

NAFAU STRATEGY 2025

STRATEGIC PLAN
2021-2025



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List of abbreviation and Acronyms

NACMU	Noah's ark Children Ministry Uganda
NAI	Noah's ark international
CADP	Comprehensive Agriculture Development Programme
EU	European Union
FARC	Forum for Agricultural Research Centre
FAO	Food and Agriculture Organization
FOA	Farmers Organization (associations)
MA	Ministry of Agriculture
NGO	Non-Governmental Organization
NAFAU	Noah's ark farmers association Uganda
UFO	Uganda Farmer Organizations
SWOT	Strengths, Weaknesses, Opportunities, Threats
TFPs	Technical and Financial Partners
UN	United Nations
GAPs	Good agriculture practices





1. Foreword

This document contains the objectives to be achieved and the strategic axes over the next five years by NAFAU - the voice of dozens of thousands of farmers in Uganda - as part of its five year strategy (2021-2025) and its operational plan (2021-2023).

For the development of this document, NAFAU carried out an inclusive and participatory approach with its national networks through individual interviews with the FOs, through workshops, with the participation of several stakeholders and NAFAU partners.

This document "the five-year strategy (2021-2025) is a strategic vision which proposes a coordinated approach of NAFAU interventions for sustainable food and agriculture, which meet the needs and expectations of FOs and the agriculture sector in Uganda. The result of this reflection constitute entry points for an advocacy towards transnational policies, strategies and programs aiming to the transition to an agriculture combining high productivity, economic viability and respect for the environment, while being based on inclusion and social justice.

This Strategy was validated by the NAFAU Board held in Kayunga on 2021.

Acknowledgement

NAFAU Secretariat NAFAU expresses its gratitude and deep thanks to NOAHS ARK INTERNATIONAL AND NOAHS ARK CHILDREN MINISTRY UGANDA - for its financial support - and STRATEGIES! - For its technical support - which made this strategy and its operational plan



2. Executive summary

The five-year strategic plan of Noah's ark farmers association Uganda. Nafau was formed or started through a participatory and inclusive process which included the community members and farmers.

The process included several key steps: individual consultations of local leader's, villagers, community workshops, agricultural sectors, key stakeholders and Nafau partner.

Agriculture is the main economic activity in most rural areas Uganda of east Africa. It contributes to about 24% to GDP, 26% comes from the industry and 43% comes from service sector it all provides employment over 60% of the total population in the country. Woman play and provide the most in agriculture production.

Vast Majority of 70% are small scale holders farmers in Uganda are often more productive at substance level due to poor productivity and limited access of market.

In 2020 this already challenging environment saw the advent two key crises: Covid-19 and locust invasion in Africa and Uganda. The impact is a further decrease in production, limited access to farming inputs, poor prizes, loss of jobs in agriculture and restricted trade.

NAFAU Members also analyzed that crises also provide opportunity. The moment is ripe to truly increase trade, notably with free trade area coming into effects. It is imperative for Nafau to build on its established office in Kayunga (Kangulumira), its permanent staffs, increasing reputation and notoriety as voice for farmers and access to agricultural forums to advocate and obtain gains for farmers.

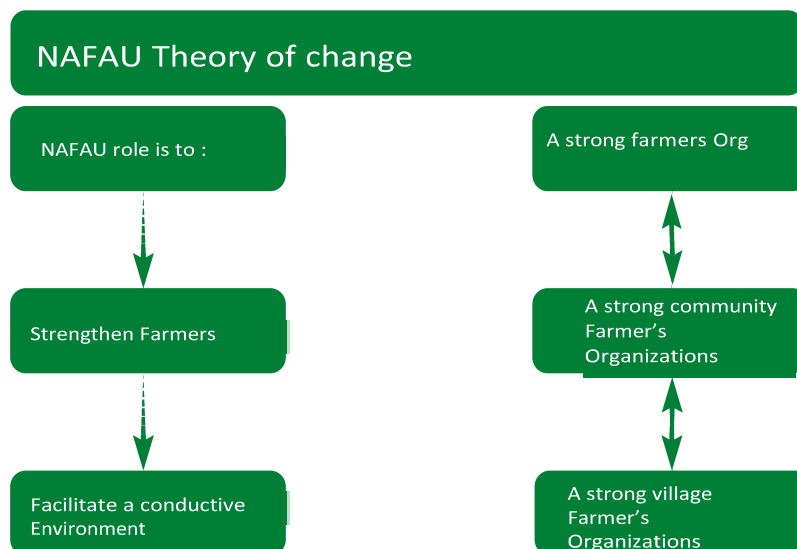
Members re-emphasized that the foundation of the organization is to foster farming as a family business and pillar for economic, social and Cultural development. The five year strategy was built on the foundation.

To develop its strategy, Nafau fist refined its theory of change. The key element of necessary for transforming Farmers in Uganda. (**Strengthening farmers as entrepreneurs to run farms that ensures Economic and social and cultural development**)

Providing a conducive environment for **agriculture investment, production, marketing and Knowledge management**

The role is theirfor to work on these two key levers at the national and community levels to ensure that all farmers are impacted

Theory of Change



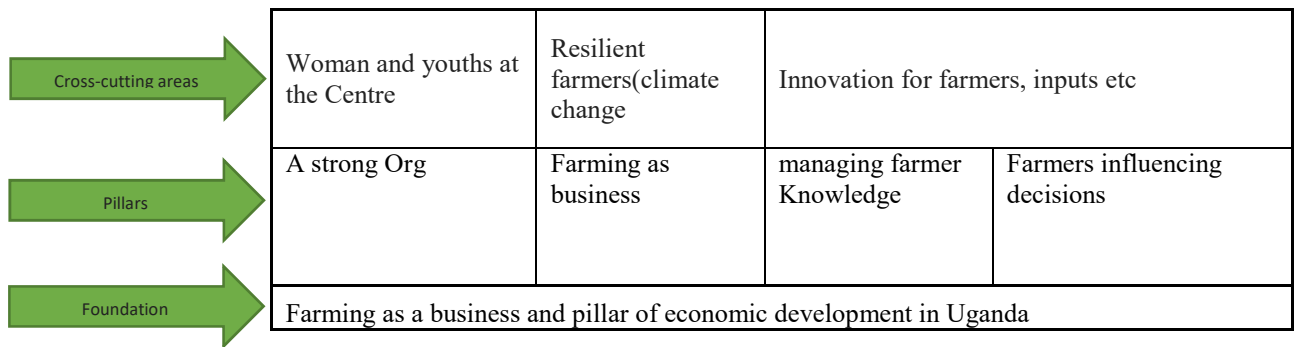
Target group are:

- Woman
- Youth
- Men
- Including those the most vulnerable socioeconomic categories: living with disabilities, ethnic minorities', living in conflict areas
- Who practice agriculture as livelihood
- All must be equitable represented at all levels where decisions are being made and resources are being allocated

Strategic Framework 2025

On the foundation of farming as a family business and pillar for economic, social and culture development in Uganda.” NAFAU built a 5year strategy of four key pillars and three cross-cutting issues

Strategy 2025



3. Introduction

I. Global

Coffee is grown in more than 60 countries - almost two-thirds of all production is concentrated in Brazil, Vietnam, Colombia, and Indonesia. Worldwide, approximately 20-25 million farmers cultivate coffee, 80 percent of who are smallholder farmers. Around 125 million people worldwide depend on coffee for their livelihoods. It is the most valuable and widely traded tropical agricultural product and is mainly produced by smallholder farmers.

Many of smallholder farmers however are unable to earn a reliable living from the coffee they produce. Generally, these coffee growers are not well organized and must contend with a highly fragmented value chain, poor access to market information, and limited bargaining power. Farmers receive an average of less than 10 percent of the final market value of their green coffee, which creates a disincentive for smallholder farmers to make the necessary long-term investments on their farms or to adopt good agricultural practices.

The global coffee sector is faced by a number of challenges which include variability in yields and prices; an aging farmer population and a lack of economic incentives for younger generations to stay on farms; increasing production costs and scarce labor supplies; insufficient processing infrastructure; the effects of climate change on weather variability and crop diseases; and environmental issues related to water use, contamination, and deforestation.

As a result, the profitability of coffee farming is at risk in many producing countries, which threatens the livelihoods of coffee growers. The coffee supply chain is complex as coffee beans pass through the hands of growers, traders, processors, exporters, roasters, retailers until finally reaching the consumer. Most smallholder farmers have little idea of where their coffee goes or what price it ends up selling for.

The more lucrative export of green coffee – beans that have been processed ready for export and roasting – is only an option for farmers who are able to form co-operatives, purchase processing equipment and organise export, or hire a contractor to carry out these services.

Global coffee production has seen a consistent growth in excess of 2% since the 1960s. Unfortunately, the consistent global growth has not been duplicated in Africa, where at a continental level production has been declining steadily at a rate averaging 2%, leading to Africa's loss of global market share to close to 19% in 2020.



II. Uganda

In Uganda, coffee remains among the traditional cash crops and is one of the country's top foreign exchange earners as well as its most important agricultural export, contributing on average 18% of the total national export value. Uganda has about 1.7 million Smallholder farmers. The average coffee farm size in Uganda is 0.18 hectares that produces an average yield of 120 kg green per farmer. Comparatively the state of Coffee farming in Uganda is better than its neighbors

Despite recurrent fluctuations in world prices and the subsequent reduction in coffee production in many African countries, Uganda has successively managed to maintain coffee as the main engine of the national economy, exporting on average four million 60-kg bags per year. This is a demonstration that coffee remains the most important crop in Uganda, the birthplace of Robusta coffee.

3.1. Background

Noah's ark farmers association, created in October 2020 by the 5 platforms: Community Members farmers, education sector, agriculture sector, NACMU and , with the support of Noah's ark international, which is today recognized as the representative and main sponsor of Noah's ark children ministry Uganda and new horizon schools international levels.

In 2021, NAFAU was registered with URSB as accompany limited by guarantee with headquarters in Kayunga Kangulumira. NAFAU has initiated a strategic (2021- 2025) and operational (2021-2023) planning process, the results of that process are presented in this document.

3.2. Planning Process

The planning process conducted by NAFAU was inclusive and participatory. All Farmers' Organizations members were consulted to develop the strategic and operational plans. Over a three-month period, individual interviews and workshops were held involving key stakeholders and NAFAU partners.

The draft strategy was presented at the farmer's workshop and discussed by NAFAU members. The current strategic plan is the outcome of this process.

4. Context of the Strategic Plan

In the planning process, the current trends in Farming were presented with a specific look at the key trends in each region and villages. Below are the key aspects highlighted by NAFAU members and used to determine the organization's priorities for the next five years.

4.1. Analysis of the environment: Current trends in Agriculture

Agriculture is one of the most important economic sectors in Africa. It accounts for about 23% of the continent's GDP and provides employment for about 60% of the active population in Africa. Women provide most of the labor agricultural production.

Despite its importance, the sector continues to suffer from insufficient investment. For example, African farming remains the least mechanized in the world. Better mechanization would allow, among other things, the reduction of post-farm losses, the reduction of food contamination and the improvement of product safety and Quality.

The livestock sector in Uganda, accounts for about 40% of the continent's agricultural GDP, ranging from 30 to 80% in the different countries and Africa has a third of the world's livestock. However, as in general with Agriculture, the livestock sector suffers from a lack of investment

The fisheries sector accounts for 6% of the African agricultural GDP. The largest contribution to this agricultural GDP comes from artisanal maritime fishing, representing 1.82%; while inland fishing and industrial maritime fishing have the same contribution, representing 1.62%. Farming accounts for almost 1% of this GDP. This sector employs about 12.3 million people. The main challenges in the African fisheries sector are overexploitation of stocks and weak enforcement of the legislative and regulatory framework.

Important trends emerging in the agricultural sector relate to the following issues:

- Trade in agricultural products
- Food security
- The agro-technology
- The effects of climate change Demographic change

The COVID-19 Pandemic

a) Trade in agricultural products: deficit and an opportunity to increase production

According to a study agricultural products include food crops (such as plantations, cassava, sweet-potatoes, millet, sorghum, beans and groundnuts and exports crops **coffee, cotton, tea and tobacco**). Imports of agricultural products being higher than exports, Uganda has a trade deficit in the sector, suggesting there are opportunities for increased production as well as for increased trade.

The table below presents a ranking of the top 10 exporting and importing countries in Africa

COUNTRIES	EXPORT (IN \$)	COUNTRIES	IMPORTS (IN \$)
SOUTH AFRICA	11,964.0	EGYPT	15,361.0
IVORY COAST	7,988.2	ALGERIA	9,806.6
MOROCCO	5,533.9	SOUTH AFRICA	7,353.3
EGYPT	5,057.0	MOROCCO	5,707.3
GHANA	3,651.6	NIGERIA	5,386.1
KENYA	3,469.8	KENYA	3,374.9
ETHIOPIA	2,450.7	TUNISIA	2,646.6
SUDAN	2,050.5	GHANA	2,444.5
TANZANIA	1,826.5	SUDAN	2,245.1
UGANDA	1,765.7	ANGOLA	2,081.1

Source: International Trade and Market

b) Food security: A challenge offering opportunities to increase productivity

In a report published by FAO in March 2020, 34 African countries need Economic growth and food assistance due to a deficit in food production and supply as well as a limited market access for distribution. Once again these challenges represent opportunities for the development of domestic production and consumption.



c) Agro-technology: Potential for a higher

Productivity

The use of ICTs in the agricultural sector has several proven advantages for producers:

- Access to information on climate conditions, market conditions, etc.
- Better organization of agricultural tasks
- Increase in efficiency
- Improved crop management thanks to technological developments such as aerial imaging, weather forecasting, soil sensors, etc. - Opportunity to obtain agricultural financing

Since 2016, there has been a tremendous progress in the sector of new technologies at the service of agriculture in Uganda. The number of start-ups in the sector has increased by 110% and they have been able to mobilize more than \$800 million in financing between 2013 and 2018. To date, about 82 start-ups in 16 African countries are specialized in this field. One third of them are particularly focused on e-commerce, allowing producers to find online buyers. Others provide platforms for sharing information and knowledge, offering advice to farmers. Finally, some entrepreneurs offer solutions to farmers facilitating access to agricultural advances and credit. This provides the opportunity to attract young people and a specific skill-set in farming..(Agriculture).

d) Climate change: A context that requires farmers to adapt

For years, climate change has been significantly reducing agricultural productivity and thus aggravating its challenges with food security for a rapidly growing population. Climate change repercussions are direct not only on production, but on key aspects of the physical environment. For example, the river basins around which most agricultural activities are concentrated have deteriorated considerably in recent years: Nile (-42%)

These changing basic conditions require farmers not only to adapt for production, but also for land tenure and land use. Poor management of which can lead to full-blown conflict, creating further destabilization for farmers.

e) Demographics: An increasing market to supply

Demographic projections in the coming years predict a rapid and steady growth of a young, urbanizing population. The country is expected to have to above 4 million inhabitants in 2030, about half of whom will be less than 25 years old and about 60% of whom will live in cities.

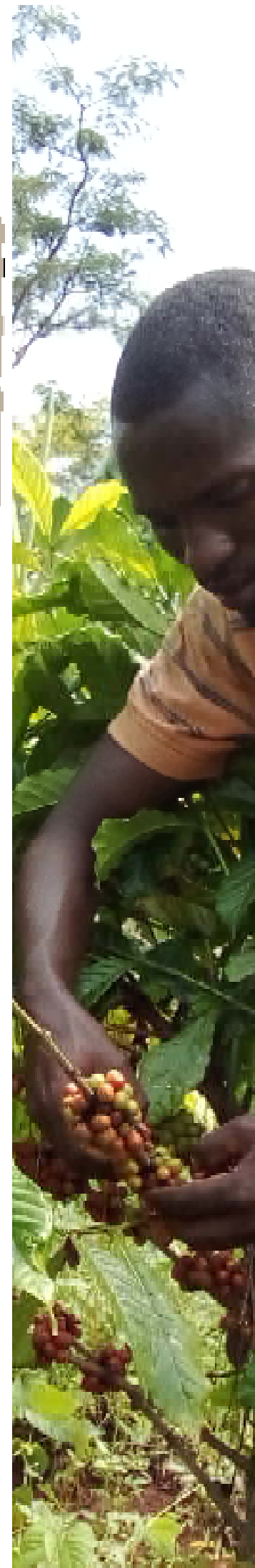
Agricultural production therefore needs to be structured and financed in order to increase productivity to feed a growing number of people, fewer and fewer of whom will be producers.

Implementation of policies that ensure government investment and attract private sector investment

- Implement policies that eliminate dumping of agriculture products and reduce imports

- Implement policies that ensure farmers increased access to land and increased land security

- Implement policies that ensure the required rural infrastructure: roads, electricity, schools, internet, health facilities, etc. are in place.



4.2.

Priorities for NAFAU: Services to members

After analyzing these trends, NAFAU members determined key priorities for support to farmers and for influencing policy to be as follows:

Strengthening Farmers as Entrepreneurs		Facilitating a conducive environment
Access to Finance	<ul style="list-style-type: none"> • Innovative financing mechanisms for family farms 	Investment policies
Access to markets	<ul style="list-style-type: none"> • Ensuring that markets work for farmers • Increase intra-African or cross border trade to reduce imports • Organizing farmers into cooperatives 	Trade policies
Production Techniques	<ul style="list-style-type: none"> • Access to technology that increases production & yield and reduces postharvest losses 	Land policies
Capacity building farmers	<ul style="list-style-type: none"> • Empowerment in the cultural and forestry-Tourism sector • Increase in training for youth and women 	

Cross-cutting issues

- Ensure women and youth are integrated into all programs and receive resources
Ensure innovation is integrated into all support to farmers
- Ensure all solutions are climate friendly

- Ensure women and youths specifically integrated in all advocacy both in written policy and in advocacy delegation, use innovation and technology to advocate
- Integrate all climate change in advocacy

4.3. Analysis of NAFAU: A growing organization

The following SWOT analysis is the result of an inclusive discussion carried out by NAFAU members.

STRENGTHS

NAFAU has an executive secretariat, headquarters, operational staff and competent leadership capable of defending the vision and interests of the farmers.

- It has strengthened its negotiating capacity with the various partners. Collaborative mechanisms through regional programs facilitate the sharing of experiences.
- Most of the networks have economic support mechanisms for their members (cooperatives).
- NAFAU leadership and initiatives are clearly committed to women and youth in general, particularly those in rural areas.
- NAFAU ensures special follow-up of initiatives aimed at their empowerment.
- Regular reflections aimed at developing family farming are carried out in order to provide support to small farmers.

WEAKNESS

- The staff of the NAFAU Executive Secretariat remains small in relation to the volume of work to be accomplished.
- High dependence on external financial support.
- A strengthening of the governance structure of NAFAU is necessary: harmonization and coherence of the vision, themes, approaches and priorities of NAFAU members.
- Lack of an institutional partnership agreement between NAFAU and partners in the long term to enable the organization to project itself in the long term with the overall agriculture and trade framework.

OPPORTUNITIES

- NAFAU's recognition gives it the possibility to negotiate partnerships and to advocate in the forums and summits and international organizations Partnership ie (Ministry Agriculture ministry education, etc.).
- The existence of various programs and policies at national, community levels on the development of the agricultural sector, the employment of rural youth and women, mechanization and the use of technology in the agricultural sector, the financing of agribusiness and family farming, etc.
- These programs include Framework, the United Nations Decade for Family Farming, New Strategy for the Development of Agriculture in Africa, the African Union's Economic Plan to 2035, etc.
- Processes at the global level such as climate change negotiations, trade negotiations.
- The possibility of raising funds to finance farmers' projects.
- Technological advances in the agricultural sector that improve productivity, transformation and marketing

THREATS

The existence of new UCDA of farmer organizations that can capture some of the NAFAU membership and disperse energy and resources.

Tensions within NAFAU, interference from partners and the external influence traders of NGOs acting outside the NAFAU framework at various levels can weaken the unity of the members.

Climate change, the health crisis of Covid-19 and its economic effects are negatively impacting agricultural growth in Africa.

- The major challenges in the agriculture sector that to date do not have adequate responses notably: marketing, strong farmers' organizations, the influx of actors in agriculture without adequate regulations, land grabbing, etc.
- Infrastructure challenges such as the low rate of internet penetration, low levels of mechanization, limited use of technology, insufficient capitalization and sharing of experiences between and within the community's in these areas.

The major challenges:

- Impact agriculture such as peace and security, youth migration, forced displacement, etc. Challenges faced by youth including, insufficient funding for youth entrepreneurship in the agricultural sector, rural exodus, drug use among young people and lack of interest in agriculture.

4.4. Priorities for NAFAU: Strengthening the organization

Based on the above analysis, priorities for NAFAU as an organization were identified as follows:

Reinforced identity and unity within the organization

- It is necessary for NAFAU to reinforce the adherence of members to its mission, vision and values
- It will be important to strengthen team spirit and ownership of the strategic plan to ensure its implementation
- Members should discuss challenging issues such as subsidiarity, the bilingual functioning of NAFAU and others to overcome any barriers to working together as a team

Financial autonomy and management

- NAFAU must develop a fundraising strategy that will ensure long-term autonomy and sustainability.
- Good financial practices such as regular reporting and audits which are already in place, should be reinforced to ensure continued transparency and accountability for members and **partners**.
- NAFAU should raise funds for itself as an organization and should also continue assisting member (FARMERS) in fundraising for programs that impact farmers at local level.

Policy Power

- NAFAU's main role is to promote the interests of Farmers and improved livelihood in the community.
- NAFAU needs to strengthen its capacities to participate, initiate and negotiate in such discussions.

Following the analysis of environmental trends and the analysis of NAFAU as an organization, the five-year strategic plan is developed to overcome challenges by seizing the opportunities identified.

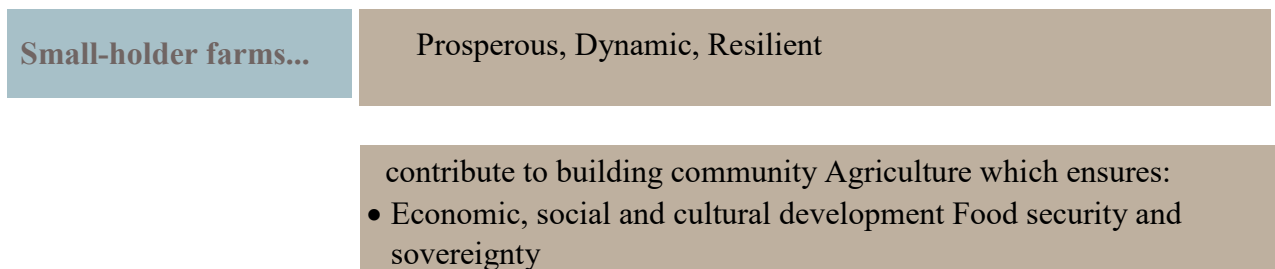
5. NAFAU Strategy 2025

5.1. Vision

The developed NAFAU vision is as follows:

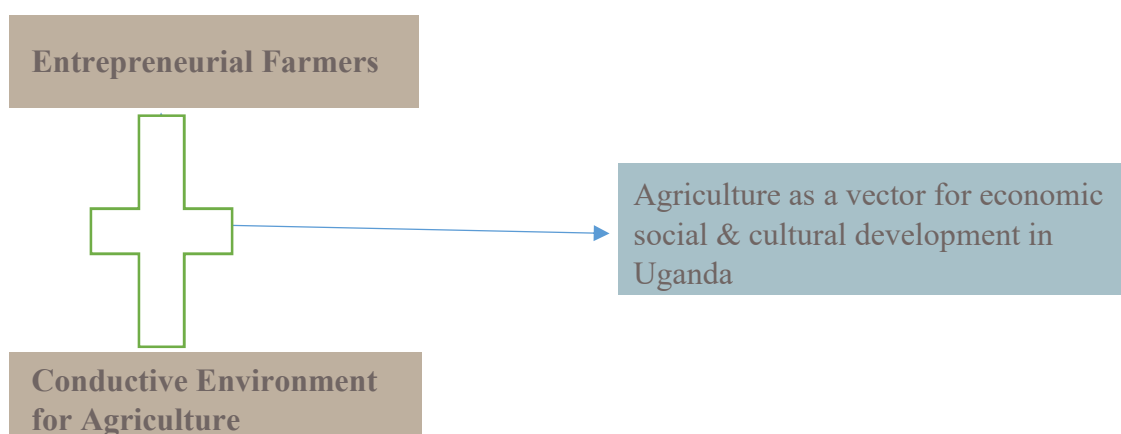
“Dynamic, prosperous and sustainable agriculture that ensures food security and sovereignty, economic, social and cultural development of the community, built around a well-organized community networks and efficient farming as family business”.

The vision can be broken down to:

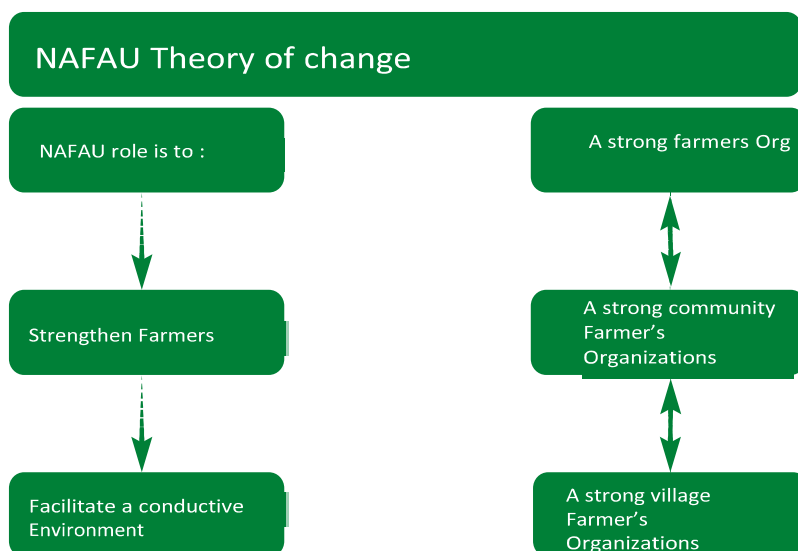


5.2. NAFAU Theory of Change

On the basis of this vision, the theory of change developed is that agriculture can be transformed by building on two key levers:



This theory of change has led NAFAU to refine its areas of action to two. The effectiveness of the organization is dependent on the strength of the member farmers' organizations which make up the village (cluster) farmers' organizations, which are NAFAU's members. These three levels are interdependent and the strength and effectiveness of one impacts the two others. It is important therefore to respect subsidiarity and to strengthen coherence and synergy at all three levels for the benefit of farmers.



5.3. Definition of farmers

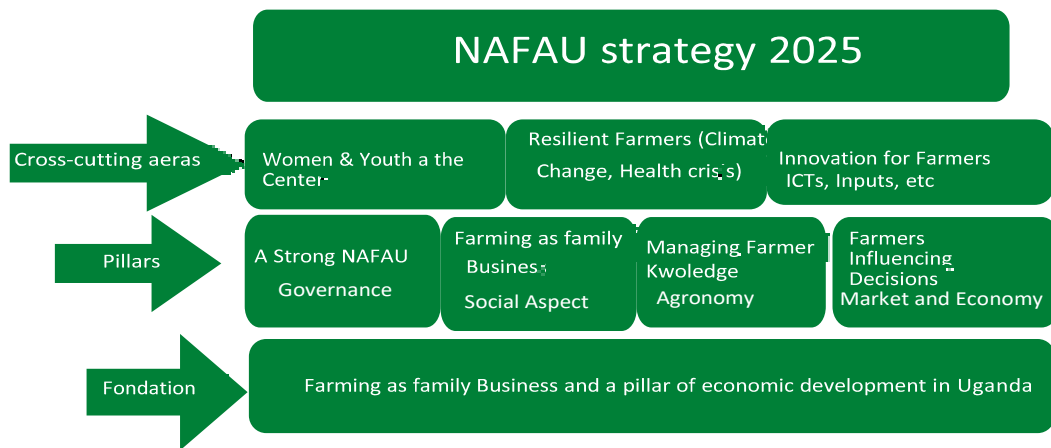
To ensure make farmers of all types and categories are taken into account in the NAFAU strategy, the definition of a farmer was re-emphasized.



- Women, Youth, Men
- Including those from the most vulnerable socioeconomic categories: living with Disabilities, ethnic minorities, refugees & displaced, living in conflict areas, etc.
- Who practice agriculture as a livelihood?
- All must be equitably represented at all levels where decisions are being made and Resources are being allocated in agriculture

6. Strategic Framework 2021-2025

The NAFAU strategic Framework For 2021 to 2025 is a 3-point Strategy built on the Foundation of “Farming as a family business and a pillar for economic, social and cultural development in Uganda”.



The four key pillars focus on three areas of work:

- Pillar I : Strengthening NAFAU as an organization so that it can execute the strategic plan
- Pillar II and III: Strengthening farmers as entrepreneurs
- Pillar IV : Strengthening the conducive environment by influencing laws, policies, programs, financial mechanisms and more to benefit farming as a business

These four pillars are to be executed while integrating at all times the three cross-cutting areas of:

- women and youth farmers
- Climate change
- Innovation

6.1. Strategic Framework

Foundation

Farming as a family business and a pillar of economic development

Key pillars

A Strong NAFAU

Staff & statutory bodies are effective Strong governance system is in place
Good financial management is exercised

Farming as a family Business

Programs and projects that facilitate farming as a business with special attention to family farmers specificities are being implemented
Farmers are organized and defend their interests vis-à-vis other actors in the public and private sector.

Managing Farmers' Knowledge

A knowledge management strategy, across the three levels is implemented
NAFAU has identified domains of excellence and specialization The international calendar of agriculture events is strategically used to further NAFAU objectives

Farmers Influencing Decisions

Food sovereignty strategy which favors increased productivity by farmers is implemented
The business environment favorable to entrepreneurship in agriculture improves
Policies recognizing farming as business and agriculture as formal work are adopted

Cross-cutting areas

Women & Youth at the Center

Women and youth are represented in every department and every program
Women and young people are represented in every policy and program.
Women and youth are integrated into all aspects of Knowledge and Management
Women and youth are integrated into all aspects of policy

Resilient Farmers (Climate change, Health crisis)

A mechanism to identify risks and threats, develop a risk and threats management strategy and provide effective solutions to farmers is in place.
Knowledge management regarding risks and crises is in place Key policies are adopted:
-To prevent and mitigate climate change
-To mitigate COVID-19 impact on agriculture
-To manage future crises

Innovation for Farmers ICTs, Inputs, etc.

Innovation is developed for and by farmers, used by farmers and continuously improved.
Knowledge management on innovation is effective
Key policies on innovation for farmers are implemented

6.2. Strategic axes

1- A Strong NAFU

Objectives	Indicators
1.1 Staff and statutory bodies are established and effectively providing high quality services to members	<p>NAFAU operates in accordance with the statutes and rules of procedure</p> <ul style="list-style-type: none"> • Manuals and tools on rules of procedure are finalized • Leadership is regularly renewed • Statutory meetings are held regularly • All functions of the Executive Secretariat are filled with qualified and contracted staff
	<p>NAFAU member organizations, FOs, effectively:</p> <ul style="list-style-type: none"> • Transmit data, information and services from the global and continental levels to the national level • Transmit data, information and services on farming concerns from the village level to the national and global levels <p>NAFAU member organizations, FOs benefit from regular training in organizational development (Partners and tools provided)</p>
	<p>The visibility of NAFU and effective representation of farmers is strengthened through regular production of data and reports at donor level on:</p> <ul style="list-style-type: none"> • Farmers and farmer organizations • Priority issues concerning farmers • Perspectives of farmers on farming issues
1.2. A strong governance system is in place	<p>NAFAU has a mission, a vision, principles and an operating charter clearly understood and accepted by all its members</p>
	<p>NAFAU has set up working mechanisms and tools that allow members to:</p> <ul style="list-style-type: none"> • Formulate consensual positions on common issues • Adapt to crises (Covid 19, Disasters, deterioration of the socio-political environment, etc.) • Have equitable access to resources and opportunities
	<p>NAFAU has set up a system for planning and evaluating activities:</p> <ul style="list-style-type: none"> • Work plans and reports are to be produced regularly (3 months) • Work plans and reports are accessible to all members • The schedule of activities is available and updated on regular basis
	<p>NAFAU has set up an internal and external communication system that ensures the fluidity of information and the credibility of NAFU</p> <ul style="list-style-type: none"> • NAFU members and farmers' organizations are regularly informed of the progress of the various projects • The calendar of events is available and frequently updated • NAFU's key partners regularly receive information on NAFU's activities and achievements



Objectives	Indicators
<p>1.3 NAFAU exercises financial management ensuring financial autonomy and credible fund management</p>	<ul style="list-style-type: none"> • A budget is defined in advance • A Strategy for resource mobilization with healthy balance of self-generated and partnership funds is implemented
	<p>NAFAU Staff should be remunerated regularly favorable working condition</p>
	<ul style="list-style-type: none"> • NAFAU needs long-term partnerships to finance its operations, advocacy and network strengthening activities. • NAFAU is not dependent on any one source for more than 40% of its total finding
	<p>NAFAU strengthens its mechanism to ensure compliance with the norms and standards of financial management procedure Manual</p> <ul style="list-style-type: none"> • Financial reports are produced on a regular basis • NAFAU financial and managerial audits are carried out on a regular basis • Financial planning, evaluations and audit reports are accessible to members but needs more reinforcement
	<p>A procedure manual for the management of inventories and Materials needs to be developed and applied.</p>
	<p>NAFAU is promoting programs and projects that enable small-holders farmers to participate in decision making</p> <ul style="list-style-type: none"> • Creating space for them in decision-making spheres • Providing training and coaching that enables small-holder farmer to make valuable and effective contributions. etc. • Supporting members (FOs) in ensuring implementation at Village and community level

2-Farming as a Business

Objectives

Indicators

2.1. Programs and projects that facilitate farming as a family business with special attention to family farmers specificities are being implemented

NAFAU partnerships to facilitate the implementation of Farming as a Business on a continental scale in areas such as:

Entrepreneurship Training
Strategic positioning in Value Chains
Production training and technology
Marketing
Financing
Organization for action in markets and in public decision-making are effective.

- ✓ Revenue of small-holder farmers
- ✓ Surface area of land cultivated
- ✓ Value Chain positioning of small-holder farmers
- ✓ Market access and Market share of small-holder farmers, etc.

NAFAU members (FOs) are implementing programs on Farming as a Business that impact at least XX% of the farmers in their region (Tools are at the disposal of FOs to transfer and implement programs on Farming as a Business at national level)

NAFAU partnerships with UCDA, AMANI, Tecnoserve, Ministry agriculture Biennial Review and other frameworks from partners to evaluate the impact of policies, programs and partnerships on Farming as a family Business including areas such as:

Access to means for production (Finance, Inputs, Land, Technology, etc.) are effective.

NAFAU is promoting policies, programs and projects that enable small-holder farmers to organize within sectors and value chains to act together and increase their ability to:

2.2. Farmers are organized and defend their interest's vis-VAS other actors in the public and private sector.

- ✓ Buy inputs in quality and quantity that are favorable to them
- ✓ Sell at a market price and point that is favorable to them
- ✓ Access technology at conditions that are favorable to them Limit post-harvest losses

NAFAU is promoting programs and projects that enable small-holder farmers to participate in decision-making at national and community levels by:

- ✓ Creating space for them in decision-making spheres
- ✓ Providing training and coaching that enables small-holder farmers to make valuable and effective contributions.
- ✓ Supporting NAFAU members (FO) in ensuring implementation at national and village levels

3-Managing Farmers' Knowledge

Indicators

- ✓ A database is established which adds value to NAFAU members in terms of knowledge, information, opportunities, etc, covering priority thematic areas determined by members.
- ✓ NAFAU members, are regularly providing information and data on the situation of farmers on the ground that feeds the database and provides information to NAFAU for advocacy
Information is collected from the community levels and disseminated to farmers levels and vice versa

This database is linked to partners.
Partnerships are established with institutions (research, universities, private institutes, etc.) specialized in knowledge management to collect, analyze and share knowledge from within the NAFAU network to other organizations and vice versa on NAFAU's key areas of work:

- ✓ Farming as a family Business
 - ✓ Climate-friendly Agriculture
 - ✓ Women's agriculture
 - ✓ Youth Agriculture
- Innovation for Farmers
Farmer-friendly Agriculture Policies

Domains of excellence are established, with:

- ✓ Identified domains of excellence within NAFAU membership
Norms defined by NAFAU in conformity to international standards
Information and expertise in the domain is collected, analyzed and made available
NAFAU experts in the domain are identified

NAFAU is in partnership with all continental partners and several international partners in selected domains of excellence. NAFAU is able to:

- ✓ Influence the establishment and/or development of centers of excellence in African Agriculture
 - ✓ Participate in a leadership capacity in the development of centers of excellence in African Agriculture
- Facilitate the exchange amongst its members, between its members and other regions in an area of excellence

NAFAU has established a calendar, agriculture events that enable NAFAU to achieve its objectives regarding:

- ✓ Strengthening Agricultural Entrepreneurship
- ✓ Developing farmer-friendly agriculture policies
Participation in events is based on an established process for: Consulting members, collecting and analyzing data
- ✓ Determining NAFAU objectives during the event

Objectives

3.1. A knowledge management strategy, across The community National and International Level implemented

3.2. NAFAU has identified domains of excellence and specialization

3.3. The international calendar of agriculture events is strategically used to further NAFAU objectives

3.4. Cross-cutting priorities are well-integrated into knowledge management

Ensuring representation that gives visibility to farmers and NAFAU's specific target groups (women, youth vulnerable groups, etc.)

Providing feedback to members on participation.

NAFAU organized events are designed to further NAFAU objectives in areas such as:

- ✓ Farming as a business
- ✓ Women and Youth in farming

Excellence in specific areas, etc.

Women and youth farmers are represented at XX% each in all aspects of knowledge management

Innovation for farmers is integrated into the knowledge management system with:

- ✓ Information and case studies collected, analyzed and published within the NAFAU network
- ✓ Information and case studies collected, analyzed from outside the NAFAU network and shared within the NAFAU network

4- Farmers Influencing Policy

Objectives

Indicators

4.1. Food sovereignty strategy which favors increased productivity by farmers is implemented

NAFAU has developed an advocacy strategy that addresses the external factors impacting agricultural productivity in Uganda such as:

- ✓ Unfair international trade – dumping, unfair tariffs and conditions, etc.

and sensitive issues such as:

- ✓ Massive land transfers and allocations to foreign companies when African farmers cannot access land

as well as food sovereignty as a solution to:

- ✓ Food security
- ✓ Climate change
- ✓ Agriculture as a vector for economic development

NAFAU is present at the key roundtables where decisions impacting farmers are being taken at the national and community level. NAFAU has created platforms where key decision-makers are invited to discussions.

NAFAU leaders are strengthened in their capacity to negotiate with:

- ✓ Statistics from the NAFAU network
- Skills on high-level advocacy and negotiation

NAFAU advocates for Food Sovereignty strategy at all instances

NAFAU members advocate for Food Sovereignty strategy at national and community levels

4.2. The business environment favorable to entrepreneurship in agriculture improves

A set of key attributes for African countries with regard to promoting Farming as a Business notably in the areas of:

- ✓ Access to training for farmers and rural youth on entrepreneurship, production, marketing, technology, etc.
 - ✓ Access to land, especially for women farmers
 - ✓ Access to finance
 - ✓ Access to markets
 - ✓ Access to partnerships with the private and public sectors
- Access to decision-making tables is developed by NAFAU.

NAFAU advocates for Farming as a family Business Attributes at all FU (farmers unity)

To be tracked for advocacy purposes:

At least one region and 200 number of villagers' (community) are implementing Farming as a family Business Attributes by 2025

4.3. Crosscutting priorities are well integrated into policy work

Women and youth farmers are represented at XX% each in all aspects of:

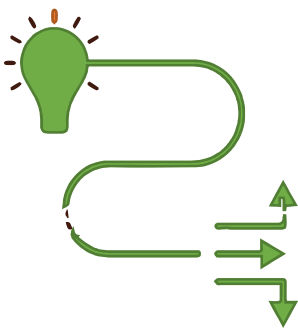
- Policy development
- Advocacy

Policy negotiation

Climate change, COVID-19 and crises management are integrated into development of policies and indicators.

Innovation for farmers is integrated into development of policies and indicators

7. The Project's Intervention Logic

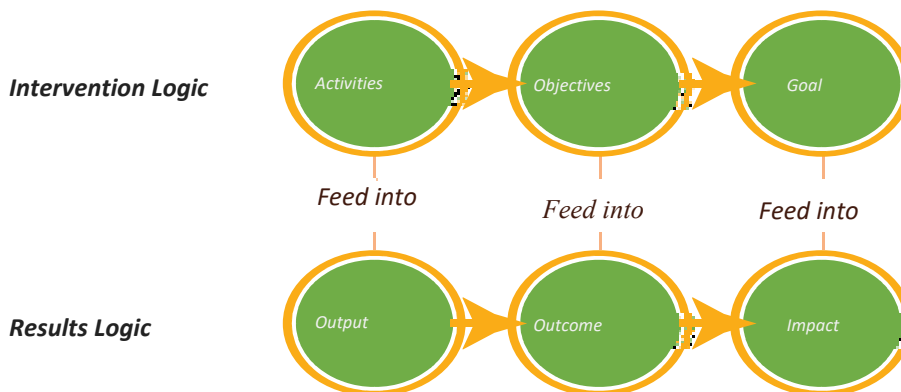


The overall intention of the project was and is to improve the livelihoods of small holder coffee farmers in Uganda using integrated farming systems. This will be achieved through the implementation of the results areas mentioned above. The program is focused on full involvement of youths, women and men as production members, this will be achieved by increasing women and youth in leadership positions through leadership training, increase number of women, men and youth members and equal allocation of time spent in production for men, youth and women.

Youth specific training modules and approaches is developed and older farmers are encouraged to involve youths in on-farm production, this would enable women and youths to earn money from farming thus increasing their income.

Theoretically, the program's Intervention logic will visualized as shown below.

Intervention and Results Logic



Change will to be realized through results. Some results are progressive- one result leading to the next.

Outputs- this is the lowest level of results. The programme will fully control of it.

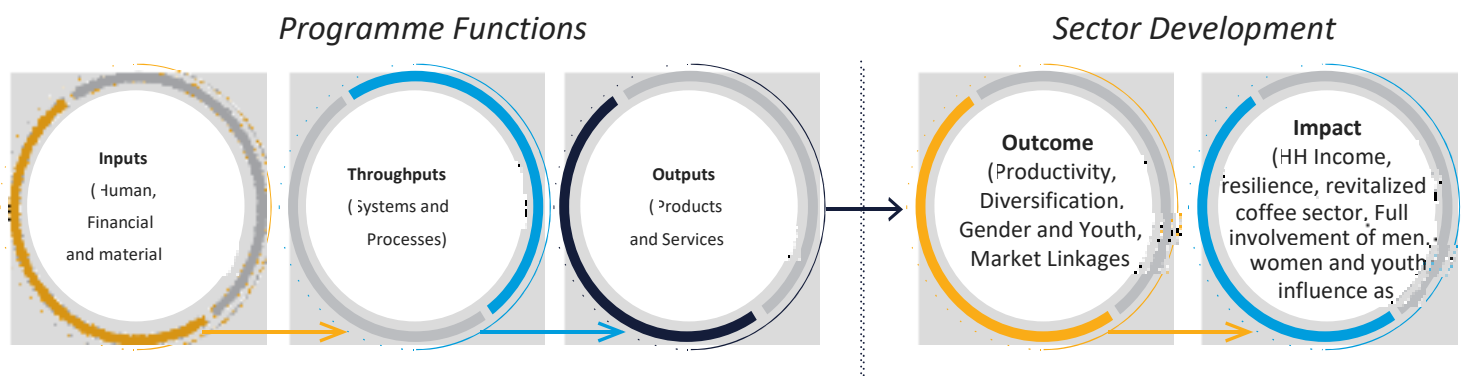
Outputs could be understood by looking at the results after accomplishment of activities.

Outcomes- these are results at the second level. They are derived from outputs.

The programme only has partial control and therefore could only influence them. They are all linked to objectives. Impact- this is the ultimate result.

The programme could neither control nor influence, but contributed towards impact. Impacts are linked to the goal of the programme

The elements in results logic, are input which will help to facilitate implementation, throughput which will ensure efficiency in channeling the inputs and reducing the amount of resources used and in ensuring sustainability, output which will ensure that activities are completed, and outcome which will help in focusing on results beyond the outputs and impact which would help in identifying ultimate results as depicted in the figure below



Detailed intervention logic

