

## 9.2 Project Evaluation

### 1) Financial Analysis

#### (1) Processing and distribution

The aim of financial analysis is to analyze the proposed project from the view point of financial viability of whether the proposed project could be operated and managed by the participators or not. The financial internal rates of return (FIRR) for the processing and distribution facilities are shown below.

Name of facility	FIRR	Remarks
Slaughter slab	2.7%	
Slaughter house	19.6%	If handling volume is 80% of target, FIRR is 9.7%.
Livestock market	5.5%	
Milk centre	23.3%	If handling volume is 80% of target, FIRR is 14.6%.
Rice processing facility	14.8%	
Warehouse	1.0%	except cotton
Warehouse	2.5%	cotton
Solar drying facility	36.4%	
Jaggary and drying factory	22.9%	

Note: See Appendix 5.1

The FIRRs of the slaughter house, milk centre, rice processing facility, solar drying facility and jaggary and drying factory exceed the estimated real interest rate of 13% (long-term nominal interest rate of 23% - estimated inflation rate of 10%). The participants for these projects can operate and manage them as private entrepreneurs.

The FIRRs of the slaughter slab and livestock market, are lower than the estimated real interest rate. In this case, the management and maintenance to local government, entrusted by the IDC can be considered from the perspective of public hygiene. The FIRRs of the warehouses are also below 13.0%. Supports of the government in the form of soft loans or grants in kind for facility construction should be considered unless the current handling charges and volume are assumed to be unchanged.

(2) Farm economics

The FIRR of the various farm management types are as follows.

Type	FIRR	Remarks
1-1. Coffee + Bananas	33%	
1-2. Coffee + Bananas + Vanilla	213%	
2. Other cash crops + Bananas	40%	
3-1. Sericulture	56%	
3-2. Rice	73%	
4. Vegetable	90%	
5. Fruit	127%	
6. Oil crops	21%	
7. Cotton	22%	
8-1. Dairy	21%	
8-2. Beef	41%	
8-3. Beef + Goat	37%	
8-4. Poultry	15%	

Note: See Appendix 5.1

Every FIRR exceeds the estimated real interest rate and therefore the farmers' participants in the projects will not incur any financial problems.

## 2) Economic Analysis

### (1) Economic Internal Rate of Return (EIRR)

The economic analysis is to analyze the proposed project from the viewpoint of the government. The EIRR for the projects of the Master Plan are as follows.

Name of project	FIRR	Remarks
Farm land improvement	25.4%	
Farm land reclamation	30.6%	
Grassland improvement	57.4%	
Small-scale irrigation	22.2%	
Paddy field development	29.5%	
New ranch plan	26.3%	If roads & electrification are included in the cost, EIRR is 9.9%.

Note: See Appendix 5.2

Every EIRR exceeds the opportunity cost of capital 10 - 12% that is normally applied to developing countries. As for the new ranch plan, if construction of roads and electrification are included in the cost, then the EIRR would be 9.9%. Despite the fact that this figure is below the opportunity cost of capital, implementation of the new ranch plan would be appropriate when the alleviation of the imbalance in regional economic development and the increase of demand for animal protein are considered in the future.

### (2) Investment efficiency for the total plan

As an indicator of capital efficiency, the Incremental Cost Output Ratio (ICOR) is conventionally applied. However the former ICOR can't be calculated due to the unavailability of investment data in the agricultural sector, the ICOR for this Master Plan will be calculated as follows.

$\Delta Y$ : Incremental Output (see: Table 5.2.1)

Output in 1996: 261,972 million USHS (Assumption: equal to 1991 output)

of which: 236,922 (Agricultural products)  
25,050 (Livestock products)

Output in 2007: 581,153 million USHS

of which: 455,109 (Agricultural products)  
51,471 (Livestock products)  
7,717 (New Ranch Plan)  
66,856 (Agricultural Processing)

Average economic growth rate  $\Delta Y/Y=r$ :

$$(1+r)^{12} = 581,153/261,972 = 2.218 \quad r = 6.86\%$$

I: Investment cost (see: Table 8.1.3.1)

Total investment cost between 1996 and 2007 is: US\$ 581,853 million

of which:       414,307,000(Direct investment)  
                  105,400,000(Administrative costs)  
                  62,146,000(Engineering service)

581,853\*1,185 USH/US\$ = USHS 689,496 million (Note: Does not include contingency.)

Average investment cost:  $I = 689,496 \text{ million} / 12 = \text{USHS } 57,458 \text{ million}$

$$I/Y = 57,458/261,972 = 21.93\%$$

$$\text{ICOR} = I/\Delta Y = (I/Y)/(\Delta Y/Y)$$

$$= 21.93/6.86 = 3.2$$

This ICOR of 3.2 is lower than the average of other countries over the two decades from 1960 through 1980: Asia (15 countries), 3.5; Africa (22 countries), 4.2; and Latin America (13 countries), 4.1. (Note: These figures are quoted from "Lectures on Developing Economies", University of Tokyo Press, pp. 164). This means that the capital efficiency of the Master Plan is better than those for the preceding countries. It also means that a 6.86% economic growth in the agriculture and livestock sectors in the Study Area could be achieved if all the projects of this Master Plan were to be implemented.

### 3) Other Social-Economic Benefits

#### (1) Creation of employment

The agricultural population in 1991 in the Study Area was 717,800, of which about 75% (538,350) could be estimated as regular farm workers. The agricultural population in 2007 is forecasted to become 1,162,000, of which 649,300 can be regular farm workers in line with the implementation of projects. Agricultural processing will further generate 197,787 work forces. The other 314,913 work forces will be surplus and absorbed by urban area.

Besides that, the opportunity to get cash income from working in the construction of projects will also be generated.

(2) Other benefits

Small-scale farmers are the direct beneficiaries from the Master Plan and the improvement of living standards can be expected through an increase in incomes and nutrition improvement. The severe working conditions which now exist for the women and the youth will especially be improved by the introduction of ox-cultivation and the tractor. As for the government, the balance of payments will be improved by promoting foreign exchange earnings and import substitution and also the balanced economic development between districts can be expected to be improved.



## 10. Conclusions and Recommendations

### 10.1 Conclusions

#### 1) Constraints on Agricultural Development

The Study Area is faced with the following constraining factors on its agricultural development.

- i) Extensive Damage to Infrastructure and Agriculturally related Facilities Due to Prolonged Civil War
- ii) Increased Transport Costs of Export-Oriented Agricultural Produce Due to Being a Landlocked Country
- iii) Vulnerability of the Economic Base Due to the Extensive Dependence on Coffee Exports
- iv) The Low Position of Agricultural Productivity

#### 2) Basic Plan for Development

Final objectives of development plan are as follows.

- i) Increase of Food Self-sufficiency and Improvement of Nutrition Levels
- ii) Promotion of Rural Incomes and Employment
- iii) Raising Rural Living Standards
- iv) The Promotion of Exports and Import Substitution
- v) Sustainable Agriculture and Environmental Conservation

#### 3) To this end the following have been identified as high priority projects:

##### (1) All over the Study Area level projects

- Project for strengthening agricultural extension facilities
- Project for activating market (for means of transportation and collection centre)
- Project for improving livestock breeding and veterinary (for good breeding)
- Pilot project for paddy field development

##### (2) District level project

- Rural water supply project (for the construction of water supply in Mpigi District)

##### (3) Sub-county level project

- Integrated agricultural and rural development project in Butuntumula Sub-county of Luwero District. (for the model pilot on the integrated agricultural and rural development)

4) This project runs over twelve years (plus another year for preparation), divided into three stages of four years each so as to complement the National Plan in Uganda.

- |                                   |                 |
|-----------------------------------|-----------------|
| i) Stage 1: short-term projects   | 1995/96-1998/99 |
| ii) Stage 2: medium-term projects | 1999/00-2002/03 |
| iii) Stage 3: long-term projects  | 2003/04-2006/07 |

5) Year of maturity 2007

6) The total cost of the Master Plan has been calculated at US\$ 912 mn.

7) Annual growth rate of 6.9% in the agricultural and livestock sector's GDP in the Study Area could be achieved by implementing the Master Plan properly.



## 10.2 Recommendations

The following items are recommended as areas requiring particular attention in the implementation of this Master Plan.

- 1) Incorporation of priority projects in the National Development Plan and procurement of necessary funds

The government should incorporate the priority projects (see paragraph 8.1.4) in the next National Development Plan and funding should be procured as soon as possible in order to undertake the Master Plan. At that time, it will be necessary to coordinate the functions to be borne by the central and local governments in keeping with the policy of decentralization currently in progress.

- 2) The need for further study

This plan indicates the basic directions and potentials for integrated agricultural development in the Study Area, and includes items that are not clear at this level. Consequently, more detailed studies and plans are necessary with the implementation of the Master Plan.

- 3) Strengthening of implementing institutes and other related organizations

In order to smoothly promote each projects established in the plan, it is necessary for the Integrated Development Centre (IDC), which is the organization with primary responsibility for promoting the Master Plan, to carry out this function effectively. For this purpose, it is necessary to enhance the organization and human resource development of the Ministry of Agriculture, Animal Industry and Fisheries and associated institutions. Furthermore, there are projects which also come under the control of ministries (Ministry of Local Government, Ministry of Natural Resources, etc.) other than the Ministry of Agriculture, Animal Industry and Fisheries. In such cases, coordinated efforts in planning and implementation must be maintained with all concerned agencies.

- 4) The importance of farm organizations

Farm organizations will be essential to the implementation of the Master Plan. Women should play an important role in such farm organizations and their participation should be still more increased. Sufficient attention and consideration must be given to this point, in particular, in establishing and managing agricultural, livestock and irrigation associations.

5) Creation of local areas of specialized products

In order to increase the production of export oriented products, it will be necessary to encourage the creation of areas specializing in specific forms of production based on a strengthening of agricultural producers' associations, improvement of product quality, and the promotion of product standards. In such case, strong linkage between the association and research as well as extension organizations will be important.

6) Maintaining balanced development and environmental conservation

Haphazard encroachment of agricultural areas onto non-developed lands, diminishing woodlands and forests as well as soil erosion are matters of serious concern in the Study Area due to the pressures of population growth. Although existing forests are outside the purview of this plan, active forestation should be performed on hilltops which have thin topsoil and steep land which is unsuitable for agricultural use. Particular consideration should be given to environmental conservation when implementing the farmland and grassland development plans. Moreover, farmers need to undergo thorough extension training regarding the observance of standards for applying and using agro-chemicals.





Appendix A-1 List of the Study Team Members

No	Name	Assignment	Remarks
1	Yoshihiro SUZUKI	Leader Environment	
2	Nobuyoshi SAKAMOTO	Regional Development Planning	
3	Yasuro MURAKAMI	Hydrology and Meteorology	
4	Akira ITO	Irrigation and Drainage	
5	Kaneo SATO	Rural social Infrastructures	
6	Hirofumi IGA	Land Use, Design and Cost Estimates	
7	Kazuo OGAWA	Soils and Cultivation	
8	Kunihiro OZAKI	Agro-economy and Farm Management	
9	Eiji HATAKEYAMA	Animal Industry	
10	Eiki OZAWA	Processing and Marketing, Facilities Planning	
11	Kimio OSUGA	Agricultural Reserch, Extension and Farmers' Organizations, Project Evaluation	
12	Masato HIDAKA Tsutomu KOBAYASHI	Work Coordination	

## Appendix A-2 List of the Members of Steering Committee and Counterparts

### 1. Members of Steering Committee

- 1) Mrs. H. T. Gava - MFEP (Chairperson)
- 2) Mr. S. E. Okwakol - MAAIF (Secretary)
- 3) Mr. T. N. Buchanayandi - MAAIF
- 4) Dr. T. Kabuye - MAAIF
- 5) Mr. Roger Lubuga - MNR
- 6) Mr. Ben Odeke - PMO
- 7) Mr. James Katunze - BU (Agricultural Secretariat)
- 8) Mr. Ernest Niyongira - Farmers Representative
- 9) Mr. E. Busingye - MOTI

### 2. Members of Counterparts

- 1) Mr. S. E. Okwakol - Coordinator,  
Commissioner Planning (MAAIF)
- 2) Mr. F. D. Kirumira - Extension,  
Senior Agricultural Officer (MAAIF)
- 3) Mr. B. N. Byamugisha - Farm Management,  
Agricultural Economist (MAAIF)
- 4) Mr. J. B. Kalule-Sewali - Irrigation and Drainage,  
Commissioner (MAAIF)
- 5) Mrs. A. Opito Gladys - Regional Development Planning,  
Senior Economist (MFEP)
- Mr. J. Kibahiganira - Economist (MFEP)
- 6) Dr. D. L. T. Ddungu - Animal Industry,  
P.V.O. (MAAIF)
- 7) Mr. F. W. Kiwazi - Environment,  
Senior Environment Officer (MNR)
- 8) Mr. J. W. Banageija - Land Use,  
S.A.E. (MAAIF)
- Mr. L. P. K. Sebikejje - Land Use, Soil and Cultivation, S.A.O.  
(MAAIF)
- 9) Mr. C. K. Ssali - Soil and Cultivation  
P.A.O. (MAAIF)
- 10) Mr. G. Bigirwa - Research,  
Plant Pathologist (MAAIF)

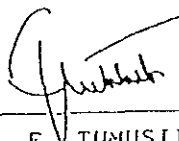
- 11) Mr. Nsubuga-Kikoyo - Marketing,  
S.A.O. (MAAIF)
- 12) Mr. J. Bigabwa - Rural Social Infrastructure  
Executive Engineer (MOLG)
- 13) Mr. F. Nyakoojo - Agro-economist,  
Statistics (MAAIF)
- 14) Mr. Nkalubo - Meteorology,  
Meteorology Officer (MNR)
- 15) Mr. Enock Dribidu - Hydrology,  
Hydrology Officer (MNR)

Appendix A-3 Scope of Work

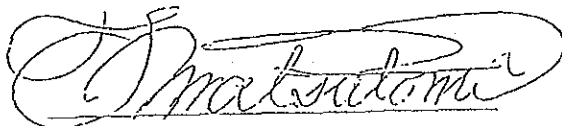
SCOPE OF WORK  
FOR  
THE MASTER PLAN STUDY  
ON  
THE INTEGRATED AGRICULTURAL AND RURAL DEVELOPMENT PROJECT  
IN  
CENTRAL UGANDA

AGREED UPON BETWEEN  
MINISTRY OF FINANCE AND ECONOMIC PLANNING  
OF  
THE REPUBLIC OF UGANDA  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY

SIGNED IN KAMPALA  
15th APRIL, 1992



MR. E. TUMUSIIME-MUTEBILE  
PERMANENT SECRETARY,  
MINISTRY OF FINANCE AND  
ECONOMIC PLANNING  
KAMPALA



MR. TSUNEO MATSUTOMI  
LEADER,  
PREPARATORY STUDY TEAM,  
JAPAN INTERNATIONAL  
COOPERATION AGENCY



## I. Introduction

In response to the request of the Government of the Republic of Uganda (hereinafter referred to as "the Government of Uganda"), the Government of Japan has decided to conduct the Master Plan Study on the Integrated Agricultural and Rural Development Project in Central Uganda (hereinafter referred to as "the Study"), in accordance with the relevant laws and regulations in force in Japan.

Accordingly, Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of technical cooperation programs of the Government of Japan, will undertake the Study in close cooperation with the concerned authorities of the Government of Uganda.

The present document sets forth the scope of work with regard to the Study.

## II. Objectives of the Study

The objectives of the Study are:

1. To prepare a master plan of the integrated agricultural and rural development in Central Uganda which should include the following:-
  - (a) to undertake a comprehensive survey of the natural resources, socio-economic and environmental conditions in the study area.
  - (b) to establish the major constraints faced by the farmers in their efforts to increase their production and improve their living standards in the study area.
  - (c) to evaluate the impact of economic policies on production in the study area.
  - (d) to prepare an investment plan, indicating areas of investment for Government and the private sector.
2. To carry out technology transfer to the Ugandan counterpart personnel in the course of the Study.

## III. Study Area

The Study covers four (4) Districts in Central Uganda: Mpigi; Luwero; Mukono and Nasaka Districts as per attached map.

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#### IV. Scope of the Study

In order to achieve the above objectives, the Study will cover following items.

##### 1. Phase I

1.1. Collection and review of existing data and information and field survey on the following items:

- (a) natural condition (topography, meteorology, hydrology, geology, soil, and hydrogeology)
- (b) social condition (population, regional socio-economy, land ownership)
- (c) agriculture (farm management, land use, cultivation technique, cropping pattern, yield/production, varieties, research and extension service)
- (d) agricultural infrastructure (irrigation and drainage system, farm road, post-harvest, storage and marketing facilities)
- (e) agro-economy (marketing system, farmers economy, farm inputs and productivity, agricultural credit, agro-industry, and farmers organization)
- (f) social infrastructure (transportation, communication, drinking water, rural electrification, and social welfare)
- (g) environmental aspect

1.2. Review of the existing development projects in the Study area.

1.3. Identification of the development potentials and formulation of the basic development concept.

##### 2. Phase II

2.1. Field survey for collection of supplementary data and information.

2.2. Identification of the priority development programmes in the Study area taking into consideration such components as follows:

- (a) promotion of agricultural production and diversification especially for small-holder farmers;
- (b) development of agricultural technologies;

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- (c) development of appropriate irrigation and drainage system;
- (d) development of feeder roads and farm roads;
- (e) strengthening of agricultural research and extension services;
- (f) strengthening of farmers organizations;
- (g) development of post-harvest and marketing system; and
- (h) development of rural water supply for human and livestock

2.3. Formulation of the master plan for integrated rural development project.

- (a) formulation of the basic plan for development programme
- (b) prioritization of the development projects
- (c) preliminary design of the major structures of the projects
- (d) approximate estimation of the project costs

V. Study Schedule

The Study will be carried out in accordance with the tentative schedule attached in Annex.

VI. Report

JICA will prepare and submit the following reports in English to the Government of Uganda.

1. Inception Report  
Twenty (20) copies at the commencement of the Phase I field work.
2. Progress Report (1)  
Twenty (20) copies at the end of the Phase I field work.
3. Interim Report  
Twenty (20) copies at the commencement of the Phase II field work.
4. Progress Report (2)  
Twenty (20) copies at the end of the Phase II field work.

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5. Draft Final Report  
Twenty (20) copies at the end of the Phase II home office work. The Government of Uganda shall provide its comments on the Draft Final Report to JICA within two (2) months after receiving the Draft Final Report.
6. Final Report  
Fifty (50) copies within two (2) months after the receipt of comments from the Government of Uganda.

#### VII. Undertaking of the Government of Uganda

1. To facilitate smooth conduct of the Study, the Government of Uganda shall take necessary measures:
  - (a) to secure the safety of the Japanese study team;
  - (b) to permit the members of the Japanese study team to enter, leave and sojourn in Uganda for the duration of their assignment therein, and exempt them from foreign registration requirements and consular fees;
  - (c) to exempt the members of the Japanese study team from taxes, duties, fees and any other charges on equipment, machinery and other materials brought into Uganda for the conduct of the Study;
  - (d) to exempt the members of the Japanese study team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Japanese study team for their services in connection with the implementation of the Study;
  - (e) to provide necessary facilities to the Japanese study team for the remittance as well as the utilization of the funds introduced into Uganda from Japan in connection with the implementation of the Study;
  - (f) to secure permission for entry into private properties or restricted areas for the implementation of the Study;
  - (g) to secure permission for the Japanese study team to take all data and documents (including photographs and maps) related to the Study out of Uganda to Japan by the Japanese study team; and
  - (h) to provide medical services as needed. Its expenses will be chargeable on the members of the Japanese study team.

2. The Government of Uganda shall bear claims, if any arises, against the members of the Japanese study team resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of the Japanese study team.
3. Ministry of Finance and Economic Planning shall act as a coordinating body in relation with other governmental and non-governmental organizations concerned for the smooth implementation of the Study.
4. Ministry of Agriculture Animal Industry and Fisheries shall act as the implementing agency. It shall undertake, at its own expense, to provide the Japanese study team with the following, in cooperation with other organizations concerned;
  - (a) available data and information related to the Study;
  - (b) counterpart personnel;
  - (c) suitable office space with necessary furniture in the study area and
  - (d) credentials or identification cards.
5. The Government of Uganda shall undertake to set up a steering committee in order to guide the Study. Membership will be as follows:-
  - (a) Ministry of Finance and Economic Planning - Chairman
  - (b) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) - Secretary and 2 other Members
  - (c) Ministry of Energy, Minerals, Water and Environment Protection - 3 Members
  - (d) Ministry of Commerce, Industry, Cooperatives and Marketing - 1 Member
  - (e) Prime Minister's Office - 1 Member
  - (f) Bank of Uganda (Agricultural Secretariat) - 1 Member
  - (g) Farmer's Representative - 1 Member

#### VIII. UNDERTAKING OF JICA

For the implementation of the Study, JICA shall take the following measures:

- (1) to dispatch, at its own expense, the study team to Uganda.
- (2) to pursue technology transfer to the Ugandan counterpart personnel in the course of the Study, and

(3) to provide necessary equipment for the implementation of the Study, which will remain the property of the Government of Japan unless otherwise agreed upon.

IX. OTHERS

JICA and the Ministry of Finance and Economic Planning shall consult with each other in respect of any matter that may arise from or in connection with the Study.

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ANNEX

TENTATIVE SCHEDULE

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Field Work in Uganda	[ ]			[ ]						[ ]							
Home Office Work in Japan	[ ]	[ ]				[ ]						[ ]					
Submission of Reports	△ IC/R	△ P/R(1)			△ I/TR			△ P/R(2)				△ DF/R		△ F/R			
Phase	Phase I							Phase II									

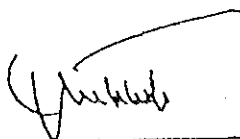
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 DF/R : Draft Final Report  
 I/TR : Interim Report  
 F/R : Final Report

MINUTES OF MEETING  
FOR  
THE SCOPE OF WORK  
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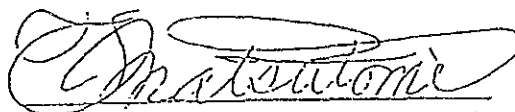
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MR. TSUNEO MATSUTOMI  
LEADER,  
PREPARATORY STUDY TEAM,  
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AGREED MINUTES OF THE MASTER PLAN STUDY ON THE INTEGRATED  
AGRICULTURAL & RURAL DEVELOPMENT PROJECT IN CENTRAL UGANDA  
BETWEEN JICA AND THE MINISTRY OF FINANCE AND ECONOMIC PLANNING  
9TH APRIL TO 17TH APRIL 1992.

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Delegations of the Government of the Republic of Uganda and the Japanese International Cooperation Agency (JICA) held extended discussions in Kampala on the Master Plan Study On The Integrated Agricultural and Rural Development Project in Central Uganda from 9th April to 17th April, 1992.

The Uganda Delegation was headed by the Permanent Secretary Ministry of Finance and Economic Planning Mr E. Tumusiime-Mutebile. The JICA delegation was headed by Mr. Tsuneo Matsutomi.

The members of both delegations are listed in Appendix.

The Chairman started the meeting by thanking the JICA mission on the assistance extended to Uganda. He indicated that the purpose of this consultation was to discuss technical issues related to the Scope of Work for the Master Plan Study.

The meeting was informed that the JICA team had already made a courtesy call to the Ministers and officials of the Ministries of Finance and Economic Planning and those of Agriculture, Animal Industry and Fisheries. They also visited the Districts of Luwero and Mukono.

The meeting went on to discuss the Draft Scope of Work prepared by JICA. It was decided that the meeting would discuss the Scope of Work document item by item.

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## I. Introduction

The Uganda side proposed to insert the clause "provided these do not contravene the relevant laws and regulations in force in Uganda" at the end of paragraph one. The JICA team indicated that they would have to refer this issue to their Ministry of Foreign Affairs. However, after consulting the Ministry of Justice, the Uganda side agreed with the original paragraph.

Both sides agreed to rephrase the words "authorities concerned" to "concerned authorities," in paragraph 2 of the Introduction.

## II. Objectives of the Study

It was agreed that the first objective of the study should read:

1. To prepare a master plan of the integrated agricultural and rural development in Central Uganda which should include the following:-

- (a) to undertake a comprehensive survey of the natural resources, socio economic and environmental conditions in the study area.
- (b) to identify the major constraints faced by farmers in their efforts to increase their production and improve their living standards in the study area.
- (c) to evaluate the impact of economic policies on economic production in the study area.
- (d) to prepare an investment plan, indicating areas of investment for government and the private sector.



III. Study Area.

The Ugandan delegation proposed the replacement of Kampala District with Masaka District.

IV. Scope of the Study.

The meeting agreed the following changes.

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(1) promotion of agricultural production and diversification especially for smallholder farmers.

(2) development of agricultural technologies.

(3) development of appropriate irrigation and drainage system.

(4) development of feeder roads and farm roads.

VI. Report.

It was agreed that the Government of Uganda shall provide its comments on the Draft Final Report to JICA within two (2) months after receiving it.

VII. Undertaking of the Government of Uganda.

It was agreed that the Ministry of Finance and Economic Planning shall act as the coordinating agency while the Ministry of Agriculture, Animal Industry and Fisheries acts as the implementing agency.

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The meeting agreed that the Uganda Government shall set-up a Steering Committee consisting of the following membership:-

- a) Ministry of Finance and Economic Planning - Chairman
- b) Ministry of Agriculture, Animal Industry & Fisheries (AAIF) - Secretary and 2 other members
- c) Ministry of Energy, Minerals, Water and Environment Protection. - 3 Members
- d) Ministry of Commerce, Industry, Cooperatives & Marketing. - 1 Member
- e) Prime Minister's Office - 1 Member
- f) Bank of Uganda (Agricultural Secretariat)- 1 Member
- g) Farmer's Representative - 1 Member

VIII. Undertaking of JICA.

JICA agreed to provide appropriate number of vehicles with drivers and necessary equipment during the course of the study.

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APPENDIX.

13 April, 1992.

ATTENDANCE LIST.

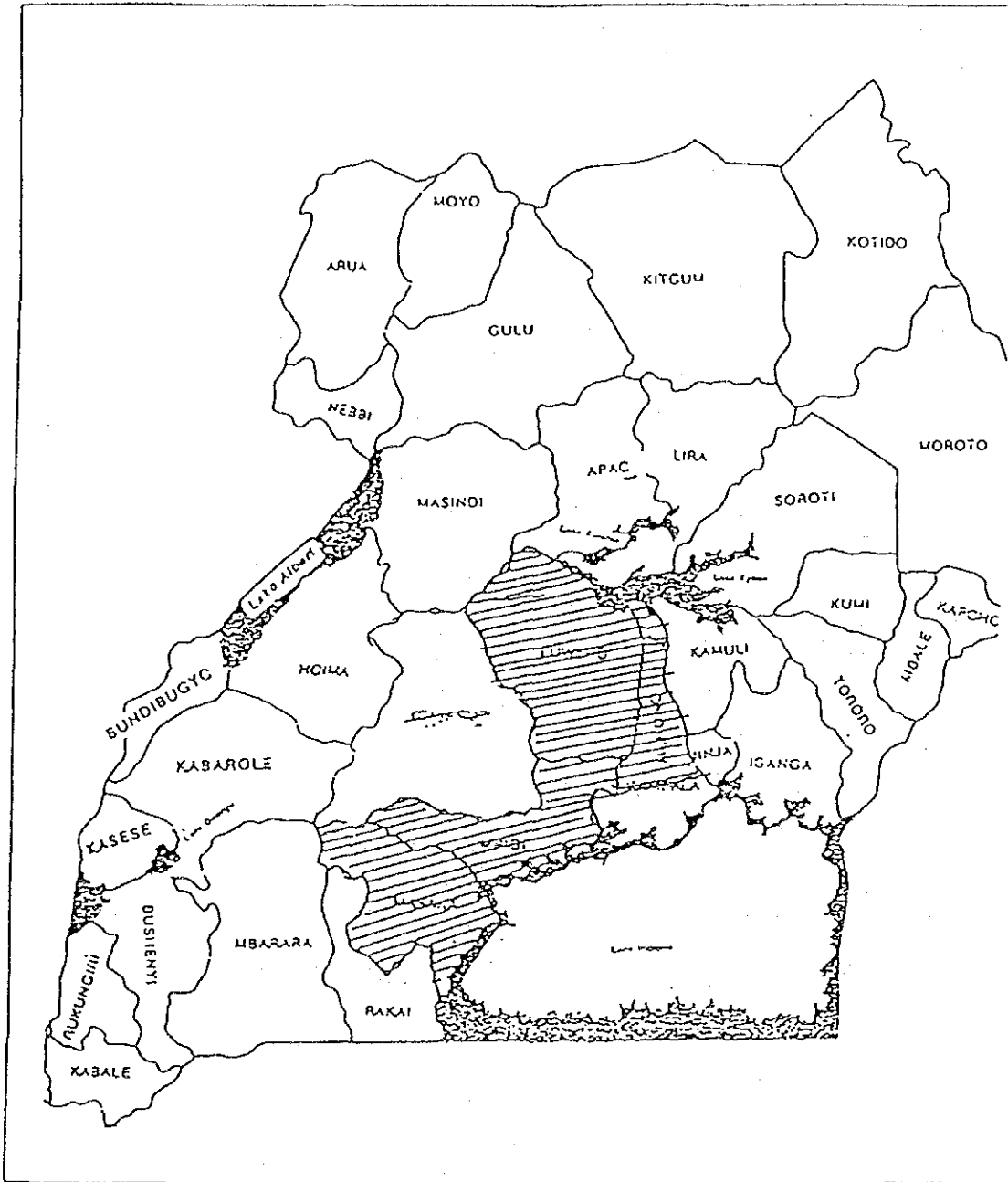
Japan.

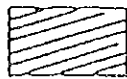
1. Mr. T. Matsutomi	Ministry of Agric.	Japan
2. Mr. K. Shimada	- do-	"
3. Mr. Y. Kajihara	- do-	"
4. Mr. H. Motomura	Staff JICA	"

Uganda.

1. Mr. E. Tumusiime	P/S	MFEP
2. Mr. Kalibwani	C/SAC	"
3. Mr. Sabiiti Charlie	Principal Econ.	"
4. Mr. Okudi Robert	Economist	"
5. Mr. Ochai Maximus	"	"
6. J. Whitworth (Mrs)		"
7. Mr. Kirumira F. Dick	Agric. Officer	NAAIF
8. Mr. Okwakol G. Stephen	Chief Agric. Econ.	"
9. Mr. Byamugisha Benson	Agric. Economist	"
10. Mr. Gabunga Fred	Ministry of Foreign Affairs.	

# MAP OF UGANDA



 = STUDY AREA

*C*

*M*



JICA