



UGANDA FARMERS' COMMON VOICE PLATFORM

STRATEGIC PLAN

2020 – 2024

ACKNOWLEDGEMENT

Developing and writing this Strategic Plan for the Uganda Farmers Common Voice Platform (2020-2024) required input, wisdom and contributions from many individuals.

A sincere thank you to the team at Verizon Development Link for facilitating this process, providing the framework and structure for this Strategic Plan. Thanks to all our different Stakeholders, representatives from all the four regional platforms and Secretariat staff for their inputs and commitment in contributing to this five year plan.

Our deep gratitude goes to Caritas Denmark, who continue to believe in the platform and without whose support we would not be able to implement some of our activities. These have greatly contributed to our work over the years and we look forward to working with you as we embark on our new journey 2020-2024.

Ms. Hellen Kasujja,

**Chairperson
Uganda Farmers Common Voice Platform**

FOREWORD

I am pleased to present to you the Second (2nd) Strategic Plan of the Uganda Farmers Common Voice Platform (UFCVP) for the period 2020- 2024, which outlines the Vision and Strategic direction of the platform for the next five years. In developing this Strategic Plan, consideration has been made for the key achievements in the past five years, drawing from experiences and lessons learnt in implementing advocacy work for small holder farmer friendly policies in Uganda. The achievements highlighted herein have been largely a contribution of our development partners and our local partners who include; Central Archdiocesan Caritas Association (CAPCA) which is constituted of Caritas Kampala, Caritas Kasanaensis, Caritas Masaka (MADDO), Caritas Lugazi and Caritas Kiyinda Mityana and Tusubira Women Development Agency operating in Wakiso District in Central Uganda; Caritas Uganda at Uganda Episcopal Conference where the UFCVP secretariat is situated and operating in the 19 Catholic diocese's in Uganda; Community Integrated Development Initiatives (CIDI) that is operating in Eastern and Central Uganda; and Eastern Archdiocesan Development Network (EADEN) which is constituted by Caritas Tororo, Caritas Jinja, Caritas Moroto, Caritas Soroti and Caritas Kotido.

Our Vision as a platform is to see 'A poverty free and well governed society where smallholder farmers' aspirations and rights are upheld'. This will be guided by our mission statement of Improving the Socio economic welfare of small holder farmers through capacity building, information sharing and meaningful advocacy. In order to achieve this vision, the platform will mainly focus on four thematic areas which include; Sustainable Agriculture Production; Climate Change and Green growth; Institutional Capacity Strengthening; and Access to markets for Smallholder farmers.

Even though, the context in which we work continues to evolve, our core values of promoting the human dignity along with Professionalism, Social Inclusiveness, Participation, Equity, Transparency and Accountability will guide our core business model; We remain alive to the challenging operating context not only in Uganda but also around the continent which have witnessed the socio-political and economic marginalization of the poor and most vulnerable in society

To execute this plan successfully the Platform shall work in close collaboration with other likeminded partners; key among which shall include: The Member Farmer organizations, Other likeminded CSOs with a focus on small holder farmers, The Government both at the national and the Local Government level and Development partners.

I urge all of you to embrace and support the UFCVP in delivering on this strategic plan. My sincere appreciation to the Chairperson of the UFCVP, the consulting team and Strategic Planning Committee who have ensured timely completion of this document.



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Msgr. Dr. Francis Ndamira
National Director, Caritas Uganda and
Founding Member UFCVP.

EXECUTIVE SUMMARY

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 the advocacy of common issues that affect farmers at local, national and International levels. Formed in 2012, the Platform as at the end of 2019 had a membership of 141 Member Organisations at the National level and four (4) regional chapters in Uganda i.e. in the North, coordinated by Caritas Lira, Eastern chapter coordinated by Community Integrated Development Initiatives (CIDI), Western chapter coordinated by Caritas Mbarara and Central regional chapter coordinated by Central Archdiocesan Province Caritas Association (CAPCA). As part of her structure, the platform also has a 7 member steering committee in each region that acts as a think tank for the general regional platform. This is the Second Strategic plan for the UFCVP since her formation in 2012, and is building on the achievements and lessons learnt from the implementation of the previous strategic plan 2015-2019. This plan describes the anticipated vision of the platform in the five year period 2020-2024, and how the platform hopes to achieve that vision. The platform will over the five year period focus on four thematic areas which include;

- a) Access to markets for Smallholder farmers;
- b) Climate Change and Green growth;
- c) Sustainable Agriculture Production and
- d) Institutional Capacity Strengthening.

Under each thematic area, specific strategic objectives and interventions have been developed in light of the Theory of Change for this plan. In all her interventions, the platform will ensure youth participation, integration of gender and human rights.

The proposed thematic areas, strategic objectives, implementation strategies and approaches for the platform for the next five years (2020-2024) provide a commitment and a roadmap that shall guide the platform in the realization of a poverty free and well governed society where smallholder farmers aspirations and rights are observed.

In order to achieve the intended results under each thematic area, particular implementation approaches have been proposed, these include; Research, documentation and information sharing, Partnerships, Networking and Collaboration with like-minded civil society organizations, Community Mobilization, Lobbying and Advocacy, Farmer Institutional development and Institutional Sustainability.

The change management process will be managed through focusing more on performance management, strengthening the Monitoring and Evaluation processes, managing risks at all levels (both National and Regional levels) strengthening the resource mobilisation strategies, managing the relationships and expectations of the different stakeholders and being able to attract and maintain experienced and well-motivated workforce.

Over the next five years 2020-2024, the proposed strategic interventions under the different thematic areas will require a total funding of UGX. 7,707,468,082 (US\$ 2,083,099.48). Resource mobilization strategies and a resource mobilization committee will be instituted to ensure that these resources are realized to finance the activities in this plan.

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LIST OF ABBREVIATIONS

ACF	Agricultural Credit Facility
AGM	Annual General Meeting
CAADP	Comprehensive African Agricultural Development Programme
CIDI	Community Integrated Development Initiatives
CSO	Civil Society Organisation
GoU	Government of Uganda
JASAR	Joint Agricultural Sector Annual Review
MAAIF	Ministry of Agriculture Animal Industries and Fisheries
M&E	Monitoring and Evaluation
NDP	National Development Plan
MoU	Memorandum of Understanding
OWC	Operation Wealth Creation
PELUM	Participatory Ecological Land Use Management
SHF	Small holder Farmers
UFCVP	Uganda Farmers' Common Voice Platform
UNHCR	United Nations High Commissioner for Refugees
VC	Value Chains
WfAP	Water for Agricultural Production



1. INTRODUCTION

1.1 INTRODUCTION

The Uganda Farmers Common Voice Platform (UFCVP) Strategic Plan for the next five (5) year period is not only a commitment to the small holder farmers in Uganda, but also a roadmap that guides the platform in the realization of improved socio-economic welfare of Smallholder farmers.

1.2 BACKGROUND

The Uganda Farmers Common Voice Platform was established in June, 2012 as an indigenous, nonprofit 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 with and for 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 pro-smallholder 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 organizations 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 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, weak or absence of regulation on agro-inputs among others.

The agricultural sector is important to the Ugandan economy in that it employs approximately 69% of the population and contributes over 26% to the GDP in 2015 (UEO Report 2016). The sector has the potential to transform the economy of Uganda in general and that of specific sectors such as manufacturing and services. In order to position farmers to remain relevant and key contributors to the country's economic development, the UFCVP is inspired by the need to respond to the constraints that affect the agricultural 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 and degradation.

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

I.3 RATIONALE AND PROCESS OF DEVELOPMENT OF THE STRATEGIC PLAN 2020-2024

This is the third Strategic Plan for UFCVP that covers a period of five years 2020-2024. It was developed towards the end of implementation of the second strategic plan (2015-2019). As one of the good institutional development practices, organizations periodically review their performance over a period of time and continuously scan through their operating environment and identify critical emerging 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, and how the UFCVP can position itself in the next five years (2020-2024). It therefore builds on and scales-up on some development initiatives and achievements already obtained by UFCVP from implementation of the second strategic plan.

THE PLANNING PROCESS

The process of compiling and developing this strategic plan was consultative and participatory from discourse to conclusion. Consultations involved presentations in a workshop format from the different implementation desks on performance, joint development of the focal thematic areas and goals. The inclusion of beneficiaries, implementers and donors in the planning process has provided a platform for each department to understand their individual contribution to the overall goal as illustrated in figure 1 on the next page.

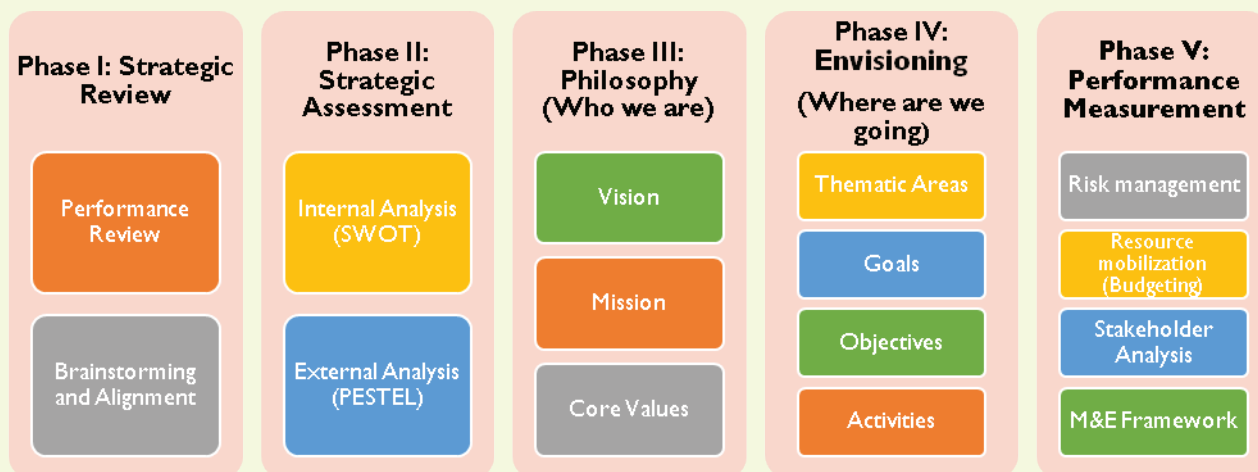


Figure 1: The summary of the phases that were undertaken to realize the final output.

1.4 WHO WE ARE

1.4.1 OUR NICHE AND COMPETITIVE EDGE

The UFCVP works with grassroots small holder farmers and like-minded Civil Society Organisations¹ working to promote the rights and aspirations of the Small holder farmers. The Uganda Farmers Common Voice Platform has access to a large section of farmers in Uganda through the Regional Structures who once fully transformed and equipped with the necessary skills and competence can contribute to the holistic development of the country. The governance structures of the platform at all levels include farmer representatives which is unique for the platform.

1.4.2 OUR VISION

A poverty free and well governed society where smallholder farmers aspirations and rights are upheld and respected.

1.4.3 OUR MISSION

To be a collective voice of farmers, CSOs and individuals that influence decision making for pro-small holder farmer policies.

1.4.4 OUR CORE VALUES

Professionalism

¹ Like minded CSOs are those that are not politically motivated and work for the best interest of the farmers

The platform operates with the highest standards of integrity and honesty respecting human dignity. It works and carries out its duties and responsibilities while maintaining its ethical standards to attain its results.

Social Inclusion; Social inclusion is an integral part of and vital to achieving the Sustainable Development Goals of ending extreme poverty and boosting shared prosperity. UFCVP believes in the spirit of Social inclusion where individuals and groups take part in societal development processes by improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity.

Participation

The platform believes that participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. The platform will ensure that all its members are part of all the plans of the platform including the small holder farmers and public participation which may contribute to decision influence.

Equity

The platform will ensure that policies should be directed with impartiality, fairness and justice towards all persons exercising professional standards and integrity.

Transparency & Accountability

The platform is committed to operating with the utmost integrity and transparency meeting the highest ethical and legal standards. The Platform commits to being transparent and accountable to all its internal and external stakeholders in order to build sustainable communities in Uganda.

I.5 PERFORMANCE HIGHLIGHTS FOR THE STRATEGIC PLAN 2015-2019

Agricultural financing

The platform during the 2015 – 2019 strategic plan was able to engage duty bearers like parliamentary committee on agriculture to consider budgetary increments for agriculture sector. The position paper by the platform informed the debate in parliament to realize some increase of the agricultural sector budget from 3.38% in FY 2017/2018 to 3.56 % in 2018/2019. There was a tremendous contribution by the platform towards creation of awareness about the Agricultural Credit Facility (ACF) among farmers. It was noted that the platform also advocated for the changes in the MOU between BOU and partnering institutions (commercial Banks) to the effect of lowering the loan threshold from the minimum of 100 million to 30 million which can benefit the small holder farmers. There was also a review on loans up to UGX 20 million having a possibility of using credit history , bank statements and business cash flow as well as other financial securities a consideration for collateral for farmers. By the review of the strategic plan, some members of the platform had already accessed the facility.

In order to realize increased financing of the agriculture sector, platform members engaged in budget processes at the national and regional level. There was increased knowledge about Budget advocacy among farmers at all levels.

At the same time, the platform has engaged MAAIF on the single spine agriculture extension service through a comprehensive study, MAAIF was informed of the staffing needs across the country and with GOU intervention, there has been an increase in extension staffs across the country.

Food nutrition and security

There was an observed engagement by the platform around policies that safe guard seed sovereignty and ensure protection of traditional seeds for example the National Biosafety Bill 2017 which is now called the Genetic Engineering Regulations Act (GERA) 2018. The platform together with other partners was able to lobby the statehouse and sought the attention of the President not to accent on the Bill. Even after its second reading, the platform is engaging stakeholders and the president to have a safe bill for small holder farmers. The platform advocated for the improvement of government programs that focus on food security for example Operation Wealth Creation (OWC). There are various documented meetings of OWC officials with platform staff and committee members to ensure better management and engagement of farmers in input selection and effective distribution. In Sorotidistrict, for example, OWC changed its approach from top-down to bottom up, there is representation of farmers in the leadership structures of OWC in the district which in its self has provided farmers opportunity to suggest preferred inputs.

Climate Change

This thematic area has generally been dawdling through the 5 years period with some punctuated achievements of influencing duty bearers to integrate water for production into districts' budgets. The Northern Chapter betrothed local government leaders that assembled in Arua district to consider addressing Climate change and categorically they asked them to allocate resources towards water for agricultural production to foster the establishment of micro irrigation in strategic locations within their districts. The Eastern chapter has lobbied districts to pass ordinances that curb practices and actions that catalyze climate change like charcoal burning, tree cutting and bush burning. Some Districts are in the final stages of having an environment ordinance passed with clauses that target promotion of climate change in the district.

Good governance and human rights

2015 – 2019 strategic period has recorded a spike in involving small holder farmers in good governance and human rights discussions and activities. Signed petitions to parliament and the president on GERA and others government programs were forwarded to relevant offices. These actions anchor the small holder farmer's role in the governance matrix. One of the various engagements was with the OWC and directory of agriculture extension at MAAIF. These conversations and interactions contributed to an Increase in extension service delivery in country wide.

The platform members have participated in budget conferences at the districts and at national level, planning meetings with duty bearers, exchanged information on farmer's rights using mass media, held discussions under the farmer's parliament that focused on issues in governance and human rights that impede farmer's progress. Generally, there has been an increased awareness on human rights from the lens of the small holder farmers as well as enhanced participation in their own development.

Institutional development

This thematic area has registered scores of achievements from increase in number of staff and members to an increased visibility at the national level. Owing to the nature of policy advocacy done by the platform, the recruitment of a legal advisor on the Secretariat Staff team came in handy to provide in time advise on different contextual issues. The establishment of the Regional Chapters – (Central, Western, Eastern & Northern) has not only increased space for farmers' participation in management of the platform, but also provided structures that would address unique regional challenges farmers face and allow proliferation of the platform values to the last mile.

The platform has established an information system to manage both qualitative & Quantitative records collected from the field. There is an observed increase in the numbers of members across the chapters. The Eastern chapter for example has over 40 cooperatives and groups awaiting verification to join the platform. In the western chapter, membership increased to over 40 groups and cooperatives from a humble membership of 27 cooperatives and there is documented demand from other farmer organisations and associations to join the platform.

As a result of evidence based advocacy approach that is well anchored in the daily operations of the platform, sharing of findings from various studies among which include the study on the effectiveness of ACF, the study on extension services delivery and Biosafety bill engagements earned the platform a seat at the MAAIF committee where farmers are influencing directly policy formulation and program design.

Success Factors

These achievements are attributed to the following contributing factors;

- Uniqueness of the platform having both CSOs and farmers in one platform where each backstops the other,
- A great sense of Ownership by the farmers who feel that they own the platform,
- Commitment of the regional committee members who meet diligently with minimal facilitation,
- Presence of technical assistance provided by the different members or partners of the platform
- The evidence based approach where lobbying and advocacy actions are done with facts like a research report or a position paper

The UFCVP will in the next five years (2020-2024) draw on the experiences of these success factors in order to achieve more in the next five years.



2. CONTEXTUAL ANALYSIS

This section scrutinizes the internal Strengths, Weaknesses, Opportunities and Threats (SWOT) and the external Political, Economic, Social, Technological, Environmental and Legal (PESTEL) contexts in which the Uganda Farmers Common Voice Platform operates and how these impact on the platform operations in the next five years 2020 – 2024.

2.1 INTERNAL ORGANISATIONAL ANALYSIS (SWOT)

An analysis of the internal context of the UFCVP reveals both internal and external factors that either positively or negatively affect her efficiency and effectiveness as an institution. The SWOT framework was used to identify the factors that may affect the operations of the organization providing climbers from which leverage can be sought to move her agenda forward. An all-inclusive SWOT analysis of UFCVP was done as part of the strategic plan reflection process.

Strengths of the UFCVP.

- Presence of governance and management structures, policies which enhance effectiveness and efficiency in delivery of services and operations of the platform
- The uniqueness of the platform enables it to tap into a number of stakeholders. It has a wide spectrum of stakeholders having voices of farmers, CSOs like CIDI, Caritas Uganda, networks like PELUM Uganda, UNFFE which makes advocacy easy
- The Platform has grass rootfarmer groups as member organisations together with the National and Regional stakeholders who are committed and active in its activities. These members are 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.

- Networking and collaboration with various stakeholders like MAAIF among others. This enables the platform to easily have influence on policies for example the Agricultural Sector Strategic Plan (ASSP).
- Strong affiliation to the Catholic Church and the church leadership together with the interreligious council of Uganda which greatly supports the operations of the platform
- Presence of competent Human Resource who drive the operationalization of the Strategy
- Commitment of the membership to the intentions of the UFCVP; members always ensure timely payment of registration fees and membership fees which are key sources of internal resource mobilisation strategies

Weaknesses of the 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 for the last 7 years, it has not yet transitioned into a legal entity. Although none registration has not affected its operations in the country, continued growth, expansion and sustainability 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.
- Limited sources of funding for the platform activities which are mainly funded by only one funding partner; which limits implementation of planned Platform activities; much as members so metimes contribute in kind and financially towards implementation of specific activities at both regional and national levels.
- Weak regional structures; the District Focal Persons are almost silent in most of the Districts due to the limited funding, the regional chapters cannot organize regional coordination meetings, this limits the operations and visibility of the platform.
- Weak coordination and communication between the National, Regional Structures and Districts this greatly impacts on the ownership and sustainability of the platform
- Limited skills set especially among the regional coordination and District structures

Opportunities available to the UFCVP

- 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 across the country.
- 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
- 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 level, of which the platform can take advantage of in terms of mobilizing 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
- Availability of Research institutions, for example the International Food Policy Research Institute (IFPRI) which produce a lot of research papers, the platform can collaborate with these institutions to carry out operational research with the farmers
- New innovations in information and Communication Technology where farmers can get access to real time information regarding markets, extensions information and new innovations in the agricultural sector
- Availability of human resources and interns who are willing to work with and support the platform structures especially at regional level

Threats to the UFCVP

- The current trend in the political arena in Uganda, the laws that are being put in place may affect the operation of platform. For example, the Public Order Management Act 2013 and the NGO act 2015 which requires that all NGOs/CSOs to renew their subscription annually could be limiting, at the same time CSOs that push advocacy agenda that is against the government may fail to get this renewal.
- This strategic plan will be implemented partly during the period of National and general election for presidential, parliamentary and local council elections in 2021. There is a high likelihood that these election campaigns might affect the implementation of the advocacy activities 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.

- Poor Governance in the agriculture sector which includes among others; political interference and corruption tendencies; leading to inefficiencies in the sector.
- Uncoordinated advocacy activities among different Civil Society Platforms, which affects synergies of efforts, and duplication of work leading to wastage of limited resources.
- Incorporating other NGOs / CSOs into the platform who have their own programs and interests which may override the interests of the platform and may undermine its cohesion.

Implications of the SWOT analysis to UFCVP

The Platform will capitalize on her strengths and hitch on the opportunities identified while improving on the weaknesses and minimizing the threats. In particular, the platform will devote efforts to improve on the internal weaknesses such as streamlining internal management and operational mechanisms and enhance staff capacity development to ensure effective and efficient programme interventions.

2.2 EXTERNAL ORGANISATIONAL ANALYSIS (PESTEL)

This section provides a comprehensive contextual analysis of the external environment Political, Economic, Social, Technological, Environmental and legal frameworks and how these are likely to impact on the implementation and attainment of the UFCVP Strategic plan.

Political analysis:

The 1995 Constitution is the supreme law of Uganda in which Ugandans through the government is committed to building a better future by establishing a socio-economic and political order based on the principles of unity, peace, equality, democracy, freedom, social justice and progress and emphasizes that the State shall empower and encourage the active participation of all citizens at all levels in their own governance. The UFCVP derives her mandate from Chapter Four of the Constitutions that broadly talks about Protection and promotion of fundamental and other human rights and freedoms, Article 38 (1 &2) that state “Every Uganda citizen has the right to participate in the affairs of government, individually or through his or her representatives in accordance with law and Every Ugandan has a right to participate in peaceful activities to influence the policies of government through civic organizations”. This provide a supportive legal framework that offers a favorable working policy framework for the activities of the platform. In addition, Uganda has enjoyed a stable government ever since 1986 when President Museveni took over power, enjoying relative stability and prosperity. Worth mention though despite the government being stable, the political landscape has been marred with a lot of instability between political parties and their different leaders each fronting a different ideology, with a lot of uncertainty as the 2021 general elections draw nearer. It’s therefore critical for the platform to operate in a conducive politically stable environment with no inclinations to any political doctrines fronted by the different political parties.

Economic Analysis

According to Uganda Bureau of Statistics' (UBOS 2019), the economy has grown by 6.4% in the first quarter of FY18/19, continuing with the same momentum from the last quarter of FY17/18. This was a major improvement from the 4.5% growth that was realized in the first quarter of FY17/18. The Government is now projecting the economy to grow by 6.2% in the FY2018/19. This prediction is contained in the National Budget Framework Paper 2019/20 (BFP) published by the Ministry of Finance and was delivered during the budget reading by the Minister of Finance, Planning and Economic Development during the National Budget Speech in June 2019. The projected growth will be driven mainly by the continued recovery in the agriculture sector. The agriculture sector largely benefiting from favorable weather conditions, is currently the major driver of economic growth. The Medium term growth of the economy is also very positive. The government is projecting the economy to grow by 6.2% in this financial year 2019/20, with agriculture, industry and services projected to grow at 3.8%, 5.6% and 7.8% respectively.² Furthermore, Uganda is endowed with significant natural resources, including ample fertile land, regularly rainfall, and mineral deposits such as gold with the latest being oil. The platform and her membership consequently need to concretize the implementation of this strategic plan to profit from this projected growth rate. It's important to note though that the Agriculture sector which according to Uganda National Household survey employs 64.6% of the population has grown at an average of 2.6 percent per annum for the last 5 years compared to the CAADP commitment of 6%.

Social Analysis

According to the World Bank (2019)³, Uganda's population of over 35 million is expected to reach 100 million by 2050, while the annual urban growth rate of 5.2% is among the highest in the world and is expected to grow from 6.4 million (2014) to 22 million by 2040. This has led to an emerging middle class that is mainly in the urban areas of Uganda. This is likely to provide a potential market for the agricultural products and commodities produced by the Platform members. There is need therefore for the platform to strategically produce and market value chains that are highly demanded by this increasing middle income population before venturing into regional and international market opportunities and other potential markets domestically.

Another increasing population within Uganda is the refugee community according to UNHCR report which has almost tripled since July 2016 and is currently around 1.35 million, making Uganda the largest refugee host in Africa, and third largest in the world. Uganda passed its Refugee Act in 2006 and Refugee Regulations in 2010, thus incorporating its international obligations into domestic law. While its open-door refugee policy is one of the most progressive in the world, and refugees enjoy access to social services, land and can move and work freely, the continued influx is straining host communities and service delivery⁴. These and other social factors provide a great marketing opportunities for the membership of UFCVP.

²National Budget Framework Paper 2019/20

³Impact of Fiscal Policy on Poverty and Inequality in Uganda: Fiscal Incidence Analysis Using the UNHS 2016/17

⁴UNHCR Global Appeal 2014-2015

Technological Analysis

Increasingly, there have been advancements in the use of technology for communication and also in modernization of agriculture with the promotion of biotechnologies such as genetic engineering, tissue culture to mention but a few. Uganda just like other countries worldwide has embraced this movement with the most predominate one being Information and Communication Technology and Biotechnology in agricultural production. Uganda has a National Biotechnology and Biosafety Policy and started on the process of development of the National Biotechnology and Biosafety Bill in 2008 which later (2018) changed to the National Genetic Engineering Bill resulting from the content of the Bill that was focusing on legalizing the production, commercialization and trading of Genetically Modified Foods in Uganda. However given a lot of unresolved issues around the science and social economic and health and political benefits and risks. UFCVP promotes and champions sustainable agriculture hence emphasis should be put on influencing adoption of sustainable technologies and ICT tools and avenues to communicate and disseminate information to different stakeholders.

However, while online spheres were previously considered as avenues which could offer civil society a new space for debate, information sharing, action, interaction, it has apparently become a threat to Civil Society freedom. The world has entered into an era of Cyber-attacks, and Cyber Security has become an issue of global concern.

The legal frame works in Uganda that provide for cyber crimes include the Computer Misuse Act 2011 , the Electronic Signatures Act 2011, The Electronic Transactions Act 2011 , the Access to Information Regulations 2011. Although in Uganda cyber space through Internet lockdowns has not received too much attention especially from Civil Society actors, it poses a lot of security issues yet CSOs do not have the required resources to address this problem leaving many CSOs vulnerable to this problem. The threats to the security and accessibility of communications platforms are part of a broader trend of closing digital civic space. There is need to understand now that civic space in the digital realm is shrinking and increasingly vulnerable, as a whole and in more targeted ways. The UFCVP should keep an open eye on any developments in digital spaces and be prepared to address these issues as they might emerge in the next five years.

Environmental Analysis

Agricultural production has increased over the years and this increase is attributed to area expansion rather than increase in productivity with over 95% of the farmers being smallholders with landholdings averaging 2 acres. The country has a total area of 241, 551km² of which about 30% is highly degraded⁵.The country's agricultural production systems is diverse and spread within 14 Agro-ecological Zones (AEZs). The zones are characterized by different farming systems determined by soil types, climate, landforms, socio-economic and cultural factors. Poor agricultural land management, increased extreme weather events and population pressure have escalated land degradation in all AEZs. The AEZs experience varying levels of vulnerability to climate-related hazards such as drought, floods, storms, pests and diseases⁶.

⁵ Uganda Climate Smart Agriculture Programme 2015-2025

⁶State of the Environment Report, 2017/18

Furthermore, the International Climate Risk Report labels Uganda as one of most unprepared and most vulnerable countries in the world. Agriculture is the most vulnerable sectors to climate change due to its high dependence on climate and weather. To address this, farmers and member organisations of the UFCVP will need to adopt appropriate sustainable farming practices to enhance their resilience and adaptability to climate change.

Legal Analysis

Civil society organizations (CSOs) and non-governmental organizations (NGOs) play an active role in Uganda and many NGOs in Uganda are dedicated to the protection of rights rooted in international instruments and the Bill of Rights in Uganda's Constitution. Legislation in recent years has unfortunately narrowed the legal and civic space for civil society in Uganda, For example, on October 2, 2013, the President assented to the Public Order Management Act, 2013. Section 8 of the Act grants the police powers to prohibit public meetings, while Section 9 grants the police powers to decide suitable venues for holding public meetings. Since the enactment of the Act, there has been stringent procedures for CSO to engage in influencing initiatives as the space is narrowing in addition to disproportionate targeting of such CSOs and their representatives. On January 30, 2016, the President assented to the Non-Governmental Organizations Act, 2016 (NGO Act, 2016). This Act provides a number of conditions and parameters to govern and aid the legal existence of NGOs in Uganda. However, some sections do pose a threat to the right to freedom of association. For instance, Section 44 prohibits NGOs from carrying out activities in any part of the country unless they have approval from the District Non-Governmental Monitoring Committee (DNMC) and the local government and have signed a memorandum of understanding (MoU) to that effect NGOs may not extend their operations to new areas unless they have received a recommendation from the National Bureau for NGOs through the DNMC of that area. Such and many other clauses within the Act can stifle operations of NGOs in Uganda, UFCVP and her membership inclusive. UFCVP and the entire membership therefore needs at all times to have her operations in compliance with the different legal frameworks.

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.



3. STRATEGIC FOCUS: 2020-2024

3.1 OUR FOCUS

The focus of this strategic plan is founded on the principle of “Leaving No One Behind” which also is grounded in the Global Sustainable Development Goals. Over the five year period, the UFCVP will focus on Inclusive participation and integrated development of all Communities in the different regions in Uganda irrespective of their gender, religious, political, cultural or racial affiliations.

3.2 THEMATIC AREAS

For the next five (5) years, the UFCVP shall mainly focus on the following thematic areas highlighted below which are informed by the global Sustainable Development Goals (SDGs), and the National development frameworks including NDP III. The SDGs to which this strategic plan contributes include; SDG 1 - No Poverty; SDG – 2; SDG 5 – Gender Equality; SDG 12- Responsible Consumption and Production; and SDG 13 – Climate Action.

Thematic Area I: Access to Markets

Access to markets is one of the key issues that is greatly affecting farmers in many parts of Uganda. Smallholders engage in many interrelated markets, but also face challenges in securing market access and eliciting benefits to support healthy livelihoods. The UFCVP in collaboration with the Government and other stakeholders will play an essential role in addressing the specific constraints faced by farmers and maximizing potential for beneficial access to reliable and remunerative markets. This is also in line with government’s efforts to advance the 2030 Agenda for Sustainable Development. Ensuring that farmers access markets directly contributes to ending poverty in all its forms (SDG 1).

Thematic Area II: Climate Change and Green Growth

Smallholder farmers are one of the most vulnerable groups to climate change, yet efforts to support farmer adaptation are hindered by the lack of information on how they are experiencing and responding to climate change.

SHF farming systems, livelihoods and survival are adversely affected by Climate Change because of their direct dependence on climate and natural resources, relative poverty, and often poor access to support systems and safety nets. The platform will in the next five years focus more on promoting the green growth agenda highlighted in the Uganda’s Green Growth Development Strategy 2017/18 – 2030/31, promoting general adaptation and mitigation measures that are necessary, practical and appropriate in the different regions. Research, advocacy and Information sharing amongst farmers will be key strategies in advancing these approaches

Thematic Area III: Sustainable Agricultural Production

The UFCVP recognizes that there is increasing number of malnutrition among families, poor farming methods, limited access to and control over land, limited access to quality agricultural inputs, limited disposable income among others and these will be addressed by ensuring food security among target communities through increased agricultural production, promoting sustainable land utilization for agricultural production

Thematic Area IV: Institutional Capacity Strengthening

Organisational Capacity Strengthening will be at the heart of the Organisation over the five year period. The leadership of the platform will ensure a better Organisational Strategic positioning and Resourcing in terms of Financial, Human, and Physical Assets, ensure increased visibility and operations of the Organisation. Focus will also be put on strengthening the regional chapters based on the capacity gaps of each of the regional chapters and the farmer institutional development

Cross cutting issues

Gender and Human Rights

There is overwhelming evidence that gender inequality exacerbates food insecurity, malnutrition and poverty. (FAO 2017), Gender and human rights inequalities do not always benefit rural populations, particularly women, but sometimes even amplify existing disparities. Cognizant of this fact, the UFCVP will ensure that gender and human rights are well integrated into her programming. Integration of human rights and gender issues will also be tracked in the Annual Project Implementations Plans (PIPs).

Integration of Leaving no one behind

The UFCVP will ensure that **“No one is left behind”** in all her operations and endeavor to reach the furthest behind first, the most disadvantaged members of the community. Through the National and regional platforms, efforts will be made to define and understand who is being left or are at risk of being left behind due to discrimination, socio-economic status, governance and other factors. Efforts will be made to empower these categories of people and engage in policy engagements to ensure that the country enacts policies that are responsive to and adhere to the same principles of leaving no one behind.

Integration of the Do No Harm Principle

The UFCVP recognizes the importance of the principle of **“DO NO HARM”** in programming. In all her operations and while dealing with the different stakeholders at all levels, the UFCVP will ensure that they integrate practical approaches and tools in her planning and decision making to ensure that they do not cause further damage or suffering to farmers or general public through her decisions and actions. However, it should be emphasized that beyond the creating awareness and knowledge of this principle among the platform members, the leadership of the platform will ensure that there is practical, systematic and more strategic operational translation of this principle into practice.

This aspect will further be tracked through the annual PIPs and reflections about the same will be made during the annual performance reviews.

Youth involvement and participation

The Ugandan youth are struggling to transition into the formal workforce, with the labor market able to absorb only 80,000 new workforce entrants out of the 400,000 youth entering the labor market each year. Uganda being the world’s most youthful country, with nearly 80% of its population under the age of 30 years, and more than half of its residents below the age of 15, it sits on the cusp of being able to harness the youth dividend. Cognizant of this fact, the UFCVP wishes to seize the opportunities presented by Uganda’s youthful demographic which calls for understanding both young people, and a focus on the aspects of agriculture that will need to grow and change to meet the challenge.

Some of the suggested practical approaches will include; ensuring representation of the youth at the regional platforms and networks, making a deliberate effort to ensure membership of the youth led farmer organisations as members of the platforms and integration of activities targeting the young people in the annual PIPs.

3.3 STRATEGIC OBJECTIVES AND PROPOSED ACTIVITIES

The following Strategic Objectives under each thematic area will guide the operations of the platform in the next five years. The proposed activities herein will also form the basis for the financing framework for this strategic plan over a period of five years.

Thematic Area I: MARKET ACCESS	
Thematic Goal I	Empowered Smallholder Farmers that actively participate in Agricultural Markets for the different value chains
Strategic Objective I.1	Increased access to better marketing opportunities for SHFs by 2024
Proposed Activities	<ul style="list-style-type: none"> a) Conduct Value Chain Mapping for selected VCs in the different regions b) Popularise the Quality standards for selected VCs c) Provide market information to SHFs d) Conduct Advocacy meetings on prices, standards and product certifications at national and regional level e) Conduct lobby meetings at National and regional levels on reducing costs for product certification f) Train farmers in market standards for the different VCs
Strategic Objective I.2	Increased access to Sustainable Market Infrastructure

Proposed Activities	<ul style="list-style-type: none"> a) Advocate for Warehouse Receipt Systems in the regional chapters to benefit cooperatives b) Advocate for affordable food grade materials like stainless steel for safe production of food during Value addition c) Create awareness on the different Govt Programmes that promote infrastructural development d) Popularise government plans and budget allocations e) Support farmers to advocate for community programmes
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Thematic Area II: CLIMATE CHANGE & GREEN GROWTH	
Thematic Goal	Smallholder Farming Systems that are adaptive to the Climate Change Variabilities
Strategic Objective 2.1	Increased Climate Change mitigation and adaptation with a green growth focus among smallholders farmers in Uganda by 2024
Proposed Activities	<ul style="list-style-type: none"> a) Conduct National level meetings to Influence the development and popularization of the Irrigation Master Plan and irrigation policy implementation strategy. b) Conduct awareness and sensitization meetings on agroforestry and agroecological farming practices among smallholder farmers at UFCVP Regional levels (District, Subcounty, Community levels) c) Conduct dialogues at National and Regional levels on climate change mitigation and adaptation practices d) Conduct dialogue meetings for increased budget allocation for Water for Agricultural production at National and Local government levels e) Conduct lobby meetings with National Forest Authority and other relevant actors to provide tree seedlings to the smallholder farmers. f) Conduct research, generate and disseminate evidence for advocacy on climate change and its effects g) Conduct information sharing sessions on water efficient technologies for WfAP at National and Regional levels h) Conduct meetings and information sharing sessions to create awareness and sensitization on alternative energy sources such as biomass energy, energy saving stoves at National and Regional levels i) Conduct media engagements on green growth strategies and climate change mitigation and adaptation j) Conduct engagements at district level to develop Ordinances bye laws on Environment k) Conduct Policy analysis and engagements on Water for Agricultural Production

Thematic Area III: SUSTAINABLE AGRICULTURAL PRODUCTION	
Thematic Goal	Smallholder farming systems that sustainably produce adequate food and market products
Strategic Objective 3.1	Increased adoption of sustainability agricultural practices among small holder farmers by 2024
Proposed Activities	<ul style="list-style-type: none"> a) Conduct National media engagements to popularize the the Food and Nutrition policy and strategy b) Facilitate National and Regional Representatives to participate in both international and local annual food security conferences c) Train Regional chapters on the importance to reduced use of artificial pesticides to ensure safe foods for generations d) Organise Exchange visits for Platform members to gain knowledge on different sustainable agricultural practices in Uganda and the region e) Conduct media engagements on the need to adopt sustainable agricultural practices like the reduced use of artificial pesticides by small holder’s famers to improve sustainably-produced food for generations. f) Create awareness and support small holder farmer's access to extension services, and appropriate technologies
Strategic Objective 3.2	Enhanced advocacy engagements with key stakeholders
	<ul style="list-style-type: none"> a) Advocate for increased agricultural financing for small holder farmers and the agriculture sector b) Conduct high level meetings to influence passing of policies that support sustainable- food production for generations. c) Conduct dialogues, lobby meetings and stakeholder consultations on the various draft policies that affect production, marketing and processing of small holder farmer’s produce d) Conduct advocacy engagements on land tenure systems and land rights especially for women e) Conducting lobby and side meetings to fast track the implementation of the Food and Nutrition policy f) Advocate for effective and efficient land use and natural resources management for the benefit of small holder farmer g) Conduct a national dialogue on the findings of the analysis of the National Genetic Materials Act, 2018. h) Conduct National dialogues and popularization meetings of the Coffee Bill at the National level i) Conduct lobby meetings with parliamentary committees to deliberate on the Coffee Bill 2018

	j) Conduct national dialogue on the draft National Plant and Animal Genetic Resources for Food and Agriculture Bill
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Thematic Area IV	ORGANIZATIONAL CAPACITY STRENGTHENING
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Thematic Goal	A strong Farmers Common Voice Platform that Sustainably delivers on her mandate
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Strategic Objective 4.1	Strengthened governance and management systems at National and Regional levels
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	<ul style="list-style-type: none"> a) Assess governance practices at national, regional and membership level b) Support development of resource mobilization strategy c) Facilitate the development of Advocacy Strategy d) Train members in resource mobilization e) Contribute to annual subscriptions to funding/fundraising sites f) Organise and facilitate Board, Management and Regional Coordination meetings at all levels (National and Regional) g) Conduct regional capacity building for platform members on documentation and reporting. h) Support platform members to participate during the Regional and National JASAR i) Support platform members to participate in the Regional field visits during JASAR. j) Conduct CSO Agriculture Sector Working Group strategizing meetings k) Support and facilitate participation of National and Regional Representatives in National, Regional and International platforms
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Strategic Objective 4.2	Enhanced M&E and Knowledge management systems at all levels
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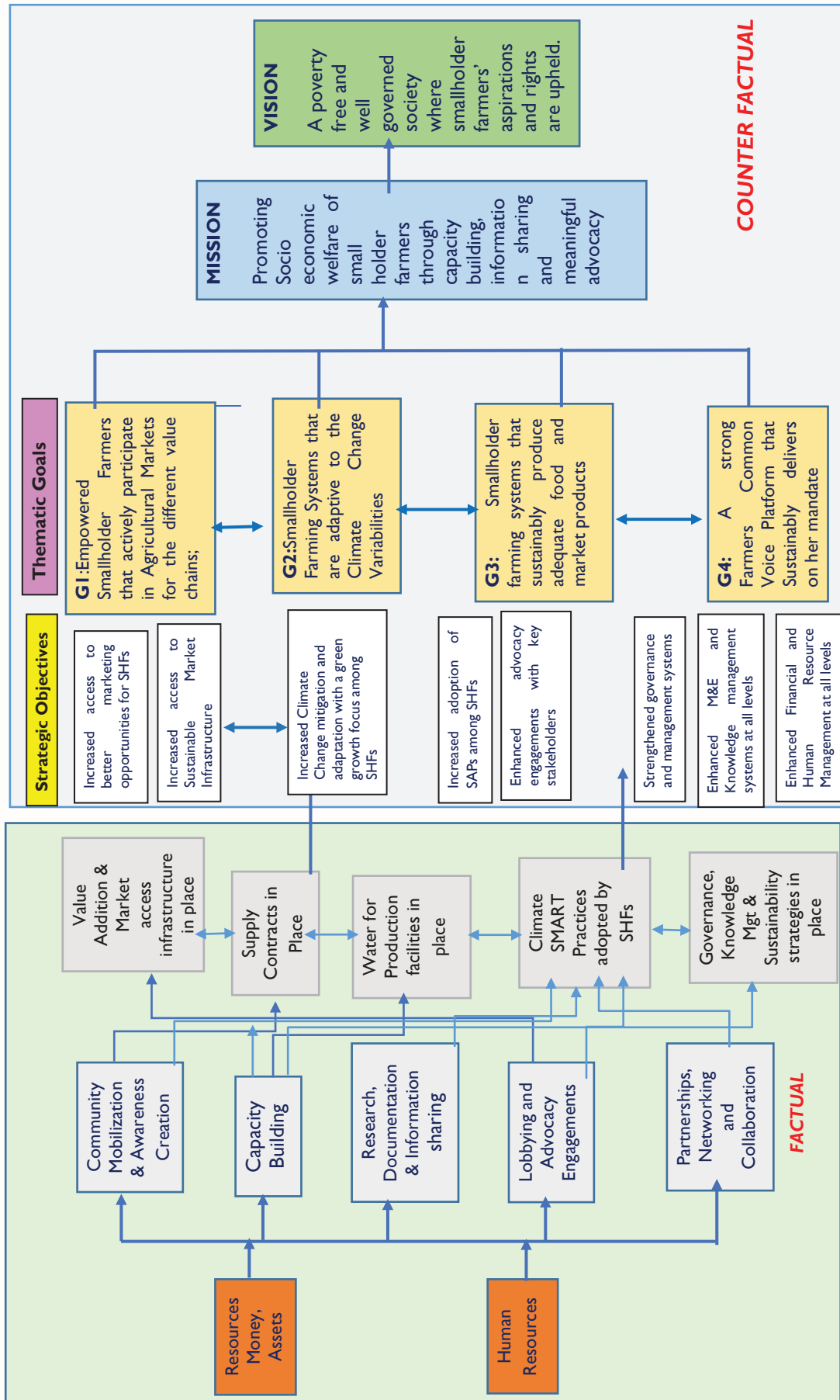
	<ul style="list-style-type: none"> a) Set up strong and effective M&E and information management systems at regional levels. b) Conduct refresher trainings in M&E and results based reporting for staff c) Facilitate periodic performance assessment and surveys d) Facilitate annual and biannual performance review meetings with key Stakeholders e) Build Capacity of members to be able to Monitor & track resources meant to benefit SHF
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Strategic Objective 4.3	Enhanced Financial and Human Resource Management at all levels
	<ul style="list-style-type: none"> f) Conduct periodic staff capacity assessment and development of staff capacity improvement plan g) Support staff to participate in relevant trainings for capacity improvement h) Train the platform members on the FACT methodology and other key approaches / methodologies

3.4 THEORY OF CHANGE

UFCVP’s theory of change gives a graphical description of the expected change that the platform wants to achieve for its members and how the anticipated change will be achieved over time. It highlights the expected streams of change at the different levels, and the complexity of these changes, together with the underlying assumptions for these changes to happen. The UFCVP will employ a number of working approaches (described in the section below) to ensure that these expected changes happen as anticipated.

ILLUSTRATION OF THE THEORY OF CHANGE FOR THE UFCVP.



Assumptions;
 Timely Availability of Funds, Regional Chapters and Member Organizations have the skills and capacity to implement interventions, Strong Inter-Sectoral Coordination, Government Priorities remain focused on the SHFs, Favorable Climate Conditions, Donor interests and Priorities remain on SHFs, Stakeholder Coordination and Collaboration



4. IMPLEMENTATION APPROACHES

4.1 IMPLEMENTATION MODEL

The platform shall follow a performance review, planning, execution and progress monitoring model in the realization of the strategic drive. Prior to implementation, the platform and the different regional platforms shall embark on rigorous performance reviews, assess prevailing service delivery gaps and align actions for the subsequent period to the strategic focus defined herein. Annual workplans shall be produced for endorsement by the the AGM as part of the process along with the budgets.

4.2 WORKING APPROACHES AND STRATEGIES

Research, Documentation and Information sharing

The UFCVP believes in evidence generation and use of data and evidence in doing her advocacy work. Drawing from the past experiences, the platform will ensure strengthen her M&E systems to ensure that data and information is periodically generated, and used to do meaningful advocacy, documents and periodically share information with the regional platforms and other stakeholders.

Capacity Building – the platform shall be deliberate in assessing her internal capacity gaps in relation to its competencies, processes, policy frameworks, systems and resource mobilisation capabilities to ensure that the strategic focus is effectively executed.

Partnerships, Networking and Collaboration – the platform shall leverage on existing collaborations and partners to build resilient communities that are coordinated, vibrant and committed maximizing available resources and expertise.

Community Mobilization and awareness creation is part of the empowerment and capacity building, the platform shall be rational and deliberate in ensuring that the regional platforms and member organisations are made aware of the affairs that affect them. The acquisition of information shall be towards ensuring that members mobilize themselves to cause change and transform the status-quo. The members shall be made aware of the policies and government programs to enable them participate meaningfully in their development.

Integration of Gender – the design and implementation of interventions by the platform shall not be discriminative or have a lens of partiality, instead we shall promote equality and equity regardless of gender, beliefs, race, age and any other dimensions in the pursuit of leaving no one behind.

Lobbying and Advocacy – the platform shall purposely undertake comprehensive research on matters affecting the farmers with the anticipation of building proper arguments that influence policy and encourage the deployment of available guidelines and principles. We shall

strengthen engagement channels for the small holder farmers to be able to interface with the duty bearers on issues that affect them.

Farmer Institutional development;

In order to achieve the intended results, the UFCVP will work with Farmer Member Organisations (groups, associations, cooperatives) as community outreach structures. The stimulation of agricultural entrepreneurship through farmer organizations, associations and cooperatives is currently considered as an important approach towards agricultural development. Farmer organizations and a multitude of development actors have - as a result of this insight - adopted various approaches towards farmer-led agricultural business development. Farming Institutional development is one such approach that focuses on strengthening farmer entrepreneurship through joint action, learning, innovation and linkages among stakeholders and joint advocacy.

Sustainability – Sustaining the structures, operations and work of the UFCVP long enough to meet the farmers’ needs is one of the critical elements that the leadership of the platform will address. The UFCVP will ensure integration of sustainability strategies in all her programming across the various strands right from the financial sustainability to sustaining the positive results achieved over time. Efforts will be made to ensure that during the design of any project or programme, there must be a clear Sustainability and exit plan. At the same time, at a more strategic level, the leadership of the platform will develop a clear Sustainability plan for the platform to ensure continuity of their operations beyond donor support. A sustainability plan or framework will be one of the separate documents that will accompany this strategic plan. This document will further detail the different Sustainability strands (Financial, Community, Organisational and Programmatic), Sustainability strategies, and criteria for exit for the different thematic areas.

Complementary support strategies such as resource mobilization strategy, capacity building or staff development plans, communication and advocacy plans, people management, information management, project funding proposals and other guiding frameworks shall be developed accordingly. The execution of plans shall be aligned with the working approaches and monitoring shall be undertaken periodically as a back-stopper to ensure the implementation is on course and control is taken into account.



5. CHANGE MANAGEMENT STRATEGIES

5.0 CHANGE MANAGEMENT STRATEGIES

The simplicity and uniqueness with which this strategic plan has been designed entails also some dynamic approaches that may require adjustments amongst individual viewpoints of the regional platforms and the National level structures. Ultimately, the changes affect the current layout of the structures and systems of administration of the platform and unit level, therefore transition should be well managed if at all the changes proposed and desired impact are to be achieved.

Continuous communication shall be harnessed to ensure that there is total-buy-in and continuous single line of sight of the platform's strategic direction. Intense stakeholder engagements and enhanced communication platforms shall be adopted at all times to ensure the vision of the platform as stipulated in this strategic plan is shared across all partners and stakeholders. Feedback gathered from the different stakeholders shall be used to improve programmes.

5.1 RISK ANALYSIS & MANAGEMENT

The Uganda Farmers Common Voice Platform underscores risk analysis and management as critical change management strategy. This will involve the formulation and implementation of risk mitigation and management plan that detail strategies which will be used to manage risks. This will be an iterative process, in which risk identification and monitoring will be a continuous process. The matrix below indicates the range of internal and external risks which the platform will manage over the next five years 2020-2024. The internal risks relate to risk factors within the control of the organization whereas external risks relate to those beyond the control of the organization.

Risk	Probability of occurrence	Severity of the Risk	Impact of the risk if it occurred	Mitigation measures
INTERNAL RISKS				
Weak governance and management structures	Medium	High	High	<ul style="list-style-type: none"> Train the National and Regional Steering Committees, AGM and the District Focal Person in governance Establish functional management and governance structures Strengthening Governance of the regional chapters Support the establishment and functionality of a UFCVP programmatic approach at all levels
Inadequate coordination and collaboration among the different stakeholders at different levels	Medium	Moderate	Moderate	<ul style="list-style-type: none"> Development of a resource mobilization strategy for sustainable financing of UFCVP Programmes and Projects Establishment of a resource mobilization committee to do rigorous resource mobilization and fundraising Have in place staff orientation and performance management frameworks
Dependence on donor funds	High	High	High	<ul style="list-style-type: none"> Training UFCVP staff in effective knowledge and information management. Establishment of a robust M&E systems at both National and Regional levels
Staff Turnover / Change of key management personnel	Medium	Moderate	Moderate	<ul style="list-style-type: none"> Improve the communication and timeliness of information sharing
Inadequate or weak Knowledge management systems	High	Moderate	Moderate	<ul style="list-style-type: none"> Ensure expectations are harmonized especially during member recruitment Encourage the spirit of Voluntarism among the Member Organisations Work through networks and partnerships
Untimely information sharing between the National and Regional Chapters	Low	Low	Low	
High expectations from the members organisations	High	Moderate	Moderate	
Monetisation of activities by the member Organisations and other actors	Low	Low	Low	
EXTERNAL RISKS				
Inflation (unexpected increase in prices of the raw materials and other related costs which will increase	High	High	High	<ul style="list-style-type: none"> Inform the relevant partners about the periodical changes in inflation

the cost of implementing activities)					<ul style="list-style-type: none"> • Increase networking collaboration
Shrinking Civic Space – reducing political space for Civil Society Organizations to freely do advocacy work	High	High	High	High	<ul style="list-style-type: none"> • UFCVP will work through networks and in partnership with other civil society networks • Involve and work closely with the political leadership in all regions • Meaningful engagement with Government MDAs in the operations of the platform • Find alternative and flexibility in planning
Unpredictable weather conditions:	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> • Develop and implement stakeholder engagement plans
Failure to manage and meet stakeholder expectations	Medium	Medium	Medium	High	<ul style="list-style-type: none"> • Identify resource mobilisation strategies • Identify, use and manage local resources
Changing donor landscape and donor	High	High	High	High	<ul style="list-style-type: none"> • To emphasize the importance of the intended development programme/ project and their contribution from the onset.
Low participation of local communities towards local contributions which hinders the implementation processes	Medium	High	High	High	<ul style="list-style-type: none"> • Identify and build allies with other stakeholders • The platform will try to be non partisan in her operations
Fear of Political transition and influence	High	Medium	Medium	High	

5.3 STAKEHOLDER ANALYSIS AND MANAGEMENT

The Uganda Farmers Common Voice Platform appreciates the fact that in order to achieve the objectives in this plan, it is important to involve other key stakeholders in the implementation and review of this strategic plan. Stakeholders could be any individuals, group or organization that can affect, be affected by, or perceive itself to be affected by a programme.

Stakeholder management creates positive relationships with stakeholders through the appropriate management of their expectations and agreed direction towards the achievement of common development objectives.

The key stakeholders that participated in the development of this strategic plan include; MAAIF, Uganda Farmers Federation, BoU / ACF representatives, Regional Platform Leaders, Member Organisations of the Platforms from all the four regions, Members of the AGM of the UFCVP, Members of the NSC and Secretariat staff of the UFCVP. The platform will continue to engage and involve these stakeholders together with others in the operationalization of this plan in the next five years.

STAKEHOLDER	HOW THEY INFLUENCE THE OPERATIONS OF THE PLATFORM	LEVEL OF INTEREST	LIKELY IMPACT ON INTERVENTIONS	LEVEL OF PRIORITY	STAKEHOLDER MANAGEMENT STRATEGY
Primary					
Target communities and special interest groups	<ul style="list-style-type: none"> - Target groups are important for programme ownership - Support programs through local contributions 	High	High	High	Involve, consult, and empower
UFCVP NSC & AGM	<ul style="list-style-type: none"> - Make decisions that are critical for the implementation of programmes and projects - Key in resource mobilization and sustainability of the platform 	High	High	High	Consult and involve
Development partners/donors	<ul style="list-style-type: none"> - Provide financial resources - Link to other development partners/donors - Publicize our visibility 	High	High	High	Inform, consult, collaborate and empower
Secondary					
Local Opinion Leaders	<ul style="list-style-type: none"> Community contact persons and mobilizers, Critical voice in lobbying and advocacy interventions, Make follow ups on on-going interventions for sustainability of programmes and projects 	Medium	High	Moderate	Involve, inform and collaborate
Government Line Ministries ⁷ , Departments and Agencies	Influence policy direction and decisions that affect the SHFs	Moderate	High	Medium	Inform and collaborate
Local Government / Districts	They are representatives of the government				Inform, consult, collaborate and

⁷ Government line Ministries, Departments and Agencies include; MoFPED, MAAIF, NARO, MTI, NFA, NEMA, UMA, UEPB, URSB, UNBS, UGOCERT, UCA, ABI Trust, UIA, NARO, Parliamentary Committee on Climate Change, Agriculture, NPA, UNFFEE, UNADA,

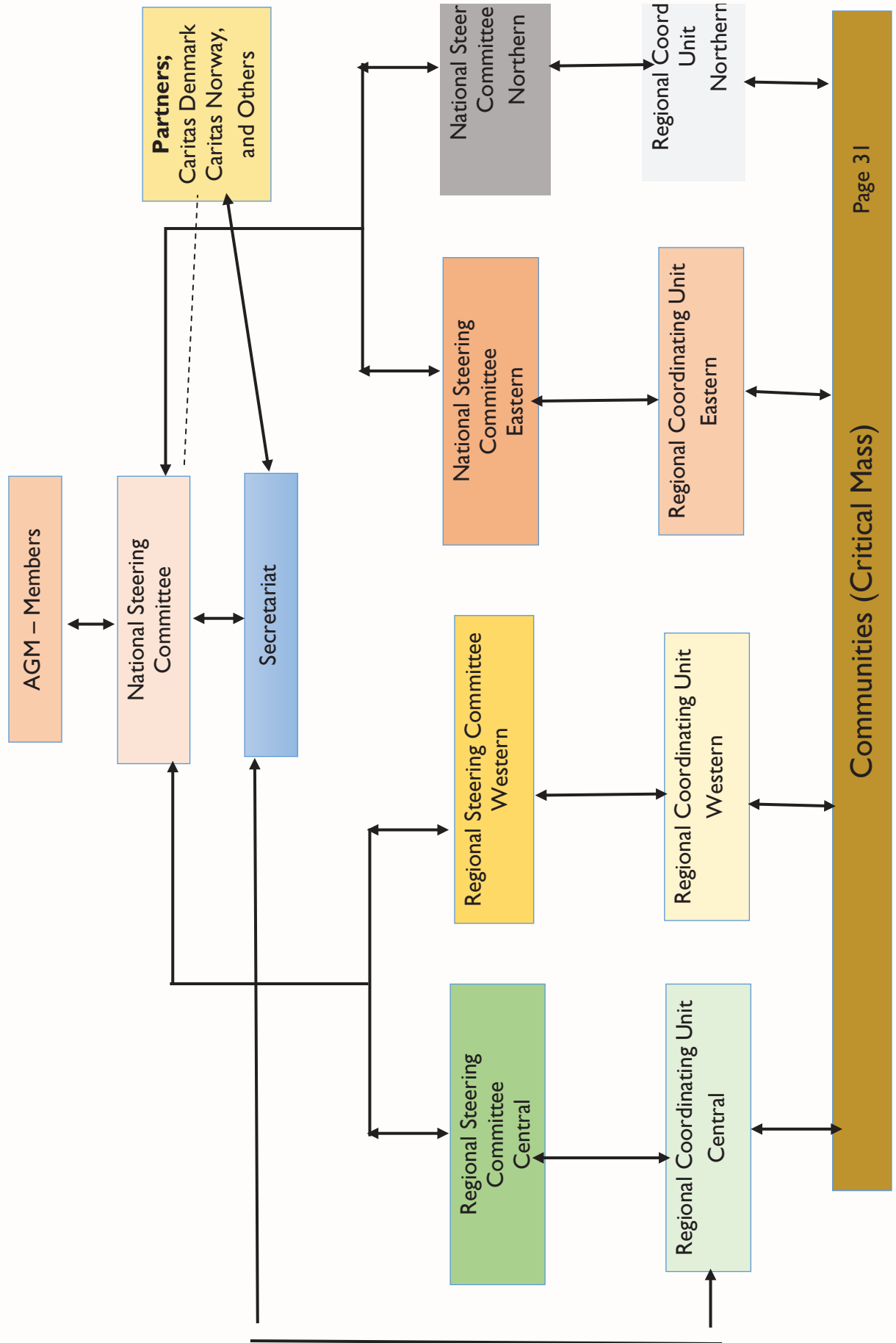
	Local Councils are key in community and resource mobilization Follow up on the on-going programmes	Medium	Medium	Medium	empower
Like-minded CSOs with similar focus ⁸	The key in research and evidence generation, information sharing, Identification of possible areas of collaboration and joint lobbying and advocacy	Medium	Low	Low	Inform, consult, collaborate and empower
Caritas Uganda	Key founding member of the UFCVP, Umbrella organization for all Caritases in Uganda critical for building membership, networks, make consortium with other organizations and dioceses	High	Moderate	High	Inform, consult, and collaborate
Local Support Service Providers	Provide skills, expertise and services required to accomplish our planned activities	Medium	Medium	Medium	Inform

⁸ Like Minded CSOs and Agencies include; Green Growth Institute, FRA, PELUM Uganda, CSBAG, EADEN, CIDI, CAPCA, Academia,

5.5 GOVERNANCE STRUCTURE

The governance structure of the UFCVP as indicated in the diagram below is constituted by the Annual General Meeting (AGM) which is the supreme body of the platform. The National Steering Committee which acts as the governing council and top management structure which supports and supervises the National Secretariat staff which is responsible for the day to day management and implementation of the activities in this Strategic Plan. The Secretary coordinates with the regional platforms and ensures proper coordination and with partners and stakeholders that closely work with the platform. For the next 5-years (2020-2024), the same governance structure shall apply in the delivery of this strategy, however, reviews and adjustments in the structure can be done at any time as and when deemed necessary by the top management structures of the platform.

UFCVP GOVERNANCE STRUCTURE



5.6 PERFORMANCE MONITORING AND EVALUATION.

The performance of this strategic plan will be monitored through application of a simple, systematic and standardized results-based M&E framework as a management tool for monitoring results (outputs, outcomes and impacts) throughout the implementation period of the strategic plan. A participatory monitoring and evaluation system will be developed to ensure that the different stakeholders are fully involved in performance monitoring and evaluation of this plan and that they take part in making management decisions informed by data and evidence produced by a robust M&E system.

The performance of this strategic plan will be monitored and evaluated through the following processes:

- **Monitoring and evaluation plan:** A detailed monitoring and evaluation plan for this strategic plan will be developed. This will include a detailed monitoring and evaluation framework indicating how routine monitoring, periodic evaluations will be conducted, frequency of data collection, responsibility centers for each desk, reporting timelines, indicator baseline data values and targets, and reporting frameworks and structures.
- **Baseline data collection:** Collecting baseline data values for the different indicators is very critical in providing a basis against which the UFCVP performance will be measured and to enable attribution of the observed changes over time. The baseline data values are also one of the key elements of the M&E framework. The M&E team will ensure that the baseline data values for each of the indicators in the logframe are captured and entered into the M&E framework in order to inform and facilitate subsequent evaluations of this strategic plan.
- **Annual strategic performance reviews and annual financial audits:** These will also be part of monitoring the implementation and performance of the strategic plan. It is expected that each regional platform presents its achievements in line with the different result indicators defined in the M&E plan, consolidated performance results will then be measured against annual targets, reports harmonized and shared during the AGM meetings. Annual Implementation Plans (AIPs) will also be discussed and approved during these review meetings.
- **Routine Monitoring:** The platform National Secretariat in collaboration with other stakeholders will conduct routine joint monitoring exercises to different regional platforms and member organisations. These will also involve other stakeholder groups, so as to keep track of the implementation of activities and delivery of outputs as part of the monitoring system and in preparation for the annual reviews mentioned above.
- **Periodic Evaluations:** Midterm process evaluations will be conducted half way the implementation of this strategic plan (2022). The results of this process will be used to make adjustments in the implementation strategies, and indicator targets. Final impact evaluation will be carried out at the end of the five years (2024) of implementation of this strategic plan and in order to inform the development of subsequent strategic plans.

The log-frame and detailed action plan below illustrate the different result areas and performance indicators and when the different activities will be done across the entire implementation period

5.7 FINANCING THE STRATEGIC PLAN 2020-2024

The UFCVP shall place great importance on good stewardship of resources through accountability and transparency. Thus a financial management and accounting systems in place shall ensure that there is transparency, accountability and prudence in the administration of the financial resources of the platform. UFCVP will therefore adhere to the financial management principles and procurement guidelines under the financial management policies of the Uganda Catholic Secretariat.

5.7.1 Budgeting

The UFCVP will develop and share annual work plans and budgets with details of particular activities, outputs, targets and costing. These budgets shall strictly be in coherence with the strategic plan thematic areas.

5.7.2 Resource mobilization

Collaborative resource mobilization is one of the key financing strategies that works for such a platform. A resource mobilization strategy will be developed and a resource mobilization committee will be constituted which will be responsible for mobilizing resources to finance the activities in this strategic plan. This committee will work hand in hand with the National Steering Committee to ensure that adequate resources are mobilized for the platform. Some of the suggested financial mobilisation strategies for the platform include but not limited to;

- Membership fees
- Annual Subscription fees from member organisations
- Donations from different partners

5.7.3 Financial Reporting

Financial reports provide a summary of the organization's income and expenditure and allow stakeholders to monitor its financial position. UFCVP shall prepare financial reports periodically as required by the partners /donors as per the signed grant agreements. Further, the platform shall prepare annual consolidated financial statements using applicable Financial Reporting Standards, in respect of all the funds received. The platform shall also give such other information as may be appropriate to indicate the financial position and shall maintain such accounts and records as are necessary to report to the AGM.

5.8 Logical Framework

Logical Framework of UFCVP Strategic Plan 2020-2024

Hierarchy of Results	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
Poverty free and well governed society where smallholder farmers' aspirations and rights are observed.	<ul style="list-style-type: none"> Human Development Index Per capita GNP 	<ul style="list-style-type: none"> Reports by International development agencies WB, UNDP UBOS Reports 	<ul style="list-style-type: none"> Government Policies remain supportive of SHFs Political Environment remains conducive
Improved Social Economic Welfare among SHFs	<ul style="list-style-type: none"> Proportion of target farmers below the Poverty line %age of target farmers with the ability to provide basic needs (better education, housing status etc) to their family members 	<ul style="list-style-type: none"> UBOS Reports, Sector Performance Reports Regional Statistical Abstracts 	<ul style="list-style-type: none"> Government Policies remain supportive of SHFs Political Environment remains conducive
Thematic Area 1 : Market Access.			
Strategic Objective 1: Improved access to better marketing opportunities for SHFs by 2024			
Strategic Outcome 1.1 Increased market access by platform members	<ul style="list-style-type: none"> Volumes of produce sold by platform members %age of farmers with flexible supply contracts 	<ul style="list-style-type: none"> Reports by UEPB, Periodic Performance Reports by UFCVP Progress Reports of Member Organisations 	<ul style="list-style-type: none"> Timely availability of funds to implement activities Willingness of stakeholders & partners to collaborate together Willingness of the farmers / MOs to participate in advocacy initiatives
Strategic Objective 2: Increased access to Sustainable Market Infrastructure			
Strategic Outcome 2.1 Improved access to market infrastructural facilities (road network, storage, value addition equipment, transport)	<ul style="list-style-type: none"> Number of access roads opened and upgraded % of farmer organizations with the value addition equipment No. of platform MOs with the adequate storage facilities and receipt warehouses 	<ul style="list-style-type: none"> JASAR Review Reports Periodic Performance Reports by UFCVP Progress Reports of Member Organisations 	
Strategic Outcome 2.2 Increased farmers' access to government programs	<ul style="list-style-type: none"> % of SHFs that have accessed Community Infrastructural Development programs 	<ul style="list-style-type: none"> JASAR Review Reports Periodic Performance Reports by UFCVP Progress Reports of Member 	

Hierarchy of Results	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
		Organisations	
Thematic Area 2: Climate Change and Green Growth			
Strategic Objective 3: Increased Climate Change mitigation and adaptation with a green growth focus among smallholders farmers in Uganda by 2024			
Strategic Outcome 3.1: Enhanced development and popularization of the Irrigation Master Plan and irrigation policies.	<ul style="list-style-type: none"> Proportion of farmers that are aware of the Irrigation master plan Proportion of farmers accessing water for production No of advocacy meetings held on development of the irrigation master plan and policies 	<ul style="list-style-type: none"> JASAR Review Reports Periodic Performance Reports by UFCVP Progress Reports of Member Organisations Attendance sheets, minutes reports and photos. 	Willingness of the farmers / MOs to participate in advocacy and trainings
Strategic Outcome 3.2: Increased adoption of Climate Change mitigation and adaptation practices with a green growth focus among smallholders' farmers	<ul style="list-style-type: none"> %age of farmers that are aware of Climate Change mitigation and adaptation practices and policies & frameworks %age of farmers that are adopting Climate Change and mitigation practices No of Climate Change Mitigation and Adaptation Practices promoted 	<ul style="list-style-type: none"> Progress Reports from MOs M&E Reports by UFCVP 	
Strategic Outcome 3.3: Increased awareness, access to climate change mitigation and adaptation (CCM&A) strategies by smallholder farmers	<ul style="list-style-type: none"> No of awareness creation meetings held on CCM&A. Proportion of farmers aware of, accessing and using reliable weather forecast information. No of farmers who are members of National and Regional CCM&A networks and coalitions. No of researches conducted to generate information for evidence based advocacy on CCM&A No of bye-laws and ordinances instituted on environmental mgt at District level 	<ul style="list-style-type: none"> Attendance sheets, minutes, photos and reports. Climate mitigation and resilience strategies Functional national and regional CCM&A networks and coalitions. Research Reports District periodic performance reports 	<ul style="list-style-type: none"> Timely availability of funds, Willingness of partners to collaborate and share information Policy environment remains supportive of SHFs Willingness and active involvement of the leadership of the DLGs and LLGs

Hierarchy of Results	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
Strategic Outcome 3.4 Increased budget allocation for Water for Agricultural production at National and Local government levels	<ul style="list-style-type: none"> No of farmers taking active part in the local government planning and budgeting processes. Proportion of farmers with knowledge and skills to track agricultural budget performance especially at LLGs. Number of budget advocacy papers presented. 	<ul style="list-style-type: none"> District and Sub county F/Y funded priority lists. MO Reports UFCVP M&E Reports 	
Thematic Area 3: Sustainable Agricultural Production			
Strategic Objective 4: Increased adoption of sustainability agricultural practices among small holder farmers by 2024			
Outcome 1 Increased household food and nutrition security	<ul style="list-style-type: none"> Proportion of farmers that are food secure throughout the year % of farmers that have diverse food varieties all year round 	<ul style="list-style-type: none"> Progress Reports by MOs UFCVP M&E Reports Interviews with farmers 	<ul style="list-style-type: none"> Active participation of farmers in project / programme activities Availability of good quality farm inputs
Outcome 2: Increased agricultural production and productivity among SHFs	<ul style="list-style-type: none"> Proportion of farmers with knowledge on Sustainable Agricultural Practices. Number of Sustainable agriculture best practices identified, documented, disseminated and used to influence policy and practice Number of SAP practices adopted by SHFs %age of Member Organisations with farmers reporting improved agricultural production and productivity from use of sustainable farming systems 	<ul style="list-style-type: none"> Progress Reports by MOs UFCVP M&E Reports Observation, transect walks, interviews 	<ul style="list-style-type: none"> Favourable Weather conditions
Strategic Area 4: Organizational Capacity Strengthening			
Strategic Objective 5: Strengthened governance and institutional management systems at National and Regional levels by 2024			
Strategic Outcome 1. Improved Knowledge Management Systems	<ul style="list-style-type: none"> M&E performance management systems in place. MIS system in place and operational %age of Member Organisations with established M&E systems at regional level 	<ul style="list-style-type: none"> M&E systems and plans. M&E reports. Annual Performance reports UFCVP information data base. 	<ul style="list-style-type: none"> Existence of competent staff Availability of resources Willingness of Regional Platforms to adopt M&E

Hierarchy of Results	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
	<ul style="list-style-type: none"> Number of Annual and Periodic Reviews conducted 		systems
Strategic Outcome 2. <i>Increased resource mobilization at all levels</i>	<ul style="list-style-type: none"> Number of competent staff recruited and retained Percentage of financial resources mobilized per year (of the total annual requirements) by the UFCVP A resource mobilization and sustainability strategy in place A staff recruitment and capacity development plan in place 	<ul style="list-style-type: none"> Annual Financial Performance Reports Audit reports Staff Terms of reference & Job Descriptions, Staff appraisal reports Asset registers Resource Mobilisation strategy 	<ul style="list-style-type: none"> Availability of resources Willingness of partners to support the platform
Strategic Outcome 3: <i>Improved governance and management practices at all levels</i>	<ul style="list-style-type: none"> Legal status of the platform clearly defined Functional National and Regional Committees in place Number of Organisational Management policies developed or reviewed 	<ul style="list-style-type: none"> Minutes of PMC and Management Committees meetings Staff reflection reports Periodic Performance Reports 	<ul style="list-style-type: none"> Supportive management Availability of resources

5.9 Implementation Plan and Budget

Implementation Plan and Budget 2020 - 2024

		Timeframe					Budget in UGX
		2020	2021	2022	2023	2024	
Thematic Area I: Market Access							
SO1: Improved access to better market opportunities by Smallholder Farmers by 2024.							
Activities	1. Conduct Value Chain Mapping for selected VCs in the different regions						40,000,000
	2. Popularise the Quality standards for selected VCs						80,000,000
	3. Provide market information to SHFs						120,000,000
	4. Conduct Advocacy meetings on prices, standards and product certifications at national and regional level						80,000,000
	5. Conduct lobby meetings at National and regional levels on reducing costs for product certification						50,000,000
	6. Train farmers in market standards for the different VCs						150,000,000
SO2: Increased access to Sustainable Market Infrastructure by SHFs by 2024							
Activities	1. Advocate for Warehouse Receipt Systems in the regional chapters to benefit cooperatives						240,000,000
	2. Advocate for affordable food grade materials like stainless steel for safe production of food during Value addition						95,000,000

	3. Create awareness on the different GovtProgrammes that promote infrastructural development									60,000,000	
	4. Popularise government plans and budget allocations									125,000,000	
	5. Support farmers to advocate for community programmes									180,000,000	
	Subtotal for Thematic Area 1:									1,220,000,000	
	Thematic Area 2: Climate Change & Green Growth										
	SO1: Increased Climate Change mitigation and adaptation with a green growth focus among Smallholders farmers in Uganda by 2024										
Activities	1. Conduct National level meetings to Influence the development and popularization of the Irrigation Master Plan and irrigation policy implementation strategy.										60,000,000
	2. Conduct awareness and sensitization meetings on agroforestry and agroecological farming practices among smallholder farmers at UFCVP Regional levels (District, Subcounty, Community levels)										160,000,000
	3. Conduct dialogues at National and Regional levels on climate change mitigation and adaptation practices										60,000,000
	4. Conduct research and studies to generate evidence to inform advocacy engagements										192,000,000
	5. Conduct dialogue meetings for increased budget allocation for Water for Agricultural production at National and Local government levels										240,000,000
	6. Conduct lobby meetings with National Forest Authority and other relevant actors to provide tree seedlings to the smallholder farmers.										5,000,000
	7. Conduct research, generate and disseminate evidence for advocacy on climate change and its effects										87,000,000

	8. Conduct information sharing sessions on water efficient technologies for WfAP at National and Regional levels								17,000,000
	9. Conduct meetings and information sharing sessions to create awareness and sensitization on alternative energy sources such as biomass energy, energy saving stoves at National and Regional levels								96,000,000
	10. Conduct media engagements on green growth strategies and climate change mitigation and adaptation								70,000,000
	11. Conduct engagements at district level to develop Ordinances by laws on Environment								40,000,000
	Subtotal for Thematic Area 2:								1,027,000,000
	Theatic Area 3: Sustainable Agricultural Production								
	SO1: Increased adoption of sustainability agricultural practices among small holder farmers by 2024								
Activities	1. Organise Advocate Engagements on increased agricultural financing for small holder farmers and the agriculture sector								700,000,000
	2. Conduct high level meetings to influence passing of policies that support sustainable- food production for generations.								450,000,000
	3. Conduct dialogues, lobby meetings and stakeholder consultations on the various draft policies that affect production, marketing and processing of small holder farmer's produce								152,500,000
	4. Train Regional chapters on the importance to reduced use of artificial pesticides to ensure safe foods for generations								115,200,000

5. Organise Exchange visits for Platform members to gain knowledge on different sustainable agricultural practices in Uganda and the region									200,000,000
6. Conduct media engagements on the need to adopt sustainable agricultural practices like the reduced use of artificial pesticides by small holder's famers to improve sustainably-produced food for generations.									300,000,000
7. Advocate for effective and efficient land use and natural resources management for the benefit of small holder farmer									72,000,000
8. Create awareness and support small holder farmer's access to extension services , good seed and breed , technologies									130,000,000
Subtotal for Thematic Area 3									2,119,700,000
Thematic Area 4: Institutional Development									
SOI: Strengthened governance and institutional management systems at National and Regional levels by 2024									
Activities	1. Assess governance practices at national, regional and membership level								100,000,000
	2. Facilitate the development and strengthening of existing governance and management systems								240,000,000
	3. Strengthen staff capacities through relevant trainings								106,000,000
	4. Training of staff in Resource mobilization and Development of a resource mobilization strategy								50,000,000
	5. Set up strong and effective M&E and information management systems at regional and National levels.								220,000,000
	6. Conduct refresher trainings in M&E and development of an M&E Plan for the Strategic Plan								50,000,000
	7. Train the platform members on the FACT methodology and documentation								150,000,000

8. Conduct periodic staff assessments, develop and Implement capacity improvement plans									108,000,000
9. Facilitate the development of an Advocacy Strategy									30,000,000
9. Facilitate periodic performance assessments including annual reviews									150,000,000
10. Pay subscription to funding/fundraising sites									25,000,000
11. Build Capacity of members to be able to Monitor & track resources meant to benefit SHF									250,000,000
12. Administrative / Operational Costs									239,869,324
13. Personnel Costs									1,621,898,758
Subtotal for Thematic Area 4:									3,340,768,082
Grand total for all the four Thematic Areas									7,707,468,082

Annex 1: List of Member Organisations 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 http://www.unffe.org	Caleb Gumisiriza 0712210700 Email: unfa@starcom.co.ug/ cgumisiriza@yahoo.com
2	Soroti Catholic Integrated Development Organization (SOCADIDO)	-Food Security, Advocacy and Entrepreneurship 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: info@wougnet.org Website: www.wougnet.org	Adong Harriet 0772611162 hadong@wougnet.org
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, tesolegalaidproject@yahoo.com	Eceru Peter 0718070189/0705716208 peterceru@yahoo.com
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 ceparduganda@gmail.com www.cepard.net	Mr. Mulumba Mathias, 256 0772/ 0705 53722 Mulumba22@gmail.com www.mulumba.worldgmn.com

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 Frmatov2000@yahoo.co.uk info@padri.co.ug
7	Caritas Uganda	<ol style="list-style-type: none"> 1. Research & Advocacy 2. Poverty Eradication 3. Emergency and Relief 4. Human Rights & Good Governance 5. HIV/AIDS mitigation 6. Climate change & disaster risk reduction 7. Gender Equity 8. Peace building and Reconciliation 9. Networking and partnership building 	Caritas Uganda (Uganda Catholic Secretariat) P.O. Box 2886 Kampala-Uganda. Tel. 256414510338, 256 414 510570. Email: caritas@caritasuganda.org.ug Fax: 256414510545 www.uecuganda.org	Msgr Dr. Francis Ndamira-National Director or Aguti Betty Rose Policy and Advocacy Specialist
8	Central Archdiocesan provincial Caritas Association (CAPCA),	<ul style="list-style-type: none"> -Poverty Reduction -Lobby and Advocacy -Gender equality -Policy advocacy -access to market for Small Holder Farmers -Food security -Marketing for agriculture produce 	Plot 1124 Rubaga Rd, Po Box 14125 Tel: 0312112048 capca@capcaug.org www.capcaug.org	Allan Sebulime 0776368919 allanotes@gmail.com ;

9	Eastern Archdiocesan Development Network (EADEN)	<ul style="list-style-type: none"> -Policy advocacy for Small Holder Farmers, -capacity building -climate change and Environmental Management -Gender and Health -Farmer Institutional Development (FID) Enterprise Development (ED) Farming As A Business (FAAB), Village Savings and Loans Associations (VSLA)/Credit Development/Mobilization. 	PO BOX 295, Wanale Division, Plot 14 Bufumbo Road, Olive House Mbale	Mr. Charles Wabwire Executive Director 0789427191/0792888013 chwabwire@gmail.com Sophie Irepu Policy Research and Advocacy Coordinator 0772442375/0704022657 msirepuso@gmail.com
10	Community Integrate Development Initiative (CIDI) Soroti.	<ul style="list-style-type: none"> • Agriculture / Rural Live hoods, Microfinance • Social Research / Policy Advocacy • Water and Sanitation 	P.O Box 692 Kampala ,Plot No. 2809, Muyenga Tank Hill Road, <u>Kampala, Uganda</u>	Kasujja Hellen 0702398350 hellenagaby@yahoo.com
11	Public Affairs Uganda of (PAC)	<ul style="list-style-type: none"> -public policy engagement -Anticorruption -systematic education, -policy advocacy, - Advisory service to citizen's civic associations, government and donor. -resource tracking and accountability -Research -network and build alliances with other organizations, public and private, national and international 	Plot No 11 , Acowu Close , off Mbale Road , White House , Kigandani-Kengere, P.O Box 464, Soroti – Uganda .Office Tel: 035 2277722 Mob : 0392 9666 968 , 0702 483 480 Email: info@pacuganda.org	Okolo M. Morris 0755534491 emmos@pacuganda.org
12	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 E-mail: cdrn@cdrn.or.ug www.cdrn.or.ug</u>	Mr. Rashid Mwesigwa (Senior Programmes officer) 0772 879041

13	Jenga Afrika	<p>A GOVERNANCE THINK tank on social, economic and political issues affecting the people of Africa</p> <ul style="list-style-type: none"> -Lobby and Advocacy -Community sensitization -Resource tracking and monitoring 	<p>P.O. Box 12116 Kampala, Ggaba Road, Youth Sharing Building, Kampala Uganda.</p>	<p>Jeff Wadulo Tels: +256-414-664 731; +256-772500 726, +256-701-500 726 E-mail: jengaafrika@yahoo.com</p>
14	Uganda Farmers Link (FAMELI)	<ul style="list-style-type: none"> -Media advocacy for the Small Holder Farmers -community sensitization -Research -policy advocacy -climate change - media training 	<p>Off Kampala-jinja Highway Block 105, Plot 769. Bugoba Zone, Musisi Road- Seeta Kampala Tel: +256 752 814 134, +256 785 840 742 website: http://www.necjogha.org email: necjogha@yahoo.com, farmingnews@yahoo.co.uk</p>	<p>Patrick Luganda Mob: 0752814134 Email: patrick_luganda@yahoo.com</p>

	NAME OF ORGANISATION	DISTRICT	REGIONAL CHAPTER	CONTACT PERSON	PHONE No
1	South Western Institute for Policy and Advocacy (SOWIPA)	Ntungamo	Western Chapter	Natamba Edward	0772864224
2	Kashekuro Banana Innovation Platform (KABIP)	Bushenyi	Western Chapter	Twikirize Vicent	0782381643
3	Better Living Foundation of Uganda (BLIF-Uganda)	Mitooma	Western Chapter	Claudia Tusingwire	
4	Inter Community Eco-Health Initiatives (ICEHI)	Kisoro	Western Chapter	Bruce Jerennous	0772369010
5	Citizens' Concern Africa (CICOA)	Mbarara	Western Chapter	Andrew Mafundo	
6	Livelihood Improvement Program of Uganda (LIPRO Uganda)	Bushenyi	Western Chapter	Dr. Bagambe S	0701674482
7	Uganda National Association of Community and Occupational Health (UMACOH)	Kampala	Central Chapter	Dr. Sekimpi	0772451641
8	Bufumira Island Development Association	Kalangala	Eastern Chapter	Kasirye Augustin	0772641352
9	Multi Purpose Training and Community Empowerment Association (MTCFA)	Iganga	Eastern Chapter	Musolo Ayubu	0703329371
10	Kazo Development Initiative (KADI)	Mbarara	Western Chapter	Bamwine Ely	0782372573
11	Tusuubira Development Agency	Wakiso	Central Chapter	Naava Maria Thereza	
12	Ibanda WOMen's Guild	Ibanda	Western Chapter	Kamugisha Mollen	07014607376
13	Mend The Broken Hearts Uganda	Kabale	Western Chapter	Orikushaba Alex	

LIST OF MEMBERS - CENTRAL REGION			
NAME OF ORGANISATION	DISTRICT	CONTACT PERSON	PHONE No
Abassekimu Farmer Group	Mityana	Harriet Mulumba	0771959974
Agali Awamu Savings Group Nanyuki	Kayunga	Nandase Aisha	0754546364
Agro Skills Foundation Ltd	Kampala	Kawere Patrick	075353103
Basooka Kwavula	Masaka	MUWANGA OLIVIA	
Bijja Bisaaga Farmers Group	Masaka	GINGO FLORENCE	0772641123
Bivamuntuuyo Kamira Farmers Group	Mukono		
Biyinzika Farmers Group	Rakai	Sekide Luke	0774535352
Bugagga Kulima Myanzi Farmers Co-operative	Luwero	Nampeera Kevin Teddy	0759847588
Butenga CAPCA Farmers Coop Society	Bukomansimbi		
CAPCA -Kyalugondo Multipurpose Cooperative Society	Luwero	Kambugu Eleanor	
Caritas Lugazi Diocese	Buikwe	Fr. Lule John	0701067004
CELAC	Masaka		
Chairpersons One Investment Company Ltd	Mubende	Kakoza Bagura	0750158416
Kalamba Cooperative	Butambala	Janiffer Lwanga	0782521545
Kalo Malele Karitus Co-operative Society	Butambala	Mujumbula Henry	
Kalungi Twimukye Farmers' Cooperative Society Ltd	Mubende	Kataratambi Yoweri	
Kamuganja -Mayanja	Rakai	Namale Hellen	0751653546
Kasasa Farmers Coop Society	Rakai	NJOGERERE RICHARD	0772659435
Kase Multi Purpose Cooperative Society	Wakiso	Muwanga Susan	
Kassanda Capca Farmers Development Association	Mubende	Kiwewa Swaibu	0758811461
Kassanda Coffee Growers Co-operative	Mubende	Ssenga Isdol	0752157973
Kayonjo Youth Saving and Loan Association	Kayunga	Wandera Charles	
Kiganda Coffee Farmers Association Ltd	Luwero	Mutyaba Kitone	
Kigando Multi Purpose Cooperative Society Ltd	Mubende		
Kiganzi Farmers Association	Kiboga	Matovu Stephen	
Kijjuna Farmers and Charcoal Briquette Making Group	Mubende	Nabagala Annet	0755053758
Kimeze Farmers Group	Masaka	Gwayambadde M	075378275
Kirikumuno Farmers and Savings Association	Mukono	Alibatya Ismail	0783287050
Kitanda Tukole Farmers Cooperative Society	Bukomansimbi	Kyebambe Edward	0755203903
Kitasiba Cooperative Society	Rakai	Kalema Revictor	0775548946

Kwagaliza Nagojje Multipurpose Co-operative Society	Mukono	Kasakya Aloysius	0772995220
Kyamukoona Multi Purpose Cooperative Society Ltd	Mubende	Ategeka James	0705246797
Luwunga Agali Awamu Farmers Group	Kiboga	kitaka Mayanja	0705693811
Matale Farmers Group	Buikwe	Yiga Vicent	0752659392
Mayungwe Caritas Group	Butambala	Mary Musoke	0773733028
Mbuye Farmers Field School (Mbuye Community Maize Mill)	Sembabule	Kafeero Grace	
Mityana Youth Devt Association	Mityana	Jjumba Steven	0774165725
Mubende producers and Marketing Cooperative Union	Mubende	Mugume Kamuntu	
Naama Coffee Farmers Association	Mubende	Kaboggoza Augustus	
Nampante Dairy Cooperative Society Limited	Buvuma	Nkusi Charlse	0772605863
Nangunga Farmers Group	Buikwe	Nabimanya Diana	
Rural Empowerment in Development	Mityana		
SSese Coffee Farmers Cooperative Society	Kalangala	Kizza Robinson	0772641290
Tukolere Wamu Mixed Group Kasota	Kayunga	Namaweje Mastula	0752781096
Tusitukire Wamu Women's Group	Kalangala	Ssembuya Fausta	075581104
Tusuubira Development Agency	Wakiso	Naava Maria Thereza	
Uganda National Association of Community and Occupational Health (UMACOH)	Kampala	Dr. Sekimpi	0772451641
Wototadde farmer group-Bujumba	Kalangala	Kaggwa Wilson	

LIST OF MEMBERS - WESTERN REGION			
NAME OF ORGANISATION	DISTRICT	CONTACT PERSON	PHONE No
Better Living Foundation of Uganda (BLIF-Uganda)	Mitooma	Claudia Tusingwire	
Bisheshe Coffee Processors Association	Mbarara		
Buganikere Marketing Development Association	Bundibugyo	Byaruhanga Jailensi	0775642877
Bulyanyenje Tweyimukye VSLA	Kabarole	Banura Margaret Rwamasaka	
Bundinyama Cooperative Society Ltd	Bundibugyo	Byamukama Blazio	
Busesa Community Development Organisation	Kibaale	Lubega Richard	0782959757
Buswekeera Women Agro_Processing Group	Hoima	Kabalisa Grace	0702634006
Byerima Agro-Processors Association	Kiruhura	Turibaringi Ephraim	
Caritas Fortportal	Kabarole	yagala Julian	0772661137
Caritas Mbarara	Mbarara	Rev Fr Deusdedit Bukenya	0702484880
Citizens' Concern Africa (CICOA)	Mbarara	Andrew Mafundo	
Ibanda Twekambe Development Group	Ibanda	Ahabwe Allen	0700132821
Ibanda WOMen's Guild	Ibanda	Kamugisha Mollen	07014607376
Inter Community Eco-Health Initiatives (ICEHI)	Kisoro	Bruce Jerennous	0772369010
Kafunjo Twetungure Group	Bushenyi	Ahimbisibwe Benon	0779553292
Kaghema Agheterane Cooperative Society Ltd	Bundibugyo	Mugise Jackson	0772454276
Kagongi Farmers Association	Mbarara	Joseph Zimbiha	
Kantambara Farmers Forum	Kabale	Niwamanya Roset	078559750446
Karimbi Effort to Fight AIDS and Environmental Protection (KEFAEP)	Mitooma	Barigye Charles	0700781651
Kashekuro Banana Innovation Platform (KABIP)	Bushenyi	Twikirize Vicent	0782381643
Kazo Development Initiative (KADI)	Mbarara	Bamwine Elly	0782372573
Kazo Dryland Agro-Pastoralists Association (KADHPA)	Kiruhura	Erieza Tumusiime	
Kebisoni Coffee Farmers Coop Society	Rukungiri	Balikudembe Akileo	
Kikooba United Cooperative Society Limited	Kiryandongo	Byaruhanga Francis	0772357322
KIND Uganda	Kyenjojo	Donald Katalihwa	0772920709
Koga Duterimbere Farmers Group	Kisoro	Keizer Harbert	
Kyakaigo Farmers Development Foundation	Kabarole	Karyeija Wilbel	
Livelihood Improvement Program of Uganda (LIPRO Uganda)	Bushenyi	Dr. Bagambe S	0701674482
Mend The Broken Hearts Uganda	Kabale	Orikushaba Alex	
Muhumbu Kibengo Bee Keepers Association	Kabarole	Irumba J Baptist	078523758
Mulungitana Cooperative Society Ltd	Bundibugyo	Kabalisa Rhoda	0775059032
Nsiika B Bakayara Tumanyane Group Community Best Organisation	Buhweju	Kebirungi Immaculate	
Nyamweru Farmers Forum	Mbarara	Kyomukama Sandra	0782955911
Nyantaboma Twerwaneho Farmers Group	Kabarole	Kyaligonza Vicent	0751504477
Nyarusozi Youth Group (Kisoro)	Kisoro	Mugisha Gideon	0774471847
Rwemengo Farmers	Kiruhura	Agaaba Jonas	
Rwenzori Farmers Group Union	Bundibugyo		
South Western Institute for Policy and Advocacy (SOWIPA)	Ntungamo	Natamba Edward	0772864224
Zolya Bee Keepers Association	Hoima	Opio Francis	0785828500

LIST OF MEMBERS - EASTERN REGION			
NAME OF ORGANISATION	DISTRICT	CONTACT PERSON	PHONE No
Arapai Joint Farmers Cooperative Society (AJOFACOS) Ltd	Soroti	Egabu Joseph	0774577335
Assureti Community Intergrated Cooperative Society Ltd	Serere	Elianu Joseph	
Awasi Turbur Multi Purpose Coop Society (ATUMCOS)	Soroti	Oliaka Peter Chris	0751663233
Bufumira Island Development Association	Kalangala	Kasirye Augustin	0772641352
Bukanga Tukulere Walala Farmers Cooperative	Luuka	Mufumba Patrick	0774251173
Bulange Youth Alive	Namutumba	KIIRYA Bilal	0785954936
Bulumba Farmers Development Association	Kaliro	Muwangala Jackson	0702061491
Cheberen Evicted Persons Group	Kween	Sababu John	077704382
Hope in Tomorrow (HOTO)	Mbale	Oronie Kalifani	0784507636
IRIIR CENTRE FARMERS' PRODUCER GROUP	Napak	Abul Paul	0772484170
Mukuju United Cooperative Farmers Association (MUCOFA)	Tororo	Esther Ofwono Yamo	
Multi Purpose Training and Community Empowerment Association (MTCFA)	Iganga	Musolo Ayubu	0703329371
Nawandala Integrated Farmers Cooperative Society (NIFACO)	Iganga	Nyiiri S Kateba	
Ngora Town Council Primary Cooperative Society	Ngora	Ederu Peter	
Ojom Ocubi Olwelai Joint Farmers Coop Society Ltd	Soroti	Ageo Phoebe	
Popular Knowledge Women Initiative Farmers to Farmer Cooperation	Bukedea	Emong David Odeke	0775792927
Sibanga Integrated Development Association (SIDA)	Manafwa	Waninda James	
Tuban Organic Farmers Association (TOFA)	Kapchorwa	Chemutai Rodgers	0789753533

LIST OF MEMBERS - NORTHERN REGION			
NAME OF ORGANISATION	DISTRICT	CONTACT PERSON	PHONE No
Ajivu Youth Farmers Association	Yumbe	Ndale Sunday	
Atek Atek	Apac	Teddy Ekwaro	
Ayiko-Mungua Caritas Group	Arua	Anguyu Micheal	
Azeru Caritas Group	Arua	Viyoga Baotista	0785270548
BED-IRYEKO FARMER GROUP	Lira	Eunice Luka	
Bediwo Women Farmers Group	Lira	Tino Lilly	0786468214
Camkwoki Farmer Group	Oyam	Mola Alex	
CAN DEG FARMERS GROUP	Gulu	Kibwola Florance	0783577971
Caritas Gulu Archdiocese	Gulu	KomakecheJohn Bosco Aludi	
Caritas Lira	Lira	Fr. George Ogwal	0772304008
GUTI ME ANAKA FARMER GROUP	Nwoya	Obwona Simon	0777175418
Kole Fruit Growers Cooperative Society Limited	Kole	Adoto Bosco	0782837149
Lomorojo Farmers Group	Yumbe	Obono Simon	
LONYO- NYALI YOUTH PIGGERY ASSOCIATION	Kole	Esang Doris	
Merber A Cooperative Society	Nebbi	Onencan Constance	
Miatangacia United SACCO	Arua	Sony Kadija	
Munguci Caritas Group	Arua	Edema John	0777458403
NEN-ANYIM MIXED FARMER GROUP	Lamwo	Nockrach James	
OCOK CAN FARMER GROUP	Otuke		
Odupi Rural Youth Association for Development	Arua	Dramile Henry	
Orivu Women Cocus Association	Arua	Amatiyo Hellen	
PAR-PII-WAA FARMER GROUP	Alebtong	Ettii Innocent	0782194142
Ribe-Ber Farmer Group	Arua	Alur Florence	0784777347
Waa Tam Pi Anyim Farmers Group	Pader	Aloyo Innocent	
Watam-Pi-Anyim Farmer Group	Pader	Aber Paske	
Zombo District Farmers Association	Pader	Mungu Acel MARIO	

Annex 2: List of Members who participated in the Strategic Planning Process

S/N	NAME	SEX	ORGANISATION	DESIGNATION	CONTACT	REGION
1	Okwakol Felix	M	P'KWI FFC	Farmer	0772844414	Eastern
2	Bonny Ebuu	M	UFCVP- North Caritas	Farmer	0771999362	Northern
3	Baluku Bary Robert	M	UFCVP- Caritas Kasese	M&E Officer	0772221679	Western
4	Abbot Ntwali	M	Caritas Uganda	M&E Officer	0701199632	Secretariat Staff
5	Muhirwa Cynthia	F	Caritas Uganda	Legal & Advocacy Officer	0705971993	Secretariat Staff
5	Allan Ssebulime	M	CAPCA	Program Manager	0776368919	Central
6	Katuriiba Paul	M	UFCVP-West	Farmer	0772965846	Western
7	Hellen N. Kassuja	F	CIDI	Chairperson, UFCVP		Chairperson UFCVP
8	Omodo Jesca	F	CIDI-SOROTI	Coordinator, Eastern Chapter	0775118045	Eastern
9	Rose Amono Ocitti	F	EADEN	M&E officer	0782509692	Eastern
10	Caleb Gumisiriza	M	UNFFE		0752210700	
11	Nabwami Christine	F	UFCVP, Central chapter	Chair person	0701116691	Central
12	Zawedde Florance	F	Staff, UFCVP	Accountant		Secretariat Staff
13	Aguti Betty R.	F	Caritas Uganda	Coordinator, UFCVP	0782556337	Secretariat Staff
14	Sylvia Mukasa	F	PMC	UGOPAP- PMC	0772431985	



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