



## Strengthening

Agribusiness Ethics,

Quality Standards,

& ICT Usage in

Uganda's Value Chains

# AGRI-QUEST

POLICY BRIEF SERIES

Policy Brief No. 3:

## An Analysis of Sustainability Practices in the Ugandan Agricultural Value Chain

**Marnix Groenhof, Christopher Wickert**  
(VU University)

**David Katamba, Andrew Seruma**  
(Makerere University Business School)

**AGRI-QUEST Policy Brief Series** provide state-of-the-art analyses and policy recommendations on topics related to ethics, quality standards; sustainability, and Corporate Social Responsibility (CSR) in agriculture in the context of Uganda. They are part of the broader AGRI-QUEST research project funded by The Netherlands Organisation for Scientific Research (NWO-WOTRO).

For more AGRI-QUEST details, contact:

**David Katamba,**  
AGRI-QUEST Lead Researcher  
Website: [www.agriquestuganda.com](http://www.agriquestuganda.com)  
Email: [info@agriquestuganda.com](mailto:info@agriquestuganda.com)  
Tel: +256 774972532; +256 752794612

© AGRI-QUEST, July 2016

A project mainly financed by:

Implemented by:



---

## Abstract

Sustainability has become a ‘buzzword’ over the years due to its increased popularity, but the biggest challenge remains the real and substantial implementation of sustainability. This raises a tension regarding who is responsible for taken the lead in creating an enabling environment for sustainable development and why? In this paper we address this tension by analyzing the current sustainable development policies in place and examine who should take the lead in creating an enabling environment for sustainable development in the context of the Ugandan agricultural value chain. By proposing three scenarios of the current, improved, and ideal situation we show how the overall environment for sustainable development can be improved resulting in the development is more effective implementation of sustainability.

## Introduction

In a continuously evolving world, which is characterized by an exponential growth of the worlds population, sustainable development is becoming of crucial importance in order to preserve our planet for future generations thereby guaranteeing the well-being of its inhabitants. It is well established that during the past century the global population has increased exponentially, and according to the most recent estimations the world’s population is estimated to grow up to 9,5 billion by 2050, from which an astonishing 95 percent is predicted to occur in less developed countries (WorldBank, 2016). If not managed in a sustainable way, this growth could have a devastating effect on the environment through deforestation, pollution, and the depletion of natural resources resulting in increased scarcity of resources. In the light of this rapid growth both academics and practitioners have become aware of the growing need for sustainable development since the current ecosystem in place is far from able to cope

with this growth. Consequently, it has become of great value to generate a deep and holistic understanding of the how sustainable development is perceived within the context of developing countries. This in order to develop more tailored sustainability policies, increasing the overall effectiveness of such policies. This report will focus on the case of the Ugandan agricultural value chain. Uganda, once known as the pearl of Africa, is a relatively undeveloped country located in East Africa. Even though, Uganda experienced turbulent times, characterized by unrest and civil war, it is currently a relatively stable and peaceful country. In terms of economic development, agriculture is the most important economic sector and the country’s largest employer. Therefore, Uganda poses as an excellent case to examine the effectiveness of sustainability policies.

This report is an extension on my research regarding the interpretation of sustainable development among stakeholders within the Uganda agricultural value chain. It refers to my research of “Sustainable Development: An Analysis of Sensemaking and Cognitive Models in the Ugandan Agricultural Value Chain” (Groenhof, 2016) which illustrates the effects of experience, trust and legitimacy on the interpretation of sustainable development. Through an analysis I illustrated that there is a notable difference in how sustainable development is defined in the existing theory, and in the way it is interpreted by local stakeholders in the context of the Ugandan agricultural value chain. Whereas, academics and scholars describe sustainable development as a nested concept consisting out of an economic, social, and environmental pillar which are considered interdependent (Griggs, et al., 2013) the results showed that stakeholders in the Ugandan agricultural value chain merely perceive sustainable development as having a financial or economic end. Consequently, raising questions regarding why there is a difference in perception, and the effectiveness of sustainable development policies imposed by various stakeholders.

---

A project mainly financed by:



Implemented by:



This report will address this growing tension regarding the effectiveness of sustainable development policies and the overall interpretation of the concept of sustainability by illustrating what sustainable development means in general, and how it is perceived within the Ugandan agricultural value chain. By illustrating this difference an analysis can be conducted regarding the current sustainable development policies in place, their effectiveness, and who ought to be responsible for taking the lead in creating an enabling environment for sustainable development. After having defined the concept of sustainable development, illustrating the difference in interpretation between theory and practice, the remainder of this report will elaborate on the effectiveness of sustainable development policies and legislation in place in the Ugandan agricultural value chain. This is followed by an analysis of the current sustainable development policies in Ugandan and who should take responsibility of creating an enabling environment of sustainability according to stakeholders in the agricultural value chain. Finally, a total of three scenarios are provided regarding the current, improved, and the ideal situation for sustainable development in Uganda. These three scenarios indicate how the Ugandan environment for sustainable development can evolve, eventually improving the alignment between sustainability in theory and practice and mapping the effectiveness of sustainable development policies. Consequently, this results in a more sustainable future ensuring the preservation of both the planet and the wellbeing of its inhabitants.

## Fact Sheet Uganda

Uganda is a landlocked country located in Central East-Africa and is bordered by the Republic of South Sudan in the north, the Republic of Kenya in the east, the United Republic of Tanzania and the Republic of Rwanda in the south, and the Democratic Republic of Congo in the west. It has a total area of 241,550.7 km<sup>2</sup>, from which 199,807.4 km<sup>2</sup> is land and 41,743.2 km<sup>2</sup> is open water

and swamps (WorldBank, 2016). Uganda is as a constitution a Republic, in which the government is based in the capital Kampala.

**Table 1: Demographics Uganda (2005, 2010 & 2015)**

Year	2005	2010	2015
<b>Total</b>	28,042,413	33,149,417	39,032,000
<b>Annual Growth (%)</b>	3.4	3.3	3.3
<b>Female (%)</b>	51.0	51.2	51.3
<b>Male (%)</b>	49.0	48.8	48.7

Source: World Bank, 2016

**Table 2: Major Economic and Other Indicators**

<b>Total GDP (2014)</b>	27 Billion US Dollars
<b>GDP Growth (2014)</b>	4.8%
<b>GNI per Capita (2014)</b>	670 US Dollars
<b>Life Expectancy (2015)</b>	59.2

Source: World Bank 2016

In addition, in 2013 34.3 percent of the total land area of Uganda can be classified as arable land from which 71.9 percent is in use, contributing 27.2 percent to the overall Gross Domestic Product (GDP) of Uganda (WorldBank, 2016). Consequently, illustrating the importance of the agricultural industry within the Ugandan economy.

## The Agricultural Value Chain in Uganda

In order to fully understand the concept of sustainability in Ugandan agriculture a brief overview of the structure and stakeholders of the Ugandan agricultural value chain is provided. Furthermore, we elaborate on how sustainable development is defined by academics and how sustainable development is interpreted within the Ugandan agricultural value chain.

In order to fully capture the scope of the effectiveness of sustainable development

A project mainly financed by:

Implemented by:

policies within the Ugandan agricultural industry, a brief overview is given regarding the structure and actors active within the Ugandan agricultural value chain.

### Structure

The Ugandan agricultural sector is of significant importance within the Ugandan economy, since it provides 27.2 percent of the total GDP, 73% of total employment, and a majority of raw materials is used mainly by agriculture-based industry (WorldBank, 2016). This illustrates that agriculture has a huge impact on the overall economy and that a huge proportion of the Ugandan population depend on it. Furthermore, agriculture products contribute to nearly all of Uganda's export earnings, with coffee contributing a total of 19% of the total export (PWC, 2016). Other crops which dominate export are tea, tobacco and cotton.

### Stakeholders

The Ugandan agricultural value chain is characterized by a variety of stakeholders, who together are responsible for the implementation and success of sustainable development. These stakeholders include key players in both the public and private sector and can be classified as direct and indirect stakeholders. Examples from direct stakeholders are the government, consumers, food producers and processors, agro-based manufacturers, and various types of traders such as wholesalers, retailers and exporters. Furthermore, examples of indirect stakeholders are service providers such as financial institutions and associations. Overall these stakeholders combined account for a majority of the country's employment. Consequently, being of crucial importance in developing and implementing sustainable development.

### Sustainable Development in Agriculture

Over the past decades the concept of sustainable development is defined by both academics and practitioners who attached a wide variety of meanings to the concept, resulting in the lack of a comprehensive definition and understanding of the concept.

An important event in giving a more comprehensive meaning to the concept of sustainable development is the Johannesburg Declaration which created the perception of "A collective responsibility to advance and strengthen the interdependent and mutually reinforcing pillars of sustainable development – economic development, social development and environmental development – at local, national, regional and global levels" (World Summit on Sustainable Development, 2002).

In line with the Johannesburg Declaration, the UN developed an unified framework, based on the three pillars of economic, social and environmental, containing a set of goals with conditions necessary to assure the stability of Earth's systems in order to cope with the growing concern of the increased devastation of the planet. The main priorities of these Sustainable Development Goals (SDGs) are twofold: protecting the Earth's life-support system and the reduction of poverty (Griggs, et al., 2013). Instead of perceiving the paradigm of the three pillars separately the SDGs view it as a nested concept in which "the global economy services society, which lies within Earth's life-support system" (Griggs, et al., 2013). Consequently, the defining sustainable development as the "development that meets the needs of the present while safeguarding Earth's life-support system, on which the welfare of current and future generations depends" (Griggs, et al., 2013). This implies that the three pillars of economic, social and environmental are embedded in the concept of sustainable development, which indicates a new paradigm of sustainable development and how it should be defined accordingly.

In a broad sense the concept of sustainable development is an attempt to address the growing concerns of stakeholders and practitioners about a variety of environmental and socio-economic problems. With regard to the context of agriculture, sustainable development is defined as "the practices that meet current and future societal needs for food and fiber, for ecosystem services, and for healthy lives, and that do so by maximizing the net benefit to society when all costs and

A project mainly financed by:

Implemented by:

benefits of the practices are considered” (Tilman, Cassman, Matson, Naylor, & Polasky, 2002). Indicating that in order for society to engage in sustainable agriculture, there should be a fuller accounting of costs and benefits of ecological practices, which should be the basis for policy, ethics and action. This research will draw upon the definition as provided by the SDGs framework of the UN, in order to examine the effectiveness of sustainable development policies with regard to the three pillars of economic, social, and environmental sustainability and to what extent these policies can be improved.

### **Sustainable Development in the Ugandan Context**

As illustrated by theory the concept of sustainable development is displayed as a nested concept containing the pillars of economic, social and environmental values. As indicated by my research the factors of experience, trust and legitimacy, which are embedded in the cognitive models of stakeholder groups, have a notable effect on how sustainable development is perceived (Groenhof, 2016). Resulting in the fact that in the context of the Ugandan agricultural value chain sustainable development is primarily perceived as being of economic value. This emphasis on the economic pillar of sustainable development is mainly driven by the circumstance under which many stakeholders live. This conceptualization of the concept of sustainable development, based on economic incentives on the short term, illustrates the misalignment of how sustainability is defined within the literature and how it is interpreted through government policies and the SDGs of the UN. As the concept of sustainable development is aimed at the long term it is imminent that awareness is created among these stakeholders regarding the question “What it is that we need to do, not just to survive, but to thrive, and not just one year, three years, or five years from now, but in ten years, twenty years, and beyond?” (Carter & Easton, 2011).

This misalignment between how the concept of sustainable development is defined by theory

and how it is interpreted in practice, especially in the bottom of the Ugandan agricultural value chain illustrates the tension between the development of sustainable development policies and the actual implementation in practice. One of the major causes of is the dispersion of knowledge across the value chain. It appears that the knowledge regarding what sustainable development entails is present and that policies and laws to implement sustainability are developed, but in practice the knowledge does not reach stakeholders in the lower levels of the value chain. Furthermore, the perception, of sustainable development being primarily driven by economic incentives, is mainly based on the fact that stakeholders in the lower levels of the value chain are struggling to survive. They are primarily focusing on providing for their family, thus focusing less on both the social and environmental values of sustainable development. The lack of knowledge dispersion and leadership in this process poses as a major barrier to the effective implementation of sustainable development and thus the long-term sustainable development to preserve the planet for future generations and improve the overall livelihoods of its population.

Next to this misalignment in perception of sustainable development Uganda is subjected to major concerns and issues regarding sustainable development. First of all, Uganda is classified as an underdeveloped country with approximately 85.2 percent of the population living in rural areas which, due to the lack of infrastructure and funds, are difficult to reach. In addition, poverty is still widely spread with around 25 percent of the Ugandans living below the poverty line, with rural poverty around 34 percent and urban poverty around 14 percent in 2010 (UBOS, 2010). This illustrates the inequality of the distribution of resources among the population, consequently creating regional and national disparities in terms of income distribution. Furthermore, Uganda has a youthful population, with 48.1 percent being under the age of 15 (Secretariat, 2015), causing a significant high dependent percentage.

A project mainly financed by:

Implemented by:



Consequently, being a serious challenge to sustainable development. These imbalances are important issues that need to be addressed in order for Uganda to achieve sustainable development.

### Methodology

In total a number of 17 face-to-face interviews were conducted among various stakeholders within the Ugandan agricultural value chain including farmers, traders, associations, NGOs, governmental institutions and academics. The data was gathered using semi-structure interviews, which increased the comparability of the results, facilitates analysis, structures the data, enhances the overall completeness of the data, and reduces the interviewer effect (Patton, 2002). In addition, semi-structured interviews enable the interviewer to ask follow up questions, enhancing the overall completeness of the data collected (Patton, 2002). This enabled the research to obtain valuable in-depth knowledge regarding the role of the government in the development and implementation of sustainable development policies in the Ugandan agricultural value chain.

### Findings

In this section we present the findings which indicate who ought to take a leading role, according to stakeholders in the Ugandan agricultural value chain, in creating an enabling environment for sustainable development. These findings are indispensable to this report since they enable a deeper and holistic understanding regarding the role of leadership in sustainable development implementation. The findings are structured starting with the findings regarding who should take a leading role in implementing sustainable development, these findings are illustrated by specific quotes from the data. This is followed by the findings resulting from an analysis of the current sustainable development policies in place in Uganda.

### Who is Responsible?

From the empirical data collected can be derived who stakeholders within the Ugandan agricultural value chain hold responsible in taking a leading role in creating an enabling environment for sustainable development. The data illustrates that stakeholders hold mainly the government accountable for taking a leading role in promoting and implementing sustainable development. That the government should take a leading role in this is illustrated by Fred Tabalamule who works for the Ministry of Agriculture on implementing the Agricultural Technology and Agribusiness Advisory Services (ATAAS) project by stating:

*“To me the responsibility should be taken by the government, yes there is a central government which provides funds to institutions and trainers to reach these people. In general, we are all concerned, the government is concerned, but we are also concerned. We should be equal partners promoting this” Fred Tabalamule*

This quote illustrates that the government should take a leading role in promoting sustainable development, but that there is also an important role for other stakeholders involved. It emphasizes the importance of the collective responsibility partners and stakeholders have in promoting and implementing sustainable development. This shared responsibility is also illustrated by managing director of Sesaco, a soy base processing company, Charles Nsubuga who states:

*“Well I think, to the best of my knowledge, this would be an initiative from the government and NGO’s” Charles Nsubuga*

This perspective is also shared by the managing director of CURAD, an incubator for agricultural related initiatives and businesses, Apollo Segawa who states:

*“I think the government has to take the lead. When the government takes the lead then civil society and organizations like ourselves and NGOs can help with the implementation. Because at the end of the day the government has more money” Apollo Segawa*

A project mainly financed by:



Implemented by:



This again illustrates that the government is held accountable by the majority of stakeholders involved for taking the lead in creating an enabling environment for sustainable development. However, besides the fact that the government is expected to take the lead the data also illustrates a lack of trust in the government for meeting this responsibility. This is illustrated by senior advisor at SNV, a Dutch non-profit organization, Sarah L. Mubiru by stating:

*“The government has the responsibility but they are not meeting a lot of their responsibilities and mainly because of bureaucracy. There is a lot of bureaucracy in the processes. There is a lot of corruption. You know for me it’s those two things, it’s bureaucracy and corruption” Sarah L. Mubiru*

This perspective is shared by managing director of Ssemwanga Agricultural Center and board member of the Ugandan National Bureau of Standards (UNBS) James Ssemwanga who indicates a growing tension between government and stakeholders by stating:

*“The person that I can listen to about CSR is a third party such as an NGO. I mean it is like there is a war and you say is it really the person to bring two countries together, when two countries are fighting, it shouldn’t be the two presidents, no you need someone else who appears neutral. Even is he is being invested by the government, but is should be independent party” James Ssemwanga*

Both quotes illustrate an important contradiction within the debate of who should take responsibility for taking the lead in creating an enabling environment for sustainable development. It indicates that the Ugandan government is held accountable for taking this role, whereas at the same time there is a notable lack of trust in the government resulting from bureaucracy and corruption. This contradiction shows the tension that exists between government and stakeholders in the Ugandan agricultural value chain regarding the effective implementation of sustainable development.

## Sustainable Development Goals

Having illustrated the perception among stakeholders regarding who should take the lead in creating an enabling environment for sustainable development and closer look can be taken at the particular sustainable development policies. A base for many sustainable development policies are the SDGs developed by the UN. These 17 goals and 169 targets were developed with the aim to set a universal agenda and ambition regarding sustainability. The goals seek to build on the Millennium Development Goals in order to achieve what these did not yet achieve. Overall, the SDGs aim to realize an integrated, indivisible balance between the three dimensions of sustainable development: the economic, social and environmental (United Nations, 2016). The goals stimulate action, and thus provide a guideline for stakeholders, in areas of critical importance for both the planet and people.

## Ugandan Sustainable Development Policies

In a similar fashion as the UN with the SDGs the Ugandan government follows the three values of economic, social and environmental sustainable development. Based on these three pillars they have developed a set of policies and laws for sustainable development. Uganda is active since 1992 in terms of putting in place national instruments to facilitate and implement sustainable development (NEMA, 2012). Consequently, Uganda developed a number of policies and laws which aim to guide sustainable development according to the three sustainable development pillars of economic, social and environmental pillars.

## Economic Policies and Laws

Policies in Ugandan with primarily an economic nature are mostly focused on generating more taxes by the government in order to reinvest in sustainable development initiatives. The economic policies and laws are focused on generating a higher tax base, which is currently relatively low. This is mainly caused by the fact that the Ugandan economy is largely subsistent in nature, which indicates that a majority of the population produces

primarily for maintaining and supporting oneself. This is combined with a limited industrial sector for creating added value to raw materials and products. Consequently, the government prioritizes such policy since a substantial amount of financing for sustainable initiatives come from the country's tax base (National Environment Management Authority, 2012). Examples of economic policies and laws enacted are the Uganda Investment Code Act (Cap 92); The Public Procurement and Disposal of Public Assets Act; The Budget Act (2001); the Uganda Revenue Authority Act (1991); the Income Tax Act (Cap 340); the Value Added Tax Act (Cap 349); the Excise Duty Act; and the East African Customs Management Act (NEMA, 2012).

### Social Policies and Laws

With regard to the social dimension of sustainable development Ugandan enacted a variety of policies and laws focusing on improving the overall well-being and livelihoods of its populations. These policies and laws are focused on a variety of sectors such as the education sector, in which they implemented Universal Primary Education (UPE) and Universal Secondary Education (USE), resulting in a tremendous growth in children (80%) being able to attend school (NEMA, 2012). In addition, legislation and laws are implemented regarding the health sector, media, workers' associations and civil society organizations. In order to reach more people, the government also engaged in decentralization to bring the services closer to the people. Furthermore, examples of social policies and laws enacted are the USE/Universal Post Primary Education Training policy (2007); Agriculture Education Policy (2004); Second National Health Policy (2010); the HIV/AIDS Policy (2011); National Gender Policy (2007); the National Population policy (1995); National Employment Policy (2011); the National Equal Opportunities Policy (2007); the National HIV/AIDS and the World of Work Policy (2007); and the National Child Labor Policy (2007) (NEMA, 2012).

### Environmental Policies and Laws

In addition to economic and social policies and

laws, the Ugandan government puts an effort to strengthen sustainable development focusing on efficient land use and management. The aim of the government is to increase the conservation of natural landscape whilst simultaneously ensuring sustainable growth, productivity and economic development in both the agricultural and natural resources sectors. The Ugandan government tries to achieve this through legislation and policies regarding sustainable waste management and water management in combination with the development of new technologies for sustainable development by research institutions issued by the government. Examples of environmental policies and laws enacted are the National Environment Management Policy (1994); the National Policy for the Conservation and Management of Wetlands (1995); Uganda Wildlife Policy (1999); the National Water Policy (1999); Uganda Forestry Policy (2001); National Oil and Gas Policy (2008); the Energy Policy (2002); the Renewable Energy Policy (2007); National Land Use Policy (2010); Disaster Preparedness and Management Policy (2011); National Agricultural Research Policy (2005); National Fisheries Policy (2003); Uganda Food and Nutrition Policy (2003) and the Urban Policy (2011) (NEMA, 2012).

### Implementation of Sustainable Development in Uganda

As becomes clear from the analysis of the current sustainable development policies in place the Ugandan government takes decisive action, in terms of legislation and policies, to create an enabling environment for sustainable development. Consequently, the actions of the government are in line with the findings from the empirical data regarding who should take a leading role in creating such an environment. However, the question remains regarding the actual effectiveness of the role government plays in the actual implementation and enforcement of such policies. As the government is largely responsible for the development of such policies and the monitoring of implementation of sustainable development initiatives it is crucial to map and

A project mainly financed by:

Implemented by:

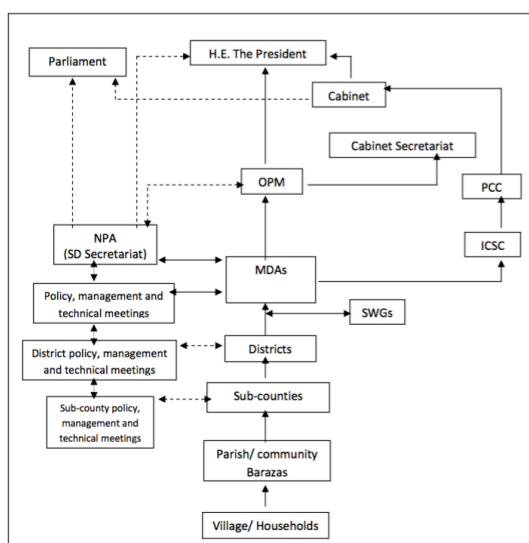




understand how these policies are enforced in order to assess the overall effectiveness.

On the national level the Ministries and the departments under them are mostly responsible for the development and monitoring of sustainable development policies and for the specific sectors the Permanent Secretaries are held accountable for initiatives in sustainable development. Furthermore, local governments coordinate, implement and monitor sustainable development initiatives in the level of villages and households. These efforts are mainly coordinated by local districts by enforcing policies and laws appropriately in order to ensure their effectiveness. Overall to strengthen coordination and monitoring sustainable development policies regular meetings are held on different levels (NEMA, 2012). The Ministry of Finance, Planning and Economic Development (MFPED) plays a central role in the budgeting process ensuring active participating by stakeholders, which is essential in the allocating resources to the three pillars of economic, social and environmental sustainable development across all districts and industries. This results in a relatively hierarchical structure for the implementation of sustainable development presented in Figure 1:

**Figure 1: Governmental Structure for Sustainable Development Implementation in Ugandan (2010/2011 – 2014/2015)**



Source: National Environment Management Authority

The structure shows a relatively bottom-up approach indicating that villages and households are actively involved in the implementation of sustainable development. However, this is to some extent questionable since the hierarchical structure seems to implement sustainable development in a top-down fashion. The idea of actively involving lower level stakeholders to assess and examine the way sustainable development is perceived is of great value, but in practice it is relatively neglected.

From the analysis of the structure of the Ugandan government to implement sustainable development policies it becomes clear that the overall ideas are present and that the knowledge regarding policies merely has to be dispersed across the value chain. In order to achieve this it is necessary for the government to create trust and gain legitimacy among stakeholders. This level of trust and gaining legitimacy are factors which are embedded in the cognitive models of stakeholders, which have notable influence on how stakeholders perceive the government. As an important factor in the effective and efficient implementation of sustainable development is the level of trust, especially in an economy which is characterized by its informal way of conducting business. Consequently, it is crucial for the government to earn and maintain that trust. In the process of gaining this trust there are a variety of barriers such as the relatively high level of unethical behavior, such as corruption, and the lack of infrastructure limiting the reach of the government, and the lack of institutional capacity and resources (NEMA, 2012). Nonetheless, the government should continuously try to overcome these barriers creating a more sustainable future.

The data analysis indicates that there are a relatively high number of policies and laws in place regarding sustainable development, but that there is a lack of trust in the government with regards to enforcing these policies and legislation. Whereas developing sustainability strategies is often an important challenge, implementation poses often as the larger

A project mainly financed by:

Implemented by:

challenge (Epstein, 2009). This indicates that there is a lack of leadership taken by the Ugandan government, which is a crucial factor in making sustainable development work. In the process of creating an enabling environment for sustainable development, in which all stakeholders are involved, the government should focus on being an example in terms of sustainable development. The government should choose a strategy that is consistent with the mission of developing a sustainable future according to the three dimensions of economic, social and environmental. This since strategy and leadership are the minimum requirements for the successful implementation of sustainability implementation (NEMA, 2012).

## Policy Implications

What becomes apparent from the analysis conducted is that there is a growing tension between who should take the lead in creating an enabling environment for sustainable development and who is trusted significantly to do so. The data indicates that most stakeholders in the Ugandan agricultural value chain believe that the government has an important role in creating such an environment, whilst at the same time the government enjoys a low level of trust from stakeholders. This contradiction between who is ought to be responsible and the one who is trusted to do so, shows the major challenge the Ugandan agricultural value chain faces. It raises the question how can a government, who is believed to have a leading role in creating an enabling environment for sustainable development, implement policies when a majority of stakeholders involved have a low level of trust towards them? In answering this question, we propose three scenarios as an indication of possibilities in different contexts. In each of the three scenarios the concepts of what to comply to, what the goals are, who should facilitate what, and who should take an exemplary role are illustrated. The first scenario displays the current situation in Uganda in which an overall enabling environment for sustainable development is missing mainly resulting from a lack of trust in the

government. The second scenario shows a transitional phase in which the context is changing for the better and in which there is a base for sustainable development in Uganda and were the level of trust increased in the government. The third and final scenario displays the ideal situation in which there is a high level of trust in the government which creates a thriving environment for sustainable development to be implemented.

### Current Situation

What becomes apparent from the analysis is that Uganda is a country with many policies, laws and standards which relate either directly or indirectly to sustainable development. Legislation in place is largely focused on human rights, environmental protection, labor practices and fair trading, which are again in line with the three pillars, economic, social and environmental, of sustainable development. However, in the current situation most of these policies and laws are not adhered to or are implemented selectively (Nkiko & Katamba, 2010). This indicates a relatively low level of compliance with the current legislation, policies and standards which is combined with a relatively high level of corruption within Uganda resulting in a major barrier for sustainable development. The concept of sustainable development remains quite elusive for many stakeholders in the Ugandan agricultural value chain making it difficult to create a universal and comprehensive understanding of the concept. As illustrated sustainable development is primarily seen as an economic concept, somewhat neglecting the social and environmental dimensions. This lack of awareness in combination with the lack of implementation of sustainability policies puts a strain on the sustainable development of agriculture in Uganda.

In order to improve the current environment for sustainable development in the agricultural value chain in Uganda certain measures have to be taken. The focus of these measures should tackle the major barriers towards sustainable development in the Ugandan agricultural value chain which are the lack of awareness regarding sustainable development

A project mainly financed by:

Implemented by:

and the lack of standards regarding ethical behavior. The outcome of addressing these barriers are twofold: first it will generate a more comprehensive understanding of sustainable development across the value chain and second it will decrease the level of unethical behavior resulting higher level of trusts among stakeholders. This combined will result in a more enabling environment for sustainable development.

Following the two goals which need to be addressed in the current situation, a closer look can be taken at which stakeholders play which role in facilitating this improved environment. The data indicates that the government should take a leading role in creating such an environment, but at the same time there is a lack of trust since the government displays a lack of leadership in enforcing laws and policies regarding sustainable development. This contradiction illustrates that the government is not taking responsibilities indicating that different stakeholders should take the lead in the implementation of sustainable development. Stakeholders who could play an important role in this are NGOs and associations, who both have the knowledge and network to implement sustainable development, with a main focus on creating awareness through knowledge sharing. In addition, Universities could also play a notable role in creating an enabling environment for sustainable development. This since universities have a certain degree of status which goes hand in hand with integrity and enjoy a relatively high level of trusts since they are relatively independent of the government. Consequently, they could also play an important role in creating awareness regarding sustainable development and ethical behavior.

### Transitional Situation

Having described the current situation regarding the sustainable development environment in the Ugandan agricultural value chain we can start thinking regarding what will happen and what needs to happen when the environment for sustainability is improved. As indicated in order to improve the overall

enabling environment for sustainable development in Ugandan the level of awareness has to be increased together with the development an enforcement of standards for ethical behavior. In an improved situation this would mean that there is an overall increased holistic understanding and awareness among stakeholders regarding what the concept of sustainable development entails and that a universal standard has been developed and implemented regarding ethical behavior. This progress would mean that there is a growing number of stakeholders who understand the importance for long term sustainable development and which comply with the norms regarding ethical behavior. I call it a growing group, since in this transitional situation, not all stakeholders are compliant with these new standards, or are still not familiar with the concept of sustainable development.

In this situation, the level of compliance regarding the standards of ethical behavior and the level of awareness regarding sustainable development is growing, but there is still significant room for improvement. In order to further enhance the level of awareness regarding sustainable development a transition needs to take place. In this transition the responsibility to develop, promote and enforce sustainable development should not be merely taken by the government, but by all stakeholders involved in the value chain. By initiating such collaboration between both the public and the private sector a collectivistic mind set is created in which all involved work together to a sustainable future. The government would in this situation still have a leading role, but is more focused on creating a platform and guiding stakeholders to learn and evolve in becoming more sustainable.

### Ideal Situation

In the ideal situation the Ugandan government would enjoy a high level of trust from the stakeholder involved consequently gaining a higher level of legitimacy and acceptance for their policies and legislation enacted regarding sustainable development. This would entail

A project mainly financed by:

Implemented by:



that the government takes leading role in both developing and enforcing sustainable development laws and policies creating an enabling environment for sustainability to flourish. In this ideal situation the Ugandan government would be compliant towards the standards set regarding sustainable development and ethical behavior, ensuring a high level of trust resulting in gaining legitimacy for their actions. In addition, stakeholders would enjoy a relatively high level of awareness regarding sustainable development paving the way for the effective implementation of sustainable development policies.

In such an ideal situation, characterized by a high level of understanding regarding sustainable development, stakeholders could start emphasizing the micro factors of sustainable development and tailor policies towards more specific areas within the three dimensions of economic, social and environmental sustainability. An example would be to focusing on embedding the concept sustainability in the strategies of new companies, creating an environment for more sustainable business development.

In order to achieve this, it is crucial for both public and private stakeholders to work closely together. Even though the government has a leading role in creating an enabling environment for sustainable development, the role of the private sector is crucial in the long term development of sustainable environment and economy. Through taking the leading role in creating such an environment the Ugandan government is facilitating a public platform, in which knowledge and resources are shared by both private and public stakeholders in creating a brighter and more sustainable future for both the country and its inhabitants.

## Conclusion

This report displays the ongoing tension between the development of sustainable development policies and the actual implementation. In the context of the Ugandan

agricultural value chain sustainable development is primarily interpreted as having economic value. This lack of awareness combined with a low level of trust in the Ugandan government, who is ought to take the leading role in terms of taking responsibility creating an enabling environment for sustainable development, create a major barrier for the implementation of sustainable development. Through sketching three scenarios an overview is provided regarding what the current status quo is in terms of sustainable development and what the ideal situation should be. Mapping the three situations of current, transitional, and ideal situation enables both policies makers and enforcers to examine which changes are necessary in order to enhance the effectiveness of sustainable development implementation.

## References

- Carter, C. R., & Easton, P. L. (2011). Sustainable Supply Chain Management: Evolutions and Future Directions. *International Journal of Physical Distribution & Logistics Management* , 46-62.
- Epstein, M. J. (2009). Introduction: Improving Social and Financial Performance in Global Corporations. In M. J. Epstein, *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts* (p. 19). Berrett-Koehler Publishers.
- Griggs, D., Stafford-Smith, M., Gaffney, O., Rockström, J., Öhman, M., Shyamsundar, P., et al. (2013). Sustainable Development Goals for People and Planet. *Nature* , 305-307.
- Groenhouf, M. (2016). *Sustainable Development: An Analysis of Sensemaking and Cognitive Models in the Ugandan Agricultural Value Chain*. Amsterdam: Vrije Universiteit.

National Environment Management Authority;. (2012). *National Report on Progress on the Implementation of the Rio Commitments on Sustainable Development in Uganda*. National Environment Management Authority;.

NEMA, N. (2012). *National Report on Progress on the Implementation of the Rio Commitments on Sustainable Development in Uganda*. Kampala.

Nkiko, C. M., & Katamba, D. (2010). Uganda CSR Profile. In W. Visser, & N. Tolhurst, *World Guide to CSR: A Country by Country Analysis of Corporate Sustainability and Responsibility* . London: Green Leaf.

PWC. (2016, June 20). *Industry Sectors: Agriculture*. Retrieved from PriceWaterhouseCoopers: <http://www.pwc.com/ug/en/industries/agriculture.html>

Secretariat, P. D. (2015). *World Population Prospects: The 2015 Revision*. United Nations.

Tilman, D., Cassman, K. G., Matson, P. A., Naylor, R., & Polasky, S. (2002). Agricultural Sustainability and Intensive Production Practices. *Nature* , 671-677.

UBOS. (2010). *Statistical Abstracts for 2010*. Ugandan Bureau of Statistics.

United Nations. (2016, June 21). *Transforming our world: the 2030 Agenda for Sustainable Development*. Retrieved from Sustainable Development Knowledge Center: <https://sustainabledevelopment.un.org/post2015/transformingourworld>

World Summit on Sustainable Development. (2002). *The Johannesburg Declaration on Sustainable Development*.

World Bank. (2016, February 12). *World Bank: Population Estimates and Projections*. Retrieved from worldbank.org: <http://datatopics.worldbank.org/hnp/popestimates>

A project mainly financed by:



Implemented by:

