

GAIN UGANDA BUSINESS PLAN 2025 - 2030



Foreword

GAIN Uganda remains committed to improving nutrition outcomes through strategic partnerships, private sector engagement, and policy advocacy as our pathway towards a transformed food system in Uganda. This updated business plan reflects our continued efforts to improve access and consumption of healthier diets, especially of vulnerable populations, through scale up of industrial fortification and biofortification, strengthen MSME supply chains, demand generation for nutritious diets, enhancing food safety in specific value chains of health concern and conducting context-specific research tailored to Uganda's nutrition and food transformation systems. Recognizing the importance of a supportive policy environment, gender equity, and social inclusion, we have integrated cross-cutting strategies to ensure sustainable impact. We appreciate the dedication of all stakeholders in driving these initiatives forward and remain focused on fostering a healthier, well-nourished population.

Acknowledgments

We extend our sincere gratitude to our partners, private sector players, policymakers, and all stakeholders who have contributed to the review and update of this business plan. Special appreciation goes to Government ministries, departments and agencies, the SUN Business network secretariat, industry experts, and implementing partners whose insights and collaboration have strengthened our strategic direction. We also recognize the commitment of the team at GAIN Uganda and our global staff for their dedication to advancing nutrition and their contribution and insights in ensuring that this plan aligns with evolving needs. Those collective efforts have been and continue to be invaluable in shaping a healthier future for Uganda.

Final Appreciations goes to the independent consultant who spearheaded the review and updating process of this business plan.

Table of Contents

04	Acronyms and Abbreviations
05	Definition of Terminologies
06	Executive Summary
08	BACKGROUND
09	Country Context and Analysis
12	INTERVENTIONS AND ACHIEVEMENTS
13	GAIN's Interventions in Uganda
15	STRATEGIC DIRECTION
16	GAIN's Strategic Direction
18	IMPLEMENTATION AND COORDINATION FRAMEWORK
19	Implementation and Coordination Framework
20	RESOURCE MOBILISATION
21	GAIN's Interventions in Uganda
22	MONITORING, EVALUATION, ADOPTION, AND LEARNING (MEAL)
23	Monitoring, Evaluation, Adoption, and Learning (MEAL)

Acronyms and Abbreviations

ASSP	Agricultural Sector Strategic plan
BUBU	Buy Uganda Build Uganda
CASCADE	Catalyzing Strengthened Policy Action on Healthy Diets and Resilience
CDC	Centre for Disease Control
ECSA	East, Central and Southern Africa
EU	European Union
FAO	Food and agricultural organization
GAIN	Global Alliance for Improved Nutrition
GDP	Gross Domestic Product
MoH	Ministry of Health
MSMEs	Micro, Small and Medium Enterprises
N3F	Nutrition Food Financing Facility
NIS_	Nutrition Impact at Scale
NWGFF	National Working Group on Food Fortification
PSDP	Private Sector Development Strategy
PSPs	Private Service Providers
RIA	Regulatory Impact Assessment
SDG	Sustainable Development goals
SFNB	School of Food Technology, Nutrition and Bioengineering
UBOS	Uganda Bureau of Statistics
UIA	Uganda Investment Authority
UNAP	Uganda Nutrition Action Plan
UNBS	Uganda National Bureau of Standards
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

Vision, Mission and Objectives



Vision

Healthier diets for all people, especially the most vulnerable, from more sustainable food systems.

- The go-to organisation for nutrition planning, implementation and learning.
- Anchor of strong private sector mainstreaming into nutrition implementation and food system transformation plans, nutrition food pathways.
- The green nutrition organisation.



Mission

Improve the consumption of healthier diets for all, especially the most vulnerable, by improving the availability, affordability, desirability, and sustainability of nutritious and safe foods, and reducing the consumption of unhealthy and unsafe foods.

- Support for Increased awareness, capacity, willingness, investments and affordable nutritious innovations by private enterprises to transform nutritious food pathways in Uganda.
- Cultivate partnerships for effective lobby of public, private and enterprise support organisations to realise nutrition impact at scale in Uganda.
- Undertake media campaigns and promotions for Increased demand of nutritious and safe food.
- The green nutrition organisation.



Delivery Model

Delivery Model

- Country-owned and led Interventions
- Evidence-based programming
- Program accountability and transparency
- Coordinated multisectoral partnerships
- Mainstreaming sustainability approaches
- Impact and resilience
- Equity, particularly amongst the most vulnerable
- Women empowerment



Objectives

Strategic Objectives

- To enhance fortification and biofortification through industrial food fortification and commercialization of biofortified crops across schools, organizations, companies' micro, small and medium enterprises (MSMEs) and the public at large
- To create stronger and more resilient MSMEs to produce safe, nutritious and healthier products.
- To empower the consumers to demand safer, nutritious and healthier diets.
- To enhance food safety
- To strengthen the policy environment for increased consumption of safe, affordable, nutritious and healthy diets
- To conduct context-specific research tailored to Uganda's nutrition and food systems transformation

Executive Summary

The **GAIN Uganda** Business Plan reflects a strategic response to evolving market trends, operational challenges, and emerging opportunities in the agribusiness and nutrition sectors. This revision strengthens GAIN Uganda's commitment to improving nutrition outcomes through industrial food fortification, strengthening MSME supply chains, increasing demand for healthier diets, enhancing food safety, conduct context specific research advocating for policy reforms.

Context and Rationale

Uganda faces a triple burden of malnutrition—undernutrition, micronutrient deficiencies, and rising diet-related non-communicable diseases (NCDs). **Approximately 16.4 million Ugandans** were food insecure by early 2023. **26% of children under five** are stunted, and **53% suffer from anaemia**. **Only 7% of children aged 6-23 months** receive a minimally acceptable diet, and **10% meet the minimum dietary diversity requirement**. Furthermore, overweight prevalence among women increased from **18% in 2016 to 24% in 2022**. Micronutrient deficiencies caused by inadequate intake, absorption, and utilization of essential vitamins and minerals in the body, remain a major public health threat, particularly among children under 5 years and women of reproductive age (15-49 years). These alarming figures highlight the need for comprehensive, sustainable nutrition programs to address food insecurity and promote healthier diets.

Globally, **3.1 billion people** cannot afford a nutritious diet, with **735 million** experiencing hunger in 2022. Sub-Saharan Africa faces an acute challenge, where **22.5% of the population** is undernourished—more than double the global average of 9.2%. Against this backdrop, **GAIN Uganda** plays a critical role in addressing malnutrition through multi-sectoral partnerships, advocacy, and sustainable food systems.

About GAIN Uganda

The **Global Alliance for Improved Nutrition (GAIN)**, founded in 2002, is dedicated to tackling malnutrition by improving access to nutritious and safe food.

- **Vision:** Healthier diets for all people, especially the most vulnerable, from sustainable food systems.
- **Global Mission:** Improve the consumption of healthier diets by enhancing the availability, affordability, and desirability of nutritious food while reducing unsafe food consumption.

Key Achievements

GAIN Uganda has delivered significant impacts across multiple program areas:

- **SME Support:** GAIN has trained 427 private sector players and targeted 300 SMEs to produce and supply nutritious foods. In Uganda, capacity building efforts reached 3,048 food businesses to enhance safe and nutritious food production.
- **Vegetable Consumption:** Demand generation activities engaged 406 vendors and 55 market facilitators to promote diverse vegetables, reaching 3,154,190 individuals (1,576,772 women) and targeting 417,686 low-income earners. Media and promotion impacted 130,527 income earners.
- **Workforce Nutrition:** Programs in 11 companies benefited over 15,000 workers with breastfeeding support, nutrition checks, healthy food, and education. Gender equity was addressed by integrating relevant policies. Capacity building engaged 390 employees/employers and 114 SBN members.
- **Private Sector Engagement:** GAIN established 1 National and 3 Regional SUN Business Networks (SBNs), training 427 private sector players. Policy Dialogue/Advocacy: Engagement activities reached 3,048 people.
- **Food Safety/Nutrition Awareness:** Outreach reached 3,048 people across regions. Gender-Sensitive Food Access: Policy advocacy is ongoing.
- **Nutrition/Gender Policies:** Events/workshops achieved 66% female participation. Inclusive Policies: Collaboration reached 321 public/private sector stakeholders.
- **Research Collaboration:** Partnerships with Kyambogo and Makerere Universities supported research for evidence-based interventions.
- **Internship Programs:** Opportunities were created for student experience and SME development. SME Improvement: Intern support and mentorship enhanced SME production quality and productivity.

Strategic Direction

GAIN Uganda's updated business plan focuses on five key strategic areas:

1. **Strengthening Industrial Food Fortification and Biofortification:** Enhancing the fortification of staple foods to improve nutritional outcomes.
2. **Development of stronger resilient MSMEs for Safer, Nutritious Products** – Supporting MSMEs to deliver safer and healthier food products.
3. **Increasing Demand for Healthier Diets:** Promoting consumer awareness and behavior change toward nutritious diets.
4. **Enhancing Food Safety:** Improving food safety standards through collaboration and policy advocacy.
5. **Policy Advocacy and Food System Transformation:** Driving evidence-based policies to create a sustainable and inclusive food system. Inclusive Gender Mainstreaming and Environmental Sustainability – Embedding gender equity and environmental sustainability across programs.
6. **Conducting research tailored to Uganda's nutrition and food transformation systems:** This helps to generate evidence to guide nutrition policies, innovations, and promotes healthier diets. It strengthens national capacity and accountability toward nutrition goals.

Resource Mobilization and Donor Engagement

To sustain and expand its programs, GAIN Uganda will implement a proactive donor mapping and resource mobilization strategy that includes:

- **Strategic Partnerships:** Aligning goals with key donors for long-term collaboration.
- **Dynamic Planning:** Annual business development plans responsive to emerging opportunities. Global and Regional Scanning: Identifying aligned funding opportunities.
- **Alliance Building:** Strengthening ties with public and private sector entities.
- **Transparent Stewardship:** Ensuring trust through communication, transparency, and accountability.

Monitoring, Evaluation, Adaptability, and Learning (MEAL)

GAIN Uganda will track progress through key performance indicators (KPIs) in areas such as consumer awareness, stakeholder engagement, and improved food systems. The MEAL framework integrates:

- **Data Collection:** Utilizing digital tools for accurate, timely data capture.
- **Continuous Assessment:** Conducting baseline, mid-term, and end-line evaluations.
- **Stakeholder Feedback:** Adapting programs based on evidence and insights.

Sustainability Plan

GAIN Uganda is committed to long-term impact through:

- **Strategic Partnerships:** Building strong public-private collaborations.
- **Diversified Funding:** Expanding resource mobilization efforts to ensure financial sustainability.
- **Monitoring and Learning:** Using advanced digital tools (e.g., KoBo Collect, Tableau) for real-time data analysis and continuous program improvement.
- **Social Impact Maximization:** Reinforcing monitoring, evaluation, and learning frameworks to ensure community benefits.



CHAPTER

01




INTRODUCTION

Country Context and Analysis

Uganda faces a triple burden of malnutrition—undernutrition, micronutrient deficiency, and diet-related non-communicable diseases (NCDs)—despite the country’s agricultural capacity to produce diverse, healthy foods. Many Ugandans consume unbalanced diets dominated by carbohydrate-rich staples, lacking essential proteins, vitamins, and minerals from fruits, vegetables, pulses, and animal-source foods. This dietary imbalance contributes to widespread micronutrient deficiencies. According to the 2016 Uganda Demographic and Health Survey (UDHS), only the Teso and Kampala regions report stunting prevalence below 20%, highlighting persistent nutritional challenges across the country.

Globally, 3.1 billion people could not afford a nutritious diet in 2021, and by 2022, 735 million faced hunger. Sub-Saharan Africa is disproportionately affected, with 22.5% of the population undernourished—more than double the global average. In Uganda, approximately 16.4 million people experienced food insecurity as of early 2023.

Despite these challenges, Uganda is advancing economic development and agro-industrialization while prioritizing nutrition through national frameworks like the Uganda Nutrition Action Plan (2020–2025) and Vision 2040. These initiatives align with the Sustainable Development Goals (SDGs) and focus on improving food security, particularly for vulnerable groups such as women and children. GAIN Uganda supports these national priorities by promoting sustainable food systems, healthier diets, and strengthening local food value chains.





Political and Economic 	<ul style="list-style-type: none"> • Stable political climate and improving donor investment confidence • GDP growth post COVID-19 positive at 6.2%(2022) vs. 4.2% average for Sub-Saharan Africa • Consumer price inflation at 2.6% (November 2023) vs 10% for the region. • 20.3% of population living below the poverty line (USD1.9 per day) in 2019/20 according to the Uganda National Household Survey 2019/20 (UNHS).
Social and Technological 	<ul style="list-style-type: none"> • Access to basic water supply and sanitation at 52.8% and 52.6% of households respectively (UDHS 2022) • Access to electricity is at 45.2% in 2022 • Mobile phone subscription is at 30million (2021) • Youth unemployment est. at 6.6% (2022) vs. 7% (2011)
Legal and Environmental 	<ul style="list-style-type: none"> • Carbon dioxide emission per capital at 0.14 TN in 2021 Vs 0.03 TN of Carbon dioxide emission per capital in 1981. • 41 percent of Uganda’s land is now degraded, with an unsustainable rate of soil erosion and forest cover is declining by 2.6 percent every year (World Bank, 2021) • National efforts guided by the National Environment Act 2019

The Malnutrition Challenge in Uganda

Child Malnutrition and Dietary Deficiencies Uganda faces a significant malnutrition burden:

- 26% of children (6-59 months) are stunted, 10% underweight, and 3% wasted.
- Only 7% of children (6-23 months) receive a minimally acceptable diet, and 10% meet dietary diversity standards.

GAIN Uganda promotes nutrition-sensitive interventions to improve children's dietary intake and food security.

ICON	CATEGORY	DETAILS
	Breastfeeding and Early Childhood Nutrition	<p>While 96% of Ugandan children are breastfed, 20% of newborns receive pre-lacteal feeds, reducing the benefits of exclusive breastfeeding. GAIN Uganda supports breastfeeding education programs to promote exclusive breastfeeding and reduce early introduction of inappropriate foods. While skin-to-skin contact is widely practiced (86%), there is a need to reinforce proper breastfeeding practices to ensure infants receive the full nutritional and health benefits</p>
	Micronutrient Deficiencies and Supplementation	<p>Vitamin A and iron deficiencies remain widespread:</p> <ul style="list-style-type: none"> • 39% of children consume vitamin A-rich foods. • 31% consume iron-rich foods, with disparities based on household income and maternal education. <p>GAIN Uganda strengthens micronutrient supplementation and food fortification to address these deficiencies.</p>
	Adult Nutrition and Health Risks	<p>Malnutrition affects Ugandan adults through both undernutrition and obesity:</p> <ul style="list-style-type: none"> • 9% of women and 15% of men are underweight. • 18% of women and 9% of men are overweight. <p>GAIN Uganda promotes balanced nutrition programs to encourage healthy eating across socio-economic groups.</p>
	Socioeconomic Disparities in Nutrition	<p>Access to nutritious food is influenced by income and education:</p> <ul style="list-style-type: none"> • 45% of children in wealthier households consume iron-rich foods, compared to 24% in lower-income groups. <p>GAIN Uganda targets interventions to improve nutrition access and education for vulnerable populations.</p>

Barriers to Nutrition Interventions in Uganda

1. **Cost of Nutritious Food:** High costs and inefficient institutional coordination hinder access to healthy foods.
2. **Coordination and Governance:** Weak governance limits effective policy implementation and food system management.
3. **Purchasing Power and Access:** Low purchasing power and rising inflation (3.6% as of May 2024) restrict access to nutritious foods.
4. **Data Gaps:** Incomplete food system data impedes effective decision-making and support for smallholder farmers.
5. **SME Engagement:** Limited access to finance and technology restricts SMEs' ability to provide affordable, nutritious food.
6. **Changing Food Preferences:** Urbanization drives demand for processed foods (45%), while 35% of consumers seek healthier options.
7. **Vulnerability:** 40% of Ugandans face food insecurity, particularly in rural areas reliant on subsistence farming.
8. **Fortification Compliance:** Only 30% of food products meet fortification standards due to limited enforcement and high costs.
9. **Social and cultural barriers** in which societal norms and beliefs can hinder nutrition practices and low decision-making power for women and girls. For instance, male-dominated decision-making, food taboos (e.g., eggs, fish), and heavy domestic workloads often limit women's and girls' participation in nutrition initiatives.

Sector Policies and Laws



GAIN Uganda aligns with national and global frameworks, including:

- National Agriculture Policy (2013)
- Buy Uganda, Build Uganda (BUBU) policy (2015)
- Uganda Micro, Small, and Medium Enterprise (MSME) (2015)
- National Industrial Policy (2020)
- Uganda Nutrition Action Plan (UNAP) II (2020-2025)
- National Development Plan IV (2025-2030)
- Public Health Act and Uganda National Bureau of Standards (UNBS) Act
- SDG 2 (Zero Hunger): Improving access to affordable, nutritious food to reduce malnutrition.
- SDG 3 (Good Health and Well-being): Enhancing public health by preventing diet-related diseases.
- SDG 1 (No Poverty): Contributing to economic productivity and poverty reduction through better nutrition and food systems.

- SDG 5 (Gender Equality): Empowering women in food systems and nutrition programs.
- SDG 8 (Decent Work and Economic Growth): Supporting food businesses and worker nutrition for job creation and economic growth.
- SDG 12 (Responsible Consumption and Production): Promoting sustainable food practices and reducing waste.
- SDG 17 (Partnerships for the Goals): Collaborating with various stakeholders for greater impact.
- GAIN directly supports the Parish Development Model by improving nutrition and food systems, which boosts household incomes and community well-being in rural areas through nutrition-focused agriculture, empowering small farmers, and aiding local food businesses.

About GAIN

The Global Alliance for Improved Nutrition (GAIN) is an international organization founded in 2002 to combat malnutrition by improving access to nutritious and safe food. Through collaboration with governments, businesses, and civil society, GAIN supports sustainable food systems, food fortification, and nutrition-sensitive interventions.

GAIN's Global Aspirations

- **Vision:** Healthier diets for all people, especially the most vulnerable, from sustainable food systems.
- **Mission:** Improve the consumption of healthier diets by enhancing the availability, affordability, and desirability of nutritious and safe foods while reducing unhealthy food consumption.

GAIN Uganda

Since 2007, GAIN Uganda has focused on food fortification, dietary diversity, and supporting SMEs. The business plan aligns with national priorities such as the National Development Plan IV and Vision 2040, contributing to SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), and SDG 8 (Decent Work and Economic Growth).

Justification of GAIN Uganda's Approach

GAIN Uganda addresses malnutrition through:

- Enhancing food security and dietary diversity.
- Supporting food fortification and sustainable agriculture.
- Advocating for nutrition-focused policies and public awareness.
- Conducting research tailored to Uganda's nutrition and food systems transformation

Methodology for Developing the Business Plan

The business plan was developed through a participatory, evidence-based approach involving stakeholder consultations, data collection, and a SWOT analysis. It aligns with national and global frameworks, ensuring relevance and responsiveness to Uganda's nutrition challenges.



CHAPTER

02

GAIN INTERVENTIONS & ACHIEVEMENTS IN UGANDA

GAIN's Interventions in Uganda

Since 2007, GAIN Uganda's major interventions are centered on two flagship projects:

Vegetables for All (2024–2026) Uganda

The Vegetables for All Project, funded by the Dutch Government and implemented by GAIN Uganda in partnership with government agencies and private sector actors, aims to improve vegetable consumption and dietary diversity among 118,284 low-income urban and peri-urban consumers in Uganda. Targeting households earning UGX 250,000 – UGX 600,000 per month (USD 1.9 – 3.2 per day/person), the project focuses on parents aged 18–50 years with children aged 3–17 years.

Using a demand-driven approach, the project will promote vegetable consumption through market linkages, consumer education, and policy advocacy. The market facilitator model will connect farmers, wholesalers, vendors, and consumers, ensuring availability, safety, and traceability of vegetables. Tailored messaging through media campaigns (ATL and BTL) under the FitFood brand will drive consumer behavior change.

Key initiatives include capacity-building for SMEs, mentorship, and fostering a pipeline for Nutrition-Sensitive Food Financing (N3F). The project will also influence school procurement systems to source fortified and biofortified foods and promote nutrition education on health checks, breastfeeding, and gender norms.

Success will be measured through vendor participation, increased vegetable consumption, policy outputs, and SME support. A Monitoring, Evaluation, and Learning (MEAL) framework will track progress through baseline and endline evaluations and disseminate findings to inform future interventions. Through innovative partnerships and evidence-based strategies, the project aims to transform Uganda's food system and improve nutrition outcomes for vulnerable communities.

CASCADE Project (2024–2026) Uganda

The CASCADE Project, funded by the Embassy of the Kingdom of the Netherlands (EKN) and implemented by GAIN Uganda in collaboration with government and private sector partners, aims to improve nutrition outcomes by strengthening supply chains and advocating for policy reforms. The project focuses on pregnant women, lactating mothers, and children under five, enhancing access to affordable, nutritious foods and promoting resilience to economic shocks in line with Uganda's Nutrition Action Plan (UNAP).

The project strategy emphasizes policy dialogue, private sector engagement, and technical support. Key activities include multi-stakeholder convenings, strengthening the SUN Business Network (SBN), and advocating for increased private-sector investment in nutrition. The project will also support Private Service Providers (PSPs) by offering technical assistance to deliver nutrition commitments and conducting gender assessments to identify inclusion gaps in nutrition policy and service delivery.

Impact will be measured through SBN participation, policy engagements conducted, and PSP commitments toward food safety and nutrition advocacy. A Monitoring, Evaluation, and Learning (MEAL) framework will track progress through baseline and endline evaluations, food safety assessments, and knowledge dissemination on gender-sensitive fortification strategies.

Early achievements include 427 private sector players trained, 300 SMEs supported, and policy influence on Food Fortification Regulations. By strengthening supply chains, fostering policy reforms, and promoting gender equity, the CASCADE Project aims to improve access to nutritious diets for vulnerable populations and drive systemic change in Uganda's food and nutrition landscape.

Strategic Areas, Program Activities and Achievements

SME Support and Private Sector Engagement <ul style="list-style-type: none"> 427 private sector players trained 300 SMEs targeted for nutrition-focused production 1 National and 3 Regional SUN Business Networks established 	Workforce Nutrition Programs <ul style="list-style-type: none"> Implemented in 8 companies, reaching 11,000+ workers 390 stakeholders engaged through health and well-being initiatives 	Policy Dialogue and Advocacy <ul style="list-style-type: none"> Reached 3,048 people through awareness programs Promoting gender-sensitive food policies with 66% female participation 	Vegetable Consumption Promotion <ul style="list-style-type: none"> Engaged 3,000 vendors and 135 market facilitators reaching 280,000 consumer with the market facilitator model and 440,000 consumers using different communication channels.
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Challenges

- **Behavior Change Delays:** Sustainable dietary changes require long-term engagement.
- **Access to Nutritious Foods:** High costs, limited availability, and inadequate storage.
- **Climate and Pandemic Risks:** Climate variability and health crises disrupt projects.
- **Funding Limitations:** Restricted funding affects project scope.
- **Fragmentation:** Siloed efforts across stakeholders cause duplication.
- **Policy and Data Gaps:** Weak policies and limited data hinder programming.



Lessons Learnt

- **Multi-Sectoral Approach:** Collaboration with government, private sector, and civil society enhances impact.
- **Climate Consideration:** Climate resilience must be integrated into food systems.
- **Behavior Change Communication:** Tailored, motivational strategies are critical.
- **Community-Based Models:** Local ownership ensures intervention sustainability.
- **Generation of data and information is a key driver to improving policies, programs and investment.**



Emerging Issues

- **Climate Change and Food Security:** Climate-smart agriculture is critical.
- **Urbanization and Nutrition:** Rising urbanization drives fast-food consumption trends.
- **Digital Transformation:** Integrating technology is essential for effective nutrition programs.



Strengths

- Strong data and evidence base
- Established partnerships (government, private sector)
- Proven track record of delivering results
- Targeted, innovative implementation models (e.g., Market Facilitators)
- Commitment to gender equity

Weaknesses



- Scaling challenges to meet 2027 targets
- Dependency on external funding
- Limited geographic reach (8 districts)

SWOT



Opportunities

- Global focus on sustainable food systems
- Expanding partnerships and advocacy
- Scaling successful models (e.g., Market Facilitators)

Threats



- Geopolitical and economic instability
- Climate change and unforeseen crises
- Competition from other NGOs



CHAPTER

03

STRATEGIC DIRECTION

GAIN UGANDA STRATEGIC DIRECTION

01

Strengthening Industrial Food Fortification and Biofortification

Micronutrient deficiencies, also known as “hidden hunger,” pose a major public health threat, particularly affecting children under five and women of reproductive age. According to UDHS 2022, 1 in 4 children under five years is stunted, and only 39% of children (6-23 months) consume foods rich in vitamin A.

Strategies for Food Fortification:

1. Strengthen and enforce industrial food fortification regulations.
2. Coordinate the Food Fortification Program in collaboration with the National Working Group on Food Fortification (NWGFF).
3. Support MSMEs in fortifying products through access to low-cost equipment and premix.
4. Promote awareness and influence procurement practices to increase the consumption of fortified products.

Strategies for Biofortification:

1. Support seed producers to increase the production of biofortified crops.
2. Promote awareness and market development for biofortified products, targeting schools, organizations, and companies.

02

Stronger and Resilient Micro, Small, and Medium Enterprises (MSMEs)

SMEs play a critical role in ensuring food and nutrition security, with the African private sector managing 80% of food consumption (AGRA, 2019). Empowering MSMEs fosters innovation, growth, and employment, particularly for low-income consumers.

Strategies for Strengthening MSMEs:

1. Provide business development, technical, and financial support to improve product safety and nutrition.
2. Strengthen SME networks and linkages through the Scaling Up Nutrition Business Network (SBN) and Enterprise Support Organizations (ESOs).
3. Promote innovative business practices to enhance operational sustainability.
4. Implement quality control and monitoring mechanisms across supply chains.
5. Advocate for policies that reduce market access barriers for MSMEs.

03

Increasing Demand for Safer, Nutritious, and Healthier Diets

Through initiatives like the “Vegetables for All Project,” GAIN Uganda uses evidence-based communication to promote healthier food choices. Despite a large media audience (24.6M in 2023), there has been a decline in radio and television reach by 2024.

Strategies for Shifting Demand:

1. Develop targeted campaigns (TV, radio, social media, community events) promoting nutritious diets.
2. Leverage food culture and societal norms to encourage healthier food preferences.
3. Partner with retailers and food vendors to improve the availability of nutritious foods.
4. Collaborate with other actors to drive marketing and communication that promotes healthy eating habits.

04

Enhancing food safety measures across the supply chain.

Food safety concerns in Uganda include aflatoxin contamination and high pesticide residue levels. The country reports 1.3 million foodborne illness cases annually, costing USD 77 million in treatment (FAO).

Strategies for Enhancing Food Safety:

1. Incentivizing healthy eating at home through partnerships.
2. Generating and sharing evidence on the benefits of safer, fortified foods via MOUs with academic institutions.
3. Strengthening food fortification and biofortification processes with NARO to improve the nutritional quality and safety of staple foods.
4. Advocate for actionable food safety policies, including the enactment of the Food Safety Bill.
5. Promote local food production initiatives for schools and communities.
6. Enhance public awareness and education on food safety practices.
7. Collect and share evidence on food safety across value chains.
8. Collaborate with government and international bodies to improve food safety monitoring.
9. Provide technical training to food producers and vendors on safe practices.
10. Promote innovative food storage and preservation methods to reduce post-harvest losses.

05

To strengthen gender inclusion, gender equity and empowerment

Gender inequality and environmental degradation affect food security. GAIN Uganda aims to integrate gender equity and environmental considerations across its initiatives using the Reach-Benefit-Empower-Normalise (RBEN) framework.

Strategies for Social Inclusion, Gender Equity and Empowerment:

1. Screen all projects to identify any gender related barriers to meet the different needs and priorities of women and men.
2. Enhance social protection programs for improved nutrition among the vulnerable groups including women, youths, and Persons Living with Disabilities (PWDs)
3. Enhancing mechanisms of mainstreaming gender and social equity into all aspects of the programs and projects that for improved Nutrition of the vulnerable groups.
4. To strengthen workforce nutrition programs including improvements in the diets of the vulnerable workers, farmers, and their families in Uganda through various demand and access strategies.

Strategies for Environmental Improvement

1. GAIN Uganda will ensure that all the programs/projects, conduct an environment screening, to identify possible environmental risks and migration measured.
2. Reported all identified risks and possible mitigation mechanisms.

06

Research

Conducting context-specific research tailored to Uganda's nutrition and food transformation systems This helps generate context-specific evidence to guide policies, programs, and investments. It identifies challenges and opportunities along the food value chain, supports innovation among local enterprises, and informs behavior change efforts to promote healthier diets. Such research also enables Uganda to monitor progress toward national and global nutrition goals while strengthening local research capacity and ownership of solutions.

Key Strategies to Achieve Uganda-Specific Research in Nutrition and Food Transformation Systems

- 1. Facilitate Policy Uptake of Evidence:**
Translate research findings into actionable policy briefs, dialogues, and decision-making tools for government and partners.
- 2. Enhance Data Systems and Knowledge Sharing:**
Develop centralized data platforms and use digital tools for efficient collection, analysis, and dissemination of evidence.
- 3. Promote Applied and Innovation-Focused Research:**
Support studies that test and scale nutrition-sensitive business models, technologies, and food processing innovations.
- 4. Build Research Capacity and Ownership:**
Train and mentor local researchers in food systems and nutrition analysis to foster national leadership in evidence generation.





CHAPTER

04

IMPLEMENTATION & COORDINATION FRAMEWORK

Implementation and Coordination Framework

Sustainability Plan

GAIN Uganda will ensure the long-term sustainability of its programs through:



Building Strong Partnerships:
Collaborating with government, private sector, and community stakeholders.



Embedding Environmental Sustainability:
Integrating climate-smart practices into social and economic programs.



Diversifying Funding Sources:
Expanding financial streams to support and scale interventions.



Strengthening Monitoring and Evaluation:
Reinforcing frameworks to track progress, learn, and adapt.



Maximizing Social Impact:
Prioritizing community-driven approaches for lasting change.

Coordination and Management

GAIN Uganda's coordination and management structure is designed to deliver effective, cross-functional operations. Key elements include:



Expert Leadership:
A skilled management team leading programs, policy advocacy, and operations.



Streamlined Structure:
Clear departmental roles to improve efficiency and outcomes.



Collaboration:
Cross-functional teams working together to achieve organizational goals.

Communication Plan

GAIN Uganda's communication strategy focuses on driving awareness, engagement, and policy influence. The objectives are:



Raise Awareness:
Inform the public on national food systems and the importance of nutrition.



Engage Influencers:
Activate key opinion leaders to advocate for GAIN's solutions.



Promote Healthy Diets:
Educate Ugandans on the benefits of consuming safer, nutritious foods.



Policy Advocacy:
Strengthen support for policies that improve nutrition and food systems.



CHAPTER

05

RESOURCE MOBILISATION AND DONOR MAPPING

Financing of GAIN operations in Uganda

GAIN Uganda will employ a resource mobilization strategy to secure funding for its activities from 2026-2030. This strategy involves engaging with various donor categories, including bilateral donors (USAID, FCDO, GIZ, SIDA, JICA, NORAD, AGRA), multilateral organizations (World Bank, EU, AfDB, UN Agencies (FAO, WFP, WHO, UNICEF, IFAD, UNDP), private foundations (Bill and Melinda Gates Foundation, Rockefeller Foundation, Mastercard Foundation, Wellcome Trust), regional development banks (African Development Bank, Islamic Development Bank, East African Development Bank), public-private partnerships (**SUN Business Network, AGRA, WEF, World Cocoa Foundation**), **corporate donors and CSR initiatives and impact investors and social enterprises (Acumen, Omidyar Network, Blue Orchard)**.

These donors provide funding through various mechanisms such as grants, technical assistance, loans, co-investment, blended finance, impact investment, CSR contributions, direct funding, and in-kind support. The funding is generally focused on areas like food security, health, nutrition, economic development, nutrition-sensitive agriculture, SDGs, malnutrition, food fortification, school feeding, nutrition innovation and food systems, agribusiness and value chain financing, and market-based nutrition solutions.

GAIN Uganda will prioritize partnerships, develop annual business development strategies, proactively identify funding opportunities, build alliances with Ugandan entities, the private sector, and multilateral stakeholders, and practice donor stewardship through communication, transparency, and accountability. This approach aims to secure sustainable funding while maintaining flexibility and aligning with both donor and operational needs.

GAIN Uganda will develop annual budgets (2026- 2030) outlining integrated financial, technical, and administrative resource needs to operationalize activities. A diversified, adaptable funding strategy will drive resource mobilization, with periodic reviews to align with priorities.

Systemic processes will focus on engaging donors through:

1. Prioritized partnerships: Aligning goals with key donors for sustained collaboration.
2. Annual strategy: Dynamic business development plans with sectoral partnerships.
3. Opportunity scanning: Proactively identifying aligned regional/global funding.
4. Alliance-building: Strengthening ties with Ugandan entities, private sector, and multilateral stakeholders.
5. Donor stewardship: Fostering trust via communication, transparency, and accountability.

A donor-centric approach ensures partners feel valued, while rigorous budget monitoring aligns spending with priorities. This framework secures sustainable funding, balancing flexibility with donor and operational needs.



CHAPTER **06**

MONITORING, EVALUATION, ADOPTION AND LEARNING

Monitoring, Evaluation, Adoption, and Learning (MEAL)

GAIN Uganda will use a participatory performance assessment (PPA) approach to monitor and evaluate its strategic objectives. This approach emphasizes systematic data collection, stakeholder engagement, and adaptive learning to improve program efficiency and effectiveness. A Monitoring and Evaluation (M&E) framework will track key performance indicators (KPIs) and provide insights to guide decision-making.



Key MEAL Components:

- **Data Collection:** Regular tracking of outcomes through digital platforms (e.g., KoBo Collect, ODK, Survey CTO).
- **Evaluation:** Baseline, mid-term, and end-line evaluations to assess program impact.
- **Learning and Adaptation:** Using data to refine implementation strategies and improve outcomes.

Participatory Performance Assessment (PPA)

PPA will be the core approach for M&E over the next five years, ensuring transparency, inclusivity, and continuous learning through stakeholder involvement.

Objectives of PPA:

1. Evaluate program effectiveness, efficiency, and impact.
2. Engage stakeholders in monitoring and decision-making.
3. Foster learning and program adaptation for better outcomes.

Methodology:

GAIN Uganda will adopt a multi-method approach for comprehensive performance assessment.

Method	Purpose	Stakeholders	Frequency
Stakeholder Workshops	Gather qualitative feedback on progress	Beneficiaries, partners, government reps	Semi-annually
Surveys and Questionnaires	Measure program effectiveness and impact	Beneficiaries, field officers	Annually
Focus Group Discussions	Explore community perceptions and challenges	Farmers, women/youth groups	Quarterly
Key Informant Interviews	Collect expert insights	Government officials, nutrition experts	Annually
Performance Scorecards	Rate program components	Community members, local authorities	Bi-annually
Case Studies	Document success stories and best practices	Beneficiaries, implementing partners	Annually
Third-Party Evaluations	Independent assessment of program impact	External evaluators, research institutions	At milestones

Detailed Monitoring and Evaluation matrix

	INDICATORS	Data collection methods	Data Sources	Frequency of Data Collection	Roles and Responsibilities	Reporting and Dissemination	Evaluation Mechanisms	Learning and Adaptation
<p>Goal: To increase the demand for safer, nutritious, and healthy diets, especially among vulnerable populations. commercialization of biofortified crops.</p>	<ul style="list-style-type: none"> • % increase in consumer awareness of nutritious diets. • % change in household consumption of nutritious foods. • Number of advocacy meetings held with policymakers. • Number of businesses producing fortified and healthy foods. • % reduction in the price gap between nutritious and non-nutritious foods • Number of studies done, disseminated or publications done. 	<ul style="list-style-type: none"> • Beneficiary surveys • Focus Group Discussions (FGDs) • Key Informant Interviews (KIIs) • Market price tracking • Training and stakeholder engagement reports 	<ul style="list-style-type: none"> • Government and NGO reports • Retail sales data • Consumer surveys and market studies • Training records and policy briefs 	<ul style="list-style-type: none"> • Monthly (market prices) • Quarterly (FGDs, KIIs, stakeholder meetings) • Bi-annually (consumer surveys, awareness studies) • Annually (comprehensive impact assessment) 	<ul style="list-style-type: none"> • M&E Team: Oversees framework implementation, ensures data quality. • Field Data Collectors: Conduct surveys and interviews • Data Analysts: Process and interpret data. • Program Managers: Use data to refine strategies. • Stakeholders and Partners: Participate in assessments and feedback loops. 	<ul style="list-style-type: none"> • Monthly progress reports for internal review. • Quarterly updates to donors and partners. • Annual impact assessment and public dissemination 	<ul style="list-style-type: none"> • Mid-term evaluation (Year 2) to assess progress and adjust strategies. • End-of-project evaluation (Year 3) to measure overall impact and sustainability 	<ul style="list-style-type: none"> • Regular reflection meetings with stakeholders. • Integration of feedback into program adjustments. • Development of best practices and knowledge-sharing platforms
<p>Objectives:</p> <ul style="list-style-type: none"> • To promote industrial food fortification and commercialization of biofortified crops across schools, organizations, companies, MSMEs, and the public. • To strengthen and support MSMEs in producing safe, nutritious, and healthier food products. • To empower consumers with knowledge and motivation to demand safer, nutritious, and healthier diets. • To conduct research tailored to Uganda's nutrition and food transformation systems 								

Implementing the MEAL Plan

GAIN Uganda will implement the MEAL plan through systematic data management, clear roles, and continuous learning.

Key Implementation Steps:

1. **Baseline Study:** Establish performance benchmarks.
2. **Regular Monitoring:** Continuously track defined KPIs.
3. **Data Analysis and Validation:** Ensure accuracy through audits and automated checks.
4. **Reporting and Feedback:** Share insights and adjust strategies accordingly.
5. **Mid-Term Review:** Evaluate progress and make adjustments.
6. **Final Impact Evaluation:** Assess overall outcomes and lessons learned.

Monitoring and Evaluation Framework

The M&E framework tracks performance across five strategic objectives using defined KPIs.

Sample KPIs by Objective:

1. **Fortification and Biofortification:** Increase in fortified food production and consumer awareness.
2. **Strengthening MSMEs:** Number of MSMEs trained and adopting food safety practices.
3. **Consumer Empowerment:** Growth in consumer awareness and demand for nutritious foods.
4. **Food Safety:** Reduction in foodborne illnesses and increased adoption of food safety standards.
5. **Policy Advocacy:** Number of policy changes supported and implemented.
6. **Number of studies done and disseminated or publications done**

Data Management and Quality Assurance

A structured data management process will ensure data reliability and accuracy through standard protocols and quality assurance measures.

Roles and Responsibilities:

- **M&E Manager:** Oversees the system, ensures compliance, and leads quality assurance.
- **Field Data Collectors:** Conduct surveys and gather data.
- **Data Analysts:** Interpret and report data.
- **Program Managers:** Use insights to improve program delivery.

Quality Assurance Measures:

- **Standardized Protocols:** Uniform data collection methods.
- **Real-Time Verification:** Spot checks during fieldwork.
- **Automated Validation:** Built-in checks for accuracy.
- **Data Audits:** Regular audits to ensure data integrity.
- **Secure Storage:** Controlled access to protect data privacy.

Data Analysis, Reporting, and Learning

GAIN Uganda will analyze data using advanced tools (Excel, SPSS, Power BI) to inform stakeholders and improve programs.


Reporting Schedule:

- **Monthly Progress Updates** for internal teams.
- **Quarterly Reviews** for stakeholders and donors.
- **Annual Impact Assessments** to evaluate long-term outcomes.

Data Utilization:

- **Adapt strategies** based on evidence.
- **Share findings** with key stakeholders.
- **Use insights** to inform future program design and advocacy.

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