

# UGANDA FARMERS COMMON VOICE PLATFORM

(UFCVP)



## STRATEGIC PLAN 2015-2019.

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## **FOREWORD**

The Uganda Farmers Common Voice Platform ((UFCVP) is a voluntary Non–Governmental, and Non –partisan coalition of Civil society and farmer organizations coming together to champion common farmers issues at local, national and International levels. Formed in 2012, the Platform now has a membership of 17 at the National level and four (4) regional chapters of Uganda i.e. in the North, coordinated by Volunteer Efforts and Development Concerns (VEDCO), East, coordinated by Community Integrated Development Initiatives (CIDI), West, coordinated by Caritas Mbarara and Central coordinated by Eastern and Southern Africa Small Scale Farmers’ Forum (ESSAF) Uganda; all with a 7 member steering committees that act as a think tank for the general Platform.

UFCVP strategic plan covering the period 2015 to 2019 is a summary of the thematic focus areas and activities that UFCVP believes will help to realize its objective.

The agricultural sector has for several years formed the backbone of Uganda’s economy contributing approximately 37% of Gross Domestic product (GDP). The sector remains crucial to the Ugandan economy for household and national food security, income generation, employment creation and foreign exchange earnings among others. Close to 18.8 million or 77% of the Ugandan population depend onAgriculture for their livelihoods (ACORD, 2010).

One of the characteristics of poverty is the lack of social inclusion and people (farmers) participation in determining their destiny; Socialjustice can only be ensured through social negotiation processes involving political participation by the Small Holder Farmers. However, Small Holder Farmers are seldom sufficiently organized to be able toarticulate their own issues and interests and bring them effectively to the fore in the political oreconomic arena. Not only in development cooperation, but also in framing local policies, the poor, in this context specifically Small Holder Farmers, are not active participants in the various Programmes and measures taken in their interests, but are passive recipients of policies, laws and aid and yet they constitute the biggest stakeholders in the agriculture sector

Despite the farmers and CSOs engagements in the different economic development processes, their voice and influence is limited because of limited political space and limited resources, scattered efforts and sometimes passive government response to issues affecting the sector, among others. UFCVP wastherefore established to logically give one voice to farmer’s and participating CSOsto ensure that issues affecting farmers such as policies, laws, directives, and programmes among others are prioritized.

The Strategic Plan, which will guide UFCVP operations and involvements over the next five years; is aimed at giving direction to the platform and to concentrate its efforts. It will also clarify UFCVP’s identity in relation to what it does, the context in which it is situated.UFCVPbelieves that there can only be social justice among the vulnerable and less-advantaged populations especiallySmall Holder Farmers ifthey have a collective voice that can be loud enough to have their issues heard and responded to by duty bearers. To that effect therefore, the UFCVPs strategic plan is hingedon the following 3 broad objects:

1. To improve public and private sector finance for agriculture,
2. To improve agriculture research, documentation and dissemination,
3. To influence pro Small Holder farmer policies at local, national and international levels.

To execute this plan successfully UFCVP will work in close collaboration with other likeminded partners; key among which shall include:

- The Caritas commissions in the various catholic dioceses in Uganda.
- Other Likeminded CSOs with a focus on Small Holder Farmers.
- The Government both at the national and the Local Government levels.
- Development partners.

## ACRONYMS

CAADP	Comprehensive Africa Agriculture Development Programme
CAPCA	Central Archdiocesan Province Caritas Associations
CCEDU	Citizens Coalition on Electoral Democracy in Uganda
CCEDU	Citizens Coalition on electoral Democracy in Uganda
CDRN	Community Development Resource Network
CIDI	Community Integrated Development Initiative
CSO	Civil Society Organization
DFP	District Focal Persons
EADEN	Eastern Archdiocesan Development Network
GA	General Assembly
GDP	Gross Domestic Product
GMO	Genetically Modified Organism
GoU	Government of Uganda
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IEC	Information, Education and Communication
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MP	Member of Parliament
NAADS	National Agricultural Advisory Services
NAADS,	National Agriculture Advisory Services
NGO	Non-Governmental Organization
NSC	National Steering Committee
SP	Strategic Plan
UFCVP	Uganda Farmers common Voice Platform
UGOPAP	Uganda Governance and Poverty Alleviation Programme
UPDF	Uganda Peoples Defence Forces

## Definition of terms

- **Sustainable agriculture:** Sustainable agriculture is the production of food, fiber, or other plant or animal products using farming techniques that protect the environment, public health, human communities, and animal welfare.
- **Climate smart agriculture:** Climate smart agriculture is a method of farming that aims to tackle three main objectives: sustainably increasing agricultural productivity and incomes; adapting and building resilience to climate change; and reducing and/or removing greenhouse gas emissions, where possible.
- **Organic farming:** Organic farming is a method of crop and livestock production that involves much more than choosing not to use pesticides, fertilizers, genetically modified organisms, antibiotics and growth hormones.
- **Indigenous farming:** Indigenous farming is farming based on use of local knowledge that is unique to a given culture or society.

## BACKGROUND

### 1.1 Organizational Description

The Uganda Farmers Common Voice Platform was established in June, 2012 as an indigenous, non-profit Platform; with the main focus of advocating for critical issues affecting Small Holder Farmers in Uganda. UFCVP was set up at the national level to act as a common voice that speaks on behalf of civil society and Farmer organizations implementing agriculture programmes. The platform was also established to engage in policy research on issues affecting small-holder farmers with the aim of improving and influencing policy formulation and review processes, identify significant gaps in policies (with special bias) on agriculture sector. In addition to the above, the Platform was also put in place to create awareness and raise agricultural advocacy issues to the decision/policy makers for redress, based on the grass root evidence and to monitor policies developed by government to ensure that they are Small Holder Farmers and strive for poverty reduction in Uganda.

At the regional level, the platform participates in informing and influencing Local Government planning processes, monitoring implementation of Government programmes on Agriculture, networking, sharing information, experiences as well as documenting best practices and success stories, raises advocacy issues on key policies and plans prepared by the GoU or its development partners and provide recommendations to that effect.

As the Ugandan society evolves, there is increasing need for all stakeholders to get involved in efforts aimed at tackling challenges such as corruption, unemployment, conflicts, poverty and inequality. To tackle these challenges requires the concerted efforts of all public and civil society stakeholders. The UFCVP therefore brings together Ugandan Civil Society organisations in a shared fight to reduce poverty and advocate for the rights of Small Holder Farmers in Uganda. UFCVP believes that speaking with one voice for and on behalf of Small Holder Farmers will be effective in tackling the above challenges.

The specific challenges facing Small Holder Farmers that UFCVP aims at addressing are; inadequate financing for agriculture, food insecurity, adverse effects of climate change, bad

governance, lack of markets for agriculture produce, inadequate water for production, inadequate extension service delivery, and weak /and or absence of regulation on agro-inputs among others.

UFCVP is also inspired by the need to respond to other constraints that affect the agriculture sector; which include among others, a complex land tenure system that denies farmers security of tenure and the increasing population with its resultant pressure on natural resources and the gradually worsening problem of land fragmentation.

Tackling the above challenges therefore requires a concerted effort. The Platform will employ the following strategies to address the above challenges; media engagements, lobby and advocacy, dialogues, information sharing and dissemination, research and documentation/publications, Education and communication, networking and partnership building.

## **1.2 Strategic Positioning**

Since its inception, UFCVP has acquired recognition as a farmer's platform that advocates for the rights of small holder Farmers. UFCVP offers an alternative, people-centered perspective of the right of Small Holder Farmers to raise the voice and to enjoy basic principles of social justice; by providing a platform in which farmers own analysis and research, present alternative policy perspectives. UFCVP seeks to better inform technocrats, parliamentarians, policy makers, civil society organizations and the media regarding the plight of Small Holder Farmers. This is pursued through focusing on three core aspects:

- To improve public and private sector finance for agriculture,
- To improve agriculture research, analysis, documentation and dissemination,
- To influence pro small holder farmer policies at local, National and international levels by disseminating information through various publications, policy briefs, fact sheets and bulletins, mobilizing and networking with various partners as well as government and private sector stakeholders.

## **1.3 Rationale and Process of formulation of Strategic Plan 2015-19**

This is the second Strategic Plan for UFCVP that covers a period of five years 2015-19. It was developed towards the end of implementation of the first strategic plan (2012-14). Good institutional development practices dictate that organizations periodically scan through their operating environment and identify critical issues that can guide their strategic direction and actions within the medium and long term period.

In light of a rapidly changing operating environment in Uganda, this strategic plan that was developed through participatory and consultative process provides a strategic direction and clarifies the what, who, and how UFCVP can proceed in the next five years (2015-19). It therefore builds on and scales-up on some development initiatives and achievements already obtained by UFCVP from implementation of the first strategic plan.

## **1.4 Vision**

A Poverty free and well governed society where farmer's rights and aspirations are fulfilled.

## **1.5 Mission**

To be a collective voice of farmers and CSOs that influences decisionmaking for pro-small holder farmer policies.

## 1.6 Goal

Increased access and financing for agriculture, food security, climate change adaptation and mitigation appreciated, and a stronger platform; critical for sustainable development.

## 1.7 Core values

- **Transparency**

We promote interventions and social investments that are prudent and aim to deliver the greatest positive change for the greatest number of Small Holder Farmers founded on transparency, accountability, relevance, sustainability, and other recognized tenets of value for resources.

- **Fairness**

The platform endeavors to exercise and promote the ethical principles of fairness, justice and respect for all persons and to uphold the highest standards of integrity and professionalism.

- **Impartiality**

The platform will not discriminate on the following basis: race, religion, age, gender, or identity, national origin, tribe, ethnic origin, marital status, disability, political affiliation or opinion or any other social and economic orientation.

- **Justice**

The platform aspires for justice and the treatment of all persons with whom it works as social change agents rather than as merely victims requiring a service. The platform's interventions shall raise the voice of Small Holder Farmers and their knowledge, capacity, and confidence to stand up for themselves and to lobby for their rights using the appropriate and available mechanisms.

- **Non partisan**

The platform respects the autonomy and privacy of all individual farmers and therefore the orientations of its members shall not define its orientation as a platform.

## 1.8 Past Achievements

The key achievements by UFCVP from implementation of its first strategic plan 2012-14 were:

- The Platform increased interface and policy engagements by small-holder Farmers with relevant policy makers on critical issues that affect Small Holder Farmers in Uganda. The Platform for instance, successfully organized the first national agriculture finance symposium that focused on agriculture financing/credit in partnership with Bank of Uganda. In addition, the Platform also petitioned the Speaker of the Parliament of Uganda against enactment of the National Biotechnology and Biosafety Bill, 2012 into law because of the negative consequences it may have on small-holder farmers.
- The Platform strengthened its internal institutional capacity to effectively implement and manage its activities. The Platform for instance, has a Memorandum of Understanding (MoU) to regulate its activities. The National Steering Committee was put in place to oversee implementation of Platform's activities; and Platform was officially launched at a public function in Kampala. In addition, the regional Platforms were established and launched at regional and district level in Eastern, Northern, Central and Western regions to steer and coordinate activities within these regions. The Platform has also attracted funding for its activities from DANIDA, Caritas Danmark and Caritas Norway.



## 1.9 The Strengths of UFCVP

- The Platform has grass root member farmer groups who are committed and active in its activities. In addition, the Platform has national and district CSO members who are committed and actively participate in its activities. These members will be critical in providing a collective voice necessary for galvanizing actions to improve the situation of Small Holder Farmers in the country.
- The Platform has a National Coordination Office in Kampala hosted at Caritas Uganda; which provides space for coordination and implementation of the Platform's strategic plan and activities. The Platform has a functional National Steering Committee with members who are committed to its mission and objectives. This Committee provides overall strategic leadership and guidance as well as implementation oversight over the secretariat. The Platform secretariat provides the day-to-day stewardship, coordination and implementation of activities.
- The Platform has Regional Chapters and District Focal Persons in all regions of Uganda. These regional and district platforms provide support in mobilization of members and coordination of related activities within the district and the region.

Internal strengths	How UFCVP will maintain and up-scale existing internal strengths
The Platform has committed members.	Ensure that members are actively involved in implementing platform programmes including taking lead.
There is a National Coordination office.	The National Coordination office capacities will be constantly enhanced to satisfy that role.
The Platform has committed National Steering Committee members	Ensure that the General Assembly (GA) every three years updates the NSC membership and each steering committee term has clear performance targets.
Existence of regional chapters with functional coordination units.	The platform will operationalize Regional steering committees and chapters to ensure that they satisfy their mandate.
The Platform has committed and competent District Focal Persons	Ensure that District Focal Persons actively and effectively link district, regional and national level platform activities.

## 1.10 The Internal Challenges facing UFCVP.

- The Platform and its activities are still less visible and less recognized by the wider public, media and other key actors within the policy processes at national, regional and district levels.
- While the Platform has been in existence, it has not yet transitioned into a legal entity. Although none registration has not affected its operations in the country, continued growth and expansion of the Platform's activities might necessitate its independence and incorporation.
- Most Platform members (Small Holder farmers) have limited capacity in articulating and demanding for protection of their rights and responsibilities in relation to policy formulation processes. This therefore limits policy engagements by the members which is required to improve the situation of the agriculture sector in Uganda.

- The Platform has limited sources of funding for its activities; it has only one funding partner; which limits implementation of planned Platform activities; much as members sometimes contribute in kind and financially towards implementation of specific activities at both regional and national levels.
- The Platform lacks enough facilitation to support effective operation and implementation of planned activities both at national and local levels.

Challenges	How UFCVP will address these internal challenges
Limited visibility of the Platform.	The platform will adopt many strategies to improve on visibility which will include among others; a functional website, letter heads, IEC materials, publications, profile and a communication strategy.
Limited capacity of platform members (Small Holder Farmers and CSOs) in articulating and demanding for protection of their rights and responsibilities in relation to policy formulation and implementation processes among other advocacy engagements.	The platform shall build the capacity of Small Holder Farmers and other like-minded CSOs to be able to undertake lobby and advocacy initiatives at different levels.
Limited sources of funding for Platform activities	Diversify funding sources and develop a resource mobilization strategy and ensure that annual and five year funding milestones are met at all levels.
Most platform policy documents are still in draft form.	Ensure that all relevant policy documents are officially approved and adopted

### 1.11 The Opportunities Available for the Uganda Farmers Common Voice Platform

- The Platform has a wide geographical coverage i.e. operates in the entire country. This provides the opportunity to recruit many members into the Platform and to carry out civic engagements at national, regional and local levels.
- Agriculture is the backbone of Uganda's economy, it employs about 72% of the total labour force (including disguised labour), 77% of whom are women and 63% are youth who reside in the rural areas<sup>1</sup>. This provides enormous opportunity for recruitment and a formidable membership base for civic engagements.
- There is increased focus by many development partners to support consortiums, movements, coalitions and networks similar to the platform arrangement as opposed to individual organizations. The Platform therefore stands a chance to attract funding and other support from development partners, government of Uganda, and other like-minded CSOs.
- There are many supportive laws, policies and development programmes for agriculture development, food security, climate change and operation of CSOs at national, regional and international levels (e.g. the National Agriculture Policy 2014, Comprehensive Africa Agriculture Development Programme (CAADP) and many others. Most of these legal and policy frameworks provide a conducive environment for operation and implementation of development actions of the Platform

<sup>1</sup> The second National Development Plan 2015/16-2019/20 (NDP II), 2015

- The opportunity of being hosted by Caritas Uganda, that has been working with farmers for a very long time; with structures right from the national to the grass root, which the platform can take advantage for mobilization of farmers.
- The integration of the East African Community, which provides a wider market for the farmers produce and necessitates an enabling environment for harmonized policies and farmers common voice, good for advocacy on farmer issues
- Availability of advocacy Forums and networks which brings together different like-minded organizations to champion farmer issues for redress by duty bearers.
- The Platform being known by other stakeholders like the Agriculture Donor working group, Government Ministries, Departments, and Agencies (MDAs), and other CSOs which provides an opportunity for partnership and synergy building
- Uganda's high dependence on Agriculture, which calls for attention both locally and internationally in funding and in policy formulation and implementation.

Opportunities	How the Platform will utilize these opportunities to support implementation of its strategic plan
Wide geographical coverage of the Platform	Engage nationwide for more impacts and visibility.
Many Small Holder Farmers in Uganda.	This will be useful for a critical mass needed for advocacy.
Increased interest by Donors to partner with CSO Consortiums, Networks and Movements.	This will be used to diversify funding sources from the different development partners. Build a strong and legitimate platform that links farmers to duty bearers.
Existence of supportive laws, policies and development programmes	Utilize the different policies and laws and advocate for their application to advance the interests of Small Holder Farmers.
The opportunity of being hosted by Caritas Uganda	The platform will take advantage of the Caritas Uganda structures for mobilization of farmers towards different desirable courses.
The Platform being known by different stakeholders including the Agriculture Donor working group.	The platform shall use the different stakeholders like development partners to lobby and advocate for different issues affecting Small Holder Farmers.
Uganda's high dependence on Agriculture	The platform shall use this opportunity for fundraising, partnership and network building given the importance of the sector to Uganda economy
The integration of the East African Community.	<ul style="list-style-type: none"> <li>• The Platform shall organize the Small Holder Farmers to take advantage of the opportunity of the Integration that provides wider market for agriculture produce.</li> <li>• The platform will engage in activities aimed at promoting an enabling environment for harmonized laws and policies for the benefit of Small Holder Farmers.</li> </ul>
Availability of advocacy Forums and networks.	The platform shall work together with other like-minded CSOs for a common voice and synergy of resource which brings about efficiency and effectiveness.

### 1.12 Threats to the Uganda Farmers Common Voice Platform

- This strategic plan will be implemented partly during the period of national and general election for presidential, parliamentary and local council elections. There is a high

likelihood that these election campaigns might interfere with the speed of implementation of the platform activities.

- Unfriendly laws and policies like; the National Biotechnology and Biosafety Bill, 2012, the NGO Act 2015; the Public Order Management Act 2013 and some government institutions and agencies that don't follow procedure. These negatively affect the work of the platform.
- The impact of adverse effects of climate change resulting from flooding and long period of drought in some parts of the country. This might reduce participation by Small Holder Farmers in the Platform activities.
- Unfavorable conditions attached by different commercial banks and micro-finance institutions on loans advanced to Small Holder Farmers, this might continue to scare and limit many Small Holder Farmers from accessing credit from financial institutions.
- Bad Governance in the agriculture sector which includes among others; Political interference and corruption tendencies; leading to inefficiencies in the sector.
- Lack of coordination among different Civil Society Organizations, which destroys synergies of efforts, and duplication of work leading to wastage of limited resources.

<b>Threats</b>	<b>How the platform will mitigate the threats from hindering successful implementation of the strategic Plan</b>
Implementation of the Strategic plan during periods of national and general elections	<ul style="list-style-type: none"> <li>• The platform will strategize to take benefit of the positive opportunities this season may present. This will be done by among others influencing politicians, (Members of Parliament, District Chairpersons) and all those seeking elective positions to include issues of the platform as areas of concern in their respective manifestos.</li> <li>• The platform will come up with the Farmers' manifesto to be used as a lobby/ advocacy tool during and after the election period.</li> </ul>
Bad Governance in the sector	The Platform will advocate for good governance, while remaining objective in order not to attract confrontation with the government.
Proposed National Biotechnology and Biosafety bill 2012.	The Platform will lobby legislators to pass a bill that does not compromise Uganda's food sovereignty in the short and long term.
Unfavorable conditions attached by different commercial banks and micro-finance institutions on loans advanced to Small Holder Farmers	<ul style="list-style-type: none"> <li>• The Platform will continue to advocate for an agriculture Bank that will appreciate challenges of farmers</li> <li>• The Platform will continue to lobby and advocate for relaxation on terms and conditions of lending to Small Holder Farmers by different financial institutions.</li> </ul>
The impact of adverse effects of climate change.	The platform will put deliberate efforts to implement activities towards climate change adaptation and mitigation.
Unfriendly laws and policies like; the proposed National Biotechnology and Biosafety Bill 2012, the NGO Act 2015, the Public Order Management Act 2013.	<ul style="list-style-type: none"> <li>• The platform will engage and influence different key decision makers and actors to have an appropriate legislation that does not suffocate the work of the platform and other NGOs</li> <li>• The platform will Build capacity of members to be able to design and implement strategies within the shrinking political and civic space</li> </ul>
Limited coordination among different Civil Society Organizations.	Need for continued networking with likeminded actors.

## 2 CONTEXTUAL ANALYSIS

The Uganda Farmers Common Voice Platforms' five year strategic plan (2015-2019) is intended to build on what has been achieved so far and to address the challenges identified above. This chapter examines the challenges of Small Holder Farmers in Uganda and the various trends that impact on small holder farmer's livelihoods. Agriculture is the backbone of Uganda's economy, it employs about 72% of the total labour force (including disguised labour), 77% of whom are women and 63% are youth who reside in the rural areas<sup>2</sup>. This provides enormous opportunity for recruitment and a formidable membership base for civic engagements.<sup>3</sup>

Coupled with the above challenges, there is un-coordination in the different engagements by different non-state actors like CSOs/NGOs and farmers; hence lack of platform for engagements especially at the lower levels. It is a common practice that different civil society actors and farmers do a lot of activities but do not reach logical harmonized conclusion because there is no platform for such. There is need to reverse the above situation on Agriculture if headway is to be made in improving the sector; and reducing hunger and extreme poverty in Uganda; in line with the sustainable development goals and other several tools in the sector. The Uganda Farmers Common Voice Platform-Regional chapters will be used to bridge the gap of isolated engagement; hence provide a common voice for the farmer issues all over Uganda.

The Eastern Africa region – including Uganda, Kenya, Tanzania, South Sudan, Rwanda and Burundi – lies in sub-Saharan Africa, the world's poorest region, where most socioeconomic indicators are poor. The population was estimated at 129.5 million by June 2009, with average annual growth rate of 2.5%, with Uganda recording the fastest growth at 3.2%. The region posted a decelerated average real growth rate of 4.7% in 2009, down from 7% in 2008. In aggregate, total GDP for the region amounted to US\$ 74,047 million in 2009. The population is largely agrarian and rural. Coffee is the single crop with the largest acreage in the region followed by tea.<sup>4</sup> Uganda is a low income country, with a GDP of US\$430 per capita<sup>5</sup>. About 31% of the population lives in poverty (2005/06).

The socio-economic, political, and technological trends within the environment in which UFCVP is operating are summarized below:

### 2.1 The political environment

The implementation of this strategic plan shall commence in 2015; a period characterized by preparations for the 2016 general elections in Uganda. During such periods, the political environment is full of tension, commercialization of politics, political interference with the functions of both state and non-state actor's activities; which is made worse by reluctance to adhere to the existing policies and laws in favor of pronouncements and directives made during the period.

There is also limited political will to undertake/ implement certain activities/ programs/ policies/ laws; including regional and international commitments as they are seen to be contentious and unpopular among the electorates. Further, because of lack of political will highlighted above, there is failure of the decentralization policy to take root; which breeds chronic lack of capacity at the local

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<sup>2</sup> The second National Development Plan 2015/16-2019/20 (NDPII), 2015

<sup>3</sup> Ibid.

<sup>4</sup> East African Community Secretariat, 2011: "East African Community facts and figures – 2010"

<sup>5</sup> UBOS, Statistical Abstract 2008

governments i.e. personnel, facilities and funds for effective service delivery. There is for example uncertainty over the direction that the government flagship programme-NAADS has taken in the wake of the sudden changes effected by government.

## **2.2 The policy and legal environment**

This strategic plan will be implemented in the immediate aftermath of the coming into force of the Public Order Management Act, 2013; which is seen to be impacting on the activities of CSOs and NGOs. Additionally, there is the NGO Act, 2015; which aims at further curtailing the operations of NGOs in Uganda. When fully enforced the provisions of these laws might frustrate those that don't support or are perceived not to support certain policies of government. Other key policies that have a bearing on the Platform's work include among others; the national agricultural policy, the National Seed Policy, the national development plan and the vision 2040.

Many Ugandans and especially farmers that form the bulk of the target group of the platform's membership are ignorant of the relevant laws and policies and as a result, partisan actors and some government officials mandated with the role of implementation of the appropriate laws and policies have taken advantage of the situation to act with impunity. It is also worth noting that the execution of government policies is often cloaked in contradictions brought about by different pronouncements, directives and policies. The general policy landscape is therefore incoherent and often breeds negative impacts on the lives and operations of Small Holder Farmers.

## **2.3 Socio-Economic Environment**

Generally, the country is experiencing a population explosion. The recent national census has placed Uganda's population at approximately 35 million people<sup>6</sup>. These statistics also show that 70% of the population are aged 35 years and below. The huge young population raises questions of population sustainability and quality. It also presents dangers regarding unsustainable use of land due to the unchecked population explosion. While a huge size of the population is youth, the contrast is that there is limited youth involvement in agriculture. The above scenario therefore puts a spotlight on the macro-economic policies that disfavor agriculture and make it unattractive to youths.

The country is also experiencing mounting pressure on the available infrastructure; health, education and roads sectors across the country are all currently over stretched. Broadly put, society is witnessing an ever widening gap between the rich and the poor fueling rising poverty levels in sections of the populace who cannot access basic necessities to lead dignified lives. Many farmers have also fallen victim to unchecked aggressive land grabbing; which incidences have happened due to absence of a collective voice and action among Small Holder Farmers and/or government reluctance to implement existing land laws.

## **2.4 Environment and Climate Change**

Uganda like many countries in the world is affected by large scale environmental degradation; characterized by long dry spells and floods, landslides, and changing weather patterns. The above situation has resulted into the reduction in the size of arable farm land and productivity; forcing many people to resort to deforestation and other unsustainable land use

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<sup>6</sup>The National Population and Housing census, 2014.

practices, which have worsened the situation, given the fact that the greatest percentage of people in Uganda rely on farming for survival<sup>7</sup>.

According to the United Nations Joint Action Framework on Climate Change, climate change threatens to reverse the hard-won development gains in Uganda and jeopardizes the country's economic development and poverty eradication goals. A recent international Climate Risk report labels Uganda as one of the most unprepared and most vulnerable countries in the world (CIGI, 2007). Yet among the most vulnerable countries, Uganda has the least adaptive capacity, making adaptation and mitigation the most immediate priority for the country. Uganda as part of the Kyoto protocol has obligations to fulfill to avert the impacts of climate change. Uganda has continuously put in place both the institutional and legal framework for the same. Despite the varied mitigation and adaptation mechanisms put in place by the government of Uganda, the interventions are inadequate, let alone the lack of prioritization for their (mechanisms) implementation.

There is need therefore to advocate for appropriate climate change mitigation and adaptation measures by increasing financial and human capacities to implement the measures to reduce the impact of climate change (mitigation and adaptation). This will increase political will towards climate change issues both at national and local Government level. With all the above in place, Caritas Uganda and the UFCVP advocacy efforts will go a long way to enhance formulation /or and implementation of policies and laws, and in one way, increase Community awareness about climate change.

## **2.5 Technological environment**

Information, Communication and Technology in Uganda today is an indispensable factor of transformation and production in agriculture as it is in other sectors. Despite the above importance and increasing availability of ICT in the country, the sector is still characterized by; the use of obsolete technologies like the hand hoe; which are not only limiting in terms of production but it also comes with negative health consequences. In addition, there is no comprehensive strategy that guides utilization of information technologies to advance development as a tool to mobilize farmers. There is also failure to harness and utilize indigenous knowledge to offer response to the current challenges. There is therefore need for emphasis on the use of labour saving technologies as the other technologies like use of a hand hoe has limiting factors to productivity, leading to famine/inadequate food production in some parts of the country like the recent case in Karamoja.

## **2.6 Governance and human rights**

The work of Caritas Uganda/UFCVP on participatory democracy and governance is premised on the understanding that poverty is a consequence of abuse of power manifested through undemocratic practices (lack/inadequate) participation by the governed, unaccountable and non-responsive leadership and paternalist 'welfare' approaches where citizens must wait upon the generosity and goodwill of the giver (government/donors).

In Uganda, service provision has been influenced by lack of accountability by duty bearers leading to wastage, poor services delivery, and worst of all denial of services, especially to the most vulnerable in society. Furthermore there is limited involvement of beneficiaries especially the vulnerable and marginalized in decision making processes (planning, implementation and evaluation of publicly funded programs and policies). It is however worth noting that Uganda still

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<sup>7</sup>Supra NDPII

lacks civic competence; characterized by lack of advocacy skills, knowledge and limited funding. There is therefore to revitalize civil engagements through use of human rights based approaches to development that encourage participation and appreciate the contribution of the different stakeholders to development.

## **2.7 Stakeholder Analysis**

The following are key stakeholders for the Uganda Farmers Common Voice Platform and will need to remain engaged throughout the implementation of this Strategic Plan.

- The Uganda Governance and Poverty Alleviation Programme (UGOPAP); A programme implemented by 4 partners which include Caritas Uganda, Central Archdiocesan Provincial Caritas Associations (CAPCA), Eastern Archdiocesan Development Network (EADEN) and Community Integrated Development Initiative (CIDI). The UGOPAP programme has a programme management committee (PMC) which provides policy guidance and quality assurance to all activities and programmes of the whole consortium; including the platform.
- Platform members both at national and regional levels, the membership is responsible for raising resources both financial and non-financial for the sustenance of the platform. They shall also be responsible for raising advocacy issues at different levels and forward them to relevant stakeholders at the local level and to the coordinating unit at the national level for redress.
- Relevant government ministries, departments and agencies. The platform will consult the above stakeholders on wide range of issues in line with the Platform's advocacy work.
- Development partners as stakeholders shall give resources/and or funding to the platform to enhance platform lobby and engagements with government.
- Cultural and religious institutions will be helpful in mobilizing members of their different cohorts towards issues raised by farmers for redress by the different stakeholders.
- The Academia in this platform will be responsible of carrying out research and raise issues pertinent to agriculture. The platform will therefore partner with the academia in its advocacy work.
- The Private sector. The platform shall work with the private sector to lobby for common positions in and around areas of farmers interest.
- Other Civil Society Organizations that are not members of the platform will provide space for network and collaboration for a collective and stronger voice.

## **2.8 Critical strategic issues for the Uganda Farmers Common Voice Platform (UFCVP)**

This section summarizes the strategic issues that the Uganda Farmers Common Voice Platform (UFCVP) shall address itself to in the coming five years:

### **(i) Inadequate financing for the agriculture sector**

The importance of the agricultural sector to the national economy, rural livelihood and the food security of Ugandans cannot be overemphasized. Agriculture today is the backbone of Uganda's economy because most households directly or indirectly derive their livelihood from agriculture. Agriculture also provides the basis for growth in other sectors such as the manufacturing and the related services industry. However, despite the above significance of the sector, its performance has not been that impressive in the recent past as agricultural output for example declined from 7.9% in 2000/ 2001 to 3.0% in 2011/ 2012. The sector is faced by a number of challenges, which



the platform wishes to address. These among others include; inadequate government budgetary allocation to the agriculture sector, inadequate public investment to agriculture sector, and limited access to finance services by Small Holder Farmers.

**(ii) Climate change**

According to the United Nations Joint Action Framework on Climate Change in Uganda, climate change threatens to reverse the hard-won development gains and jeopardize the country's economic development and poverty eradication goals. A recent International Climate Risk Report labels Uganda as one of the most unprepared and most vulnerable countries in the world (CIGI, 2007). Yet among the most vulnerable countries, Uganda has the least adaptive capacity, making adaptation the most immediate priority for the country. Uganda as a party to the Kyoto protocol has obligations to fulfill to avert the impacts of climate change. Uganda has continuously put in place both the institutional and legal framework for the same. Despite all that, the country is still faced with climate related challenges which include among others; Inadequate provision of up-to-date meteorological services to Small Holder Farmers to support their effective farming activities in local communities, early warning systems, improper farming practices, indigenous knowledge and limited access to water for production by Small Holder Farmers.

**(iii) Food insecurity and malnutrition**

In Uganda, food insecurity affects all regions of the country from time to time. There are however areas and /or communities that are more prone to instances of food insecurity than others such as those affected by the more than 20 year old LRA conflict in Northern Uganda, the ADF conflict in Western Uganda and the North Eastern parts of Uganda affected by cattle rustling, ethnic conflict and the adverse effects of climate change.

Specifically, the most notorious factors that are often cited as contributing to the chronic food insecurity include; unreliable rainfall patterns, declining soil fertility, pests and diseases, limited access to arable land by farmers, poor post-harvest handling, inconsistent and low commodity prices, reliance on traditional methods of production such as use of unreliable seeds and animal breeds, use of the hand hoe, limited protection of indigenous seeds, rise of GMO, and Food insufficiency in local communities, limited access to markets, lack of value addition and lack of extension services among others<sup>8</sup>. In line with all the above challenges, there is therefore need to harness farming as a business.

**(iv) Weak institutional capacity to delivery**

CSOs including the Uganda Farmers Common Voice Platform are faced with many challenges which range from internal to external. These include among others; limited strategic planning, inadequate budgets for activities, inadequate staffing, the inefficiency and non-functionality of governing structure of the organizations, failure to manage growth and change within the organization. NGOs also face the challenge of managing external relations with government, the private sector, other CSOs and with their target communities. All of these come to impact on the possibility of CSOs managing development. The effectiveness of CSOs as actors in development and change depends on the ability of CSOs to manage the above mentioned challenges.

Coupled with the above, specifically, the platform does not have an advocacy strategy, communication, and resource mobilization tools among others (this is because the platform is still a growing coalition). In addition, the Small Holder Farmers' voice is still low and most of the

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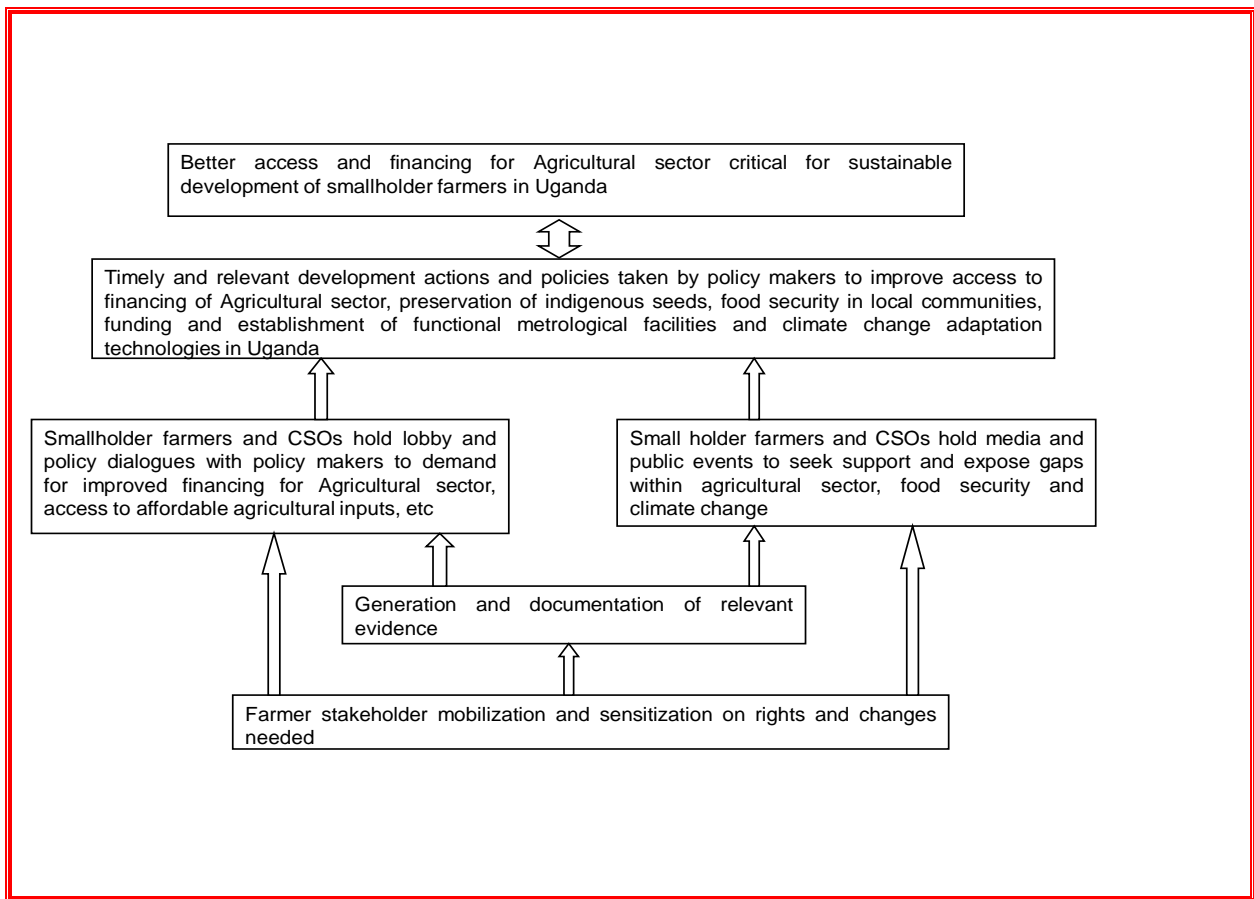
<sup>8</sup>Refer to Godfrey B. A. Bahigwa, 1999: Household Food Security in Uganda: An Empirical Analysis, Economic Policy Research Centre- Kampala, Uganda.

farmers are not aware of the different government policies and laws. Regional chapters though were created, have limited funding for their activities. In order to address the above challenges, there is need to lay more emphasis on capacity development of member organizations, farmer groups and organizations empowerment on governance, human rights and democracy and building internal capacity on democracy, civic education and budgeting.

(v) **Governance and human rights**

In Uganda, much as it has increasingly become clear that every stakeholder can and should play a role in fostering development, there is usually limited involvement of the beneficiaries of government initiatives which fosters lack of or limited accountability by duty bearers leading to wastage, poor services delivery, and worst of all denial of services, especially to the most vulnerable in society. There is therefore need to build the civic competencies of stakeholders to enable them sustainably initiate measures and engagements aimed at holding both political and technical servants accountable as well as ably participating in all development initiatives.

### **3. THE UGANDA FARMERS COMMON VOICE PLATFORM THEORY OF CHANGE**



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#### 4 Strategic framework

The context analysis above takes into consideration both positive and negative implications for the Platform. Consequently the platform needs to respond appropriately, and particularly take advantage of the positive attributes while mitigating the negative ones. The platform therefore should respond to the trends through continuous capacity building and advocacy on the vision, objectives, successes, challenges and direction of the platform. The Platform broad strategy shall be based on:

- a) Partnership with other stakeholders to come up with evidence based research and approaches to address the issues raised.
- b) Adopting a multi-pronged approach in response to the trends.
- c) Collaborating with partners to continuously build relevant alliances and a critical mass and consensus at both national and international levels on pertinent issues.
- d) Limiting the vicious cycle of donor dependence by designing relevant financial sustainability measures and broadening its funding base in the short run.

This strategic plan will be implemented through four key interrelated thematic areas: **financing for agriculture** focusing on efforts for increasing allocation, access and utilization of public and private sector finance to the agriculture sector and smallholder farmers, promotion of **food security**; focusing on increased preservation and access to culturally acceptable seeds and food security in local communities, increased access to extension by Small Holder Farmers, value

addition and post-harvest handling;climate change,focusing on increased adaption of climate change technologies by Small Holder Farmers in Uganda, water for production, and sustainable natural resource utilization;institutional capacity development ;focusing on strengthening the platform and its membership, collaboration and synergy creation, resource mobilization, among others and governance and human rights, focusing on issues of power relations and participation, accountability of duty bearers and the role that different stakeholders can play to foster development in the sector. The focus of each of these thematic areas is explained below:

#### **4.1 Thematic area I: Inadequate financing for agriculture sector**

Through this thematic area the platform will focus on advocacy for increased budget allocation to the agriculture sector at national and district levels including monitoring the utilization of agriculture budgets across the country. Through this component the platform will also support small holder farmer engagement in policy advocacy for increased access to affordable finance/credit and inputs for agriculture development.

##### **Strategic objectives**

###### **1. Small Holder Farmers’ mobilization and awareness**

This will entail mobilization and creation of awareness among Small Holder Farmers on existing agriculture related policies and laws as well as their rights and obligations in influencing policy and legal reforms

###### **2. Small holder farmer engagement in financial policy advocacy**

This will entail supporting farmers to engage both public and private key stakeholders so as to increase farmer access to agriculture financing.

##### **Outcomes**

- 1.1. Increased awareness of platform members on the existing Agricultural finance related policies and laws
- 1.2. Improved service delivery by financial institutions to farmers
- 1.3. Increased appreciation of farm conditions by financial institutions

##### **Proposed Activities**

###### **Strategic Objective 1**

- Study existing agriculture policies, laws, directives/pronouncements and practices and highlight the ones that are detrimental to the interests of Small Holder Farmers.
- Identify existing legislations that negatively impact on the lives of Small Holder Farmers in Uganda and advocate for needed policy reforms
- Organise media campaigns / events to sensitize SHF on financial policy issues of affecting them.
- Sensitize and empower Small Holder Farmers to exercise their civic and Economic rights including influencing the election / appointment of capable political and technical leaders
- Develop and publish IEC materials and use them to disseminate information, findings, and conduct feedback sessions with community members. The IEC materials shall be given to the platform strategic partners (farmers, Government ministries and agencies, Parliament, religious cultural institutions)

## **Strategic Objective 2**

- Engage and dialogue with line ministries, departments, agencies and policy makers to ensure that proposed legislations are responsive to small holder farmer interests.
- Conduct study and advocacy on practices that enhance indigenous knowledge and farming systems in Uganda.
- Conduct an analysis of the Agriculture Bank Bill and/or any other proposed options for the same.
- Network and partner with relevant stakeholders including national, regional and global actors to promote the interests of Small Holder Farmers

### **4.2 Thematic area II: Climate change**

According to the United Nations Joint Action Framework on Climate Change in Uganda, climate change threatens to reverse the hard-won development gains and jeopardize the country's economic development and poverty eradication goals. A recent International Climate Risk Report labels Uganda as one of the most unprepared and most vulnerable countries in the world (CIGI, 2007). Yet among the most vulnerable countries, Uganda has the least adaptive capacity, making adaptation the most immediate priority for the country. Uganda as part of the Kyoto protocol has obligations to fulfill to avert the impacts of climate change. Uganda has continuously put in place both the institutional and legal framework for the same.

There is need therefore to advocate for increased financial and human capacities to implement the measures to reduce the impact of climate change (disaster risk reduction, mitigation and adaptation) and increase political will towards climate change issues both at national and local Government level. This if put into action would enhance formulation and/or implementation of policies, availability of meteorological information, let alone increased Community awareness about climate change.

#### **Strategic objective**

To contribute towards the adoption of appropriate mitigation and adaptation measures for climate change in Uganda.

#### **Outcomes**

- 2.1. Increased ability of rural populations<sup>9</sup> to withstand the impacts of climate variability
- 2.2. Increased funding for establishment of meteorological stations and services critical for providing weather related information

#### **Proposed Activities**

- Exposure learning visits for members of the platform, farmers and other stakeholders for the purpose of learning on climate change adaptation and resilience building.
- Hold community sensitization meetings to increase climate change awareness, knowledge and capacities among farming communities and members of the UFCVP.
- Conduct trainings of platform members on Indigenous Agriculture/Seed, biosafety issues and farming God's way.
- Conduct media events and public dialogues on climate change mitigation and adoption

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<sup>9</sup>Rural populations focus much on farmers and their agricultural production systems

- Develop and disseminate information, education and communication (IEC) materials on climate change mitigation and adoption measures
- Conduct research and disseminate findings on critical issues<sup>10</sup> of climate change that affects Small Holder Farmers for the purpose of informing lobby and advocacy engagements;
- Popularize afforestation/re-afforestation and agro-forestry efforts among farmers<sup>11</sup>
- Produce and disseminate simplified version of various climate change laws and policies for the benefit of Small Holder Farmers and other stakeholders.

### **4.3 Thematic area III: Food and Nutrition Security**

Under this thematic area, the platform focuses on issues of seed in relation affordability, appropriateness, acceptability and availability. The Platform advocacy will therefore rotate around policy issues on food and nutrition security, preservation and use of indigenous seeds by Small Holder Farmers, and adoption of any other viable food and nutrition security interventions.

#### **Strategic objective**

##### **3.1. To promote food and nutrition security among communities**

#### **Outcomes**

3.1 Farmers are aware of food and nutrition rights and responsibilities; including patents and related consequences.

3.2 Increased preservation and conservation of agro biodiversity for sustainable food production and nutritional security.

#### **Proposed Activities**

- Organise farmer led lobby and advocacy events and campaigns to promote indigenous seed conservation.
- Awareness creation on the importance of community seed banks among member organisations and farmers.
- Conduct farmer learning visits on seed banks.
- Support members of the platform to participate in national indigenous seed and food fairs.
- Sensitize Small Holder Farmers on the right to food<sup>12</sup>.
- Identify inappropriate clauses with the legislation on food and nutrition and advocate for needed reforms.
- Develop, publicise and disseminate IEC materials<sup>13</sup> on sustainable farming systems.
- Organise media<sup>14</sup> engagements/events and campaigns; focusing on sustainable farming systems in Uganda.

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<sup>10</sup>Assessing the local fuel wood demand and the feasibility of supplying fuel wood from dedicated bio-energy plantations; assessing the feasibility of commercial charcoal production systems in Uganda and reviewing existing improved skill and technologies and other alternative and efficient charcoal production systems

<sup>11</sup>At the regional chapter and farmer group level

<sup>12</sup>safe, nutritious, available and culturally acceptable food

<sup>13</sup> IEC materials including manual, posters, fliers, banners, leaflets

<sup>14</sup> Press conferences, newspaper pull outs, editorials, opinions in newspapers, websites, social media, radio / TV talk shows, radio spots messages

- Organize and/or participate in national, regional and international food and nutrition security workshops and conferences.

#### **Thematic area IV: Good Governance and human rights**

Much as Uganda's political environment provides opportunities for her citizens and CSOs to participate in the formulation of policies and laws, and indeed the development and implementation of activities; these however often lack the knowledge, experience and resources to participate effectively. As a result of the above, the citizens and even the CSOs have not been able to hold the government and other duty bearers accountable or even ask pertinent questions on issues of quality, equity and access to services and the guarantee of their rights by duty bearers at all levels. This situation has been made worse by the enactment of policies and laws that seem to completely narrow citizens' capacity to freely demand for accountability from the duty bearers.

In regard to governance and human rights, this strategic plan shall address 4 key areas of focus namely; improving governance in delivery of social services; promoting civic participation; building resilience to emerging threats and improving accountability of state and non-state actors.

#### **Strategic objectives**

- 4.1 To support duty bearers at all levels respect rights of citizens while planning and delivering public services.
- 4.2 To contribute to an active citizenry that holds duty bears accountable.

#### **Outcomes**

- 4.1: Increased access to information related to public services by platform members and Small Holder Farmers.
- 4.2: Increased participation of farmers and platform members in policy formulation, implementation and evaluation
- 4.3: Platform members able to monitor public service delivery, hold duty bearers accountable and demand for transparency in implementation

#### **Proposed Activities**

- To conduct appropriate studies for evidence based advocacy engagement.
- Conduct capacity building sessions for platform members in lobby and advocacy with the major aim of promoting citizen's participation in decision making processes.
- Conduct media engagements<sup>15</sup> on access to information act.
- Lobby government to increase public access to relevant information regarding services, programs, legislations, policies and guidelines.
- Support platforms where public servants can disseminate information to communities on governance and human rights.
- Popularize legal and policy documents like Public information Act, Anti-Corruption Act, Penal Code Act, Public Finance and Accountability Act, land policy etc.
- Support Local council courts and cultural institutions to be able to provide land justice to the most vulnerable members of society<sup>16</sup> and mediate on issues of land.

<sup>15</sup>Press conferences, talk shows, radio and TV spots, press statements posters and stickers

<sup>16</sup>Especially women, children and other vulnerable groups.

- Develop and disseminate Information, Education and Communication (IEC) materials on governance and human rights.

#### **4.4 Thematic area V: Institutional development**

The Uganda Farmers Common Voice Platform was established in 2012 to spearhead the advocacy function of the UGOPAP and the other platform members. The platform has since undertaken and/or engaged in a number of activities that have made it one of the better known networks working in the agriculture sector in Uganda. Despite the above strides made, there are a number of challenges affecting the optimal performance of the platform.

This component will therefore focus on reorienting and strengthening the institutional capacity of the platform at all levels to enable it to implement the objectives of this strategic plan. It will strengthen the monitoring and evaluation capability, leadership and management systems, build external relationships and partnerships, strengthen resource mobilization and networking.

##### **Strategic objectives**

5.1 To strengthen the Institutional capacity of the Uganda Farmers Common Voice platform at all levels. This will entail efforts to facilitate the achievement of the institutional objectives through enhancement of the governance, financial sustainability, and management systems.

##### **Outcomes**

5.1 Increased capacity of the platform in governance and management.

##### **Proposed Activities**

- Strengthen management systems and internal policies.
- Set up strong and effective management structures at national and regional levels.
- Develop staff capacities through relevant trainings, exchange programmes and refresher courses.
- Develop and implement a resource mobilisation strategy for the platform.
- Strengthen the M&E system for better documentation of organisational learnings, success stories, good practices and information sharing.
- Create a website for the platform for information sharing and building partnerships.

#### **4.5 Implementation approach for the 2015-2019 Strategic Plan**

Implementing this strategic plan shall be guided by the following approach

- Rights based approach whereby stakeholders are empowered to demand for their rights so as to achieve a positive transformation of power relations among the various development actors. This approach shall focus on two key stakeholder groups—the rights holders and the duty bearers. Rights-based approaches shall aim at influencing duty bearers to formulate and implement pro-poor policies and empower the rights holders.
- Networking and collaborating with existing networks and key stakeholders. The platform will sensitize its members on human rights in order to create a critical mass of alert citizens good for advocacy. While undertaking this, the platform will work with other regional organizations in implementing regional activities and exchanging information.



- A sustained communication and dissemination of information focusing holistically on all programme areas through newsletters, policy briefs, media, website and other publications.
- Well targeted quality research, analysis, packaging and publication.
- Building of institutional capacity, financial and technical, to deliver on Programmes.

#### **4.6 Monitoring and Evaluation Plan**

**An effective Monitoring and evaluation (M&E)** strategy shall be put in place to help the platform in improving its performance and achieving results. The M and E strategy shall ultimately aim at improving current and future management of platform outputs, outcomes and impact. It will enable the platform members to assess performance of projects and programmes that the platform will implemented in the fulfillment of this strategic plan.

##### **Key Performance Indicators**

The platform has developed key performance indicators (KPIs) to help in measuring progress of implementation and achievement of results (outputs, outcomes and impact). These are presented in the logical framework and M&E matrix annexed. This being a living a document, performance targets and milestones shall be reviewed and when necessary during life of the strategic plan in a participatory manner following documented lessons learned.

##### **Progress Reports**

Progress reports will be generated bi-annual and annually by the regional platform Coordinators who will submit them to the national level for consolidation and compilation.

##### **Steering Committee Meetings**

These will be held quarterly to review performance of the platform for the period and also plan for the coming quarter. The meetings will also be used to share experiences, challenges and lessons learnt. The target group will include: the platform Steering Committee Members and Regional Coordinators.

##### **Annual Review Meetings**

These are meant to review annual progress against the annual targets as stipulated in the strategic plan. This process will inform the strategic direction of the platform. The target group will be: all members of the platform, some farmer representatives, the PMC, and key stakeholders.

##### **Annual Audits**

Annual audits are intended to ensure sound financial management systems and efficient utilization of platform funds. They will be done by an external audit firm that will be hired for the purpose.

##### **Evaluation**

Evaluation is intended to assess the extent to which the platform would have achieved the strategic objectives as indicated in the strategic plan. Evaluations will be done mid-term (Mid 2017) and at the end of five the years (2019).

## UFCVP ACTIVITY IMPLEMENTATION SCHEDULE

No.	Activity	Year 1				Year 2				Year 3				Year 4				Year 5				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.0	<b>Thematic area I: Financing for agriculture sector</b>																					
1.1	Study existing agriculture policies, laws, directives/pronouncements and practices and highlight the ones that are detrimental to the interests of Small Holder Farmers.																					
1.2	Identify existing legislations that negatively impact on the lives of Small Holder Farmers in Uganda and advocate for needed policy reforms.																					
1.3	Organize media campaigns / events to sensitize SHF on financial policy issues of affecting them.																					
1.4	Develop and publish IEC materials and use them to disseminate information, findings, and conduct feedback sessions with community members.																					
1.5	Engage and dialogue with line ministries, departments, agencies and policy makers to ensure that proposed legislations are responsive to small holder farmer interests.																					
1.6	Conduct an analysis of the Agriculture Bank Bill and/or any other proposed options for the same.																					
1.7	Network and partner with relevant stakeholders including national, regional and global actors to promote the interests of Small Holder Farmers.																					
2.0	<b>Thematic Area II - Climate change</b>																					
2.1	Exposure learning visits for members of the platform, farmers and other stakeholders for the purpose of learning on climate change adaptation and resilience building.																					

No.	Activity	Year 1				Year 2				Year 3				Year 4				Year 5				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.2	Hold community sensitization meetings to increase climate change awareness, knowledge and capacities among farming communities and members of the UFCVP.																					
2.3	Conduct trainings of platform members on Indigenous Agriculture/Seed, Biosafety issues and farming God's way. Conduct media events and public dialogues on climate change mitigation and adoption																					
2.4	Develop and disseminate information, education and communication (IEC) materials on climate change mitigation and adoption measures																					
2.5	Conduct research and disseminate findings on critical issues <sup>17</sup> of climate change that affects Small Holder Farmers for the purpose of informing lobby and advocacy engagements;																					
2.6	Popularize afforestation / re-afforestation and agro-forestry efforts among farmers <sup>18</sup>																					
2.7	Produce and disseminate simplified version of various climate change laws and policies for the benefit of Small Holder Farmers and other stakeholders.																					
3.0	<b>Thematic area III: Food and nutrition Security</b>																					
3.1	Organise farmer led lobby and advocacy events and campaigns to promote indigenous seed conservation.																					
3.2	Awareness creation on the importance of community seed banks among member																					

<sup>17</sup>Assessing the local fuel wood demand and the feasibility of supplying fuel wood from dedicated bio-energy plantations; assessing the feasibility of commercial charcoal production systems in Uganda and reviewing existing improved skill and technologies and other alternative and efficient charcoal production systems

<sup>18</sup>At the regional chapter and farmer group level

No.	Activity	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	organizations and farmers.																				
3.3	Conduct farmer learning visits on seed banks.																				
3.4	Support members of the platform to participate in national indigenous seed and food fairs.																				
3.5	Sensitize Small Holder Farmers on the right to food <sup>19</sup> .																				
3.6	Identify inappropriate clauses with the legislation on food and nutrition and advocate for needed reforms.																				
3.7	Initiate research on food security, value chain, and relevance of indigenous farming systems in Uganda.																				
3.8	Develop, publicise and disseminate IEC materials <sup>20</sup> on sustainable farming systems.																				
3.9	Organise media engagements <sup>21</sup> / events and campaigns; focusing on sustainable farming systems in Uganda.																				
3.10	Organize and/or participate in national, regional and international food and nutrition security workshops and conferences.																				
4.0	<b>Thematic area IV: Good Governance and human rights</b>																				
4.1	To conduct appropriate studies for evidence based advocacy engagement.																				
4.2	Conduct capacity building sessions for platform members in lobby and advocacy with the major aim of promoting citizen's participation in decision making processes.																				
4.3	Conduct media engagements <sup>22</sup> on access to information act.																				
4.4	Lobby government to increase public access to relevant information regarding services,																				

<sup>19</sup> safe, nutritious, available and culturally acceptable food

<sup>20</sup> IEC materials including manual, posters, fliers, banners, leaflets

<sup>21</sup> press conferences, newspaper pull outs, editorials, opinions in newspapers, websites, social media, radio / TV talk shows, radio spots messages

<sup>22</sup> Press conferences, talk shows, radio and TV spots, press statements posters and stickers

No.	Activity	Year 1				Year 2				Year 3				Year 4				Year 5				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	programs, legislations, policies and guidelines.																					
4.5	Support platforms where public servants can disseminate information to communities on governance and human rights.																					
4.6	Popularize legal and policy documents like Public information Act, Anti-Corruption Act, Penal Code Act, Public Finance and Accountability Act, land policy etc.																					
4.7	Support Local council courts and cultural institutions to be able to provide land justice to the most vulnerable members of society <sup>23</sup> and mediate on issues of land.																					
4.8	Develop and disseminate Information, Education and Communication (IEC) materials on governance and human rights.																					
5.0	<b>Thematic area V: Institutional development</b>																					
5.1	Strengthen management systems and internal policies.																					
5.2	Set up strong and effective management structures at national and regional levels.																					
5.3	Develop staff capacities through relevant trainings, exchange programmes and refresher courses																					
5.4	Develop and implement a resource mobilisation strategy for the platform.																					
5.5	Strengthen the M&E system for better documentation, organisational learning and information sharing.																					
5.6	Create a website for the platform for information sharing and building partnerships.																					

<sup>23</sup>Especially women, children and other vulnerable groups

## THE PLATFORM LOGICAL FRAMEWORK FOR FIVE YEARS 2015 – 2019

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Means of verification	Assumptions
<b>Thematic Area 1: Agriculture sector financing</b>				
<b>Strategic objective 1:</b> Strengthen the capacity of platform members to appreciate existing agricultural finance related policies and laws and their effects on Small Holder Farmers.	Increased awareness of platform members on the existing Agricultural finance related policies and laws	<ul style="list-style-type: none"> <li>• Reference to Agricultural finance related policies and laws during advocacy work by platform members</li> <li>• Platform members ably articulate at least 3 of existing agricultural finance policies</li> </ul>	Annual progress reports, platform mid-term and end term Evaluation reports of SP	Members will regularly submit reports to secretariat
	<b>Output 1:</b> Platform members knowledgeable on the existing Agricultural finance related policies and laws.	<ul style="list-style-type: none"> <li>• No. of platform members that are knowledgeable on the existing Agricultural finance related policies and laws.</li> </ul>	Platform mid-term and end term Evaluation reports of Strategic plan.	
	<b>Output 2:</b> Research studies on existing agriculture policies, laws, directives /pronouncements carried out.	<ul style="list-style-type: none"> <li>• No. of research studies on existing agriculture policies, laws, directives /pronouncements carried out.</li> </ul>	Research reports.	
<b>Strategic objective 2:</b> Create vibrant strategic partnerships between farmer organisations and identified farmer friendly financial institutions.	Improved service delivery by financial institutions to farmers.	Finance institutions with loan products for Agriculture	Brochures by financial institutions, evaluation report, periodic reports from platform members	Management of financial institutions willing to scale up access to credit by SHF
	Increased appreciation of farm conditions by financial institutions	<ul style="list-style-type: none"> <li>• Financial institutions with designated agricultural loan officers</li> </ul>		
	<b>Output 1:</b> Information and facts gathered as evidence for advocacy.	<ul style="list-style-type: none"> <li>• No. of platform members whose farmers have farm records<sup>24</sup></li> </ul>	Bank records. Farmer loan repayment schedules.	
<b>Output 2:</b> More farmers access financial services.	<ul style="list-style-type: none"> <li>• Loans taken by farmers.</li> </ul>			
<b>Thematic Area 2: Climate change</b>				
<b>Strategic objective1:</b> To contribute towards the adoption of appropriate mitigation and adaptation measures for climate change in Uganda.	Increased ability of rural populations <sup>25</sup> to withstand the impacts of climate variability	Farmers practicing at least 3 climate change technologies <sup>26</sup>	Progress reports of platform members, MTR and end term evaluation reports	Rural populations willing to adopt climate change technologies
	Increased funding for establishment of meteorological stations and services critical for	Percentage (%) increase in budget allocation by government to metrological station and services	National budget allocations, JASAR reports, environmental sector review reports	

<sup>24</sup>This indicator is subject to review when farmers & farmer organisations begin to directly subscribe to UFCVP rather than through CSOs as it is now.

<sup>25</sup>Rural populations focus much on farmers and their agricultural production systems

<sup>26</sup>These include water harvesting for Irrigation & domestic use, SAPs, community dams, woodlots etc

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Means of verification	Assumptions
	providing weather related information			
	<b>Outputs:</b> Rural populations are aware of the effects, mitigation and adaptation measures against climate change.	<ul style="list-style-type: none"> <li>No. of community that aware of the effects, mitigation and adaptation measures against climate change.</li> <li>No. of community members practicing atleast 3 climate change technologies.</li> </ul>	Progress reports of platform members, MTR and end term evaluation reports	
<b>Thematic Area 3: Food and nutrition Security</b>				
To promote food and nutrition security among communities	Farmers are aware of food and nutrition rights and responsibilities; including patents and related consequences.	<ul style="list-style-type: none"> <li>Proportion<sup>27</sup> of farmers who are able to articulate their food and nutrition rights</li> <li>Farmers who are able to explain what constitutes a balanced diet.</li> <li>Proportion of farmers eating a balanced diet</li> </ul>	Midterm review and end of Strategic plan Evaluation report, annual review reports	Communities take up food nutrition initiatives
	Increased preservation and conservation of agro biodiversity for sustainable food production and nutritional security.	<ul style="list-style-type: none"> <li>Percentage of farmer households with operational granaries</li> <li>% of established community seed banks that are operational.</li> </ul>	Monitoring report, Midterm review and end of Strategic plan Evaluation report, annual review reports.	
	Community seed banks established.	No. of community seeds banks established.	Monitoring reports, site visit reports.	
	Small holder farmers knowledgeable on their right to food.	No. of farmers that know their right to food.	Monitoring reports, platform member's periodic reports.	
	More farmers grow Indigenous foods	<ul style="list-style-type: none"> <li>No. of farmers growing indigenous foods.</li> <li>No. of indigenous foods grown.</li> </ul>	Monitoring reports, platform member's periodic reports.	
<b>Thematic Area 4: Good Governance and human rights</b>				
<b>Strategic objective1:</b> To support duty bearers at all levels respect rights of citizens while planning and delivering public services.	Increased access to information related to public services by platform members and Small Holder Farmers.	Platform members & Small holder farmers are knowledgeable about government agricultural related programmes.	Midterm review and end of Strategic plan Evaluation report, annual review reports	Government provides enabling environment for advocacy work
	Increased participation of farmers and platform members in policy formulation, implementation and evaluation	Platform members & farmers able to articulate agricultural policy issues.	Monitoring report, Midterm review and end of Strategic plan Evaluation report, annual review reports	
<b>Strategic objective2:</b> To contribute to an active	Platform members able to monitor public service delivery, hold duty	Platform members able to document & share progress about public service delivery.	Monitoring report, annual review reports	Government provides enabling

<sup>27</sup>Platform meeting to determine denominator

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Means of verification	Assumptions
citizenry that holds duty bears accountable.	bearers accountable and demand for transparency in implementation			environment for advocacy work
	<b>Output 1:</b> Citizens are aware laws/legislations including access to information act.	<ul style="list-style-type: none"> <li>No. of acts disseminated.</li> <li>No. of people aware of the various acts.</li> </ul>	Monitoring report, annual review reports	
	<b>Output 2:</b> Public awareness of governance and human rights done.	No. of awareness fora human rights are disseminated.	Monitoring report, annual review reports	
<b>Thematic Area 5: Institutional Development</b>				
<b>Strategic objective1:</b> To strengthen the Institutional capacity of the Uganda Farmers Common Voice platform at all levels.	Increased capacity of the platform in governance and management.	<ul style="list-style-type: none"> <li>Recruitment and retention of members.</li> <li>Timely reporting &amp; follow up of platform work.</li> <li>Diversified sources of funding for platform work.</li> <li>Increased visibility of UFCVP brand &amp; work.</li> <li>Financial systems, procedures and policies are in place.</li> </ul>	<ul style="list-style-type: none"> <li>Membership register.</li> <li>Monitoring report, Midterm review and end of Strategic plan Evaluation report, annual review reports.</li> <li>Platform IEC materials</li> <li>Financial reports, copies of policies &amp; procedures.</li> </ul>	Platform members and staff adopt new systems and policies
	<b>Output 1:</b> Financial systems & procedures in place.	No. of procedures/systems established.	Copies of procedures & systems.	
	<b>Output 2:</b> Relevant policies in place.	No. of policies in place.	Copies of UFCVP policies.	
	<b>Output 3:</b> UFCVP management structure filled & functional.	UFCVP structure functional.	Copy of organization structure.	
	<b>Output 4:</b> A resource mobilization strategy in place.	A resource mobilization strategy implemented	Copy of the resource mobilization strategy	
	<b>Output 5:</b> A platform website up and running.	UFCVP website updated regularly	Website host details. Website.	
	<b>Output 6:</b> An effective M&E system for the UFCVP in place.	M&E system functioning.	M&E reports.	



## THE PLATFORM M&E FRAMEWORK FOR FIVE YEARS 2015 – 2019

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Baseline	Target	Means of verification	Freq. of data collection & analysis	Responsible person/s	Resources required
<b>Thematic Area 1: Agriculture sector financing</b>								
<b>Strategic objective 1:</b> Strengthen the capacity of platform members to appreciate existing agricultural finance related policies and laws and their effects on Small Holder Farmers.	Increased awareness of platform members on the existing Agricultural finance related policies and laws	Reference to Agricultural finance related policies and laws during advocacy work by platform members	To be Determined	To be Determined	Annual progress reports, platform mid-term and end term	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
		Platform members ably articulate at least 3 of existing agricultural finance policies	1	2	Evaluation reports of SP	Semi-annually	UFCVP Coordinator	
	<b>Outputs:</b> Platform members knowledgeable on the existing Agricultural finance related policies and laws.	No. of platform members that are knowledgeable on the existing Agricultural finance related policies and laws.	To be Determined	To be Determined	Platform mid-term and end term Evaluation reports of Strategic plan.	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
	Research studies on existing agriculture policies, laws, directives /pronouncements carried out.	No. of research studies on existing agriculture policies, laws, directives /pronouncements carried out.	1	3	Research reports.	Semi-annually	UFCVP Steering committee	Time, materials, Financial and personnel.
<b>Strategic objective 2:</b> Create vibrant strategic partnerships between farmer organisations and identified farmer friendly financial institutions.	Improved service delivery by financial institutions to farmers. Increased appreciation of farm conditions by financial institutions	Finance institutions with loan products for Agriculture.	To be Determined	To be Determined	Brochures by financial institutions, evaluation report, periodic reports from platform members	Annually	UFCVP Coordinator	Time, materials, Financial and personnel.
		Financial institutions with designated agricultural loan officers	To be Determined	To be Determined		Annually	UFCVP Coordinator	
	Information and facts gathered as evidence for advocacy.	<ul style="list-style-type: none"> <li>No. of platform members whose farmers have farm records<sup>28</sup></li> </ul>	To be Determined	To be Determined	Reports of studies on agric. Financing.	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
	More farmers access	<ul style="list-style-type: none"> <li>Loans taken by farmers.</li> </ul>	To be	To be	Bank records.	Semi-annually	UFCVP	Time, materials, Financial and

<sup>28</sup>This indicator is subject to review when farmers & farmer organisations begin to directly subscribe to UFCVP rather than through CSOs as it is now.

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Baseline	Target	Means of verification	Freq. of data collection & analysis	Responsible person/s	Resources required
	financial services.		Determined	Determined	Farmer loan repayment schedules.		Coordinator	personnel.
<b>Thematic Area 2: Climate change</b>								
To contribute towards the adoption of appropriate mitigation and adaptation measures for climate change in Uganda.	Increased ability of rural populations <sup>29</sup> to withstand the impacts of climate variability	Farmers practicing at least 3 climate change technologies <sup>30</sup>	To be Determined	To be Determined	Progress reports of platform members, MTR and end term reports	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
	Increased funding for establishment of meteorological stations and services critical for providing weather related information	Percentage (%) increase in budget allocation by government to metrological station and services	To be Determined	To be Determined	National budget allocations, JASAR reports, environmental sector review reports	Annually	Chairperson UFCVP steering committee	
	<b>Output:</b> Rural populations are aware of the effects, mitigation and adaptation measures against climate change.	No. of community members that aware of the effects, mitigation and adaptation measures against climate change.	To be Determined	To be Determined	Progress reports of platform members, MTR and end term evaluation reports	Semi-annually	Chief Executives of platform members org.	Time, materials, Financial and personnel.
		No. of community members practicing atleast 3 climate change technologies.	To be Determined	To be Determined		Semi-annually		
<b>Thematic Area 3: Food and nutrition Security</b>								
<b>To promote food and nutrition security among communities</b>	Farmers are aware of food and nutrition rights and responsibilities; including patents and related consequences.	<ul style="list-style-type: none"> <li>• Proportion<sup>31</sup> of farmers who are able to articulate their food and nutrition rights</li> <li>• Farmers who are able to explain what constitutes a balanced diet.</li> <li>• Proportion of farmers eating a balanced diet</li> </ul>	To be Determined	To be Determined	Mid-term review and end of SP Evaluation report, annual review reports	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
			To be Determined	To be Determined				
	Increased preservation	• Percentage of farmer	To be	To be	Monitoring report,	Semi-annually	UFCVP	Time, materials,

<sup>29</sup>Rural populations focus much on farmers and their agricultural production systems

<sup>30</sup>These include water harvesting for Irrigation & domestic use, SAPs, community dams, woodlots etc

<sup>31</sup>Platform meeting to determine denominator

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Baseline	Target	Means of verification	Freq. of data collection & analysis	Responsible person/s	Resources required
	and conservation of agro biodiversity for sustainable food production and nutritional security.	households with operational granaries	Determined	Determined	MTR & end of SP Evaluation report, annual review reports.		Coordinator	Financial and personnel.
		• %of established community seed banks that are operational.	To be Determined	To be Determined	Monitoring report, MTR & end of SP Evaluation report	Semi-annually	UFCVP Coordinator	
	Community seed banks established.	No. of community seeds banks established.	To be Determined	To be Determined	Monitoring reports, site visit reports.	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
	Small holder farmers knowledgeable on their right to food.	No. of farmers that know their right to food.	To be Determined	To be Determined	Monitoring reports, platform member's periodic reports.	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
	More farmers grow Indigenous foods	<ul style="list-style-type: none"> <li>No. of farmers growing indigenous foods.</li> <li>No. of indigenous foods grown.</li> </ul>	To be Determined	To be Determined	Monitoring reports, platform member's periodic reports.	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
<b>Thematic Area 4: Good Governance and human rights</b>								
Strategic objective1: To support duty bearers at all levels respect rights of citizens while planning and delivering public services.	Increased access to information related to public services by platform members and Small Holder Farmers.	Platform members & Small holder farmers are knowledgeable about government agricultural related programmes.	No. of farmers &of platform members to be determined	To be determined To be determined	MTR & end of SP Evaluation report, annual review reports	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
	Increased participation of farmers and platform members in policy formulation, implementation and evaluation	Platform members & farmers able to articulate agricultural policy issues.	To be Determined	To be Determined	Monitoring report, MTR & end of Strategic plan Evaluation report, annual review reports	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
Strategic objective2: To contribute to an active citizenry that	Platform members able to monitor public service delivery, hold duty bearers accountable and demand for transparency	Platform members able to document & share progress about public service delivery.	To be Determined	To be Determined	Monitoring report, annual review reports	Semi-annually	Chief Executives of platform members org.	Time, materials, Financial and personnel.

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Baseline	Target	Means of verification	Freq. of data collection & analysis	Responsible person/s	Resources required
holds duty bears accountable.	in implementation							
	<b>Outputs:</b> Citizens are aware laws/legislations including access to information act.	<ul style="list-style-type: none"> <li>No. of Acts disseminated.</li> <li>No. of people aware of the various Acts.</li> </ul>	To be Determined	To be Determined	Monitoring report, annual review reports	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
	Public awareness of governance and human rights done.	No. of awareness fora where human rights are disseminated.	To be Determined	To be Determined	Monitoring report, annual review reports	Semi-annually	UFCVP Coordinator	Time, materials, Financial and personnel.
<b>Thematic Area 5: Institutional Development</b>								
To strengthen the Institutional capacity of the Uganda Farmers Common Voice platform at all levels.	Increased capacity of the platform in governance and management.	Recruitment and retention of members.	To be Determined	To be Determined	Membership register	Semi-annually	Regional & UFCVP Coordinators	Time, materials, Financial and personnel.
		Timely reporting & follow up of platform work.	To be Determined	Timely & Quality reporting	Monitoring report & annual review reports.	Semi-annually	UFCVP Coordinator	Time & personnel.
	Diversified sources of funding for platform work	2 <sup>32</sup>	5	Funding agreements	Annually	UFCVP Coordinator	Time, Financial and personnel.	
	Increased visibility of UFCVP brand & work	Increasing visibility.	High visibility & brand awareness.	Platform IEC materials	Semi-annually	UFCVP Coordinator	Time, Financial and personnel.	
	Financial systems, procedures and policies are in place.	To be Determined	To be Determined	Financial reports, copies of policies & procedures.	Semi-annually	UFCVP Coordinator	Time, Financial and personnel.	
	<b>Outputs:</b> Financial systems & procedures in place.	No. of procedures/systems established.	1	To be Determined	Copies of procedures & systems.	Annually	CU Director	Time, Financial and personnel.
	Relevant policies in place.	No. of policies in place.	To be determined	To be Determined	Copies of UFCVP policies.	Annually	CU Director	Time, Financial and personnel.
	UFCVP management structure filled & functional.	UFCVP structure functional.	Structure halfway filled	Fully filled	Organization structure.	Annually	UFCVP Coordinator	Time & personnel.
	A resource mobilization	A resource mobilization	0	Copy of the	Resourcemobiliz	Annually	UFCVP	Time, materials,

<sup>32</sup>Caritas Denmark & Membership fees

Strategic Objectives	Expected Results (Outcomes & Outputs)	Objectively verifiable indicators	Baseline	Target	Means of verification	Freq. of data collection & analysis	Responsible person/s	Resources required
	strategy in place.	strategy implemented		strategy	ation strategy		Coordinator	Financial, personnel.
	A platform website up and running.	UFCVP website updated regularly	0	UFCVP website	Website host details. Website.	Semi-annually	CU Director	Time, materials, Financial.
	An effective M&E system for the UFCVP in place.	M&E system functioning.	Incomplete	Functional M&E system	M&E reports.	Semi-annually	M&E Specialist	Time, materials, Financial, personnel.

### COSTED ACTIVITY PLAN

Activities	Outputs	Inputs	Budget
<b>Strategic objective 1.1: Stakeholder mobilization and awareness</b>			
<b>Main strategy:</b>			
1.1.1 Engage and dialogue with national level line ministries and policy makers to ensure that there is positive change in the upcoming legislations.	Improved legislation that fosters the interests of Small Holder Farmers.		<b>300,000,000</b>
1.1.2 Identify harmful legislation that impacts on the lives of Small Holder Farmers in Uganda and regionally and advocate for needed reforms	Harmful legislation identified and needed reforms in place.		<b>90,000,000</b>
1.1.3 Hold Advocacy meetings with relevant stakeholders over inclusion of the provisions that favor small holder farming	Increased awareness on the policies, laws and practices that favor small holder farming		<b>250,000,000</b>
1.1.4 Conduct media workshops/events and engage the media on issues of interest to Small Holder Farmers.	Increased publicity on Small Holder Farmers.		<b>300,000,000</b>
1.1.5 Developing and publish IEC materials and use them to conduct feedback sessions with community members.	Increased awareness on various agricultural issues.		<b>200,000,000</b>
1.1.6 Work with relevant stakeholders including regional and global partners to promote the interests of Small Holder Farmers especially their objection to GMOs.	Increased stakeholder collaborations in promoting the interests of Small Holder Farmers.		<b>100,000,000</b>
1.1.7 Sensitise and empower Small Holder Farmers to demand for their civic rights including influencing the election / appointment of capable political and technical leaders			<b>250,000,000</b>
1.1.8 Conduct capacity building on financial policy engagement at various levels such as government institutions, civil society organisations and, more importantly, at farmer level			
Awareness raising and sensitization of Small Holder Farmers on the existing and proposed laws and policies on agriculture financing			

1.1.9	Support Small Holder Farmers to participate in policy formulation processes within nationally, regionally and internationally		
1.2.1	Conduct feedback sessions with regional chapters to inform small holders of the outcomes of different policy engagement processes		
1.2.2	Conduct media engagements on agriculture finance policies		
1.2.3	Produce IEC		
1.2.4	Conduct public dialogues at both national and local level		
<b>Strategic Objective 1.2: Research and documentation of relevant evidence</b>			
<b>Main Strategy:</b>			
1.2.1	Conduct baseline surveys and advocacy on practices that enhance indigenous knowledge in Uganda	Increased awareness and usage of indigenous knowledge.	<b>200,000,000</b>
1.2.2	Conduct a feasibility study	Increased public awareness	<b>33,000,000</b>
1.2.3	Conduct an analysis of the draft Land and Agriculture Bank	Increased awareness of the objectives of the land and agriculture Bank	<b>30,000,000</b>
1.2.4	Lobby for reorganisation of MAAIF, and demand for implementation of the draft agriculture financing strategy currently gathering dust in the ministry.		<b>40,000,000</b>
<b>Strategic objective 2.1: To work with communities to generate empirical evidence for advocacy on indigenous seeds and farming practices.</b>			
<b>Main Strategy: research and baseline studies.</b>			

2.1.1 Carry out a baseline survey and follow up studies to understand the issues affecting Small Holder Farmers.	Identification of issues affecting Small Holder Farmers		<b>150,000,000</b>
2.1.2 Work with communities and key organisations dealing in small holder agriculture to carry out research on the available practices and indigenous knowledge.	Increased understanding of the available indigenous agriculture knowledge and practices.		<b>150,000,000</b>
<b>Strategic objective 2.2: To empower local communities to lobby and demand for policy change in agriculture sector.</b>			
<b>Main Strategy: Competence building through civic education and information sharing.</b>			
2.2.1 Community engagement through public hearings and dissemination	Increased public awareness on IP issues and farmers rights		<b>30,000,000</b>
2.2.2 Developing, publication and dissemination of easy to read materials on small holder farming.	Increased public awareness on IP issues.		<b>50,000,000</b>
2.2.3 Media engagements through press conferences, public editorials and opinions in newspapers, websites, social media, Radio talk shows, radio spots messages etc.	Increased public awareness and media coverage on farmer rights		<b>20,000,000</b>
2.2.4 Engaging leaders at local levels including the LCs, Clan leaders and Religious leaders to talk about farmers and issues affecting agriculture.	Increased awareness and understanding of Small Holder Farmers challenges among local leaders		<b>100,000,000</b>
2.2.5 Promote community appreciation and use of traditional indigenous farming knowledge through the use of IEC materials	Increased understanding and usage of traditional agricultural practices and indigenous knowledge.		<b>100,000,000</b>
2.2.6 Empower the community to advocate for a sound policy on traditional medicines, knowledge and practices	A sound and knowledgeable community that can advocate for policy change		<b>6,000,000</b>
2.2.7 Work with the community to identify small holder farmer's rights violations that call for immediate legal redress.	Community awareness about farmer rights violations and the relevant redress mechanisms		<b>40,000,000</b>
<ul style="list-style-type: none"> <li>Engage and dialogue with national level line ministries and policy makers to ensure that there is positive change in the upcoming legislations that favour food security in Uganda</li> </ul>			



<ul style="list-style-type: none"> <li>• Identify harmful legislation that impacts on the lives of Small Holder Farmers on food security in Uganda and regionally and advocate for needed reforms</li> <li>•</li> </ul>			
<ul style="list-style-type: none"> <li>• Work with relevant stakeholders including regional and global partners to promote the interests of Small Holder Farmers in food security</li> <li>•</li> </ul>			
<ul style="list-style-type: none"> <li>• Sensitize and empower Small Holder Farmers to demand for their civic and economic rights including the right to safe and, nutritious and culturally accepted food</li> <li>•</li> </ul>			
<ul style="list-style-type: none"> <li>• Awareness creation on the community seed Banks</li> <li>•</li> </ul>			
<ul style="list-style-type: none"> <li>• Advocate for the promotion of seed Bank</li> <li>•</li> </ul>			
<ul style="list-style-type: none"> <li>• Conduct learning visits on seed Banks</li> </ul>			
<ul style="list-style-type: none"> <li>• Conduct training for platform members and other CSOs on seed Banks</li> </ul>			
<ul style="list-style-type: none"> <li>• Support members of the platform to participate in National Indigenous seed and food fairs</li> </ul>			
Strategic objective 3.1: Increased adaption to climate change technologies by Small Holder Farmers.			
Main Strategy: Conduct trainings of platform members on Indigenous Agriculture/Seed, what GMOs are, how to save seed and Farming Gods way.			
3.1.1 Conduct exchange visits	Increased awareness on GMOs and their implications for sustainable agriculture practices. violations and setting precedents on health and human rights		<b>130,000,000</b>
3.1.2 Conduct public dialogue meetings to advocate among others for alternative energy sources, energy			

	conservation initiatives and utilisation technologies to reduce biomass consumption both at national, local and regional levels			
3.1.3	Conduct capacity building for platform members to understand existing climate change policies and national forestry policy to prevent forest degradation.			
3.1.4	Conduct research on the possible fuel sources for both domestic and industrial use in Uganda			
3.1.5	Conduct national level lobby and dialogue events to Promote increased irrigation systems by government			
3.1.6	Conduct public dialogue meetings to advocate among others for alternative energy sources, energy conservation initiatives and utilisation technologies to reduce biomass consumption both at national, local and regional levels			
3.1.7	Conduct capacity building for platform members to understand existing climate change policies and national forestry policy to prevent forest degradation.			
3.1.8	Conduct research on the possible fuel sources for both domestic and industrial use in Uganda			
3.1.9	Conduct national level lobby and dialogue events to Promote increased irrigation systems by government			
3.1.10	Conduct public dialogue meetings to advocate among others for alternative energy sources, energy conservation initiatives and utilisation technologies to reduce biomass consumption both at national, local and regional levels			
3.1.11	Conduct capacity building for platform members to understand existing climate change policies and national forestry policy to prevent forest degradation.			
3.1.12	Conduct research on the possible fuel sources for both domestic and industrial use in Uganda			
3.1.13	Conduct national level lobby and dialogue events to Promote increased irrigation systems by government			
3.1.14	Conduct lobby and advocacy dialogues			
3.1.15	Conduct media engagements			

3.1.16	Development of IEC materials that include among others policy statements			
3.1.17	Conduct desk research on disaster management including Improved early-warning systems and preparedness to avoid or minimise the adverse impacts of climate change			
3.1.18	Conduct advocacy events to lobby for the development of innovative insurance schemes to insure households, institutions and businesses against the destruction caused by extreme weather events and disasters (legal framework for the same)			
3.1.19	Conduct lobby and advocacy dialogues			
3.1.20	Conduct media engagements			
3.1.21	Development of IEC materials that include among others policy statements			
3.1.22	Conduct desk research on disaster management including Improved early-warning systems and preparedness to avoid or minimise the adverse impacts of climate change			
3.1.23	Conduct advocacy events to lobby for the development of innovative insurance schemes to insure households, institutions and businesses against the destruction caused by extreme weather events and disasters (legal framework for the same)			
3.1.24	Conduct lobby and advocacy dialogues			
3.1.25	Conduct media engagements			
3.1.26	Development of IEC materials that include among others policy statements			
3.1.27	Conduct desk research on disaster management including Improved early-warning systems and preparedness to avoid or minimise the adverse impacts of climate change			
3.1.28	Conduct advocacy events to lobby for the development of innovative insurance schemes to insure households, institutions and businesses against the destruction caused by extreme weather events and disasters (legal			

framework for the same)			
3.1.29 Conduct lobby and advocacy dialogues			
3.1.30 Conduct media engagements			
3.1.31 Development of IEC materials that include among others policy statements			
3.1.32 Hold community sensitization meetings.	Increased public awareness on agriculture and farming issues.		187,000,000
3.1.33 Conduct media events:	Increased awareness on small holder farmer rights.		100,000,000
3.1.34 Develop and disseminate Information, Education and Communication (IEC) materials	Increased public access to relevant information.		50,000,000
3.1.35 Conduct public dialogue meetings	At least on dialogue meeting held per year to increase public awareness on policies, regulations, laws and practices relating to agriculture and Small Holder Farmers.		80,000,000
3.1.36 Identify and promote best practices in the selection and preservation of indigenous seeds.	Best practices on preservation and promotion indigenous farming methods identified and documented.		40,000,000
3.1.37 Hold community sensitization meetings.	Increased public awareness on agriculture and farming issues.		187,000,000
3.1.38 3.1.3 Conduct media events:	Increased awareness on small holder farmer rights.		100,000,000
<b>Strategic objective 3.2: Increased investment in metrological stations and services critical for providing weather related information</b>			
<b>Main strategy:</b>			
3.2.1 Advocacy for increased funding for metrological stations	At least 10 metrological stations added per year		<b>80,000,000</b>
<b>Thematic Area 4: Governance and Human Rights</b>			
• To conduct Baseline study on available programs or services that are critical and important for the community to access.			<b>150,000,000</b>
• Conduct capacity building sessions for member			<b>320,000,000</b>

organisations in lobby and advocacy with the major aim of promoting citizen's participation in decision making processes.			
• Review progress of the interventions related to access to information			<b>240,000,000</b>
• Sensitize Member Organisations on governance issues related to access to information about public services			<b>360,000,000</b>
• Conduct baseline surveys on topical issues related to climate change, adaptation and mitigation.			<b>100,000,000</b>
• Participate in national and international activities that front the Uganda Farmers Common Voice Platform climate change issues/agenda.			<b>250,000,000</b>
• Conduct public dialogue meetings			<b>100,000,000</b>
• Develop and disseminate Information, Education and Communication (IEC) materials on proven climate change adaptation and mitigation technologies (i.e. promote climate smart agriculture).			<b>80,000,000</b>
• Conduct media events to highlight the causes and impact of climate change on agriculture and Small Holder Farmers.			<b>400,000,000</b>
• Hold district, regional and national sensitization meetings on climate change.			<b>140,000,000</b>
• Conduct trainings and facilitate Local council courts and cultural institutions to be able to provide land justice to the most vulnerable members of society (especially women and children and other vulnerable groups) and mediate on issues of land			<b>150,000,000</b>
• Facilitate platforms where Decision makers can dialogue with the eligible recipients to plan for intended government programs (Community Demand Driven program, NUSAF 3, Operation Wealth Creation etc.) on a yearly basis.			
• Popularise legal and policy documents like Public information Act, Anti-Corruption Act, Penal Code Act, Public Finance and Accountability Act, land policy etc.			<b>250,000,000</b>
• Supporting platforms where the public servants can disseminate information to the Communities (Community			<b>200,000,000</b>

Dialogue sessions, Barazas)			
<ul style="list-style-type: none"> <li>Lobby local government to increase public access to relevant information regarding services, programs, legislations, policies and guidelines. Conduct public dialogues and policy debates with a major aim of Ensuring responsibility in the exercise of power by those welding political offices, Promote accountability of the decision-makers and Increase responsiveness of the leaders to people's needs through provision of social services</li> </ul>			<b>200,000,000</b>
<b>Thematic Area 5: Institutional Development</b>			
Strategic objective 4.1: To strengthen the Institutional capacity of the platform			
Main strategy: Set up effective systems.			
5.1.1 Strengthen management systems and internal policies	Improved governance, planning and performance.		<b>8,000,000</b>
5.1.2 Establish an effective accounting system; and other systems and structures as needed	Proper management and accountability of platform 1 resources		<b>10,000,000</b>
5.1.3 Develop an M&E framework to monitor organisation's activities and ensure compliance.	UFCVP learns from its work.		<b>15,000,000</b>
5.1.4 Develop an effective human resource system and procedures including ToR, salaries, and performance indicators.	Qualified staff recruited and retained.		<b>12,000,000</b>
Strategic objective 5.2: Build and strengthen leadership at all levels of the platform.			
Main strategy: leadership development.			
5.2.1 Develop management and staff capacities through trainings, exchange programmes and refresher courses and ensure staff retention.	All identified staff capacity gaps addressed speedily		<b>151,000,000</b>
5.2.2 Build capacity of the Board, with a diversity of expertise in administration fund raising and sustainability of the platform.	UFCVP board provides effective oversight to the management.		<b>30,000,000</b>
Strategic objective 5.3: Promote sustainability of the organization			
Main strategy: sustainability.			
5.3.1 Subscribe to other strategic networks and participate in	UFCVP visible and active in at		<b>15,000,000</b>

National Platform and committee meetings	least two other strategic networks.		
5.3.2 Develop a Fundraising strategy and work plan and carry out fund raising in line with the mission and vision of the organization.	A well-developed UFCVP fundraising and financial sustainability strategy in place and implemented.		<b>10,000,000</b>

**a. UFCVP Budget outline**

Table 1: The proposed UFCVP five year Budget (In '000,000' Uganda Shillings) there is an anticipated 17% annual growth

Thematic Area	Summary By Year (000)					Total	Funding source donor
	Yr 1 (2015)	Yr 2 (2016)	Yr 3 (2017)	Yr 4 (2018)	Yr 5 (2019)		
<b>Thematic Area1:</b> financing for agriculture	250,000,000	300,000,000	<b>351,000,000</b>	<b>411,000,000</b>	481,000,000	1,793,000,000	CD
<b>Thematic Area2:</b> food security	93,000,000	108,000,000	126,000,000	147,000,000	172,000,000	646,000,000	CD
<b>Thematic Area3:</b> climate change	100,000,000	117,000,000	127,000,000	149,000,000	174,000,000	667,000,000	CD
<b>Thematic Area 4: Governance and Human Rights</b>							
Focal area 5: Institutional development	36,000,000	42,000,000	49,000,000	57,000,000	67,000,000	251,000,000	CD
<b>Total</b>	<b>479,000,000</b>	<b>567,000,000</b>	<b>653,000,000</b>	<b>753,000,000</b>	<b>894,000,000</b>	<b>2,867,000,000</b>	<b>CD</b>
Secured	79%	276,500,000					
Unsecured	21%	290,500,000					

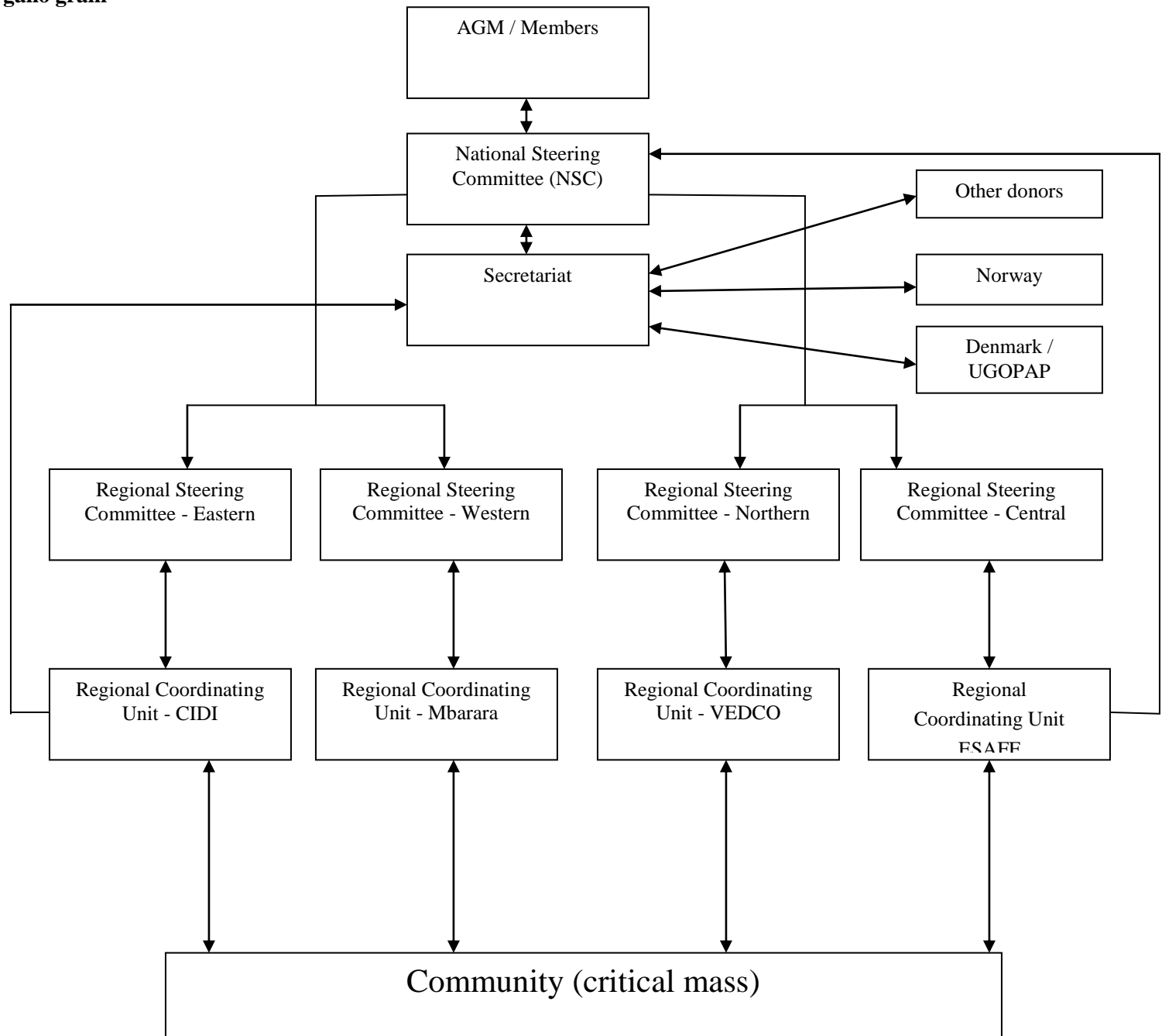
**b. Summary of CD budget 2015.**

Caritas Uganda 2015	Total CD	spent	Balance
<b>A: Short term, Anti GMO campaign</b>	<b>0</b>	<b>0</b>	<b>0</b>
Conducting research on the indigenous seeds	20,000,000	0	20,000,000
Conduct trainings of platform members on Indigenous Agriculture/Seed, what GMOs are, how to save seed and Farming Gods way.	10,000,000	0	10,000,000
Conduct media events	10,000,000	0	10,000,000
Develop and disseminate IEC materials	10,000,000	0	10,000,000
Conduct public dialogue meetings	20,000,000	0	20,000,000
Follow up meetings with different stakeholders	10,000,000	0	10,000,000
Conduct feedback sessions with different stake holders.	8,000,000	0	8,000,000
UGOPAP Contribution to Caritas Week activities	5,000,000	0	5,000,000
<b>B: Medium term, Small scale farmers' access to financial services</b>	<b>0</b>	<b>0</b>	<b>0</b>
Conduct a feasibility study	25,000,000	0	25,000,000
Dissemination meetings	0	0	0
Conduct an analysis of the draft Land and Agriculture Bank bill	10,000,000	0	10,000,000
Conduct lobby and side meetings to contribute farmers' concerns and enrich the Land and Agriculture Bank bill	10,000,000	0	10,000,000
Conduct national level dialogue meetings.	20,000,000	0	20,000,000
Conduct media engagements	15,000,000	0	15,000,000
Conduct feedback sessions with community members	15,000,000	0	15,000,000
<b>C: Long term, Expanding the platform with Comprehensive Africa Agriculture Development Programme (CAADP) and the Uganda Agriculture Sector Development and Investment Plan (DSIP)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Conduct a desk research on Resource allocation to agriculture sector (MAAIF)	10,000,000	0	10,000,000
Organise one Launch of the CAADP in Uganda	20,000,000	0	20,000,000
Conduct exchange visit to Burkina Faso	40,000,000	0	40,000,000
Hold community sensitization meetings	0	0	0

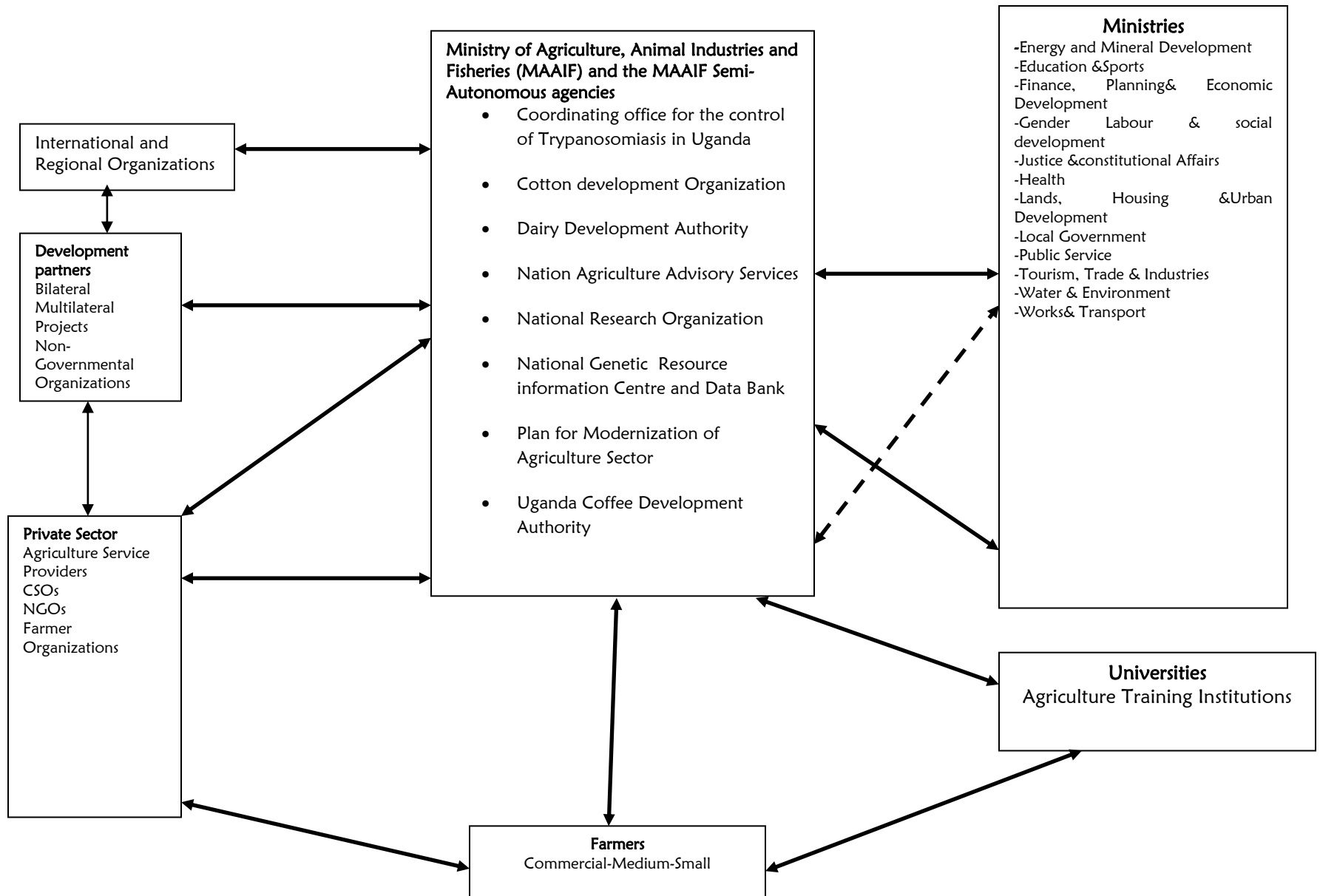


Conduct media events	15,000,000	0	15,000,000
Develop and disseminate IEC materials	10,000,000	0	10,000,000
Conduct public dialogue meetings	0	0	0
Regional dialogues	40,000,000	0	40,000,000
National dialogues	15,000,000	0	15,000,000
Follow up meetings with different stakeholders to whom advocacy issues will have been forwarded(regional &national)	5,000,000	0	5,000,000
Regional Activities	0	0	0
<b>OTHERS</b>	<b>0</b>	<b>0</b>	<b>0</b>
Conduct platform meetings	16,000,000	0	16,000,000
Conduct platform committee meetings	8,000,000	0	8,000,000
Participate in national level workshops/meetings/conferences e.t.c	5,000,000	0	5,000,000
Participate in International Meetings to front Farmers Issues	5,000,000	0	5,000,000
Subscribe to national advocacy and research networks that put forward UGOPAP agenda	2,000,000	0	2,000,000
	<b>379,000,000</b>	<b>0</b>	<b>379,000,000</b>

**Annex 1: UFCVP organo gram**

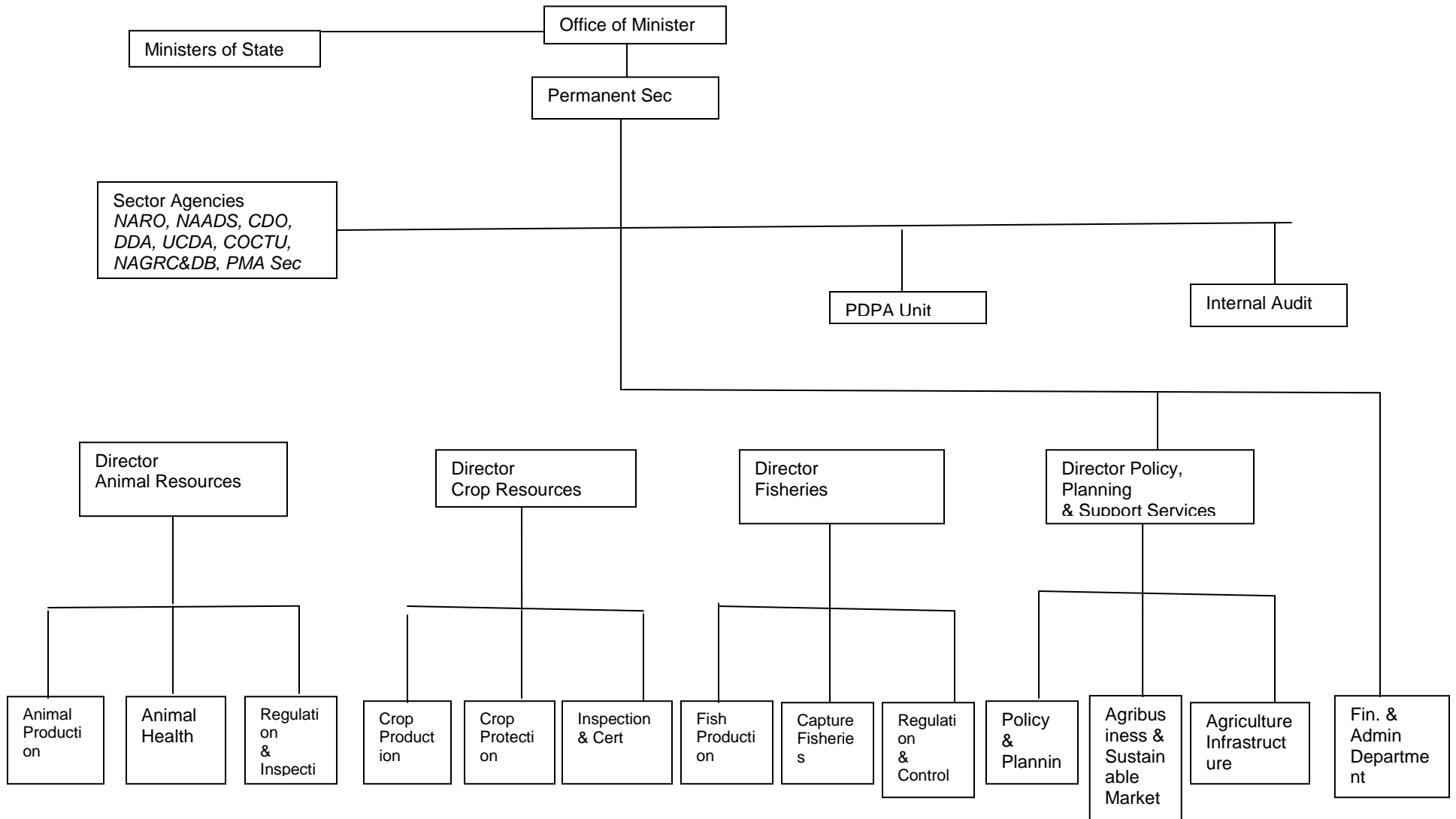


**Annex 2: Institutions in the ministry of agriculture**



Source: GoU, 2010. Review of the MAAIF Restructuring and Reform Process

**Annex 3: MAAIF STRUCTURE**



**Annex 4: Membership of the Uganda Farmers Common Voice Platform**

No.	Organization	Programme Areas (what you do)	Physical Address	Contact Person
1	Uganda National Farmers Federation (UNFFE)	-Lobby and Advocacy, Advocacy - HIV/AIDS, climate change - Farmers advisory services, Village Saving & Loan Associations, - Agribusiness development services	P.O. Box 6213, Plot 27 Nakasero Road Kampala Uganda+256-414-340249/230705 +256-414-230748 <a href="http://www.unffe.org">http://www.unffe.org</a>	Caleb Gumisiriza 0712210700 Email: <a href="mailto:unfa@starcom.co.ug/">unfa@starcom.co.ug/</a> <a href="mailto:cgumisiriza@yahoo.com">cgumisiriza@yahoo.com</a>
2	Soroti Catholic Integrated Development Organization (SOCADIDO)	-Food Security, Advocacy -Entrepreneurship and Business Development Services, Relief -Human Rights and Peace Building -Water, Sanitation and Hygiene. - Disaster Risk Reduction -Environmental Protection	P. O. Box 641, Plot 27 Serere Road, Soroti Municipality, Soroti Uganda	Rev. Fr. Silver Opio 0772683899
3	Women of Uganda Network (WOUGNET)	ICTs for Development, Women's Empowerment, Governance and service Delivery, Agriculture and Health	Plot 55 Kenneth Dale, off Kira Road, Box 4411. Kampala, Uganda Tel: +256-41-4532035, Fax: +256-41-4530474, Email: <a href="mailto:info@wougnet.org">info@wougnet.org</a> Website: <a href="http://www.wougnet.org">www.wougnet.org</a>	Adong Harriet 0772611162 <a href="mailto:hadong@wougnet.org">hadong@wougnet.org</a>
4	Teso Legal Aid Project (TLAP)	-Legal Aid Support -Advocacy for women access to Land rights -litigation Capacity building	Plot 11 Ecowu Close, Soroti Municipality, Email: <a href="mailto:tesolegalaidproject@yahoo.com">tesolegalaidproject@yahoo.com</a>	Eceru Peter 0718070189/0705716208 <a href="mailto:petereceru@yahoo.com">petereceru@yahoo.com</a>
5	Center for Participatory Research and Development (CEPARD)	Research, documentation and dissemination Policy advocacy Community empowerment Organizational development	P.o Box 361191 Kampala Nakulabye Bukesa, Kampala <a href="mailto:ceparduganda@gmail.com">ceparduganda@gmail.com</a> <a href="http://www.cepard.net">www.cepard.net</a>	Mr. Mulumba Mathias, 256 0772/ 0705 53722 <a href="mailto:Mulumba22@gmail.com">Mulumba22@gmail.com</a> <a href="http://www.mulumba.worldgmn.com">www.mulumba.worldgmn.com</a>
6	Policy Analysis and Development Research Institute (PADRI)	Labor and Employment, nutrition and Food Security, Economics of Health, Poverty and Welfare analysis, Advocacy, Monitoring and Impact Evaluations, Macro-economic Policy Analysis, Climatic change, Social Sector Analysis and Policy Development, Natural Resources and Renewable Energy	May house, Plot 111, Balintuma Road Mengo	Fred Matovu (PhD) +256 752 643 706, +256 200 902 964 <a href="mailto:Fmatov2000@yahoo.co.uk">Fmatov2000@yahoo.co.uk</a> <a href="mailto:info@padri.co.ug">info@padri.co.ug</a>
7	Volunteer Efforts for	1. Food and Nutrition Security	Plot 129 Block 2,	Kaaya Christine 0772570095

	Development Concerns (VEDCO)	<ul style="list-style-type: none"> <li>2. Agricultural Trade Development</li> <li>3. Communication and Advocacy</li> <li>4. Community Energy Access and Organizational Development</li> </ul>	<p>Bukesa Nakulabye, P.O.BOX1244 Kampala Tel :256 414 270 598 Fax: 256 414 348 441 Email: <a href="mailto:vedco@infocom.co.ug">vedco@infocom.co.ug</a> Website:<a href="http://www.vedcouganda.org">www.vedcouganda.org</a></p>	<p><a href="mailto:kaayact@gmail.com">kaayact@gmail.com</a> Kanakulya Lawrence 0705407416 <a href="mailto:kanakulyalawrence@yahoo.com">kanakulyalawrence@yahoo.com</a></p>
8	Eastern and Southern Africa Small Scale Farmers' Forum (ESSAF)	<ul style="list-style-type: none"> <li>-Lobby and advocacy for Small Holder Farmers</li> <li>-Trade policy engagements</li> <li>-climate change mitigation and advocacy</li> <li>-Budget advocacy</li> <li>- Improvement of Food Security</li> <li>-HIV/AIDS</li> <li>Gender Equity</li> </ul>	<p>P.O Box 3791, Plot 83, Ssemawata Road, Kampala Email: <a href="mailto:esaffuganda@esaff.org">esaffuganda@esaff.org</a>  Cell: +256-041533764</p>	<p>Asiimwe George 0704957976  <a href="mailto:advocacy.esaff@gmail.com">advocacy.esaff@gmail.com</a></p>
9	Caritas Uganda	<ul style="list-style-type: none"> <li>1. Research &amp; Advocacy</li> <li>2. Poverty Eradication</li> <li>3. Emergency and Relief</li> <li>4. Human Rights &amp; Good Governance</li> <li>5. HIV/AIDS mitigation</li> <li>6. Climate change &amp; disaster risk reduction</li> <li>7. Gender Equity</li> <li>8. Peace building and Reconciliation</li> <li>9. Networking and partnership building</li> </ul>	<p>Caritas Uganda (Uganda Catholic Secretariat) P.O. Box 2886 Kampala-Uganda. Tel. 256414510338, 256 414 510570. Email:<a href="mailto:caritas@caritasuganda.org.ug">caritas@caritasuganda.org.ug</a> Fax: 256414510545 <a href="http://www.uecuganda.org">www.uecuganda.org</a></p>	<p>Msgr Dr. Francis Ndamira-National Director or Aguti Betty Rose Policy and Advocacy Specialist</p>
10	Central Archdiocesan provincial Caritas Association (CAPCA),	<ul style="list-style-type: none"> <li>-Poverty Reduction</li> <li>-Lobby and Advocacy</li> <li>-Gender equality</li> <li>-Policy advocacy</li> <li>-access to market for Small Holder Farmers</li> <li>-Food security</li> <li>-Marketing for agriculture produce</li> </ul>	<p>Plot 1124 Rubaga Rd, Po Box 14125 Tel: 0312112048 <a href="mailto:capca@capcaug.org">capca@capcaug.org</a> <a href="http://www.capcaug.org">www.capcaug.org</a></p>	<p>Allan Sebulime 0776368919 <a href="mailto:allannotes@gmail.com">allannotes@gmail.com</a>;</p>
11	Eastern Archdiocesan Development Network (EADEN)	<ul style="list-style-type: none"> <li>-Policy advocacy for Small Holder Farmers, -capacity building</li> <li>-climate change and Environmental</li> </ul>	<p>PO BOX 295, Wanale Division, Plot 14 Bufumbo Road, Olive House Mbale</p>	<p>Mr. Charles Wabwire Executive Director 0789427191/0792888013</p>

		<p>Management</p> <ul style="list-style-type: none"> <li>-Gender and Health</li> <li>-Farmer Institutional Development (FID)</li> <li>Enterprise Development (ED)</li> <li>Farming As A Business (FAAB),</li> <li>Village Savings and Loans Associations (VSLA)/Credit Development/Mobilization.</li> </ul>		<p><a href="mailto:chwabwire@gmail.com">chwabwire@gmail.com</a>  Sophie Irepu  Policy Research and Advocacy  Coordinator  0772442375/0704022657  msirepuso@gmail.com</p>
12	Community Integrated Development Initiative (CIDI) Soroti.	<ul style="list-style-type: none"> <li>• Agriculture / Rural Live hoods, Microfinance</li> <li>• Social Research / Policy Advocacy</li> <li>• Water and Sanitation</li> </ul>	P.O Box 692 Kampala ,Plot No. 2809, Muyenga Tank Hill Road, <u>Kampala, Uganda</u>	Kasujja Hellen 0702398350 <a href="mailto:hellenagaby@yahoo.com">hellenagaby@yahoo.com</a>
13	Public Affairs of Uganda (PAC)	<ul style="list-style-type: none"> <li>-public policy engagement</li> <li>-Anticorruption</li> <li>-systematic education,</li> <li>-policy advocacy,</li> <li>- Advisory service to citizen’s civic associations, government and donor.</li> <li>-resource tracking and accountability</li> <li>-Research</li> <li>-network and build alliances with other organizations, public and private, national and international</li> </ul>	<p>Plot No 11 , Acowu Close , off Mbale Road , White House , Kigandani-Kengere, P.O Box 464, Soroti – Uganda .Office Tel: 035 2277722</p> <p>Mob : 0392 9666 968 , 0702 483 480</p> <p>Email: <a href="mailto:info@pacuganda.org">info@pacuganda.org</a></p>	Okolo M. Morris 0755534491 <a href="mailto:emmos@pacuganda.org">emmos@pacuganda.org</a>
14	CDRN	Environment / Natural Resource, HIV/AIDS, Human Rights and Governance, Peace / Conflict Resolution, Social research / Policy Advocacy	P.O. Box 35542, Kampala, Balintuma Road Nakulabye, <u>Kampala</u> E-mail: <a href="mailto:cdrn@cdrn.or.ug">cdrn@cdrn.or.ug</a> <a href="http://www.cdrn.or.ug">www.cdrn.or.ug</a>	Mr. Rashid Mwesigwa (Senior Programmes officer ) 0772 879041
15	Participatory Ecological Land Use Management	4.6.1.1 Lobby and Advocacy Agricultural Market Devt Sustainable Farming systems	Uganda Country Desk, Plot 155, Kira Road, Kamwokya – Kampala P.O. Box 35804 Kampala – Uganda Tel: + 256 414 533 973 <a href="http://www.pelumuganda.org">www.pelumuganda.org</a>	<b>Richard Mugisha</b> +256 772 960 057Email: <a href="mailto:richardmugisha@pelumuganda.org">richardmugisha@pelumuganda.org</a> ; <a href="mailto:pelumuganda@pelumuganda.org">pelumuganda@pelumuganda.org</a> ;
16	Jenga Afrika	<b>A GOVERNANCE THINK</b> tank on social, economic and political issues affecting the people of Africa	P.O. Box 12116 Kampala, Ggaba Road, Youth Sharing Building, Kampala Uganda.	Jeff Wadulo Tels: +256-414-664 731; +256-772-500 726, +256-701-500 726

		<ul style="list-style-type: none"> <li>-Lobby and Advocacy</li> <li>-Community sensitization</li> <li>-Resource tracking and monitoring</li> </ul>		E-mail: <a href="mailto:jengaafrika@yahoo.com">jengaafrika@yahoo.com</a>
17	Uganda Farmers Media Link (FAMELI)	<ul style="list-style-type: none"> <li>-Media advocacy for the Small Holder Farmers</li> <li>-community sensitization</li> <li>-Research</li> <li>-policy advocacy</li> <li>-climate change</li> <li>- media training</li> </ul>	Off Kampala-Jinja Highway Block 105, Plot 769. Bugoba Zone, Musisi Road- Seeta Kampala <b>Tel: +256 752 814 134, +256 785 840 742</b> website: <a href="http://www.necjogha.org">http://www.necjogha.org</a> email: <a href="mailto:necjogha@yahoo.com">necjogha@yahoo.com</a> , <a href="mailto:farmingnews@yahoo.co.uk">farmingnews@yahoo.co.uk</a>	Patrick Luganda Mob: 0752814134 Email: <a href="mailto:patrick_luganda@yahoo.com">patrick_luganda@yahoo.com</a>