacities of the Value Chain actors to mitigate this risk. The programme has specific actions helping mitigate this risk (e.g. implementation of the Foot and Mouth Disease Policy and Strategy in the targeted areas).
New intervention: No previous EU intervention in the beef sector, and only few other interventions from the development partners.	Low	Use of studies and intensive consultation with actors from all the segments of the value chain to help the identification and the formulation of the project.
Assumptions		
1. The Government of Uganda and other concerned public institutions will strongly support, promote and guide the process of improvement of the policy, legal and enforcement framework. 2. The project will be well received by the private sector stakeholders concerned, as shown by the preliminary discussions during the identification and formulation phases. 3. Uganda's gender norms are sufficiently flexible to allow women to fully participate in the project.		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

As this is the first time that the EU in Uganda is entering the beef meat sector, there are no first hand lessons learned from previous projects. Lessons learned are thus drawn either from studies on the beef value chain in Uganda or from successful experiences and initiatives in the sector in sub-Saharan Africa and other comparable regions. Most players along the beef value chain are private form entities,

from the small commercial farmers⁵ to the big retailers. Working with the private sector, directly or through **Public-Private Partnerships (PPP)**, ensures the economic sustainability of the activities through profit driven actions, with always visible outputs.

Involving **Farmers' Organisations**, Societies and Cooperatives Unions is also a way of addressing the commercial farmers in a structured manner, and empowering them through reinforcement of collective action.

Working on **clear standards**, standard operating procedures and self-regulatory principles: equipping all value chain actors with these is an important part of creating an enabling and predictable environment for each of the segments of the value chain.

Studies carried out on the beef value chain in Botswana and Zambia have identified that the main drivers for the value chain should be the growth of the domestic market, system modernisation and growth of feedlot systems⁶, and the main actions to be taken in order to improve the system: disease prevention at lower cost, affordability and availability of breeding and feeding inputs, improved rearing practices and market access, access to lower cost finance, better infrastructure and regulatory environment⁷.

There are no examples from the region of gender mainstreaming in beef value chains. However, this is evidence that livestock interventions can erode women's position within farm household decision-making⁸. Therefore a gender-responsive beef value chain intervention must seek to close gender gaps along all stages of the chain, a precondition of which is addressing the unequal distribution of unpaid care and domestic work and decision-making authority within the household.

There have been lately many attempts in Uganda to boost the beef sector. However, there has been a tendency, as mentioned by Comprehensive Advanced Agricultural Development Programme (CAADP) of the African Union in its review of the Ugandan Agricultural Sector Development Strategy and Investment Plan (DSIP)⁹, to underrate livestock as a driver of development for Uganda. Previous attempts to develop beef sector have been fragmented. It is therefore important to adopt a holistic approach addressing the entire value chain.

3.2 Complementarity, synergy and donor coordination

The project will complement a number of regional projects implemented by the African Union – Inter-African Bureau for Animal Resources (AU-IBAR) and other national projects like: 1. *Animal Genetics Resources (AnGR – 2013-2018)* funded by the EU; 2. *Reinforcing of Veterinary Governance in Africa (VET-GOV - 2012-2016)*, funded by the EU; 3. *Standards, Methods and Procedures in Animal Health training (SMP-AH - 2012-2016)* project supported by USAID; 4. *Participation of African Nations in Sanitary and Phytosanitary Standard-setting Organizations (PAN-SPSO - 2008-2015)*; 5. *The Global Climate Change Alliance (GCCA) – Uganda*¹⁰: Agriculture Adaptation to Climate Change, with funding from the Republic of Ireland through the European Union, and implemented by the Food and Agriculture Organization. It is executed by the Ministry of Water and Environment (MWE) in the cattle corridor Districts of Nakasongola, Nakaseke, Luwero, Kiboga, Mubende and Ssembabule.

⁵ There is no standard definition of the scale of commercial beef farmers, and this will be defined at a later stage by the project. However, for guidance purposes, the Ministry of Agriculture, Animal Industry and Fisheries defines 1) small scale commercial farmer: 100-500 heads of cattle; 2) Medium scale commercial farmer: 501-1000 heads of cattle; 3) large scale commercial farmer: 1001 heads of cattle and above.

⁶ Botswana Agrifood Value Chain Project, Beef Value Chain Study, FAO and the Ministry of Agriculture, Botswana 2013

⁷ What would it take for Zambia beef and dairy industries to achieve their potential? - UKaid and the World Bank, July 2011.

⁸ Oboler, Regina, "Whose cows are they, anyway: ideology and behaviour in Nandi cattle ownership and control", Human Ecology 24(2): 255-72, 1996.

⁹ CAADP Post Compact Review, Uganda, Country Review Report Kampala, September 2010.

¹⁰ The GCCA – Uganda project operates in the Cattle Corridor, in some of the districts targeted by the present project, which will scale up a number of activities which aim to better adapt to climate change and to mitigate the negative effects of the cattle rearing activities (woodlots, feedlots, pasture management, water for production, etc.).

In terms of Development Partners Coordination, the beef subsector is an object of the Agriculture Development Partner's Group, which is part of the Agriculture Sector Working Group. These groups ensure a strong coordination in order to avoid overlapping of interventions and to ensure coherence of activities, both among the Development Partners, and among the latter and the Government. The Agriculture Sector Working Group has been rated as weak over the last years by most development partners, but a new minister has been appointed which gives a momentum for stronger engagement.

3.3 Cross-cutting issues

Climate change and environmental sustainability: A Strategic Environmental Assessment (SEA) of the beef sector has been carried out in February-April 2016. It shows both insight and foresight regarding the risks, constraints, opportunities and impacts of the programme, including its interdependence with various environmental factors. Poor agricultural practices, combined with high population growth rates have resulted in greater pressure on remaining natural resources. Land degradation, extreme weather events caused by climate changes, loss of biodiversity, soil and water pollution, spread of disease are the main risks and impacts of the beef sector on environment. Nevertheless, the report concludes that many of the negative impacts can be mitigated through better practices and risks can be avoided or reduced through alternative mitigating activities (e.g. planting woodlots). Most of the recommendations of the SEA have been introduced in the present Action Document, and they will all be taken into account while defining and implementing activities (e.g. related to better rearing practices, land and water conservation, rangeland/pasture management, waste management, etc.). The project will also focus on opportunities for climate mitigation: 1) shifting from traditional approaches, aiming to maximize the size of the herd to improved breeding and animal health intervention, to allow herd sizes to shrink while stimulating productivity; 2) better management of the of grazing lands/rangelands, as well as sustainable intensification of livestock breeding which can reduce the conversion of natural habitats and forests into pastures can turn the rangelands into carbon sinks with the potential to help offset livestock sector emissions. The Strategic Environmental Assessment Report has provided relevant key climate change adaptation recommendations which will be followed throughout the implementation of the project.

Nutrition: The action will contribute to addressing the dietary protein and micronutrients (nutrition) requirements of the citizens of Uganda in both urban and rural areas. The targeted areas are among the ones with the highest rates of stunting in Uganda. Three main actions will be under this project in order to lead towards an overall improvement of nutrition status of the targeted regions: 1) aim to slowly change the cultural patterns, which led to under consumption of beef meat in these areas, by sensitizing women to increase beef meat consumption at household level and by various awareness campaigns; 2) encouraging the commercial aspect of cattle rearing, the sale of cattle and the use of money for diversifying the diet; 3) encouraging and supporting mixed farms systems as a way of diversifying the diets through production of both meat and milk.

Gender/ Youth: In Uganda women are almost completely excluded from the beef value chain. The only segment of the value chain which is "only for women" is the treatment and processing of hides. Therefore, under this specific action, four main entry points for women are ensured, which are both culturally and technically feasible: 1) Targeting more women and encouraging them to rear cattle and get together into women's associations; 2) Supporting women to go into cattle breeding and genetic capital improvement (linking them with the relevant national authorities, supporting the purchase of genetic material and the breeding process, and eventually linking them with the umbrella association of producers in order to commercialise the breeds produced); 3) Supporting them to get involved in "feedlot agriculture", which is a success story under the GCCA project and where women can play an important role. From the GCCA example, most women that had managed feedlots have started also buying dairy cattle, and increasing therefore their business, nutritional intake diversity, returns, etc.; 4) Support women to go into small meat processing business and commercialisation at micro business

level, as this is an "end of the chain" income generating activity that is usually restricted to men. Youth are also targeted, especially in terms of jobs creation and direct support to smallholders.

4 DESCRIPTION OF THE ACTION

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG targets of the *Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture*, but also promotes progress towards Goals 1 – End poverty in all its forms everywhere, 8 – Promote inclusive and sustainable economic growth, employment and decent work for all, 13 – Take urgent action to combat climate change and its impacts. This does not imply a commitment by the Republic of Uganda benefiting from this programme.

4.1 Objectives/results

The **overall objective (impact)** is to contribute to a competitive, profitable, job-intensive, gender-responsive and environmentally-sustainable agricultural sector in Uganda, in order to alleviate poverty and improve food and nutrition security.

The **specific objective** is to use a holistic value chain approach in the targeted geographical areas, to leverage an increase in the overall performance (in terms of production volume, quality, value addition, increased employment and environmental sustainability) of the Ugandan meat value-chain.

The **purpose** of the project is to support both the public and the private sector, with a focus on smallholders and small beef-related agribusiness, to work together towards promotion of an environmentally-sustainable, climate-resilient, low-emission, local and regional meat industry - which respects as far as possible animal welfare practices and is responsive to the different needs of women and men, mainly in terms of food security, nutrition, and social welfare.

Expected Results:

Result 1: The policy, legal, regulatory and institutional framework, including standards, guidelines and best practices along the beef value chain are reviewed, updated and enforced. A particular focus will be set on women's empowerment and on mitigation of climate change/environmental impacts.

Result 2: Beef meat production, productivity and quality assurance in the targeted areas is enhanced, giving priority to climate smart, environmentally-sustainable, locally-developed practices including smallholder agriculture and attention to rural livelihoods and formation of producer groups, including women's groups when available.

Result 3: Improved marketing, transportation and value addition for beef meat from the targeted area: aiming to promote local meat consumption to stimulate the market, stimulating the demand for processed meat products, increasing safer meat processing and ensuring animal welfare practices during transportation.

4.2 Main activities

Main activities leading to Result 1:

- 1.1 **Needs identification** for review and update of the legislative and policy frameworks, of the standards and of the operational guidelines used along the beef meat value chain.
- 1.2. **Review and update the legislative and policy frameworks**, of the standards and of the operational guidelines along the value chain (as identified in action 1.1.), through an inclusive consultation process, taking into account gender and climate change/environment mainstreaming.
- 1.3. **Dissemination of the results of the review** (as updated in action 1.2.), through dissemination campaigns targeting both women and men, publications and pyramidal training, with training of

trainers at Central and Local Government level and with further training for private and public actors along the value chain.

- 1.4. **Support the control, inspection and enforcement** systems at central and local level, in the targeted areas, through training and/or equipment. Develop and intensify IT use in sero-surveillance and disease reporting (tracking and tracing) and quality and food safety inspection systems.
- 1.5. **Strengthen environmental monitoring** of beef/meat-related activities, through increased cooperation between MAAIF and the National Environment Management Agency (NEMA) and the District Environment Offices, and increased capacities of the departments responsible.

Main activities leading to Result 2:

- 2.1. **Promote animal disease control and prevention** in the targeted areas, through collaboration with the local authorities and private animal health services for vaccination and vector control, through renovation and installation of vector control infrastructure, certification and issuance of veterinary health certificates, imposing hygiene measures and protection equipment within the production units and proper disposal of biohazard/chemical waste (syringes, spray and dip chemicals, etc.)
- 2.2. **Strengthen smallholder livestock farmer associations** in order to improve the position and weight of the smallholders in the beef/meat value chain, and ensure traceability in the value chain regarding social and environmental requirements for markets.
- 2.3. **Sustainable support to the local brood stock**, especially through supporting smallholder women and women's groups in raising breeding bulls and crossbreeding, through close collaboration with National Animal Genetic Resource Information Centre and Data Bank, and through promoting a Ugandan pedigree registration and selection system according to international standards.
- 2.4 **Improve pasture (rangeland) management** in a climate-smart way, by involving both small and large scale livestock producers in trainings on best practices (including selling of excess livestock to reduce overstocking and overgrazing, encourage diversification of economic activities, agro-ecology/conservation agriculture practices, etc.), controlling bush encroachment and promoting tree planting and woodlots as alternative livelihoods in heavily degraded/deforested areas.
- 2.5. **Promote integrated water management at local level**, including contingency management and planning for extreme weather events affecting the availability of water for livestock, protecting watersheds and conserving and storing water through rainwater harvesting.
- 2.6. **Construction of water harvesting infrastructures**, like valley dams and valley tanks for the use of smallholder groups and larger scale farms to contribute to climate change adaptation and environmental solutions for the communities.
- 2.7. **Promote supplementary feeding** to reduce greenhouse gas production and enhance livestock growth rates, using residual standing hay, feeding crop residues, and industrial by-products in periods of feed insecurity, and promoting feedlots operation in order to reduce overgrazing. Involve and train smallholder's groups, with an emphasis on women's groups on silage, hay making, feedlots management through climate smart practices.

Main activities leading to Result 3:

- 3.1. **Carry out a needs identification** and private participation exploration for support to slaughtering facilities at local level.
- 3.2. According to the needs identification, **two options are possible: building a new regional abattoir** in one of the DCZ, through a Public-Private Partnership (PPP), with strong capital

participation from the private sector, **or rehabilitating existing slaughter facilities** (slaughter houses, slabs, etc.) at local level in both DCZ, focusing on improving waste management.

- 3.3. **Support urban women's groups in commercialisation of cooked beef** products according to standards and regulations, and to evolve businesses into meat processing units, through direct support and through linking them to financial institutions.

4.3 Intervention logic

The programme aims to adopt a holistic approach to the beef value chain in Uganda, constructed around three main pillars:

1) Defining standards and operational guidelines and improving the **normative and policy framework**, as well of the capacity of the Government, at local and central level, to enforce the legislation will be the central component of the programme, which will update of obsolete legislation and policy, will mainstream climate change, environment and gender in a sector which is by definition environmentally unfriendly, will update or define for the first time standards, social, environmental, or in terms of sanitary and phytosanitary requirements. Within this component, civil servants from central and local level will be trained to further train sector's stakeholders, at all levels of the value chains, in the implications of the legislative and policy update. Training and equipment will also be offered as support to considerably improve the enforcement of the legislation in the targeted areas.

2) The **production** pillar was identified as another weak link of the value chain, as described in the problem analysis. The targeted regions have been selected mainly for an operational advantage for the implementation of this project: smallholders and large commercial farms coexist in both areas. It is important, in terms of improving production, productivity, and reducing negative environmental impact of the sector, to target both categories. While the smallholders will be targeted for the obvious reasons of increasing livelihoods and improving food security and nutrition, the larger farmers, organised in cooperatives and ultimately in the Uganda Meat Producers Cooperatives Union (UMPCU), will be targeted mainly for the following reasons: i) they are the biggest threat on the environment, mostly due to the bad practices and traditional way of cattle herding; in this respect, an environmental approach will get the best results in this particular context; ii) they have also a strong organisation which is a reference for all meat producers; in this capacity, UMPCU is capable of adopting best practices and eventually having a spill over effect on the other organisations and producers; iii) they represent a strong voice, and an easy channel for communication between the sector and the Government. Implementing climate-smart activities, technologies and practices will be the main aim of this component, targeting also to improve the resilience of the smallholders through better management of resources (land, water, feeds, etc.).

3) The programme will focus less on the **marketing** segment of the value chain as it will need to concentrate first on the enabling environment and an increase in production, for a sustainable increase in marketed products. This third pillar will also benefit from the first pillar training component, which will aim to train, for instance, private actors in the field of transportation, slaughtering and processing, linked to sanitary and phytosanitary requirements, animal welfare, standards, best practices and various normative constraints and opportunities. The programme will also have a component on supporting slaughtering infrastructure construction and/or rehabilitation: a preliminary study will provide the possibility of an informed choice between constructing through a PPP an abattoir locally (if enough funds are going to be committed by the private sector), or rehabilitating a number of slaughter facilities in the two DCZ.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a Financing Agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the Financing Agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation modalities for budget support component

N/A

5.4 Implementation modalities for an action under project modality

5.4.1 Grants: direct award (direct management)

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

A part of this action will be implemented through direct grant with an overall objective of implementing activities related to disease control (2.1), pasture management (2.4) and improved feeding (2.7), since these activities are aiming to improve practices (both in terms of productivity and environmental protection) and to generalise the utilisation of these practices by all producers in the regions targeted: mainly the smallholders, but also to the larger farms, through common understanding of their advantages through the Uganda Meat Producers Cooperative Union (UMPCU) as an umbrella organisation. There is an evident advantage, from an environmental point of view, of having these practices adopted by large commercial farmers, which are not directly targeted by the project.

The entrusted entity will carry out the following implementation tasks: plan and budget for the actions, execute payments and recover any moneys due, tender procurements and award contracts and carry out the tasks indicated above under the supervision of MAAIF and the Technical Assistance Team.

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without call for proposals to the UMPCU.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without call for proposals is justified by the Article 190(1) (c) of RAP: body with the facto or the jure monopoly. Indeed, the UMPCU has a de facto monopoly in the regions chosen for the implementation of the present programme based on the following considerations: it is the major organisation representing the interests of the meat producers in the geographical areas covered, having the power to outreach members everywhere, to disseminate best practices, to co-invest in public private partnerships, to impose norms and to have a dialogue with the Government at all levels. They also have the capacities to encourage the formation and work directly with unions of smallholders, thus improving the latter's condition within the value chain.

d) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.

The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant should normally not exceed 80% of the eligible costs of the action.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 37 of (EU) regulation 2015/323, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100 %. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to conclude the grant agreement

The grant agreement will be concluded in August 2017.

(g) Exception to the non-retroactivity of costs: N/A

5.4.2 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Technical assistance, to assist the PMU and the Ministry of Agriculture, Animal Industries and Fisheries in the implementation of the programme	services	1	3rd trimester 2016

5.4.3 Indirect management with the Partner Country

A part of this action with the objective of contributing to to a competitive, profitable, job-intensive, gender-responsive and environmentally-sustainable agricultural sector in Uganda may be implemented in indirect management with the Government of Uganda/Ministry of Agriculture, Animal Industry & Fisheries (MAAIF) in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012 EDF, applicable in accordance with Article 17 of Regulation (EU) 2015/323 according to the following modalities:

The Government of Uganda will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex ante control for procurement contracts above EUR 50 000 and may apply ex post control for procurement contracts up to that threshold. The Commission will control ex ante the grant procedures for all grant contracts.

Payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the Government of Uganda for direct labour and contracts below EUR 300 000 for procurement and up to EUR 100 000 for grants.

The financial contribution covers, for an amount of EUR 500 000, the ordinary operating costs incurred under the programme estimates.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012 EDF applicable in accordance with Article 36 of Regulation (EU) 2015/323 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the Government of Uganda shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012 EDF applicable in accordance with Article 17 of Regulation (EU) 2015/323, will be laid down in the financing agreement concluded with the Government of Uganda.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

Activities/Result Area/ Implementation modalities	EU Contribution (EUR)	Indicative third party contribution (EUR)
5.4.1 Grant (direct award) with UMPCU Implementing activities related to disease control (2.1), pasture management (2.4) and improved feeding (2.7)	1 500 000	300 000
5.4.2 Procurement (direct management) Technical assistance, to assist the PMU and the Ministry of Agriculture, Animal Industries and Fisheries in the implementation of the programme	2 500 000	N/A
5.4.3 Indirect Management with the Partner Country Activities related to create a competitive, profitable, job-intensive, gender-responsive and environmentally-sustainable agricultural sector	10 000 000	300 000
5.9 Evaluation; 5.10 Audit	175 000	N/A
5.11 Communication and visibility	75 000	N/A
Contingencies*	750 000	N/A
TOTALS	15 000 000	600 000

(*) The European Union's contribution to the "Contingencies" heading may be used only with prior agreement of the Commission

5.7 Organisational set-up and responsibilities

The action will be implemented under indirect management through the signature of a financing agreement with the Government of Uganda. The contracting authority for the project will be the National Authorising Officer (NAO) of the European Development Fund (EDF) in Uganda, whilst the project supervisor will be the Directorate of Animal Resources (DAR), under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

The project will be implemented by a **Project Management Unit** (PMU), specially recruited for this task. The PMU will manage the Programme Estimates, the calls for proposals and the works and service contracts under indirect management, and will be supported by a strong technical assistance. A **Project Steering Committee** (PSC) will provide project strategic and management oversight. The possible permanent members of the Steering committee will be: MAAIF (chair, supervisory authority), EU (co-chair), the NAO (contracting authority), the Ministry of Water and Environment, the Ministry of Health, the Ministry of Trade, Industry and Cooperatives, the PMU, representatives of the relevant civil society (producer's/traders associations) and representatives of the relevant private sector. Non-permanent members can be invited at the decision of the chairperson.

The project will be implemented mainly through indirect management with the Partner Country, as described under 5.4.3. In addition, a service contract, launched and managed by the EU Delegation will provide long term Technical Assistance Team (TAT) and recruitment of support for the programme. Short term technical assistance will also be provided, on a need basis, through this contract.

5.8 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the MAAIF's responsibilities. To this aim, MAAIF shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the refined indicators of the log frame matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

Additional studies/surveys will be carried out to collect baseline/monitoring data during the inception period of the project. The PMU/TAT and MAAIF will be responsible for the exercise using project funds.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, a mid-term and final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

A **mid-term evaluation** will be carried out for problem solving and learning purposes and, in particular, with respect to the level of progress of result 1 & 2 that will determine whether the project should progress to implement activities under result 3. A **final evaluation** will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the innovative manner in which the holistic value chain approach of this action has been implemented.

The Commission shall inform the implementing partner at least one month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, one contract for evaluation services shall be concluded under a framework contract in March 2022.

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, five annual contracts for audit services shall be concluded under a framework contract with a recognised accountancy firm, shortly after the conclusion of each project year.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

The funds to procure the service provider will be reserved as specific commitment and the firms will be procured through an open local service tender.

The implementation modality of procurement is foreseen to be under indirect management with the Partner Country, which will act as a contracting authority for the procurement procedure.

APPENDIX - Indicative Logframe matrix

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	To contribute to a competitive, profitable, job-intensive, gender-responsive and environmentally-sustainable agricultural sector in Uganda, in order to reduce poverty and improve food and nutrition security.	1. Number of Rural Poor** (EURF #1 L1) 2. Stunting levels* in the Western and South Western Uganda. (** EURF #9 L1)	1. 7.329.365 (2014) 2. 43% of the population in these regions are stunted. (2015)	1 Number of Rural poor decreases by the end of the project in 2021 2 Stunting levels in the Western and South Western Uganda decrease by the end of the project in 2021.	1. National Institute of Statistics (UBOS). 2. National Institute of Statistics (UBOS)	
Specific objective: Outcome	To use a holistic value chain approach in the targeted geographical areas, to leverage a sustainable increase in the overall performance (in terms of production volume, quality, value addition and increased employment) of the Ugandan meat value-chain.	1. Quantity of beef marketed. 2. Number of certified beef processing units. 3. Quantity of beef produced in the DCZ 1 and 2 4. Number of jobs in the Beef sector in the DCZ 1 and 2 5. Number of companies involved in beef value addition in Uganda	1. 2.1 million Cattle slaughtered per year. 2. Tbd. during inception phase. 3. Tbd. during inception phase 4. Tbd. during inception phase 5. Tbd. during inception phase.	1. Realistic targets will be drawn from the Government strategy during the inception phase. 2. id 3. id 4. id 5. id	1. UBOS and MAAIF statistical reports. 2. UBOS and MAAIF statistical reports. Project End line Study 3. UBOS and MAAIF statistical reports. Project Baseline and end line study. 4. UBOS and MAAIF statistical reports. Project Baseline and end line study. 5. UBOS and MAAIF statistical reports. Project Baseline and end line study.	No major cattle disease outbreak, Government will continue to prioritise the Beef Sector.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Outputs	Output 1: The policy, legal, regulatory and institutional framework that affects the beef/meat value chain improved (including in terms of mitigating climate change/environmental impacts) and enforced.	1.1. Number of policies, laws and regulations adopted or reviewed, operationalised and enforced with project support. 1.2. Number of civil servants trained as trainers through the project (sex disaggregated) 1.3. Number of civil society/private sector representatives trained by the project (sex disaggregated) 1.4. Number of District Environment Offices equipped by the project for environmental monitoring of cattle activities	1.1. 0 (project not started yet) 1.2. 0 (project not started yet) 1.3. 0 (project not started yet) 1.4. 0 (project not started yet)	1.1. Realistic targets will be drawn from the Government strategy during the inception phase. 1.2. id 1.3. id 1.4. id	1.1. official gazette publication of acts. Project survey, project reports 1.2. Database of training participants to be maintained by the project 1.3. Database of training participants to be maintained by the project 1.4. Project survey, project reports	The interest of decision makers will be to support this initiative, including at the Cabinet and Parliament levels, in order to speed up the process of modification and/or approval of legislation/policies
	Output 2: Beef meat production, productivity and quality assurance in the targeted areas is enhanced, giving priority to locally-developed practices including smallholder agriculture and attention to rural livelihoods and formation of producer groups.	2.1. % increase in livestock production for selected target populations (smallholders of less than 100 cattle, medium holder farmers with 100-500 cattle and large farmers) and target areas 2.2. No. of new small (less than 100 cattle) and medium holder farmers increasing their income through the project. (sex disaggregated) 2.3. No. of hectares of pasture	2.1. 0 (project not started yet)	2.1. Targets to be defined during the inception phase, together with the beneficiaries, MAAIF and local governments, based on the needs and capacities of the targeted areas.	2.1. Project surveys and reports	Good cooperation with the Local governments, support from MAAIF specialised veterinary departments in certifications.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>improved through the project</p> <p>2.4. Number of wooldlots planted (ha) through the project</p> <p>2.5. No. of districts/subcounties with an integrated water management plan developed through the project</p> <p>2.6. No. of water harvesting infrastructure per type of infrastructure built through the project</p> <p>2.7. Percentage of exotic and cross-breed animals in the targeted areas brought through the project</p> <p>2.8. Feedlots established (ha) through the project</p>	<p>2.2. 0 (project not started yet)</p> <p>2.3. 0 (project not started yet)</p> <p>2.4. 0 (project not started yet)</p> <p>2.5. 0 (project not started yet)</p> <p>2.6. 0 (project not started yet)</p> <p>2.7. 0 (project not started yet)</p> <p>2.8. 0 (project not started yet)</p>	<p>2.2. id</p> <p>2.3. id</p> <p>2.4. id</p> <p>2.5. id</p> <p>2.6. id</p> <p>2.7. id</p> <p>2.8. id</p>	<p>2.2. Project surveys and reports</p> <p>2.3 Project surveys and reports</p> <p>2.4. Project surveys and reports</p> <p>2.5. Project surveys and reports</p> <p>2.6. Project surveys and reports</p> <p>2.7. Project surveys and reports</p> <p>2.8. Project surveys and reports</p>	
	Output 3: Marketing, transportation and value addition for beef meat from the targeted area are improved.	<p>3.1. % of target farmers meeting value chain standards and SPS requirements, supported by their producers organisations through this project, sex disaggregated</p> <p>3.2. No. of smallholder farmers adopting sustainable and inclusive</p>	<p>3.1. 0 (project not started yet)</p> <p>3.2. 0 (project not started yet)</p>	<p>3.1 Targets to be defined during the inception phase, together with the beneficiaries, MAAIF and local governments, based on the needs and</p>	<p>3.1. Project surveys and reports</p> <p>3.2. Project surveys and reports</p>	<p>The legal and policy framework will be reviewed in time, including feeds standards, animal welfare practices, etc., in order to offer a sustainable framework</p>

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>business models through this project.</p> <p>3.3. No. of smallholder farmers who have accessed value chain financing with support from the project</p> <p>3.4. No. of transport companies and slaughter facilities adhering to the animal welfare norms in the targeted areas through support from the project</p> <p>3.5. Number of beef meat products on market (the increase is your target, please specify it in the column on the right) through this project.</p> <p>3.6. No. of processing facilities modernised through this project.</p> <p>3.7. No. of financial sector operators that finance small scale beef value chain financing.</p> <p>3.8. No. of women' groups supported by the project to establish basic processing units.</p>	<p>3.3. 0 (project not started yet)</p> <p>3.4. 0 (project not started yet)</p> <p>3.5. 0 (project not started yet)</p> <p>3.6. 0 (project not started yet)</p> <p>3.7. Tbd during inception phase</p> <p>3.8. 0 (project not started yet)</p>	<p>capacities of the targeted areas.</p> <p>3.2. id</p> <p>3.3. id</p> <p>3.4. id</p> <p>3.5. id</p> <p>3.6 id</p> <p>3.7. id</p> <p>3.8. id</p>	<p>3.3. Project surveys and reports</p> <p>3.4. Project surveys and reports</p> <p>3.5. Project surveys and reports</p> <p>3.6. Project surveys and reports</p> <p>3.7. Project surveys and reports</p> <p>3.8. Project surveys and reports</p>	<p>for the activities under this output.</p>

Note: The indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision.

