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**THE UGANDA FORUM FOR AGRICULTURAL ADVISORY SERVICES**

**STRATEGIC PLAN**

**2012 -2016**

**June 2012**

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**Foreword**

I am pleased to write this foreword for the strategic plan of the Uganda Forum for Agricultural Advisory Services (UFAAS) for the period 2012-2017. The Ministry of Agriculture Animal Industry and Fisheries welcomes this new network (UFAAS) because it fits very well within the policy and programmatic focus of the Uganda government.

Agriculture features prominently amongst the top five priority areas for public sector investment in the country’s new five year strategic framework for economic development, the National Development Plan (NDP). The government has designed the Agricultural Technology and Agribusiness Advisory Services Project (ATAAS) as part of the agricultural sector Development Strategy and Investment Plan (DSIP). The objective of ATAAS is to support improved delivery of demand-driven and market-oriented advisory services to farmers so as to promote their progression from subsistence to market-orientation. Through the National Agricultural Advisory Services (NAADS), the government aims at increased farmer access to relevant information, knowledge and technology through effective, efficient, sustainable and decentralized extension services.

The capacity and quality of the Agricultural Advices Services (AAS) providers and actors along the value chain, has a direct impact on the ATAAS and specifically the NAADS implementation, outputs and outcomes. The government already has a plan of enhancing partnerships between agricultural research, Advisory Services, the private sector and other AAS actors. UFAAS has therefore been formed at the right time to supplement government efforts to improve the competencies, coordination and harmonization of AAS actors.

I commend the Africa Forum for Agricultural Advisory Services (AFAAS) for the initiative to establish the Uganda Chapter. The 5 strategic directions of UFAAS in the next five years, namely, Institutional strengthening of UFAAS; Networking and professional development of AAS actors; Capacity development; Professionalizing AAS systems; and Advocacy and lobbying are all critical to attainment of the goal of efficient and effective agricultural advisory services in the country. The MAAIF is fully behind this initiative and will support and guide UFAAS to develop into a sustainable national platform for AAS actors in Uganda.

For God and my country.

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**The Permanent Secretary- MAAIF**



## **Acknowledgement**

One of the key responsibilities of the UFAAS Interim Executive Committee was to develop the strategic direction of the forum. We are pleased to publish the first edition of a plan that outlines the strategic direction of the Uganda Forum for Agricultural Advisory Services for the period 2012-2017.

The plan has been developed through a drawn out consultative process involving a wide range of stakeholders. The committee members would like to express their gratitude to the various organizations and individuals who committed various resources, including time and money, to see this work completed.

AFAAS provided technical support and a framework under which UFAAS could benefit from linkages to other AAS actors at the continental and global level. It facilitated access to funding and consultancy support from FARA, GFRAS, and other partners to carry out the institutional assessment; hold various stakeholder consultative and planning workshops; as well as meetings to draft, review, and finalize the plan. AFAAS also provided opportunities for committee members to interact with other AAS actors in continental and international symposia and conferences. This exposure further contributed to building the capacity of the team to articulate the strategic direction of UFAAS.

We appreciate the key contribution of NAADS towards the establishment of UFAAS in general and the strategic planning process in particular. NAADS has been instrumental in sensitizing other AAS actors about UFAAS; it has seconded its staff to be part of the think tank during the formative stages of the Forum; and provided financial and moral support to the process. This strengthened the capacity of the newly formed organization during the strategic planning process.

Finally, I would like to thank the interim committee members, and UFAAS associates for committing their valuable time towards the successful completion of this plan. This Strategic plan is going to be one of the valuable tools to accomplish the UFAAS vision of "Quality agricultural advisory services effectively contributing to agricultural development in Uganda".

For God and my country.

Margaret Najjingo Mangheni, PhD  
**Chairperson, Interim Committee**  
**Uganda Forum for Agricultural Advisory Services (UFAAS)**



### **Executive Summary**

The Agricultural sector is still the largest employer in Uganda for up to 73% of the population. The sector contributes up to 20% of the country's GDP and close to 50% of its exports. Most importantly the sector has been earmarked within the National Development Plan of 2010 to 2015 as an important strategy that will lift many especially in the rural areas out of poverty. However for this contribution to become a reality, the agricultural sector has to undergo a transformation from its major subsistence base to a commercialised agricultural system.

Agricultural extension and advisory services have an enormous task to facilitate the agricultural transformation process in Uganda. This task comes at a time when the agricultural extension services in the country have moved away from being publicly funded and provided to being both publicly and privately funded, as well as mainly privately provided. Private extension services have seen the increased involvement of nongovernmental organizations, farmers' organizations and private sector companies. These major changes and the pluralism with which the services are provided have brought many innovations and accomplishments, but also needs and challenges. Unlike what happens in other professions, agricultural advisory services lack a forum that facilitates networking, experience sharing, professional accountability and identification of common solutions to challenges faced. There is lack of a forum that brings together all agricultural advisory service providers and actors to both promote sound agricultural advisory service provision but also to conduct lobbying, advocacy and marketing of the work that they do in the country. It is in this light that the Uganda Forum for Agricultural Advisory Services (UFAAS) is proposed and being formed.

The Uganda Forum for Agricultural Advisory Services is an umbrella organization of agricultural advisory service (AAS) providers, actors and stakeholders in the country. Launched in May 2011, UFAAS aims at improving the overall provision of agricultural advisory services in Uganda by improving coordination and harmonisation of AAS. A key role of UFAAS is to increase the overall investment in agricultural advisory services in Uganda and its integration with research and training. The Vision of UFAAS is: Quality AAS effectively contributing to agricultural development in Uganda. UFAAS also takes on as its Mission to promote an effective, efficient and innovative AAS system through advocacy, capacity building, information sharing and increased professional development among AAS actors in Uganda. The key objectives of the forum are: (i) establishing and sustaining an effective platform for AAS in Uganda, (ii) promoting professional interactions, information sharing and networking among AAS actors, (iii) strengthening capacity of the Uganda AAS stakeholders to provide innovative and client oriented services, (iv) promoting professionalism, and ethical conduct in AAS systems, and (v) lobbying for conducive organization and national policies for AAS.

In the pursuit of its objectives, UFAAS commits itself to the following core values: integrity, accountability and transparency, serving public interest and client orientation, honesty, professionalism, networks and alliances, ensuring sensitivity and compliance of extension and advisory services to gender and other existing and emerging cross cutting issues, and lastly respecting the country's laws especially those related to AAS. UFAAS recognises that AAS actors are diverse and some already have professional networks to which they belong. It however envisages a role that brings professional guidance in service delivery to the following actors: the public leaders such as policy makers, public extension actors and agricultural extension researchers; academia, private sector, Non Government Organizations, Farmers Organizations, financial institutions, and development partners among others. UFAAS will focus on five thematic areas and mandates namely: a) institutional strengthening particularly in terms of the legal standing and operations of UFAAS, b) networking and professional interaction, c) capacity development, d) professionalizing of AAS system and d) advocacy and lobbying. For each of the themes a strategic direction is provided, as well as outputs and activities.

UFAAS registered as a company limited by guarantee will be governed by the General Assembly which will be composed of representatives from all the member institutions. UFAAS will also have a Board to provide policy and institutional oversight to the forum. The General Assembly shall meet annually, while the Board shall meet at least quarterly. In terms of management of UFAAS, it will be headed by a country director or coordinator who will work with



focal persons under each of the major themes, and will have a support staff. UFAAS anticipates risks, the major ones being the challenge in raising funds for the initial activities of the country forum, the challenge of reaching all the different actors country wide and ensuring that their needs are met, the risk of being viewed by other networks as a competitor and not a partner, and the risks related to not having permanency of leadership to ensure UFAAS's growth to maturity.

All the activities of UFAAS shall be monitored for the purpose of ensuring that its targets are met, and lessons are learned for improving its mandate. The basic premise of the monitoring and evaluation (M&E) framework of UFAAS will be to ensure that organizational learning and development goes on within the Forum while ensuring that its outputs and activities are efficiently and effectively being achieved. As a learning organization, the M & E will employ as core a participatory approach, and will establish a baseline of key aspects against which progress will be evaluated. Results from regular evaluations will be used to develop work plans for the forum annually and after every five years, external evaluations shall also be commissioned. Lastly the funding of UFAAS is expected to come from membership subscriptions, direct lobbying from development partners and private sector donors.



**Acronyms**

AAS	Agricultural Advisory Services
AFAAS	Africa Forum for Agricultural Advisory Services
AEA	Agricultural Economics Association
ASUPA	Association of Uganda Professional Agriculturalists
AT-Uganda	Appropriate Technology -Uganda
AUPWAE	Association of Uganda Professional Women in Agriculture and Environment
CAADP	Comprehensive Africa Agriculture Development Programme
CAEC	Continuing Agricultural Education Centre
CBO	Community Based Organization
CDO	Cotton Development Organisation
CF	Country Forum
DDA	Dairy Development Authority
DFID	Development Fund for International Development
DSIP	Development Strategy and Investment Plan
EAAPP	East African Agricultural Productivity Programme
EAFF	East African Farmers Federation
FARA	Forum for Agricultural Research in Africa
FAO	Food and Agriculture Organization
GFRAS	Global Forum for Rural Advisory Services
ICT	Information Communication Technology
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MAK	Makerere University
M&E	Monitoring and Evaluation
NAADS	National Agricultural Advisory Services
NACCRI	National Agricultural Research Institutes
NARO	National Agricultural Research Organisation
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
PAFFO	Pan African Farmers Forum
PanAAC	Pan Africa Agribusiness and Agro industry Consortium
PFA	Prosperity for All
PEAP	Poverty Eradication Action Plan
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SAFE	Sasakawa Africa fund for Extension Education
SG2000	Sasakawa Global 2000
SNV	Netherlands Development Organization
UCA	Uganda Cooperative Alliance
UCDA	Uganda Coffee Development Authority
UNFFE	Uganda National Farmers' Federation
UVA	Uganda Veterinary Association
VEDCO	Volunteer Efforts for Development Concerns
ZARDIs	Zonal Agricultural Research Development Institutes

## **1. BACKGROUND**

### **1.1 THE AGRICULTURAL SECTOR IN THE CONTEXT OF NATIONAL DEVELOPMENT**

Agriculture is a key sector in Ugandan economy contributing up to 20 percent of the Gross Domestic Product (GDP), 48 percent of exports (UBOS, 2008) and employing 73 percent<sup>1</sup> of the population aged 10 years and older (UBOS, 2005)<sup>2</sup>. Agriculture will therefore be the key determinant in the country's efforts to reduce poverty for many years to come the discovery of oil notwithstanding.

However, Uganda's agricultural sector continues to face major challenges and has not achieved significant productivity growth in the recent past. Consequently, there hasn't been sufficient release of excess labour from the agricultural sector to industry and other sectors. There is also the daunting challenge of attaining growth in per capita income in the face of rising population (NDP, 2010/11-2014/15). The agricultural sector Development Strategy & Investment Plan 2010/11 - 2014/15 (MAAIF, 2010) articulated key challenges to the sector as high population growth, degradation of soils and other natural resources, climate change and its adverse consequences among others. With a population growth of 3.4 percent per annum, Uganda has the third highest rate of population increase in the world. At the same time, a country that was once known for high levels of soil fertility is facing the degradation of its land resources, with top soil losses of as much as 5 tons per hectare being reported in some areas. Unpredictable weather patterns are increasingly constraining crop and animal production with average temperatures in Uganda predicted to increase by up to 1.5 °C in the next 20 years and by up to 4.3 °C by the 2080s (DFID, 2008). Such rates of increase are unprecedented. The climate of Uganda may become wetter on average with rain occurring as extreme or more frequent periods of intense rainfall. There are also likely to be changes in the frequency or severity of extreme climate events, such as heat waves, droughts, floods and storms. All this will have significant implications for water resources, food security, natural resource management, human health, settlements and infrastructure and will have the potential to halt or reverse the country's development trajectory. It will be the poor and vulnerable who will feel these impacts the hardest, though climate change has serious implications for the nation's economy as a whole. MAAIF (2010) points out other important challenges to the agricultural sector including: Low levels of productivity across most enterprises; High losses due to pests, vectors and diseases; Over-exploitation of fish stocks; Uncertain land rights leading to underinvestment in agricultural land; international trade remains low due to inability to comply with fluid international quality standards for traded food and agricultural products; Inadequate infrastructure and innovations for value addition processes including marketing, storage and distribution; Inadequate access/feeder roads; Multiple policy frameworks and an associated uncertain environment for investors; Uncoordinated efforts among public sector implementing agencies; Poor quality of public investment in agriculture.

In a bid to address these challenges, Uganda and indeed the Africa continent as a whole has adopted an agriculture-led strategy for development through the five year National Development Plan (NDP) and CAADP respectively. The NDP prioritises agriculture as one of the key sectors driving the economy while the agricultural Development Strategy and Investment Plan (DSIP) lists Advisory services and better delivery of improved technology as one of its priority sub-programs for attaining the goal of production and productivity enhancement (MAAIF, 2010). Similarly, CAADP's main goal is to help African countries reach a higher path of economic growth through agriculture-led development on the basis of a set of key principles and targets, the pertinent ones here being the pursuit of a 6 percent average annual growth rate for the agricultural sector at the national level and the allocation of 10 percent of the national budget to the agricultural sector.

Uganda is one of the African states that endorsed Comprehensive Africa Agriculture Development Programme (CAADP), and also signed a Compact in March 2010. The process of developing the Compact involved a number of steps, beginning with creating a public awareness on the CAADP agenda, followed by a process of stock taking to identify priority issues that are needed to be addressed as part of the CAADP agenda. The country also finalized its detailed national agriculture Investment Plan, the Development Strategy and Implementation Plan (DSIP) and is at implementation stage.

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<sup>1</sup> The proportion of women employed in agriculture is higher (83%) than for men (71%).

<sup>2</sup> Uganda Bureau of Statistics, 2005. 2002 Population and Housing Census. Main Report. March 2005.

**1.2 AGRICULTURAL EXTENSION AND ADVISORY SERVICES IN UGANDA**

Agricultural extension and advisory services play a key role in facilitating agricultural transformation. These services therefore continue to be a key area of strategic investment in addressing Uganda’s agricultural development challenges<sup>3</sup>. Similar to what is happening in other developing countries, public sector extension in Uganda has undergone major reforms in the last 15 years. The reforms have included privatization of funding and delivery of extension; and decentralization of authority to lower levels of government, including delegation to NGOs, farmer organizations, and other grassroots control. Decentralization was characterized by a transfer of powers, functions, and responsibilities for planning and implementation of agricultural extension services from the Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF) to district local governments. MAAIF was left with the role of planning and policy formulation, regulatory functions, technical backstopping and training, setting standards and monitoring performance of the agricultural sector, and managing funds of selected projects. Extension workers at the district level were put under the direction of the local district governments (Friis-Hansen and Kisauzi 2004; Mangheni 1999). Parallel to the changes in public extension in the 1990s, liberalization of service delivery led to a proliferation of private companies and NGOs operating at the grassroots level, providing channels for agricultural technology and information service delivery to farmers (Friis-Hansen and Kisauzi 2004).

In 2001, Uganda embarked on a process of transforming its public extension system to conform with the rest of its economic transformations. Under the National Agricultural Advisory Services (NAADS) Act of 2001, the public extension system was gradually phased out and replaced by a publicly funded privatized delivery system implemented by the NAADS, a new statutory semiautonomous body under the MAAIF and implemented within a broader policy framework of the PEAP and a multi-sectoral Plan for Modernization of Agriculture (PMA), decentralization, liberalization, and privatization (Mangheni 2007). The foregoing clearly shows that the reforms have resulted in a pluralistic multi-actor extension system consisting of the public and private sector necessitating platforms for coordination and sharing amongst actors so as to enhance efficiency and effectiveness. Table 1 below provides a profile of major AAS actor categories in Uganda.

**Table 1: Summary of AAS actors and their platforms**

<b>Stakeholder category</b>	<b>Major actors</b>	<b>Role and responsibility in AAS</b>	<b>Collaboration platforms</b>
Public Extension agencies	National Agricultural Advisory Services, Local government extension workers at district and sub-county level	To offer agricultural advisory services to farmers	None
Ministries	Ministry of agriculture, Animal Industry and Fisheries; Ministry of Local Government	Policy development and guidance; standards setting; technical backstopping; regulation and quality assurance of services; capacity building for frontline extension staff; supervision and monitoring of services.	None
Farmer organizations	District Farmers Associations (DFAs), Association of horticulturists, Association of floriculturists and many others	Offer a platform for farmers to access services; advocacy for farmers’ concerns; and capacity building for farmers	Uganda National Farmers Federation
NGOs	SG 2000, Africa 2000 Network, SNV, Kilimo Trust, Heifer Project, Kulika Charitable Trust, World Vision, Plan	Capacity building, advocacy, resource mobilization, service provision, inputs	NGO Forum, UCA

<sup>3</sup> See MAAIF 2011. *Agricultural Technology and Agribusiness Advisory Services (ATAAS) programme*.

<b>Stakeholder category</b>	<b>Major actors</b>	<b>Role and responsibility in AAS</b>	<b>Collaboration platforms</b>
	International, AT Uganda Volunteer Efforts for Development Concerns (VEDCO) and many others		
Private firms	Various farms and firms	Business development, resource mobilization, capacity building for ASS providers, inputs supply.	Uganda Manufacturers' Association, Private Sector Foundation
Research institutions	Zonal Agricultural Research Development Institutes (ZARDIs), National Agricultural Research Institutes (NACCRI etc)	Carry out adaptive research and technology dissemination Farmer capacity building	none
Training institutions	Makerere University, Nkozi University, Gulu University, Busoga University, Mountains of the Moon University	Training AAS providers, carry out agricultural research	RUFORUM
Local government	Production Departments in Local Government	Participate in policy formulation, capacity building for AAS frontline staff, technical backstopping, supervision and monitoring of agricultural advisory services.	None

## **2. STRATEGIC ORIENTATION OF UFAAS**

### **2.1 ORIGIN OF UFAAS**

From March to June 2011, AFAAS initiated the process of engaging with AAS stakeholders in Uganda and facilitated the emergence of a Country Forum (CF). The organizational and institutional status of AAS stakeholders was assessed; sensitisation and awareness rising among all stakeholders was done; and the process of establishing a country forum was facilitated.

The institutional assessment found out that while there were several professional networks related to Agriculture and Veterinary, none was embracing all the AAS actors in Uganda hence the birth of the Uganda Forum for Agricultural Advisory Services (UFAAS) as a forum that brings together a wide range of actors involved in Agricultural Advisory Services (AAS) in Uganda. UFAAS membership includes institutions and individuals within the following categories i) public and local government extension system at the different administrative levels, ii) Academic institutions involved in training Agricultural Advisory Service providers iii) the private sector organizations involved in AAS, iv) agricultural media promoting AAS and v) farmers' organizations.

UFAAS was launched in May 2011 and an interim committee was put in place by the AAS stakeholders who attended the sensitization meeting. The committee was charged with ensuring that the forum is established as a legal entity in Uganda. The strategic planning and constitution making processes were initiated in June 2011. As part of the strategic planning process, the stakeholders met to analyze the AAS system in Uganda, assess and prioritize the problem and discuss the strategic direction of the proposed Country Forum (UFAAS).

### **2.2 THE SITUATION ANALYSIS OF THE EXTENSION SYSTEM IN UGANDA.**

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the national extension system was conducted confining to elements that lie within the mandate of the Forum. The elements included: partnerships, linkages and networking; coordination, networking & linkages, lesson learning, professional interaction and capacity building. The analysis revealed various strengths and opportunities within Uganda's extension system, which UFAAS can build on or take advantage of. These are:

#### **STRENGTHS:**

- Existence of partnerships, networks and linkages that can be used for lesson learning, for example: the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) and NAADs as government institutions have promoted partnerships, capacity building, and linkages with NGOs, private sector and farmers' organizations in the area of agricultural advisory service provision. Partnerships have also existed between NGOs and other agricultural sector players.
- Existence of a range of institutions engaged in provision of agricultural advisory services e.g. farmer organizations, training institutions, NAADS, NGOs and private sector.
- Openness, goodwill and interest among partners to link and embrace pluralistic extension service delivery.
- Evidence of learning between institutions e.g. adoption of participatory extension methodologies by government extension service out of interaction with NGOs.
- Existence of best practices in AAS with potential for up scaling.
- Localized initiatives for networking and shared learning. e.g. marketing information by FIT Uganda, meetings and reports by NAADs.
- Existence of numerous institutions of higher learning (Universities, colleges and farm schools) and trained personnel in the provision of agriculture advisory services.
- Existence of professional networks such as the Uganda Veterinary Association (UVA), the Association of Uganda Professional Agriculturalists (ASUPA), the Association of Uganda Professional Women in Agriculture and Environment (AUPWAE), the Agricultural Economics Association (AEA).

## **OPPORTUNITIES**

The opportunities available are:

- A favourable policy environment that supports liberalization and pluralistic extension services, commercialization of agriculture, Public Private Partnerships.
- Information Communication Technology (ICT) including mobile phones are bound to make AAS partnering, networking and interaction easier.
- Existence of supporting frameworks like the Framework for African Agricultural Productivity (FAAP) and the African Forum for Agricultural Advisory Services (AFAAS), which favour networking, information sharing and lesson learning in agricultural development.
- Good will and support from stakeholders including donors.
- Increased investment in research to generate new knowledge and information for dissemination.
- Regional initiatives in support of technologies and solutions to common issues e.g. the Pan Africa Agribusiness and Agro industry Consortium (PanAAC), Pan African Farmers Forum (PAFFO), East African Farmers Federation (EAFF) and the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM).
- Existence of many actors in the public, private and civil society sectors, providing advisory and training services and investments, along the value chain.
- Presence of the existing associations and professional bodies and experiences as a base for starting the Country Fora.
- High national drive for approaches that incorporate and/or address emerging issues like the Value Chains, climate change, pests and diseases

However, there are also key weaknesses and threats that need to be addressed and mitigated, which are:

## **WEAKNESSES**

- Most partnerships are not institutionalized and are mostly exploitative, short-lived, tied to specific funding – project based, they are usually not properly monitored and enforcing accountability is difficult.
- Linkages among AAS actors in research, academia and extension are ad hoc or nonexistent, and localized at a micro level.
- Poor culture of shared learning, communication, reading and use of information technology within the AAS system.
- No forum for lesson sharing.
- Lack of appreciation of the need to work together; existence of strong conflicting values and philosophies e.g. conventional vis-a-vis Organic Agriculture; competition among partners; some organizations want to shine above others in order to capture the glory despite working in partnerships; and territorial protectionism over approaches.
- No policy on quality assurance of AAS provision hence existence of actors who are unethical.
- No forum for harmonizing messages and approaches to communities i.e. messages conflict.
- Existence of theoretical practitioners who lack innovative and entrepreneurial skills.
- Inadequate budgets, guidelines and opportunity for capacity building and continuous learning/upgrading (in-service training and short courses) for advisors.
- Lack of clear extension methodology.
- Professional bodies and farmers/ commodity associations are few with limited membership, poorly funded, inactive and working in isolation (rarely linked to Government and other AAS systems).
- The role of AAS is not very clear leading to low value accorded by the users and providers especially for crops and soils.
- Mainstreaming of cross-cutting and emerging issues (gender, HIV/AIDS, climate change, etc) is still a challenge due lack of capacity and resources.

## **THREATS**

- Fluctuating share of the agricultural sector in the budget which is likely to be worsened by the discovery of oil whereby the oil sector may take priority over other sectors including agriculture.
- Development partners unwilling to support vertical value chains that culminate into job creation.
- Agriculture sector not being attractive as a business resulting into less students opting for it, fewer youth becoming farmers and quack extension service providers.
- Limited capacity at the national level to address emerging cross-cutting issues e.g. epidemics (pests and diseases), climate change, globalization which makes farmers non competitive.

- Nontariff barriers to agricultural products.
- Political interference at the national and local level.
- Corruption, plagiarism and piracy.
- Decentralization policy weakens networking, lesson learning because local governments are autonomous

All the issues mentioned above and much more, pose a big challenge to a forum that is intended to provide a mechanism for the diverse actors to exchange information, share lessons, identify opportunities for providing services to each other, and for innovating on how to provide effective advisory services in their domains of work.

### **2.3 PROBLEM ANALYSIS OF THE EXTENSION SYSTEM IN UGANDA**

The problem analysis yielded the following problem areas which were prioritized for UFAAS focus and intervention in the next 5 years.

1. Lack of a platform/ forum for building consensus on issues of AAS coupled with the poor culture of search for information, reading; poor ICT skills; and unhealthy competition and protectionism amongst AAS actors.
2. Partnerships between AAS actors lack many of the critical factors necessary for mutually beneficial collaboration, namely: shared goals and responsibility; clear communication; mutual authority, respect and accountability; shared resources and rewards. The few partnerships that exist operate on a narrow scope.
3. Limited capacity and expertise of the AAS providers resulting in inability to catch up with current trends and innovations.
4. Lack of policies, standards/ Intellectual Property Rights and guidelines governing AAS industry coupled with incidences of unethical conduct and incompetence.
5. Weak professional bodies working in isolation.
6. Low value attached to AAS provision resulting in limited facilitation to AAS to fulfil the responsibilities.
7. Low level of funding of AAS, particularly for the non-public sector.
8. Coordination and harmonisation of the pluralistic sector.

### **2.4 STRATEGIC DIRECTION**

Basing on the situation and problem analyses, the AFAAS mandate, and the DSIP, UFAAS has set its strategic direction with the following Vision, Mission and objectives.

The **Vision** of UFAAS is: Quality AAS effectively contributing to agricultural development in Uganda.

**Mission of UFAAS:** To promote an effective, efficient and innovative AAS system through advocacy, capacity building, information sharing and increased professional development among AAS actors in Uganda.

The Objectives set to achieve the above mission are:

1. To establish and sustain an effective platform for Advisory Agricultural Services in Uganda
2. To promote professional development, information sharing and networking among AAS actors.
3. To build capacity of Agricultural Advisory Services systems to provide innovative and client-orientated services.
4. To promote professionalism and ethical conduct in AAS systems in Uganda.
5. To advocate and lobby for an enabling environment for Advisory Agricultural Services in Uganda.

### **2.5 CORE VALUES**

UFAAS will uphold the Core Values below as well as integrate them in all its programmes.

#### **Respect for Universal Principles:**

Committed to the advancement of international and national laws and policies that promote agriculture, ecosystem protection, gender and diversity, sustainable development and other public goods. Where such laws and policies do

not exist, are not fully implemented, or abused, UFAAS will highlight these issues for public debate and advocate appropriate remedial action.

**Integrity and transparency:** UFAAS will promote and encourage integrity and transparency among its members. It will be run as an open, transparent and ethical organization and will use open communication and member participation as one of the tools to maintain a high integrity atmosphere.

**Accountability:** UFAAS will perform our services in a manner at all times that makes us accountable, responsible, and answerable to our external stakeholders. Willing to take responsibility for our action and outcome and honoring obligations, expectations and requirements

**Professionalism:** UFAAS will promote and enforce professionalism and ethical conduct among its members and stakeholders. It will establish resources and opportunities that assist members to consistently perform to high standards of competence, with a positive attitude and in a reliable manner.

**Teamwork:** UFAAS will encourage its professionals to work together and support each other in teams, bringing together their technical knowledge and expertise for the achievement of its mission and goals.

**Partnering:** UFAAS will partner with the farmers and all other stakeholders and participants along the agricultural value chain. It will seek membership, mutual partnerships, networking and alliances with organizations that are in line with its vision and mission.

**Farmer-Centred:** Because UFAAS recognises that farmers are the purpose for its existence, it will endeavour to promote programmes, approaches and practices that are in the interest of their sustainable development

**Gender sensitive:** UFAAS recognizes the need to be gender sensitive and undertakes as its core value promotion of women and gender equality efforts within the AAS in Uganda.

### **3. THEMATIC AREAS OF INTERVENTION**

#### **3.1 INSTITUTIONAL STRENGTHENING OF UFAAS**

##### **3.1.1 Strategy statement**

UFAAS will set up an institutional framework at national and regional levels in Uganda that will uphold and anchor all the other components. This framework will facilitate the existence of a strong forum with an appropriate legal status within Uganda, a corporate identity, proper hosting and governance. Various resources will be mobilized to ensure sustainability.

##### **3.1.2 Rationale and Current status**

Strengthening the capacity of country level advisory services is one of AFAAS's specific objectives and this is being achieved through establishment of country forums (CFs), through which AFAAS can monitor the performance of the systems and identify issues that they need to respond to. Currently, the AAS stakeholders in Uganda are in agreement regarding formation of a forum that brings them together and they have put in place an interim committee to establish the forum on their behalf. Hence, the formation of the Uganda Forum for Agricultural Advisory Services (UFAAS) that brings together all the stakeholders.

Like any other organization, UFAAS needs to establish a strong institutional framework if it is to achieve its objectives. This will ensure its legal and physical identity, professional mandate and trust among its partners and supporters

##### **3.1.3 Outputs and activities**

The main output of this component is a sustainable Forum, legally recognised by the Government and all development partners. In order to achieve this, UFAAS requires legal documents (like a constitution), a strategic plan, resources (physical, human and financial), corporate items, governance, - policy documents and a secretariat. The forum's legal status agreed on by the stakeholder representatives is a Company Limited by Guarantee.

The activities to ensure the above outputs are achieved will include:

- i. Developing a strategic plan and operational plan.
- ii. Developing the UFAAS legal documents (Memorandum and articles of Associations), registration with the Registrar of Companies, Constituting a Board, holding annual general meetings, filing annual returns and drafting of bye laws to operationalize the constitution.
- iii. Establishment of a national Secretariat.
- iv. Developing the UFAAS corporate identity through designing and establishment of a logo, website, print materials that promote and publicize the Forum
- v. Developing and implementing a resource mobilisation strategy so as to mobilize resources (facilities, human expertise and financial) required to implement all the planned activities.
- vi. Mobilization of members. This will involve carrying out a stakeholder mapping.
- vii. Developing governance and policy manuals like the personnel, finance and operational manuals.
- viii. Seeking recognition by the Government (Ministry of Agriculture, Animal Industries and Fisheries) and other development partners.

#### **3.2 NETWORKING AND PROFESSIONAL DEVELOPMENT**

##### **3.2.1 Strategy statement**

UFAAS will promote information exchange and shared learning by creating mechanisms that facilitate networking, information generation and sharing, and professional interaction among AAS providers and actors in Uganda. This will involve the following:

- i. Profiling AAS actors in the different regions of the country
- ii. Identification of information and knowledge needs of the actors and preferred channels for interaction and exchange
- iii. Implementing events and processes for professional exchange and lesson learning

### **3.2.2 Current status and rationale**

Uganda has a wide range of AAS actors in the private, public, and NGO sectors that employ a diversity of approaches and innovations and each has accumulated a rich experience. However, despite having common challenges, they lack a forum for interaction and mechanisms for information sharing. Each actor functions in isolation with some instances of competition and protectionism. There is also a poor culture of searching for information, coupled with inadequate communication and networking skills especially in ICT.

### **3.2.3 Outputs and activities**

The output of this strategy will be functional networks among AAS professionals and actors in Uganda. The activities that will be implemented under this strategy will include:

- a. *Information sharing and knowledge exchange.*
  - A nation-wide study to profile AAS professionals and actors including an inventory of their information/knowledge needs and preferred channels for interaction and exchange.
  - Establishment of a knowledge management and exchange system for UFAAS.
    - i. Sensitization of AAS providers and actors to join the AFAAS social networking virtual platform.
    - ii. Consolidation of and sharing of documentations on best fit AAS practices and lessons learnt (publications)
    - iii. Commission and undertake studies on various aspects of AAS.
    - iv. Develop information and communications strategy.
    - v. Engage in regional, continental, and international fora for purposes of networking and shared learning
    - vi. Build capacity of AAS providers in ICT for knowledge management.
    - vii. Convene information sharing platforms, e.g professional conferences and peer reviews processes.
    - viii. Establish /strengthen knowledge management infrastructure.
    - ix. Disseminating information through social networks such as face book, LinkedIn, and blogging.
    - x. Use of exhibitions and share fairs.
    - xi. Organize regular conferences for sharing and networking.
- b. *Strengthening partnerships between actors in AAS.*
  - i. Development and dissemination of partnership operational guidelines.
  - ii. Under take inventory of AAS actors engaged in partnerships.
  - iii. Conduct action research on partnership and networking experiences; synthesize and disseminate lessons.
  - iv. Draft MOU templates for partnerships and collaborations.
  - v. Establish partnerships for institutional capacity development.
  - vi. Develop strategic partnerships such as with mobile telephone service providers for ICT based networking.
  - vii. Consortium building with multi and international stakeholders.

## **3.3 CAPACITY DEVELOPMENT**

### **3.3.2 Strategic statement**

UFAAS will work with its partners to ensure access by its members to resources and opportunities for i) regular up-to-date capacity and training needs assessments; ii) innovative, and relevant short and long term courses and other capacity development avenues; iii) conducting critical training evaluations to ensure value for money invested into training, including strategies that facilitate application of training to the work place; iv) engagement and recognition of training experts in AAS within the region and beyond.

### **3.3.2 Current status and rationale**

The extension advisory services landscape in Uganda has changed over the last two decades bringing in a new set of demands for capacity among service providers. Major changes have been registered in the way extension is organized, its agenda, methods and approaches. For example, extension in the country has changed from a mainly centrally planned, publicly funded and serviced system to a locally decentralised, both privately and publicly delivered and funded system. The extension agenda has expanded to include aspects of poverty alleviation, market orientation, environmental protection, cross cutting issues such as HIV/AIDs, malaria and gender, sustainable farming, nutrition and health, and global knowledge economy. The approaches and methodologies to extension and advisory service

provision have also changed. The approaches in use today, such as agricultural innovation systems, pluralistic extension systems, the value chain approach, farmer to farmer extension, farmer institutional development, use of information and communication technology systems, as well as the need for promoting demand driven and participatory extension approaches, are all new. Uganda's extension service is ill prepared to handle these emerging trends and attendant challenges. Best bet practices in capacity building exist usually among private sector advisory services; however, they are scattered and lack widespread application due to their localized nature. Institutions that provide critically needed training are also scattered and not well known. Extension service provider organizations tend to organize capacity development individually leading to duplication of effort.

Another challenge in Uganda is the lack of formalised procedures and standards for continuous updating of skills and certification among advisory service providers. Beyond first degree or diploma training, providers are not expected to upgrade on a regular basis and satisfy minimum requirements for updated skills.

The above situation has created an incredibly high need for new capacities among older and new extension staff whether public or private. Advisory service providers and managers need a wide range of skills to fit into the present demands.

### **3.3.3 Outputs and activities**

The expected outputs of this component include:

- Capacity gaps identified
- Data base of AAS experts established and continually updated
- Data base of national and international capacity development centred established and continually updated
- Awareness about capacity development needs and opportunities created
- Policies supportive of continuous capacity development adopted by member organizations
- Capacity and motivation of AAS providers enhanced
- Training materials/modules targeting identified extension training gaps

The activities to achieve the planned outputs will be:

- i. Conduct regular training needs assessment to identify capacity gaps and emerging extension needs
- ii. Development of a data base of AAS experts and capacity development opportunities and brokering for scholarship/sponsorships
- iii. Dissemination of information on capacity development opportunities to members
- iv. Lobby for policies that require that AAS employers conduct regular training for their employees
- v. Organize trainings for the different categories of members
- vi. Integrate AAS research and training into daily operation activities of AAS providers
- vii. Organize competitions, regular evaluations of good AAS practice, awards, and recognitions
- viii. Create a fund for mentoring upcoming AAS providers and managers
- ix. Exchange visits at local and international level
- x. Coaching and mentoring arrangements
- xi. Women extension capacity building – enhancing technical, leadership, capacity among women extension workers

The principle of subsidiarity will be adopted whereby capacity development activities will be implemented at a level where they are best done.

## **3.4 PROFESSIONALIZING AAS SYSTEM IN UGANDA**

### **3.4.1 Strategic statement**

UFAAS will promote and enforce professionalism and ethical conduct among its members through standards and platforms for professional exchange. It will convene meetings; organize conferences, symposia, and other professional and scientific interactions. UFAAS will also establish resources and opportunities that assist members engage in innovative endeavours that improve and make AAS service provision a cutting edge undertaking including building a professional knowledge base website that allows e-interaction. This will all be part of the effort to improve the public image of AAS, as well as ensure professional conduct in service delivery.

### **3.4.2 Current status and rationale**

While there is significant advances in agricultural extension research, theory, and professional academic training, this has had limited influence on extension practice. There is little interface between the extension research and academia, and extension practitioners hence absence of injection of new thinking into extension practice and advisory service provision to meet current field demands. This is partly because there is no enabling environment within Uganda's public and private extension services to motivate and facilitate such inter-change. There is even no professional body ensuring that AAS providers have regular update of their skills and enforcement mechanisms are similarly lacking.

There is also no follow up on the AAS providers to ensure that they are offering professionally and ethically accepted standards. Often too, there are those AAS provider institutions that have developed novel extension methodologies but these are neither recognised, nor are these pockets of success disseminated for wider use due to lack of a forum for exchanging such ideas. This is due to lack of regular professional exchange among AAS providers, and the lack of a code of conduct for AAS especially for those in private service. While it is the role of the Ministry of Agriculture Animal Industry and Fisheries to monitor and regulate the provision of AA services, it lacks clear AAS policies and standards. The Ministry also lacks the support and guidance of a think tank, and a professional pressure group to guide it, which role UFAAS can play.

Lack of policies, standards/ Intellectual Property Rights and guidelines governing AAS industry coupled with unethical conduct has undermined the quality of AAS in Uganda.

### **3.4.3 Outputs and activities**

The expected outputs are:

- AAS Code of Conduct established at national level
- Peer mechanism for quality assurance among member organisations established

The activities to achieve the outputs are:

- i. Develop AAS standards and a Code of Conduct for AAS service provision among member organizations
- ii. Establish mechanisms for peer enforcement of the Code of Conduct
- iii. Lobby for the establishment of:
  - a. AAS standards and Code of Conduct at national level
  - b. A regulatory framework / body for AAS
  - c. Sensitization of members and clients on standards and ethical code of conduct.
- iv. Lobby government to obtain mandate to oversee the implementation and enforcement of the Code of Conduct.

## **3.5 ADVOCACY AND LOBBYING**

### **3.5.1 Strategy statement**

UFAAS will contribute to creation of an enabling environment for efficient and effective provision of AAS through promotion of recognition and visibility of AAS. UFAAS will influence policy and practice in AAS through evidence based lobby and advocacy, as well as sensitization and engagement with all relevant stakeholders.

### **3.5.2 Current status and rationale**

AAS in Uganda operate under poor working conditions characterised by poor remuneration and facilitation of AAS providers, especially frontline staff, which undermines their ability to perform. Agriculture is allocated less than 4% of the national budget and it is urgent to make a case for increased budgetary allocation to the agricultural sector in general and AAS in particular. There is however a challenge in demonstrating tangible results accruing from AAS since *its impacts take time and they are not easily visible*. In the absence of a think tank to give policy advice on AAS to the Line Ministry, UFAAS will support national actors to generate evidence that can be used to demonstrate the value of AAS and justify increased budget allocation to the sector. Such evidence will be used to advocate for supportive policies that commit governments to enhance efficiency and effectiveness of institutions and organisations involved in AAS including NGOs, farmers and other value chain actors.

**3.5.3 Outputs and activities**

Outputs of this strategy will include: Supportive policy framework in place; increased confidence in and buy in by clients and stakeholders; and increased budget allocation to AAS.

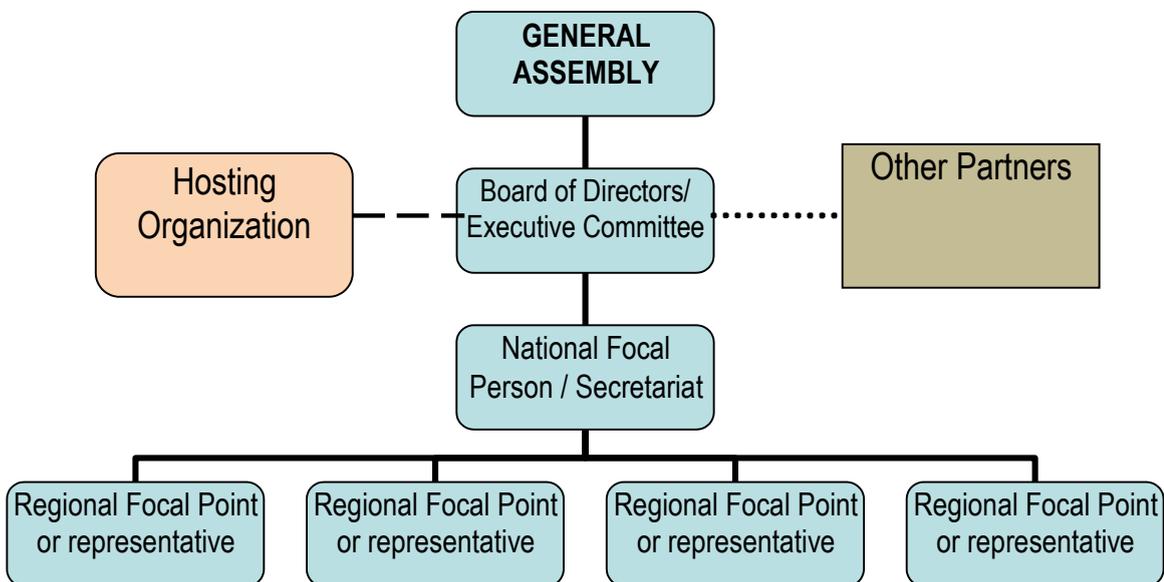
The activities that will be implemented under this strategy will include:

- i. Conducting action research related to AAS.
- ii. Conduct qualitative and quantitative studies to determine the impact of AAS approaches.
- iii. Documenting success stories in AAS and unsuccessful case studies with a potential to provide evidence for lobbying.
- iv. Preparing advocacy materials e.g. fact sheets, bill boards, policy briefs.
- v. Identifying champions and antagonistic forces to AAS within relevant institutions; developing and implementing strategies to use both types of people to influence AAS agenda.
- vi. Organizing advocacy and lobbying events targeted at various stakeholders.

**4 GOVERNANCE AND MANAGEMENT**

UFAAS shall be governed by the General Assembly (GA) made up of representatives from all the member institutions. The GA will constitute a board as per its Articles of Association to conduct the business of the forum on a regular basis. The GA shall meet on an annual basis while the Board shall meet at least quarterly. The Secretariat will be hosted by a selected organization that fulfils the criteria set including: availability of resources, good contacts (national and international), a good reputation, legal existence, active participant in AFAAS and interested, supportive and ready to be champion, less bureaucracy and a physical address in Kampala. It should not also be the type that can easily “swallow” up UFAAS. The hosting organization shall provide UFAAS with an office space or desk. A focal person/coordinator preferably a member of UFAAS shall be recruited and any other technical or support staff to be hired as and when the need arises. Figure 1 shows the UFAAS proposed structure.

**Figure 1: Proposed Governance Structure**



In order to strengthen and sustain the governance, UFAAS shall put in place policies and procedures to guide its operations by developing relevant management manuals, for example an institutional development manual, financial policy, human resource development manual, and so on.

## **5 RISKS AND SUSTAINABILITY**

UFAAS has a number of assumptions it is basing on to be able to push its agenda. These include but are not limited to:

- A good and supportive host organization that allows UFAAS the required autonomy to conduct its business without interference.
- An active and vibrant membership base from all parts of the country that buys into the vision and quickly takes ownership of the Forum.
- Continued recognition of AAS as a key element in agricultural development by the Government and development partners.
- Continuity of leadership and a championship spirit among the pioneer members.
- Harmony and mutual support with existing professional networks.
- Political stability and a conducive policy environment.

If the above assumptions continue to hold, UFAAS will grow to sustainable levels and contribute to the enhancement of the AAS in Uganda

## **6 MONITORING AND EVALUATION**

All the activities of UFAAS shall be monitored for purposes of ensuring that its targets are met, and lessons learned are documented and used to improve performance. It will also assist in identifying new strategic areas of intervention and focus. The basic premise of the monitoring and evaluation (M&E) framework of UFAAS will be to ensure that organization learning and development goes on within the Forum while ensuring that its outputs and activities are efficiently and effectively achieved.

Monitoring will be carried out annually while the evaluations will be carried out once in every three years. UFAAS will develop an M&E framework with clear indicators to facilitate monitoring and evaluation of its activities, outputs and impacts, as well as inform the decision making process. UFAAS will ensure that its M&E framework is well aligned with AFAAS's monitoring and evaluation system. UFAAS's M&E framework shall be guided by the following principles:

- Outputs, activities and indicators of achievement derived from the strategic direction of UFAAS and the key thematic areas;
- Decentralized, participatory, gender sensitive approaches used in developing the monitoring and evaluation framework including the logframe;
- Member feedback and public feedback sought to monitor the external outlook of the Forum;
- Cost-effectiveness as a key consideration in the choice of M&E methods to be used;
- Baselines established for all aspects of work to be undertaken under each thematic area as well as organizational and operational outputs;
- The monitoring and evaluation methods used to include, amongst others, process monitoring and documentation, and cross-sectional and longitudinal surveys ;
- UFAAS will operate as a learning organization that will take the feedback of members, and the results of the regularly commissioned evaluations as opportunities to improve its way of doing things, contribute to the work plans, governance, and as a means to redevelop itself strategically where need arises;
- The indicators at the national level developed by UFAAS and harmonized with the indicators at the continental level – most notably those of AFAAS and CAADP;
- In addition to internal systems of monitoring and feedback, the Forum shall in every three or five years commission an external evaluation of its work and organizational viability;
- Documentation and sharing of monitoring and evaluation results widely including use of scientific and other fora such as the media, conferences, symposia, and publications;
- Capacity development for M&E shall also be an overt objective of the M&E systems and therefore budgeted for;

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