



AFAAS UGANDA COUNTRY FORUM
REPORT OF THE STRATEGIC PLANNING WORKSHOP

23RD-24TH JUNE 2011

METROPOLE HOTEL, KAMPALA , UGANDA

TO: THE MANAGING CONSULTANT- AFAAS
CC: THE COORDINATOR -AFAAS
THE CHAIR PERSON – AFAAS UGANDA COUNTRY FORUM

By
Beatrice N. Luzobe
(Secretary-Uganda AFAAS Country Fora)
and
Chief Workshop Facilitator

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Acronyms

AAS	Agricultural Advisory Services
AFAAS	African Forum for Agricultural Advisory Services
AFRII	Africa Innovations Institute
AIDS	Acquired Immune Deficiency Syndrome
AT	Appropriate Technology
FAAP	Framework for African Agricultural Productivity
CAADP	Comprehensive Africa Agriculture Development Programme
CAEC	Continuing Agricultural Education Centre
CF	Country Fora.
EAFF	East African Farmers Federation
FAO	Food and Agriculture Organization
FFS	Farmer Field School
FO	Farmers Organization
HIV	Human Immune Virus
ICT	Information and Communication Technology
LG	Local Government
MAK	Makerere University
NAADS	National Agricultural Advisory Services
NGO	Non-Governmental Organization
NTB	
PAFF	Pan Africa Farmers Federation
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SAFE	Sasakawa Africa Fund for Education
SG2000	Sasakawa Global 2000
SWOT	Strengths, Weaknesses, Opportunities, Threats
UNFFE,	Uganda National Framers Federation
VC	Value Chain
VEDCO	Volunteer Efforts for Development Concerns

1.0 BACKGROUND INFORMATION

1.1 INTRODUCTION

The African Forum for Agricultural Advisory Services (AFAAS) is the umbrella network organisation for Agricultural Advisory Services (AAS) in Africa. Its objective is to create efficient, effective and synergistic linkages and partnerships between AAS of member countries to improve the delivery of these services to farmers. It operates within the framework of Pillar IV of the Comprehensive Africa Agriculture Development Programme (CAADP) and therefore aligning to the principles for agricultural research and extension laid out in the Framework for African Agricultural Productivity (FAAP).

The foundation for AFAAS is a network of Country Fora (CF). These bring together a wide range of actors involved in or benefitting from AAS in the member countries.

The aim of the CF is basically to provide a mechanism for the diverse actors – including farmers – to exchange information, share lessons, identify opportunities for providing services to each other, and for innovating on how to provide advisory services in their domains of work. AFAAS's role in relation to the CFs is through linking the CFs regionally and continentally for sharing and learning at that level, to facilitate the CF in the different countries in aligning their strategies and programmes on AAS with AFAAS strategic Plan and to assist in strengthening the capacity of the AAS stakeholders to lead AAS development at country level.

1.2 ESTABLISHING THE COUNTRY FORUM

During the national workshop that that was held 20th May 2011, the Uganda AAS stakeholders agreed on the process of establishing a Country Forum. The national workshop had the following agenda:

- Awareness raising of AFAAS objectives and capacity building in relation to the FAAP principles – for example as a national workshop with all AAS stakeholders
- Establishment of what the stakeholders want from the CF
- Establishment of the objectives of the CF
- Establishment of roles and responsibilities
- Establish leadership (for example as an Executive Committee), roles and responsibilities

After this initial workshop, an establishment meeting was to be held during which the new CF would establish itself, its structure and procedures for functions. This was to include:

- Operational guidelines for functions and communication (internal and external)
- Discussing the establishment of a charter (can be included in the strategic planning)
- Making a plan for the next steps: Strategic planning and operational planning

Unfortunately, due to time constraint, this meeting never took place

2.0 THE STRATEGIC PLANNING WORKSHOP

2.1 Purpose of the Workshop

In order to determine the overall direction, assess the current situation, and develop and implement approaches for moving forward, there was need to develop a strategic plan for the Uganda AFAAS CF. This plan will focus on what the CF wants to accomplish, as well as moving towards larger goals.

A two-day workshop was organised, to start on the process of developing a strategic plan for the Uganda AFAAS CF. The overall goal of the workshop was to determine the strategic direction and implementation framework for the Uganda AFAAS CF while the objectives were:

1. To develop a Strategic Plan for the Uganda AFAAS CF
2. To develop an operational plan that outlines and links outcomes to activities and timelines
3. To discuss the critical elements of the constitution.

The process was to involve the 8-basic steps, which are:

1. Preparation for Planning
2. Articulating Mission and Vision
3. Assessing the Situation (SWOT)
4. Analyzing the problem (Problem statement)
5. Developing Strategies, Goals, and Objectives
6. Implementation /Operational Plan (Action plans/activities)
7. Monitoring and Evaluation Plan
8. Completing the Written Plan

The programme is attached in appendix I, though due the time limit, the implementation/ operational and monitoring and evaluation could not done.

2.2 Methodology

This workshop brought together a broad range of AAS stakeholders from academia to farmer level and public to private, most of who were technocrats in their own fields. It was very participatory involving plenary and working groups' sessions to facilitate maximum input. Given the diversity of the group, the preparatory stage ensured that there was a general understanding and level ground for the terms, format, steps, tools and approaches used in strategic planning process. The SWOT analysis and Problem Analysis were used.

The facilitators role will mainly be of directing and guiding the process to ensure a product is achieved at the end the day.

The main sessions covered during this workshop were:

- Preparation: to share the agenda and agree on the basics of strategic planning
- SWOT Analysis: to identify the positives and negatives inside your organization and outside of it, in the external environment
- Problem analysis: to summarize the key issues facing/likely to face the CF, and provide a help understand the strategic choices.
- Visioning to determine the general direction in terms if vision and mission of Uganda AFAAS CF
- Main elements of the Constitution
- The way forward for the CF

2.3 Participating stakeholders

The training was attended by 17 participants from the public (2), academia (6), NGO(4), Farmer Organization (2) and private(3) sectors. Only 2 came from upcountry (Luwero and Apac) due to the short notice of the invitation. The list of participants is attached in Appendix II.

3.0 WORKSHOP OUTPUTS

3.1 Preparation Phase

During this session, the participants agreed on the following:

- **The Steps of the strategic plan:** Although the proposed steps were okay to everybody, there were varying views on whether the strategic plan should include the operational and monitoring plans or not. It was eventually agreed that a complete strategic plan for the Forum should include all those elements, though it was only feasible to handle the SWOT, Problem analysis and the visioning process.
- **Common understanding of the terms:** It was agreed that terms will be defined and agreed on as need arises. Otherwise the definitions given by the chief facilitator were accepted. See Appendix III.
- **Facilitating the workshop:** Members agreed on the approach of co-facilitating the sessions and the following were the volunteers:
 - Preparation Phase – Luzobe Beatrice
 - SWOT and Problem Analyses – Alacho Francis
 - Visioning – Miiro Richard
 - Critical Elements of the Constitution – Agnes A. Obua-Ogwal
- **Workshop Outputs:** It was agreed that the main outputs of this workshop include
 - The SWOT and Problem analyses of the current national extension system since the CF is not yet established
 - Proposals for the Vision, mission and objectives of the CF
 - Proposals on the critical elements of the CF constitution for the CF
 - The immediate way forward for the interim Committee
- **Use of Extension vis-a-vis agricultural advisory services:** The use of these two terms was debated, the former one being more accepted by most actors especially those at the lower levels while the later is in line with the current innovations at the national (e.g. NAADS) and international (e.g. AFAAS) levels.

3.2 SWOT Analysis

The SWOT analysis of the national extension system was confined to elements that would be within the mandate of the forum. These were partnerships, linkages and networking, coordination, Networking & linkages, lesson learning, professional interaction and capacity building. The work of the three groups that did the analysis is shown in Appendix IV, from which the summary in Table 1 has been extracted.

There are many strengths within the Uganda extension system which are unfortunately down played by the weaknesses therein. For example: the effort by individual organizations to initiate and implement partnerships, networking, professional interaction and capacity building which are localized, isolated and lacking the critical factors for effective collaboration¹; the many actors along the value chain with limited capacity and no guiding principles and standards to handle the issues especially as you move away from the

¹ *The critical factors for effective collaboration are: shared goal and objectives; shared responsibility; clear communication; mutual authority, respect and accountability; and shared resources and rewards*

traditional extension methodologies; the sharing of best practices and lessons is hampered by the competitive and protective nature of the actors.

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 – including farmers – 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.

Table 1: SWOT Analysis of the Agricultural Extension System in Uganda

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A few partnerships , networks and linkages exist that can be used for lesson learning, for example: NAADs, SG2000, and others (which can be identified) programmes has promoted partnerships , capacity building, and linkages with NGOs, private sector and FO; • Existence of institutions engaged in provision of agricultural advisory services e.g. Farmer Organizations, Training institutions, NAADS, NGOs and private sector • The National Agricultural show promotes networking, learning, linkages and professional interaction • There is openness, goodwill and interest among partners to link and embrace multi extension service delivery • Shared learning where different institutions work together to enhance performance e.g. adoption of participatory methodologies and some coordination among providers e.g. NAADS/FFS • Willingness to share resources between partners both financial and human resources e.g. E/Alert and Government. • Existence of best practices in AAS and limited and localized initiatives for networking and shared learning. e.g. Marketing information by FIT Uganda, meetings and reports by NAADs • Numerous existing institutions of learning (Universities, colleges and farm schools) and existence of trained personnel in the provision of agric. advisory services • A lot of published materials from the ministry, NAADS, SG2000, AT, and others • Many actors in AAS along the value chain though capacity is limited • Professional associations exist e.g. Vet Assoc., Agric Assoc., AWPAE, Agric. Ext., Agric. Econ. <p>New degree programs and distance education for extension and innovation</p>	<ul style="list-style-type: none"> • Partnerships not institutionalized and mostly exploitative (no win-win but Master- slave relationship), short-lived, tied to specific funding – project based, they are usually not properly monitored and enforcing accountability 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 IT 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 e.g. FFS seem to be FAO owned • No policy on quality assurance of AAS provision, existence of actors who are unethical e.g. winning contracts and presenting different actors to interface with communities and No forum for harmonizing messages and approaches to communities i.e. messages conflict • Theoretical practitioners who lack of innovative and entrepreneurial skill, no mechanisms to customize training and no facilitation to handle practical cases • Inadequate budgets, guidelines and opportunity for capacity building and continuous learning/upgrading(in-service training and short courses) for advisors to be able to integrated environment and to link knowledge to practice e.g. CAEC has insufficient capacity / funding to run short courses, LGs/ private actors do not consider AAS capacity building as a priority • Lack of clear extension methodology • Professional bodies and farmers/ commodity associations are few with limited membership, poorly funded and inactive and working in isolation (rarely linked to Government and other AAS systems) • The role in AAS are not very clear leading to low value accorded by the users and providers especially for crops and soils • Lack of budgets for professional interaction • Mainstreaming of cross-cutting and emerging issues (Gender, HIV/AIDS, Climate change, etc) is still a challenge due lack of capacity and resources

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A favourable policy environment that supports liberalization and pluralistic extension services, commercialize agriculture, PPP, ICT and gender mainstreaming making AAS partnering, networking and interaction easier • Existence of supporting frameworks like the CAADP, FAAP and 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.: EAFF, AFAAS, PAFF, • 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 emerging issues like the VC, Climate change, Pests and diseases 	<ul style="list-style-type: none"> • Dwindling share of the agricultural sector in the budget which is likely to be worsened by the oil revenue may take priority to other sectors over agriculture • Development partners unwilling to support e.g. vertical value chains that culminate into job creation • Agriculture sector not being attractive both as a business and a business resulting into less students opting for it, fewer youth becoming farmers and quack extension service providers • Limited of capacity at the national to address emerging cross-cutting issues e.g. epidemics (Pests and Diseases), climate change, globalization which makes farmers non competitive, HIV/AIDS • Non tariff barriers to agricultural products • Political interference at the national and local level • Corruption, Plagiarism and piracy • Decentralization policy weakens networking, lesson leaning (LG are autonomous) and capacity building (e.g. the SAFE programme was built on the principle of cost sharing but the district rarely prioritized extension education)

Although there are glaring threats to the extension system, this may be outweighed by taking advantage of the opportunities like the favourable policy environment, the supporting national and international frameworks and the high drive for innovative approaches.

3.3 Problem Analysis

The approach used during the problem analysis was to identify the “lack of/too few of a positive condition or presence of/too much of a negative condition”, basing on the themes listed as:

- Partnerships
- Networking and Linkages
- Quality Assurance and harmonisation
- Technical interactions
- Capacity Building
- Facilitation
- Cross-cutting issues
- Enabling Environment

These problems were later prioritized and ranked by the participants, the most critical scored one. The summary of the scoring is shown in Table 2.

Table 2: Problem Analysis of the Agricultural Extension System in Uganda

THEME	PROBLEM	Score
Networking and Linkages	1. Lack of forum for a for networking coupled with the poor culture of search for information, reading; poor ICT skills; and unhealthy competition and protectionism	11
Partnerships	2. Partnerships lack some of the critical collaboration factors of: shared goal and responsibility; clear communication; mutual authority, respect and accountability; shared resources and rewards	28
Capacity Building	3. Limited capacity and expertise of the AAS providers to catch up with current trends and innovations	31
Quality Assurance and harmonization	4. Lack of policies, standards/ Intellectual Property Rights and guidelines governing AAS industry coupled with unethical conduct and incompetence	57
Technical interactions	5. Weak professional bodies working in isolation	57
Facilitation	6. Limited facilitation to AAS provision to fulfil the responsibilities of the coupled AAS by the stakeholder with minimal value attached to AAS	60
Cross-cutting issues	7. Failure to fully integrate the cross cutting issues like gender, diversity, HIV/AIDS, Climate change, etc	67
Capacity Building	8. Lack of incentives and support to the AAS staff from the employers (esp. Private and NGOs) to upgrade	69
Enabling Environment	9. Political interference at national and local levels and high levels of corruption	81
Networking and Linkages	10. Lack of associations for some of the key commodities like cereals and no linkages between the existing ones	89

3.4 Setting Strategies

The first six problems were prioritized and strategies for addressing them proposed to the CF, which is being established, as shown in table 3.

Table 3: Proposed Strategies for Uganda CF to address the priority problems

PRIORITY PROBLEMS AND STRATEGIES
<p>1. Lack of forum for a for networking coupled with the poor culture of search for information, reading; poor ICT skills; and unhealthy competition and protectionism</p> <ul style="list-style-type: none"> • <i>Form a forum with a legal entity recognized nationally</i> <ul style="list-style-type: none"> ○ <i>Develop a constitution, register, recruit membership, issues of hosting/desk</i> • <i>Develop a promotion and networking strategy</i> <ul style="list-style-type: none"> ○ <i>May need a website or have a link to MAK or NAADS</i> ○ <i>Promote the Forum in the mass media</i> ○ <i>Undertaking awareness creation at LG levels</i> • <i>Establish a desk/secretariat</i> • <i>Lobby govt for recognition at the national level e.g. the current NAADS Act being revised – the role of the forum should be very clear. For an association to be recognized by a government institution, it must be in law. The review of the NAADS Act and this is a place to lobby and ensure AFAAS Uganda Chapter can be included. e.g. vet association is also a recognized body in Uganda law for quality assurance of veterinary services</i> • <i>Resource mobilization</i>

<p>2. Partnerships lack some of the critical collaboration factors of: shared goal and responsibility; clear communication; mutual authority, respect and accountability; shared resources and rewards, Few partnerships with a narrow scope</p> <ul style="list-style-type: none">• <i>Need a partnership strategy including guidelines for key elements for successful partnership and collaboration</i>• <i>Have a clear understanding of partnerships through lesson learning and action research studies on the few organizations implementing them</i>• <i>Sensitise and impart skills on the importance and management of partnerships through</i><ul style="list-style-type: none">○ <i>short courses</i>○ <i>case studies and</i>
<p>3. Limited capacity and expertise of the AAS providers to catch up with current trends and innovations</p> <ul style="list-style-type: none">• <i>Lobby funding and support for:</i><ul style="list-style-type: none">○ <i>the development of appropriate courses and curricula review processes within the appropriate institutions</i>○ <i>long term and short term courses for AAS to catch up with trends and Innovations</i>• <i>Organize and /or participate in lesson learning/sharing events (conferences, agricultural shows, symposia, field visits) to tap into existing expertise and best practices in AAS</i>• <i>Conduct regular training needs assessment/quality assurance evaluations across the AAS membership</i>• <i>Engage in the development of guidelines for the enrolment of students and AAS participants</i>• <i>Lobby policies that require that AAS employers conduct regular training for their employees</i>• <i>Assist in the development of a data base of AAS experts</i>• <i>Identify best places to obtain appropriate training for AAS for AFAAS members both in-country and outside of the country</i>• <i>Stimulate innovativeness and the recognition of experts by setting up competitions, regular evaluations of good AAS practice, awards, and recognitions</i>• <i>Create a fund of mentoring upcoming AAS providers and managers</i>
<p>4. Lack of policies, standards/ Intellectual Property Rights and guidelines governing AAS industry coupled with unethical conduct and incompetence</p> <ul style="list-style-type: none">• <i>Position the Forum as a Quality and standards body for AAS</i>• <i>Participate in the formulation the code of conduct for AAS providers</i>• <i>Sensitization of client to guard against misconduct</i>• <i>Registration of all AAS-create an inventory</i>
<p>5. Weak professional bodies working in isolation</p> <ul style="list-style-type: none">• <i>Increase awareness about the professional bodies and the benefits of being a member</i>• <i>Work with the professional bodies to encourage and strengthen membership</i>• <i>Lobby for associations to partner and benefit from shared resources</i>• <i>Lobby NGOs and private sector to allow for staff to participate in professional bodies</i>• <i>Increase awareness on roles / mandate of the various professional associations</i>• <i>Leadership / champions ?????</i>
<p>6. Low value attached to AAS provision -Limited facilitation to AAS to fulfil the responsibilities</p> <ul style="list-style-type: none">• <i>Sensitization of all the stakeholders</i>• <i>Documenting success stories</i>• <i>Evidence based lobby and advocacy</i>• <i>Conduct action research and analyses e.g. on allocation</i>

3.5 Visioning Process

The visioning process mainly involved discussions guided by key lead questions highlighted below, which were later summarized to come up with proposals for the vision and mission statements. This was just a brainstorming session and the suggestions can be later modified and used to finalize the process at a later date.

Lead Question 1: With reference to the strategies raised, what is envisaged as Core Functions (What we can be identified as unique from others)?

Discussion:

1. Serve as a national body that coordinates and brings together all AAS actors
2. Quality Assurance, development of standards and ensuring compliance (Ethics, morals, conduct)
3. Lobbying and advocacy
4. Spearheading of integration of entrepreneurship, innovation, action research, creativity in AAS
5. Capacity and professional development
6. Monitoring and evaluation, reflection, learning and sharing
7. Promotion of partnerships
8. Resource Mobilization (not core but cross-cutting)

Lead Question 2: Given the indicated core functions, what should AFAAS CF Uganda for in Uganda and in Africa

Discussion:

- Umbrella organization that promotes an effective, efficient and innovative AAS system for Agriculture development in Uganda
- Contributing to effective, efficient and dynamic AAS system for Agriculture development in Uganda
- Professional Organization for AAS (interaction and learning)
- Quality AAS (customized to farmers' priorities and needs, creative and innovative and practical methodology.
- To provide a nationally credible joint /forum/platform for influencing AAS environment and facilitating professional interaction for practitioners for efficient quality AAS in Uganda

Lead Question 3: Core elements of the Mission of AFAAS-CF

Discussion:

- Common/ credible/collective voice
- Professional interaction
- Efficient, effective, innovative
- Influence AAS (policy and practice)
- AAS actors in Uganda

Lead Question 4: So what should the core elements of AFAAS –CF Uganda Vision be?

Discussion:

- Credible Forum
- Professional organization
- Quality AAS services / efficient and effective
- Advocates and lobbying

- Connected AAS Actor and coordination
- Visible and valued AAS actor
- Actors along the value chain
- Self sustaining
- Sharing and learning

Proposals:

As a summary of the above core elements, the participants attempted to propose a suitable vision and mission for the Uganda CF.

An inspiring Vision

1. A strong forum advocating for quality agricultural Advisory Services for sustained growth in Uganda
2. Credible and quality AAS provided by professional actors in Uganda
3. A professional organization that promotes an effective, efficient and innovative AAS system for Agriculture development in Uganda

The Mission:

1. To promote and advocate quality AAS through building a strong system with competent actors, effective and efficient networks and partnerships and clear guidelines and standards
2. To promotes an effective, efficient and innovative AAS system through capacity building, sharing of information sharing and increased professional interaction for Agriculture development in Uganda

Proposed Core Values

The participants also attempted to propose the desired core values for the Uganda CF which are:

- Trust
- Shared Responsibility
- Gender and Diversity
- Knowledge based development
- Cross-cutting issues
- Demand driven services

3.6 Elements of the Constitution

The critical components of the constitution that required input from the participants were: Name of the Forum; hosting (type and qualification/ specifications of host); type of organization; membership (Who should be a member?, type of membership (How many How to become? Membership and subscription fees, How to become a member? Cessation of membership, and voting rights of members); Organs of the Forum (Types, Members of or positions within the organs; Roles (of the organs and the members (e.g. of the committee); and sources of funds

Discussion:

1. Proposed Names

- Forum for Agricultural Advisory Services in Uganda (FAAS-UG)
- Uganda Forum for Agricultural Advisory Services (UFAAS)
- Uganda Network for Agricultural Advisory Services (Uganda Chapter) (UNAAS)
- Uganda Society for Agricultural Advisory Services (USAAS)
- Agricultural Advisory Services Country Forum-Uganda (AASCF-U)
- Uganda Action for improved Agricultural Advisory Services
- Uganda Agricultural Advisory Services Association (UAASA)

Note: Most of the participants chose UFAAS

2. Hosting

The hosting institution/organization should:

- Have resources
- Have contacts (national and international)
- Should not swallow up UFAAS
- Have a good reputation
- Have legal existence
- Have actively participated and interested
- The leaders of the organization should be supportive and be ready to be champions
- Have less bureaucracy
- Have a physical address in Kampala

Note: Proposed organizations to approach: NAADS, UNIFFE, SG2000, AT-Uganda and VEDCO

3. Type of organization

- The CF should take a form that will easily be recognized by government/ MAAIF
- Refer was made to the Vet. Association, which is established by act of Law

4. Membership

Members should be individuals and institutions involved in Agricultural Advisory Services and training. The levels of membership (like primary and associate) will be determined later

5. Organs

Reference should be made to the Uganda Veterinary Association (UVA)

3.7 Way Forward

It was proposed that this workshop was just the beginning of the strategic planning and constitution making processes and therefore, the Interim Committee should devise strategies to ensure that they are completed.

What																									Who				
	July				Aug				Sept				Sept				Nov				Dec								
1. Workshop Report																													Secretary
2. Lobby for funds to complete the processes																													Chairperson/ Secretary
3. Finalize the strategic Plan, including the operational Plan																													Consultant
4. Validation of the strategic plan																													Interim Committee + Taskforce
5. Consult on the most feasible legal framework of the CF																													Daisy / Patience
6. Draft the constitution																													Consultant
7. Review the constitution																													Interim Committee + Taskforce

Note: The names and contacts of the interim committee members is attached in Appendix VI

APPENDIX I: PROGRAMME FOR THE AFAAS UGANDA COUNTRY FORUM STRATEGIC PLANNING WORKSHOP

TIME	ACTIVITY	RESPONSIBLE PERSON
Wednesday 22nd June 2010		
	Arrival of up-country participants	
Thursday 23th June 2010		
8.30 am	Registration	
9.00 am	Introductions	
9.30 am	Preparation phase	Beatrice Luzobe
10.30 am	Coffee Break	
11.30 am	Visioning (General Discussion)	Beatrice Luzobe
12.30 am	Working Groups -SWOT Analysis and Problem Analysis	
1.30 pm	Lunch break	
2.30 pm	Presentation on SWOT and Problem Analysis	
3.00 pm	General Discussion- goal and objectives setting	
4.00 am	Coffee Break	
4.30 pm	Working Groups – Implementation Plan (strategies, Outputs, outcomes, activities)	
Friday 24th June 2010		
8.30 am	Re-cap previous day's work	
9.00 am	Presentations on the strategies, Outputs, outcomes, activities	
10.00 am	Consolidation of the strategic plan	
10:30 am	Coffee Break	
11.00 am	Way forward-name, hosting, roles of interim committee	Margaret Mangeni
12.00 am	Way forward-Elements of the constitution	
1:00 pm	Lunch break	
2.30 pm	Way forward (Action plan)	Beatrice Luzobe
3.00 pm	Wrap up and AOB	Margaret Mangeni
3.30 pm	Departure: Friday 24 th June 2011. Afternoon	

APPENDIX II: LIST OF PARTICIPANTS OF THE STRATEGIC PLANNING WORKSHOP

No.	Name (s)	District	Organization	Sector	Telephone	E-mail
1.	Beatrice Luzobe	Kampala	Learn Enterprises Limited /AFAAS	Private	0776801091	bnluzobe@gmail.com
2.	Galiwango Samuel	Luwero	Bukalasa Agricultural College	Academia	0776505008	sendisgali@yahoo.co.uk
3.	Okello Tony	Apac	Apac District Farmers Association	Farmers Organization	0783250561	Okellotony25@yahoo.com
4.	Richard Miiro	Kampala	Makerere University (Agriculture)	Academia	0772378185	rfmiiro@gmail.com
5.	Augustine Mwendya	Kampala	Uganda National Farmers Federation/AFAAS	Farmers Organization	0772616926	amwendya@yahoo.co.uk
6.	Agnes Obua-Ogwal	Kampala	RUFORUM	Academia	0772516235	a.akwang@ruforum.org
7.	Daisy Eresu	Kampala	MAAIF/ AFAAS	Public	0772311553	daisyeresu@yahoo.com
8.	Margaret Mangeni (Dr.)	Kampala	Makerere University (Agriculture) / AFAAS	Academia	0772483803	mnmangeni@agric.mak.ac.ug
9.	Fred Ahimisibwe	Kampala	Sasakawa Global 2000	NGO	0772568863	ahimbex@yahoo.com
10.	Benon Musasizi	Kampala	VEDCO	NGO	0782762466	Musasizi.benon1@gmail.com
11.	Alacho O. Francis	Kampala	AFRII /AFAAS	Private Research	0772693806	alacodnc@yahoo.com
12.	Pafra Mulambuzi	Kampala	Uganda Floricultural Association	Private	0772589399	ugaflor@africamail.com
13.	Anthony Mugisha (Dr.)	Kampala	Makerere University (Veterinary)	Academia	0772502887	amugisha@vetmed.mak.ac.ug
14.	Batson E. Kayaayo	Kampala	Sasakawa Global 2000	NGO	0772684767	breyayaayo@sguganda.org
15.	Agole David	Kampala	Kyambogo University	Academia	0776555119	agoledavid@yahoo.com
16.	Julian Nyachwo	Kampala	AT-Uganda Limited	NGO	0753429372	nyachwoj@yahoo.com
17.	Rwamigisa Patience	Kampala	MAAIF	Public	0702451842	rwamigisa@gmail.com

Academia =6, Public=2 Private=3 NGO=4 FO=2

APPENDIX III: TERMS USED

Strategic Plan:

- A strategic Plan determines the overall direction, assess the current situation, and develop and implement approaches for moving forward, focusing on what the organization wants to accomplish, as well as moving towards larger goals.
- It is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.
- It is the formal consideration of an organization's future course that deals with three key questions: "What do we do?"; "For whom do we do it?"; and "How do we do it?"
- It involves 8 steps which are: Preparation for Planning; Articulating Mission and Vision; Assessing the Situation (SWOT); Analyzing the problem (Problem statement); Developing Strategies, Goals, and Objectives; Implementation /Operational Plan (Action plans/activities) ; Monitoring and Evaluation Plan ; Completing the Written Plan.

SWOT Analysis:

- Involves analysis of the **Strength, Weaknesses, Opportunities and Threats** of a system or an existing organisation.
- It identifies the positives and negatives inside your organization and outside of it, in the external environment

Problem Analysis:

- Summarizes the key issues facing/likely to face the organization or a system, and provides a help understand the strategic choices.

Vision:

- A **Vision statement** outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.

Mission:

- A **Mission statement** tells you the fundamental purpose of the organization. It defines the customer and the critical processes. It informs you of the desired level of performance.

Goal or Overall objective:

- A Goal is simply a clear statement of the mission, specifying the accomplishments to be achieved if the mission is to become real.
- It is the end toward which the program is directed. It is the general statement of a long-range purpose. Goals should directly address needs. Goals are outcome and not process oriented. They clearly state, specific, measurable outcome(s) or change(s) that can be reasonably expected at the conclusion of a methodically selected intervention.

Objectives:

- A target objective is even clearer statement of the specific activities required to achieve the goal, starting from the current status
- It basically addresses the difference between where we are (current status), and where we want to be (vision and goal), by spelling out what we do (target objective and action plans) to get there.
- It is a statement of the results to be achieved, and includes a time frame, target of change, specific results to be achieved, method of measuring the results, and criteria for successful achievement.

- Objectives state results, not activities.
- Objectives, when accomplished, lead to the goal. Objectives should be stated in ways that describe what you will do and how you will do it. A performance indicator is an example of a program objective.

Strategies:

- A combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there.
- A strategy is sometimes called a roadmap which is the path chosen to plough towards the end vision
- The most important part of implementing the strategy is ensuring the company is going in the right direction which is towards the end vision.

APPENDIX IV: SWOT ANALYSIS

A. Group 1: SWOT Analysis

Members: Galiwango Samuel, Daisy Eresu, Margaret Mangeni, Agole David, Anthony Mugisha, Benon Musasizi

STRENGTHS

- Existence of trained personnel in the provision of agric. Advisory services
- Existence of institutions engaged in provision of agricultural advisory services e.g. Farmer Organizations, Training institutions, NAADS, NGOs and private sector
- There is goodwill and interest in linking between and among agricultural service providers
- There exists some coordination among providers e.g. NAADS/FFS
- Shared learning where different institutions work together to enhance performance e.g. adoption of participatory methodologies
- Willingness to share resources between partners both financial and human resources e.g. E/Alert and Govt
- There is openness among partners to embrace multi extension service delivery

WEAKNESSES

- Existence of strong conflicting values and philosophies among partners e.g. Conventional vis-a-vis Organic Agriculture
- There is competition among AAS actors
- Linkages among AAS actors are ad hoc, nonexistent and informal e.g. research, academia and extension. Link to new sources of up-to-date information. The outputs and products of interventions cease.
- Lack of appreciation of the need to work together
- Some organizations want to shine above others in order to capture the glory despite working in partnerships. This undermines partnerships and teamwork.
- Short term engagements with communities undermining sustainability
- No forum for harmonizing messages and approaches to communities i.e. messages conflict
- Existence of actors who are unethical e.g. winning contracts and presenting different actors to interface with communities
- Conservative mindset among partners i.e. sticking to the old ways of and not being entrepreneurs.
- More theoretical practitioners
- Gap in capacities to face the integrated environment and to link knowledge to practice e.g. social scientists training agronomy
- Inadequate opportunity for continuous learning and capacity building for advisors
- No mechanisms to customize training i.e. taking graduates through a training to localize practice
- Lack of facilitation to handle field cases e.g. basic kits
- Lack of innovation and entrepreneurship both personal and environment

- Territorial protectionism over approaches e.g. FFS seem to be FAO owned
- Lack of clear extension methodology

OPPORTUNITIES

- Policy environment supports liberalization and pluralistic extension services
- Willingness of farmers to learn
- Tendency to commercialize agriculture
- High prices for agricultural commodities are an incentive to farmers
- Donors willing to donate
- Willingness to share technologies by regional bodies and agencies
- Increased investment in research
- New knowledge and information
- CAADP declaration
- Regional initiatives in support of the idea: EAFF, AFAAS, PAFF,
- Realization that solutions to common issues can be got together hence the regional bodies

THREATS

- Resources are always limiting
- Development partners unwilling to support e.g. vertical value chains that culminate into job creation
- Agricultural is not attractive to youth and the educated.
- Students who end up taking agric courses get there not by choice
- Women who would want to engage in the practice lack adequate resources
- Quack extension service providers
- Lack of capacity to address emerging issues e.g. climate change
- Climate change
- Globalization which makes farmers non competitive
- Dwindling share of the agricultural sector in the budget
- Oil revenue may take priority to other sectors over agriculture
- Epidemics (Pests and Diseases)

- Non tariff barriers to agricultural products
- HIV/AIDS

B. Group 2: SWOT Analysis

Members: Julian Nyachwo, Augustine Mwedy, Fred Ahimbisibwe, Beatrice Luzobe, Pafra Mulambu

<p>Strength</p> <ul style="list-style-type: none"> • The National Agricultural show promotes networking, learning, linkages and professional interaction • NAADs, SG2000, and others (which can be identified) programmes has promoted partnerships , capacity building, and linkages with NGOs, private sector and FOs • Limited and localized initiatives for networking and shared learning. E.g. Marketing information by FIT Uganda, meetings and reports by NAADs • Numerous existing institutions of learning (Universities, colleges and farm schools) • A lot of published materials from the ministry, NAADS, SG2000, AT, and others • Many actors in AAS • Actors a 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Networks and linkages are informal and localised at a micro level • Partnerships not institutionalized and mostly exploitative (no win-win but Master-slave relationship) • Shared learning, communication, reading and IT are not yet a culture within the AAS system • Lack of initiative from the actors to build capacity of their staff • No standard guidelines and procedures for capacity building • No policy on quality assurance of AAS provision • No professional body • Gender mainstreaming is still a challenge • No attached value to the crop and soil AAS •
<p>Opportunities</p> <ul style="list-style-type: none"> • The CAADP, AFAAS frameworks • Existence of ICT • Supporting working environment-PPP • Existence of many actors • High drive for VC approach • Emerging need for diverse issues of AAS- along the VC, Climate change. Pests. etc • Existing gender policy 	<p>Threats</p> <ul style="list-style-type: none"> • Political interference at the national and local level • Decentralization policy weakens networking, lesson leaning (LG are autonomous) and capacity building (e.g. SAFE) • Corruption • Limited funding

C. Group 3: SWOT Analysis

Members: Tony Okello, Emmanuel Kayaayo, Richard Miiro, Francis Alacho, Agnes A. Obua-Ogwal

	Partnerships	Networking & linkages & collaborations	Lesson learning	Professional interaction	Capacity building
Brief definitions for common understanding of the terms	<ul style="list-style-type: none"> Formal arrangements (legal agreements) Working with other organisations Sharing ideas and experiences Lesson learning Avoid duplication of resources Complimenting efforts 	<ul style="list-style-type: none"> Loose arrangements Gentleman's agreements Not-binding Sharing ideas and experiences Lesson learning 	<ul style="list-style-type: none"> Sharing experiences 	<ul style="list-style-type: none"> Getting professional in AAS to come together for various reasons 	<ul style="list-style-type: none"> Capacity building of professionals and AAS practitioners: <ul style="list-style-type: none"> Strengthen system of delivery (AAS) Career growth Other soft skills
Strengths	<ul style="list-style-type: none"> These do exist 	<ul style="list-style-type: none"> Allows participation of many stakeholders Many commodity based associations for production, AAS, and marketing 	<ul style="list-style-type: none"> Best practices in AAS do exist Many and unique players / institutions in the AAS domain 	<ul style="list-style-type: none"> Professional associations exist e.g. Vet Assoc., Agric Assoc., AWPAAE, Agric. Ext., Agric. Econ. 	<ul style="list-style-type: none"> New degree programs Distance education
Weaknesses	<ul style="list-style-type: none"> Are short-lived Not properly monitored Tied to specific funding – project based They are taxing in terms of effort Enforcing accountability difficult 	<ul style="list-style-type: none"> Commodity based associations are narrow in scope and export driven Commodity associations do not pay enough attention to AAS Commodity associations loosely linked to Government and other AAS systems 	<ul style="list-style-type: none"> No incentives to share No forum for lesson sharing Competitive spirit and protectionism No recognition of work done 	<ul style="list-style-type: none"> Associations are fragmented The role in AAS are not very clear The professional associations are generally not active Membership to the associations is limited Limited awareness of the professional associations Have limited resources Insufficient /lack champions In-fighting among the professional associations Professional egoism 	<ul style="list-style-type: none"> Currently, lack of opportunities for field workers and managers to up-grade (in-service training and short courses) LGs do not consider AAS capacity building as a priority Lack of budgets for capacity building CAEC has

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	Partnerships	Networking & linkages & collaborations	Lesson learning	Professional interaction	Capacity building
				<ul style="list-style-type: none"> • Membership, identity and ownership of the associations is lacking • Lack of budgets for professional interaction 	insufficient capacity / funding to run short courses
Opportunities	<ul style="list-style-type: none"> • Value chain approaches analysis needs partnerships for success • Certain goals can only be realised through partnerships 	<ul style="list-style-type: none"> • Systems that can make networking easy – ICT • AFAAS continental network • Pluralism in AAS has been accepted • Good will from stakeholders 	<ul style="list-style-type: none"> • AFAAS country Fora will provide an incentive for lesson learning and also recognising and awarding achievements • Patenting of information 	<ul style="list-style-type: none"> • Presence of the existing associations and experiences as a base for starting the Country Fora • 	<ul style="list-style-type: none"> • There are many institutions that can provide the demand driven course??? • Partnering with other institutions to mount the short courses (at a cost) •
Threats	<ul style="list-style-type: none"> • Political influence • Donor sponsorship 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Plagiarism and piracy 	<ul style="list-style-type: none"> • People feel they can associate more to the Continental Forum than the Country Fora • 	<ul style="list-style-type: none"> •

APPENDIX V: PROBLEM ANALYSIS

A. Group 1: Priority Problems

1. Partnerships lack the Critical Collaboration Factors of: common purpose and relationships; joint structure; shared responsibility; clear communication; mutual authority and accountability; shared resources and rewards
2. Networks and Linkages are informal, narrow in scope and ad hoc. Hence no forum that links actors
3. Actors are different in terms of values, philosophies and methodologies. This brings about competition and conflict. Territorial protectionism
4. Capacity building is not a priority. Capacities like communication, IT, entrepreneurship, innovativeness, problem solving, climate change and culture are largely lacking. Inadequate opportunities for upgrading for actors in AAS, and inadequate funding. No mechanisms to provide graduates with professional skills to practice agriculture in Uganda.
5. Unethical practice, no quality assurance standards and guidelines. e.g. plagiarism and piracy, and presence of quack agricultural advisors
6. Gender mainstreaming within AAS is still a challenge. Women who would wish to engage in agriculture lack the resources
7. Attitudes and perceptions among actors make it hard to work together as such benefits like shared learning are not easily appreciated
8. Inadequate resources (funds, equipment,) to facilitate AAS. Donor dependence as well as unwillingness by the donors to invest resources. Allocation of resources to agriculture limited in the budget
9. Agriculture is unattractive to youth and the educated
10. Our agriculture is not competitive due to globalization, changes in government priorities towards industry and oil as drivers of national economy, HIV/AIDS, climate change, pests and diseases, NTBs

B. Group 2: Problem Analysis

THEME	PROBLEM	RANK
Quality Assurance and harmonisation	1. Conflicting values, philosophies and messages among AAS actors	1
	2. Existence of unethical and incompetent AAS actors	4
	3. Conservative mindset of actors	6
	4. Lack of policies, standards and guidelines governing AAS industry	2
	5. Lack of a professional body	3
	6. Inadequate systems to hold actors accountable	5
Capacity Building	1. Limited innovation and entrepreneurial ability by the AAS providers	
	2. Inadequate opportunities for continuous learning/up-grading	
	3. AAS actors more theoretical than practical	
	4. Diversity of extension methodologies/messages yet targeting the same farmers	
	5. Limited initiative from actors to build capacity of staff	
	6. Limited customised/tailor-made short courses	
	7. Low value attached to AAS/profession	
	8. AAS more of a public good	
Partnerships and Networking	1. Highly informal, localised and ad hoc partnerships and networks	
	2. Limited sharing of information/limited fora for lesson learning	
	3. Limited use of ICT for AAS provision	
	4. Overlooking/not recognising the contribution of other partners	
	5. Existing professional bodies working in isolation	
Enabling Environment	1. Political interference at national and local levels	1
	2. Limited funding/prioritisation for the agricultural sector	3
	3. High levels of corruption	2
	4. Lack of policy on Intellectual Property Rights	5
	5. Globalisation introduces unfair competition	4

APPENDIX VI: UGANDA AFAAS CF INTERIM COMMITTEE

No.	Post	Name (s)	Institutional affiliation	Phone Contact	Email
1.	Chairperson	Dr. Margaret Mangheni	Faculty of Agriculture, Makerere University	0772483803	mnmangeni@agric.mak.ac.ug
2.	Vice Chairperson	Augustine Mwendya	Uganda National Farmers Federation	0772616926	amwendya@yahoo.co.uk
3.	Secretary General	Beatrice Luzobe	Private Consultant-Learn Enterprises Ltd.	0776801091	bnluzobe@gmail.com
4.	Treasurer	Dr. Juliet Sentumbwe	Ministry of Agriculture, Animal Industry and Fisheries	0772 584598	juliesenty@gmail.com
5.	Publicity/Mobilisation	Alex Ariho	Excel Hort Consult Ltd	0772467207	aariho@excelhort.com
6.	Representative academia	Assoc.Prof. Anthony Mugisha	School of Veterinary Medicine, Makerere University,	0772502887	amugisha@vetmed.mak.ac.ug
7.	Representative MAAIF	Daisy Eresu	Ministry of Agriculture, Animal Industry and Fisheries	0772311553	daisyeresu@yahoo.com
8.	Representative NAADS Secretariat	Dr. Joseph Oryokot	Technical Services Manager, NAADS Secretariat	0775162066	joryokot@naads.or.ug
9.	Representative NAADS Local governments	Dr. Charles Aben (LG)	District NAADS Coordinator, Soroti District	0772200261	stnaads@yahoo.co.uk
10.	Representative Farmers organizations	Joseph Baguma	Uganda National Farmers Federation (western)		C/o amwendya@yahoo.co.uk
11.	Representative NGOs	Dr. Rita Ojok	AT Uganda	0753429372	rojok@atuganda.or.ug
12.	Representative Private sector	(to be nominated)			
13.	Representative Research	Dickson Baguma	National Agricultural Research Organisation		sdbaguma@naro.go.ug
14.	Representative International organisations	FAO- (write to FAOR for nomination)		0772387397	Adartin.ameu@fao.org
15.	Ex-official – Representative AFAAS	Max Olupot	AFAAS Secretariat	0782848225	maxolupot@yahoo.co.uk
16.	Advisor	Francis Alacho	Africa innovations Institute	0772693806	alacodnc@yahoo.com