



The Uganda Forum For
Agricultural Advisory Services
UFAAS

STRATEGIC PLAN

**2018 -
2022**

Professional AEAS effectively
driving the agricultural
revolution in Uganda

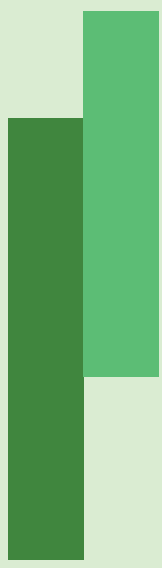


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ACRONYMS

AEAS	Agricultural Advisory Services
AFAAS	Africa Forum for Agricultural Advisory Services
CAADP	Comprehensive Africa Agriculture Development Programme
CF	Country Forum
DFID	Development Fund for International Development
FARA	Forum for Agricultural Research in Africa
FAO	Food and Agriculture Organization
GFRAS	Global Forum for Rural Advisory Services ICT
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
M&E	Monitoring and Evaluation
NAADS	National Agricultural Advisory Services
NEPAD	New Partnership for Africa's Development
VEDCO	Volunteer Efforts for Development Concerns

FOREWORD AND ACKNOWLEDGEMENT

For a long time agricultural extension has been characterised by frequent changes of policy and poorly coordinated and unregulated services with limited impact on productivity and GDP. However, in 2014, Cabinet approved the reform of the Agricultural Extension Services which resulted in the transfer of the extension function from the National Agricultural Advisory Services (NAADS) to a newly created Directorate of Agricultural Extension Services (DAES) in the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). Under the same process, NAADS was reassigned the role of input distribution and strategic interventions.

On 25th October Cabinet approved the National Agricultural Extension Policy (NAEP) to guide the DAES in implementing the desired reforms in order to uplift the quality of AEAS in the country. The NAEP promises to transform extension from a system of parallel institutionally fragmented public and non-state actors to a well-coordinated, harmonized, regulated pluralistic service with multiple providers addressing diverse needs along the entire value chain to ensure optimum return on investment.

The new dispensation of pluralistic extension services has further magnified the need for a common professional network that brings together Agricultural Extension and Advisory Services (AEAS) providers of different disciplines and other actors at various levels to address common challenges through shared learning and advocacy as in other professions. In the absence of such a platform, the Uganda Forum for Agricultural Advisory Services (UFAAS) was established in 2011 with the purpose of bringing together the wide range of AEAS actors from different sectors, namely, public, academia, private, civil society, farmers' organizations, donor community and media. UFAAS has the mandate of coordinating the diverse AEAS actors in the country through promoting shared learning, advocacy and professionalism. Since its inception, UFAAS has provided a unique platform for addressing many of the challenges facing the agricultural sector, and basing on the past six years, there is much scope for the forum to contribute towards the transformation of the sector.

I would like to thank all partners and actors who made the realization of most of the activities in the previous Strategic Plan (2011-2016) possible either through your support and /or participation in the planned activities. Special thanks go to: AFAAS for the technical support and a framework under which UFAAS benefits from linkages to other AEAS actors at the continental and global level; All the Donors that funded the different activities: IFAD, European Union and USAID/Feed the Future Program; Development Partners we collaborated with at different levels: AFAAS, MAAIF, University of Illinois at Urbana Champaign (UIUC), FARA; and member organizations and individuals that have not only contributed financially but also participated in the implementation of numerous activities. Lastly, I commend the UFAAS Secretariat, overseen by Ms. Beatrice Luzobe, who ensured the coordination and implementation all the planned activities.

The new UFAAS Strategic Plan 2018-2022 is set to propel the forum to new heights by building on to the past successes and experiences. I wish to commend the UFAAS board at large and specifically the Strategic Plan review team led by Dr. Margaret Najjingo Mangheni, which worked tirelessly to ensure that the document is finalized. The other members of the task team were: Mr. Perez Kawumi, Ms. Olivia Nabiryo, Mr. Grace Musimami and Mr. Titus Kisauzi.

For God and my country.

Henry Nsereko

Chairperson, Board of Directors

Uganda Forum for Agricultural Advisory Services (UFAAS)

EXECUTIVE SUMMARY

The Uganda Forum for Agricultural Advisory Services (UFAAS) was established in May 2011, following an institutional assessment which found that while there were several professional networks related to Agricultural and Veterinary services, none was specifically embracing the interests of the diverse AEAS actors in Uganda. UFAAS has the mandate of contributing towards improvement of AEAS in Uganda by promoting coordination, interaction, and harmonization amongst the diverse actors who operate in a pluralistic extension system.



The **vision** of UFAAS is: Quality AEAS effectively contributing to agricultural development in Uganda



The **mission** of UFAAS is to promote an effective, efficient and innovative AEAS system through advocacy, capacity building, and information sharing and increased professional development among AEAS actors in Uganda.

The objectives of the forum are:

To promote professionalism and ethical conduct in AEAS systems in Uganda.

To promote information sharing and networking among AEAS actors.

To sustain an effective platform for pluralistic agricultural Advisory Agricultural Services in Uganda.

To build capacity of Agricultural Advisory Services systems to provide innovative and business-orientated services along the agricultural value chains.

To catalyze engagements and partnerships aimed at fostering a conducive environment for business oriented inclusive AEAS in Uganda.

UFAAS registered notable achievements in the previous planning period 2012-2016, and in the extended one-year period of 2017. A legal framework and all institutional instruments for its operation were set up and a focal desk housed by AFAAS established. UFAAS mobilised over 500 AEAS actors out of which 200 actively participating in its networking events. At the end of the period UFAAS had a membership of 72 paid-up members including 50 individual members (30 males and 20 females); and 22 institutional members spanning all actor categories. Over the past 6 years, UFAAS has been able to convene a range of networking fora and capacity building events and ably linked Uganda's AEAS actors at continental and global level through AFAAS and GFRAS respectively and the forum has gradually gained recognition as the voice for AEAS interests in the country.

In addition, a Memorandum of Understanding (MoU) was signed with MAAIF mandating UFAAS to spearhead key tasks in the NAEP 2016 namely, registration and profiling of service providers, regulation and quality assurance of extension service providers, among other things. In this regard, UFAAS was contracted to develop the Ethical code of conduct for AEAS providers; Guidelines and standards; and Procedures for registration and accreditation of AEAS in Uganda which were launched in 2017. UFAAS effectively contributed to the extension reform process that saw the establishment of the Directorate of Agricultural Extension Services (DAES); the planning process that resulted into the National Agricultural Extension Policy (NAEP) and National Agricultural Extension Strategy (NAES).

The new strategic direction 2018-2022 therefore seeks to propel UFAAS to a new level thereby positioning it to effectively contribute to the NAEP vision of a knowledge driven agricultural revolution, as well as harness opportunities to build on the previous achievements and experiences. The key themes to be carried forward from the previous planning period include 1) advocating for mainstreaming gender and nutrition in extension policy and extension programs/projects; 2) lobbying and advocating for professionalization of AEAS, with a clear legal framework for regulating AEAS, and UFAAS being the legally recognised professional body for AEAS providers in Uganda; and promoting youth engagement in agriculture, Climate-smart agriculture, ICTs for agriculture, kitchen-gardens, market-oriented AEAS; Agripreneurship, post-harvest management technologies; and out-scaling Community and Practice (CoPs).

The key aspirations of UFAAS during this planning period include: 1) Establishing a fully-fledged Secretariat with capacity to effectively and efficiently manage its operations; 2) Growing the number of paid-up members by creating value ; 3) Establishing strong regional and RAS institutions; 4) Developing new partnerships and strengthening existing ones; 5). Effective resource mobilization to ensure continuous implementation of planned activities; and 6) Becoming the legally recognized AEAS professional body. The above aspirations will be pursued through the following five (5) thematic areas, namely:



The core values of the forum include: Professionalism, Integrity and transparency, Accountability, Partnerships and Engagements, Equity and inclusiveness, and Client and member oriented. In addition, UFAAS subscribes to 5 guiding principles which include Gender responsiveness, Nutrition sensitivity, resilient agriculture, business orientation and demonstration of economic feasibility of AEAS, and environmental sustainability.

The funding of UFAAS activities in the planning period is expected to come from membership subscriptions, Development Partners and donors contributions, and sponsorships from private sector. The projected annual budgets for each of the five years of implementation, starting with year one are: \$231,800; 176,700; 189,600; 201,500; and 212,400, respectively, totalling to **\$1,012,000** over the five year period.

Throughout the five-year implementation, UFAAS will take appropriate caution to mitigate against various risks such as ineffectiveness and inefficiency of the secretariat due to inadequate staffing; low interest in paying up membership; low awareness of the forum among key actors, potential partners and members; breach of contract; lack of support for UFAAS as the recognized professional body for AEAS in Uganda; inadequate funding for planned activities; and failure to meet targets in a timely manner. Accordingly, all planned activities of UFAAS shall be monitored for the purpose of ensuring that its targets are met, and lessons obtained in order to improve its performance while pursuing its mandate. Monitoring will be carried out on a quarterly basis, while an end of term evaluation will be carried out at the end of the five years to assess impact.

INTRODUCTION

Uganda Forum for Agricultural Advisory Services (UFAAS) is a professional networking and sharing platform for Agricultural Advisory and Extension Services (AEAS) actors in Uganda. It was established in May 2011 following an institutional assessment that found that while there were several professional networks related to Agriculture and Veterinary, none was embracing all the AEAS actors in Uganda. The forum was thus initiated, with the mandate of contributing towards improvement of AEAS in Uganda by promoting coordination, interaction, and harmonization amongst the diverse actors who operate in a pluralistic extension system. The range of actors (both institutions and individuals) involved in AEAS in Uganda, include:

- Public and local government extension system at the different administrative levels
- Academic institutions involved in training Agricultural Advisory Service providers;
- Private sector organizations involved in AEAS
- Agricultural media promoting AEAS; and
- Farmers' organizations.

In order to fulfil its mandate, UFAAS works closely with the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) and other likeminded partners. UFAAS is also the official country chapter of the African Forum for Agricultural Advisory Services (AFAAS) which is the umbrella network organisation for AEAS in Africa. AFAAS has the mandate of implementing the AEAS aspects of the Comprehensive Africa Agriculture Development Programme (CAADP).

In 2012, UFAAS set out to implement its first Strategic Plan with the vision of “Quality AEAS effectively contributing to agricultural development in Uganda” and a mission to “promote an effective, efficient and innovative AEAS system through advocacy, capacity building, information sharing and increased professional development among AEAS actors in Uganda”. The strategic objectives for the expired planning period included:



At the expiry of the Strategic Plan (2012-2016), a team was constituted to review the outgoing plan in light of the achievements, challenges, opportunities and prospects identified throughout the planning period to inform the new strategic direction of the forum for the next five years. The challenges, opportunities and prospects encountered by the forum in the outgoing planning period are discussed under the respective thematic area in the section of current status but the key achievements of the forum are highlighted here in the following section.

1.1 KEY ACHIEVEMENTS IN THE PAST SIX (6) YEARS

The key achievements of UFAAS under the four thematic areas laid out for the outgoing planning period 2012-2016 included the following:



1. Institutional development

As a legal, UFAAS has made effort to put in place requisite structures and systems to enable it run in accordance with the law as well as manage its business effectively and efficiently. The UFAAS Board meets regularly to oversee and direct the business of the forum and Annual General Meetings (AGM) have been consistently held for purposes of transparency and accountability concerning the running of the institution.

In order to build credibility among partners, UFAAS has established a robust financial management and accounting system and is compliant with the National Taxation Policy. UFAAS is blessed with a vibrant Focal Desk hosted at the AFAAS Secretariat in Kampala and has successfully mobilized and sensitized AEAS actors at national and regional levels. At the close of 2017 UFAAS had registered 72 fully paid up members.

UFAAS has also deliberately reached out to key AEAS stakeholders to leverage synergies in areas of common interest. The signing of an MOU with the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) to support the ministry in implementing a number of activities affirmed UFAAS' position as a relevant entity to the AEAS fraternity in the country.



3. Capacity development

At the outset UFAAS committed to identifying the capacity needs of her members and to link them to various capacity development opportunities to keep them up-to-date with the emerging demands and trends in the sector. Over the years, UFAAS in collaboration with partners was able to leverage support for capacity development of stakeholders at secretariat level, national and local levels. The UFAAS Focal Desk obtained insights from the 7th GFRAS Annual Meeting in Limbe Cameroon on new concepts including Agripreneurship from RAS point of view; the FAO Gender and Rural Advisory Services Tool (GRAST); the Organizational Capacity assessment (skills and template) and the New Extensionist Learning Tool to guide UFAAS interventions.

The more elaborate capacity development engagements for UFAAS members at the national and local levels were leveraged through the AFAAS-European Union (EU) Innovation Grant and the Integrating Gender & Nutrition in Agricultural Extension Services (INGENAES) project implemented in partnership with University of Illinois at Urbana Champaign (UIUC) in United States and funded by USAID. Other capacity building engagements included a capacity needs assessment for AEAS actors; trainings, sensitization meetings and talks on selected topical issues including the CAADP Science Agenda, the GMO debate, Climate-Smart Agriculture (CSA), innovation platforms, the "New Extensionist", and FID.



3. Networking and information sharing

UFAAS has been instrumental in organizing activities to engage actors in networking, information generation and sharing through both virtual and physical platforms. Through virtual platforms including UFAAS website (www.ufaas-ugandacf.org), the AFAAS platform, WhatsApp, and Facebook platforms, stakeholders were kept up-to-date with upcoming events, news and available opportunities such as employment opportunities from affiliate organizations and members have been able to keep in touch with each other for ideas.

Through the different channels, over 500 actors within and outside the country have been engaged. Through a workshop organized in collaboration with the National Agricultural Advisory Services (NAADS), UFAAS started a process of documenting home-grown innovative AEAS approaches with the aim of popularizing the approaches and scaling their adoption. During the process 14 innovative approaches were documented including.

In order to create greater awareness of UFAAS and her mandate among AEAS actors and the general public, UFAAS has worked hand in hand with the media at national and regional levels to share critical issues related to AEAS. Several articles were printed in various newspapers such as the Farmers' Media and regional radio-talk shows held on radio stations including Endigito Radio in Mbarara and Lango Radio in Lira. During the talk shows stakeholders were sensitized on the forum and its engagements including professionalism and the INGENAES project.

In addition, UFAAS on several occasions had the opportunity of showcasing her activities at National and international levels. At the national level, UFAAS and member organizations participated in the Annual National Agricultural shows and World Food day. At the continental level UFAAS under with AFAAS participated in the 3rd Symposium in Ghana and in the annual Africa Extension Week events that were hosted in Botswana, Ethiopia and South Africa. Various MAAIF officials and other UFAAS members were sponsored to the last AFAAS Extension Week that took place in Durban.

The Durban Declaration and previous declarations from similar events have been instrumental in informing the national extension discourse. In particular, the Durban Declaration was locally adapted, multiplied and widely shared among AEAS stakeholders. At the international level UFAAS was also represented in various events organized by the Global Forum for Rural Advisory Services (GFRAS) in Nairobi, Philippines and Cameroon; as well as in a recent workshop on Revitalizing Extension which took place in December 2017.



4. Professionalism

With resources from USAID's Feed the Future Enabling Environment for Agriculture Activity under the UFAAS-MAAIF MOU, UFAAS supported the ministry in the drafting of three key national documents which was a critical step towards achieving professionalization of AEAS in the country. The documents included 1) Guidelines and Standards for the AEAS system in Uganda; 2) Ethical Code of Conduct for AEAS providers and 3) Procedures for Registration and Accreditation of AEAS providers. The documents were officially launched by the Ministry in September 2017. An important next step is to sensitize AEAS actors and stakeholders, including the general public, on the content of the documents and to put in place the necessary mechanisms and instruments to enforce the ethics, standards and registration and accreditation procedures.



5. Lobbying and advocacy

UFAAS proactively established strategic partnerships to facilitate engagement with government and other actors. This was achieved through public dialogues and influencing policy by developing and publishing evidence-based position papers on trending AEAS issues in media. During the agricultural extension reform process which finally led to the formulation of the current National Agricultural Extension Policy (NAEP) and the National Agricultural Extension Strategy (NAES), UFAAS was part of the Technical Working Group (TWG) which provided leadership for the process and participated in the stakeholders' consultations and NAEP validation meetings. Further lobbying and advocacy will be needed to ensure that the legal framework for implementing the standards, ethics and registration and accreditation procedures for AEAS providers in the country are in place and in operation, in addition to making significant progress in other long standing issues affecting the service.



2

STRATEGIC DIRECTION

2018-2022

The purpose of the new strategic plan is to build on the successes achieved in the previous planning period, and position the forum to take advantage of the unfolding opportunities to take the forum to the next level. The key motivations of the plan include i) establishing a fully-fledged Secretariat with capacity to effectively and efficiently manage its operations; ii) growing the number of paid-up members by creating value; iii) establishing strong regional and RAS institutions; iv) developing new partnerships and strengthening existing ones; v) effective resource mobilization to ensure continuous implementation of planned activities; and vi) becoming the legally recognized AEAS professional body.

In line with the NAES, NAEP, the ASSP (2015/6-2019/20) and AFAAS mandate, UFAAS has set its new strategic direction with the following Vision, Mission, objectives, core values, guiding principles, thematic areas and activities.



The **vision** of UFAAS is: Quality AEAS effectively contributing to agricultural development in Uganda



The **mission** of UFAAS is to promote an effective, efficient and innovative AEAS system through advocacy, capacity building, and information sharing and increased professional development among AEAS actors in Uganda.

Strategic Objectives

To promote professionalism and ethical conduct in AEAS systems in Uganda.

To promote information sharing and networking among AEAS actors.

To sustain an effective platform for pluralistic agricultural Advisory Agricultural Services in Uganda.

To build capacity of Agricultural Advisory Services systems to provide innovative and business-orientated services along the agricultural value chains.

To catalyze engagements and partnerships aimed at fostering a conducive environment for business oriented inclusive AEAS in Uganda.

2.1 CORE VALUES

UFAAS will uphold the following core values:



Professionalism

We aspire to high ethical standards and do our best to exceed the expectations of our members and partners



Integrity and transparency

We are consistently open and our word can be trusted



Accountability

We take full responsibility for our actions and their outcomes



Partnerships and Engagements

We are as strong as the quality of the partnerships and networking opportunities we create



Equity and inclusiveness

We respect diversity and find satisfaction in overcoming socio-cultural boundaries to unlock human potential



Client and member oriented

The interests of each one of our stakeholders is our heartbeat

2.2 GUIDING PRINCIPLES

In addition to the above values, UFAAS makes the following general commitments to emphasize its keenness to be impactful in its undertakings and engagements without losing sight of key fundamental principles so as to align AEAS to effectively contribute to the Sustainable Development Goals (SDGs). They include the following:

Gender responsiveness

UFAAS will continue to be a platform for advocating for gender responsive policies and promoting gender responsive AEAS approaches in order to contribute towards gender equality and empowerment of all women and girls in agriculture

Nutrition sensitivity

UFAAS will promote the integration of nutrition in AEAS to contribute towards ending hunger, food security and improved nutrition for all in Uganda

Business orientation and demonstration of economic feasibility

In order to promote more sustainable growth and development, UFAAS will promote AEAS approaches that have the potential to demonstrate impact on agricultural value chains as an evidence-based advocacy tool for improving funding of AEAS

Environmental sustainability

UFAAS will promote the protection, restoration, and sustainable use of land and water resources for agriculture by discouraging farming practices that lead to loss of environmental resources and biodiversity such as unplanned and uncontrolled conversion of natural ecosystems and their degradation

Resilient Agriculture

In a bid to contribute towards building resilient and sustainable communities, UFAAS will promote approaches and initiatives that stress learning and innovation geared to agricultural systems that serve human needs while decreasing the adverse effects of agriculture on biodiversity, water resource and quality, harmful contaminants, and climate change.

2.3 THEMATIC AREAS, STRATEGIES, EXPECTED RESULTS AND MAIN ACTIVITIES



2.3.1 INSTITUTIONAL STRENGTHENING OF UFAAS

2.3.1.1 Current status

Although UFAAS is now legally recognized as a professional forum for AEAS actors with a comprehensive institutional framework, it is still housed by its parent organisation, AFAAS, and its paid up membership is still low at only 72 members. In addition, UFAAS has weak regional nodes and non-existent Rural Advisory Services (RAS) professional institutions and RAS representation on the board.

2.3.1.2 Strategies

During this planning period, UFAAS will seek to deepen its institutional framework both at the national and regional levels to ensure strong corporate identity, effectiveness and efficiency in management of the forum operations, good governance and self- sustainability. The key strategies for accomplishing this include:

1. Resource mobilization through strong grants surveillance and mobilization to increase paid up membership
2. Developing new partnerships and strengthening existing ones, and
3. Establishing and strengthening regional and RAS professional institutions

2.3.1.3 Expected results

The main outputs of this component will include:

- Office space hired
- All required positions filled
- Strategy document
- Thematic group in place
- 500 paid up members
- 6 focal points established
- Up-to-date inventory, profile and directory in place
- Outline of capacity needs
- Weekly staff meetings held
- Quarterly board meetings held
- Annual general meetings held
- Thematic groups created as necessary
- Resource mobilization team created
- Resource mobilization strategy
- At least three Project proposals submitted per quarter

2.3.1.4 Activities

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

1 Establishing a fully-fledged national Secretariat housed by UFAAS itself

3 Strengthening Management and Governance

2 Mobilization of members and partners

4 Resource mobilization

2.3.2 COMMUNICATION, INFORMATION AND KNOWLEDGE MANAGEMENT



2.3.2.1 Current status

Uganda has a wide range of AEAS 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, there has been a culture of functioning in isolation among actors, 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. As a professional sharing and networking platform, UFAAS will continue to promote positive interaction among AEAS professionals by opening up physical and online spaces to facilitate effective and efficient knowledge and information exchange.

2.3.2.2 Strategies

UFAAS will proactively and innovatively create, coordinate and maintain mechanisms for engaging AEAS actors in fruitful interaction at different levels in the country. This will be achieved through the following:

1. **Media engagement**
2. **Facilitating and maintaining online and physical AEAS stakeholder engagements**

2.3.2.3 Expected results

- CIKM strategy in place
- Functional thematic group
- Annual symposium conducted
- Participation in agricultural shows
- Diverse and active sharing platforms
- Relevant information packaged and disseminated
- 4 radio/TV shows annually
- 3 promotional messages aired out annually

2.3.2.4 Activities

1

Developing CIKM strategy

3

Documentation & information packaging and dissemination

2

Networking and information sharing platform

4

Promotional & media Engagements



2.3.3 CAPACITY DEVELOPMENT

2.3.3.1 Current status

From time to time, the capacity of AEAS actors has to be aligned with the emerging needs resulting from the changes in the sector so that they can keep relevant. Such changes include changes in policy, new extension methods and approaches, for instance the recent reform for NAADS to single-spine pluralistic extension services. The emerging capacity areas from the previous planning period included Media engagement and ICTs; Market-oriented/value-chain approach to AEAS provision; and integrating gender and nutrition (G&N) in extension services, youth engagement in agriculture, Climate-Smart agriculture, agripreneurship, and Post-Harvest Management (PHM).

2.3.3.2 Strategies

1. Mobilizing resources for capacity development of the different AEAS actor categories in selected areas through partnerships

2.3.3.3 Expected results

- Capacity development strategy
- Functional thematic group
- Outline of capacity needs
- 4 thematic trainings annually
- Opportunities posted on weekly basis
- Mentorship program developed
- At least 20 innovation grants implemented annually

2.3.3.4 Activities

1 Development of strategy for capacity building of members

3 Extension innovation support

2 Facilitating access to capacity building opportunities



2.3.4 PROFESSIONALIZING AEAS

2.3.4.1 Current status

MAAIF through the NAEP and NAES is committed to putting in place a comprehensive mechanism for guiding and regulating public and non-state AEAS actors to curb the irregularities and unethical conduct that were taking root in the country. Already, through a partnership with UFAAS, MAAIF has developed the requisite documents including guidelines and standards for AEAS, the ethical code of conduct and procedures for registration and accreditation of AEAS providers in the country. The successes under the UFAAS-MAAIF MOU have raised expectations among AEAS actors for the urgent need to professionalize the services. This presents an opportunity for UFAAS to move quickly to take advantage of the prevailing momentum and goodwill of partners to take the process further. What remains to complete the process is the law that will provide the legal framework and mechanism for implementing and enforcing the professionalization exercise.

2.3.4.2 Strategies

In the absence of a legal framework for enforcing the regulation for AEAS in the country UFAAS will set the stage for professionalization of AEAS through the following:

1. **Supporting MAAIF in the operationalization of the AEAS regulation measures when the legal framework is established by government e.g. sensitizing and facilitating members' and end users' access to standards, ethical code of conduct and accreditation procedures/other relevant information e.g. laws, policies and strategies**
2. **Identifying challenges and opportunities for promoting professionalization through collaboration other partners e.g. UNADA**

2.3.4.3 Expected results

- 6 regional sensitization workshops annually
- Vetting criteria and Annual awards
- Professional body
- AEAS Actors profiled and accredited

2.3.2.4 Activities

1 Supporting MAAIF in the operationalization of the AEAS policy and regulatory measures

2 Promoting ethical practice, professionalism and excellence



2.3.5 LOBBYING AND ADVOCACY

2.3.5.1 Current status

AEAS in Uganda operate under poor working conditions characterised by poor remuneration and facilitation of AEAS providers, especially frontline staff, which undermines their ability to perform. Agriculture has continually been 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 AEAS in particular. However, it has been especially difficult to demonstrate tangible results accruing from AEAS since their economic impact takes time to materialize. The key sub-themes for engagement under the theme include: professionalization of AEAS, with a clear legal framework for regulating AEAS, and UFAAS being the legally recognised professional body for AEAS providers in Uganda; mainstreaming gender and nutrition in extension policy and extension programs/projects; and promoting youth engagement in agriculture.

2.3.5.2 Strategies

UFAAS will build on the previous lobbying and advocacy experiences through the following strategies:

1. Identifying key resources, opportunities and partners for collaboration in lobbying and advocacy
2. Clearly defining the picture of the desired outcome of lobbying and advocacy efforts over a given timeframe

2.3.5.3 Expected results

- Lobbying and advocacy strategy
- Evidence-based advocacy materials
- Functional thematic group
- Quarterly advocacy engagement events
- Outline of capacity needs
- 1 training for thematic group annually

2.3.3.4 Activities

1

Development of lobbying & advocacy materials

3

Capacity building in lobbying & advocacy

2

Organizing and strengthening lobbying and advocacy campaigns and platforms

3

GOVERNANCE AND MANAGEMENT

UFAAS is a membership organisation governed by the General Assembly (GA) which constitutes of members from all the AEAS actor categories. On behalf of the GA, an elected fifteen-member board with representation from the various sectors oversees the business of the forum. In line with IFAD's recommendation, five rural professional extension providers as regional representatives will be added to UFAAS Board so as to strengthen the voice of rural extension workers and to strengthen UFAAS regional nodes. The GA meets annually while the Board meets at least quarterly. UFAAS has a Secretariat and a Focal Desk currently by the AFAAS Secretariat. During this five-year planning period, UFAAS with support from partners has a target of attaining a fully-fledged Secretariat housed by itself so as to ensure more effectiveness and efficiency in its operations. This change implies a structural adjustment from the old governance and management structure to the planned new one as presented in figures 1 and 2.

The planned management structure comprises of the CEO who oversees the day-to-day operations of the UFAAS Secretariat; the Finance and Procurement officer will manage the organisational funds and procurement processes; and the Programs Officer will coordinate UFAAS programs and projects. The other personnel will include the Communications Information, Knowledge and Learning Officer, a Partnerships and Grants Officer and an Office Attendant/Receptionist. In order to strengthen its governance, UFAAS has put in place policies and procedures to guide its operations including a financial policy and a human resource development manual.



Figure 1: Old governance and management structure

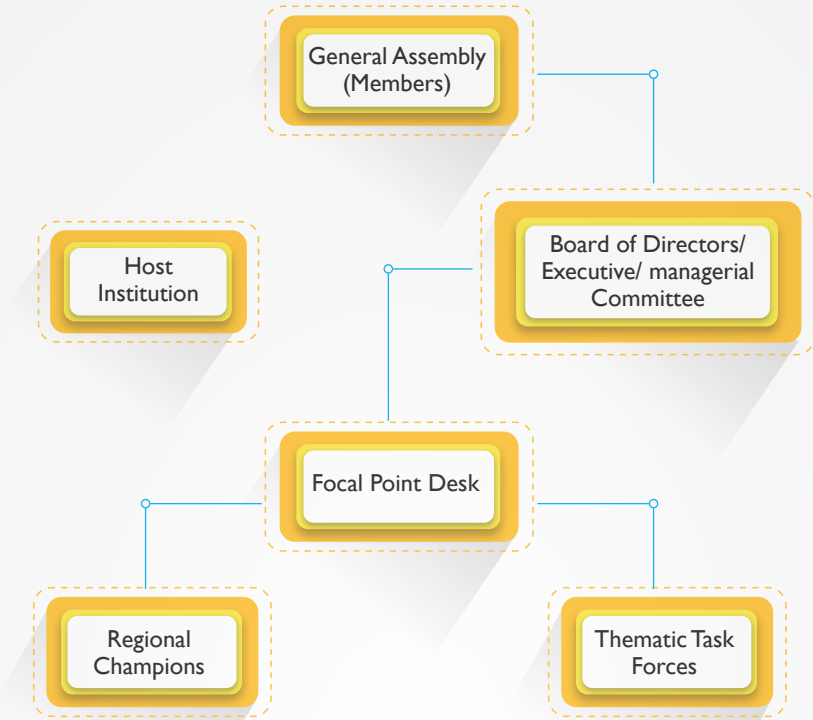
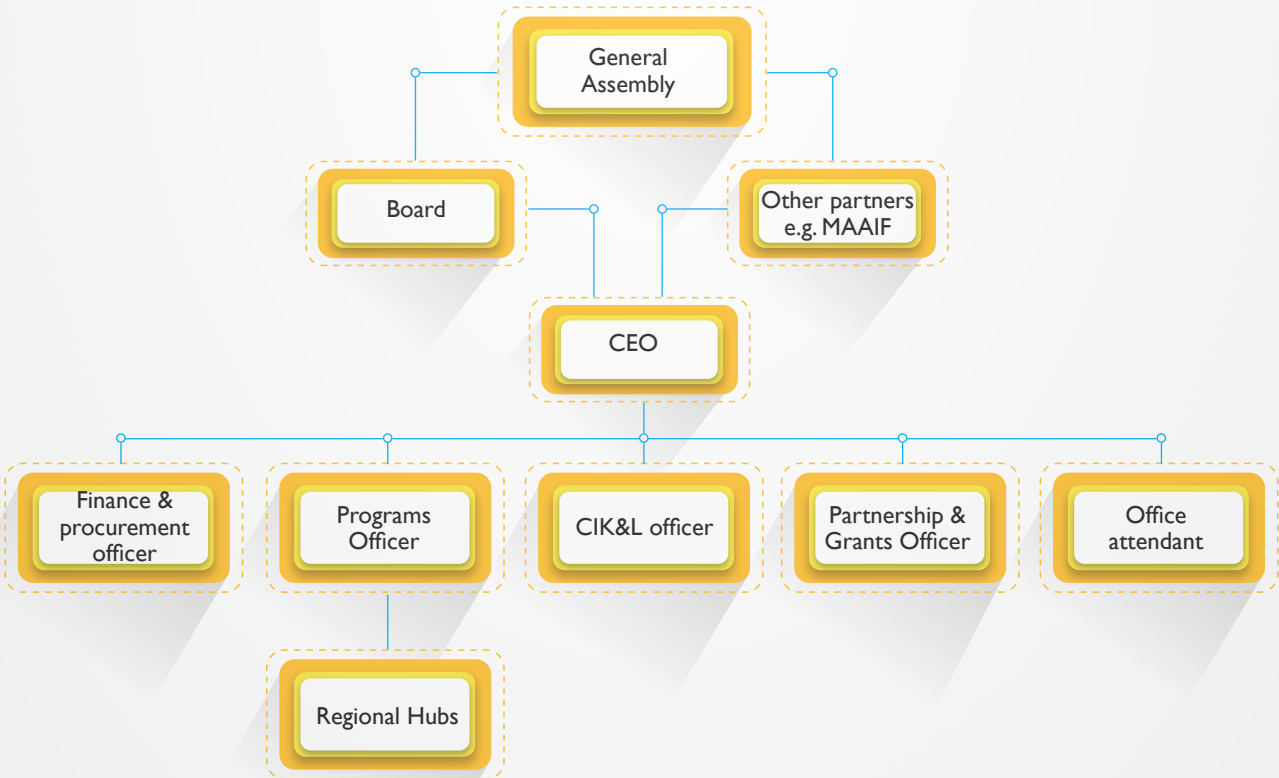


Figure 2: Planned governance and management structure



4

RISKS AND SUSTAINABILITY

These are internal and external situations that may deter UFAAS from attaining its intended targets during the planning period and therefore threaten its growth and sustainability. The risk categories include the following:

- Technical (e.g. requirements, technology, quality, performance, interfaces, etc.)
- External (e.g. client, contract, supplier, demand, etc.)
- Organizational (e.g. project dependencies, logistics, budgets, resources)
- Project management (related to planning, scheduling, controlling, communication etc.)

Table I exposes the risks that UFAAS may face during the planning period according to the categories highlighted and provides mitigation measures to the respective risks.

Table I: Risks and mitigation measures

Risk	Mitigation measures
Technical	
<ul style="list-style-type: none"> • Ineffectiveness and inefficiency of secretariat due to inadequate staffing 	<ul style="list-style-type: none"> • Putting in place temporary mechanisms for supporting the secretariat
External	
<ul style="list-style-type: none"> • Low interest in paying up membership • Low awareness of the forum among key actors, potential partners and members • Abuse of contract • Lack of support for UFAAS as the recognized professional body for AEAS in Uganda 	<ul style="list-style-type: none"> • Proactively promoting the forum and demonstrating value • Proactively mapping stakeholders and developing sound strategies for reaching out to them • Clarifying contract specifications at outset • Proactively identifying antagonistic groups and friendly allies and putting in place strategies for handling them to the advantage of the forum
Organizational	
Inadequate funding for planned activities	Proactive resource mobilization
Project management	
<ul style="list-style-type: none"> • Failure to meet targets and report in timely manner 	<ul style="list-style-type: none"> • Regular meetings with project teams for problem solving and ensuring focus

5

MONITORING AND EVALUATION

Overall responsibility for monitoring and evaluation of strategic plan rests with the board and coordinated by the Chief Executive Officer. All the activities of UFAAS shall be monitored to ensure that its targets are met, and that lessons are drawn and documented and used for improving performance towards the desired outcomes. Monitoring will be carried out on a quarterly basis, while an end of term evaluation will be carried out at the end of the five years of implementation using an M&E framework with clear indicators to assess impact at all levels in line with the set objectives and thematic areas. Quarterly and annual progress reports will be produced and made available to stakeholders through various platforms. The monitoring and evaluation process will be guided by the following principles:



Capture of adequate and accurate information on all relevant aspects of the strategic plan/projects implemented at various stages to provide well-rounded perspectives of results



Use of youth and gender sensitive approaches



Integration of member and public feedback



Cost-effectiveness



Geared towards learning and improving various aspects of the forum and implementation of projects



Use of participatory approaches



Utilize both qualitative and quantitative methodologies



M&E team will be led by a qualified and experienced person

6

IMPLEMENTATION FRAMEWORK

Component: Institutional strengthening of UFAAS

Main activity	Specific activities	Targets / expected outputs
Establishing a fully-fledged national Secretariat housed by UFAAS itself	<ul style="list-style-type: none"> Identify appropriate location, rent and furnish office premises Recruit the required staff as per management structure and HR Manual 	<ul style="list-style-type: none"> Office space hired All required positions filled
Mobilization of members and partners	<ul style="list-style-type: none"> Develop a concrete mobilization strategy Constitute a thematic group for institutional strengthening Promote the forum among potential AEAS members and partners Identify regional focal points & AEAS professional champions Mobilization of all AEAS actors (state and non-state) by the regional focal point under a regional hub Create and maintain an up-to-date inventory, profile and directory of members 	<ul style="list-style-type: none"> Strategy document Thematic group in place 500 paid up members 6 focal points established Up-to-date inventory, profile and directory in place
Strengthening Management and Governance	<ul style="list-style-type: none"> Identify capacity gaps and link or train the UFAAS Board and Secretariat accordingly Hold regular staff, board meetings and Annual General Meetings (AGMs) according to the constitution Form and facilitate various thematic teams as required 	<ul style="list-style-type: none"> Outline of capacity needs Weekly staff meetings held Quarterly board meetings held Annual general meetings held Thematic groups created as necessary
Resource mobilization	<ul style="list-style-type: none"> Form a resource mobilization team to support and work together with the Partnership & Grants Officer Develop a clear resource mobilization strategy Grants surveillance and proposal development 	<ul style="list-style-type: none"> Resource mobilization team created Resource mobilization strategy At least three Project proposals submitted per quarter

Component: Communication, Information and Knowledge Management

Main activity	Specific activities	Targets / expected outputs
Developing CIKM strategy	<ul style="list-style-type: none"> Identify and facilitate consultant for developing CIKM strategy Constituting a CIKM thematic group 	<ul style="list-style-type: none"> CIKM strategy in place Functional thematic group
Networking and information sharing	<ul style="list-style-type: none"> Organize and coordinate events e.g. symposia, workshops, conferences, agricultural Shows, etc Create and maintain active sharing platforms eg. Website, WhatsApp, Facebook, Tweeter, etc Create general and specific AEAS Communities of Practice 	<ul style="list-style-type: none"> Annual symposium conducted Participation in agricultural shows Diverse and active sharing platforms
Documentation & packaging	<ul style="list-style-type: none"> Source and disseminate relevant information/ documents e.g. Policies, strategies Develop a research agenda to address emerging issues in AEAS Document and package experiences and research findings appropriately for different audiences Generate and share useful feedback for key stakeholders to improve their services e.g. inform curriculum needs for AEAS training institutions Publish articles and documentaries 	<ul style="list-style-type: none"> Relevant information packaged and disseminated
Promotional & media Engagements	<ul style="list-style-type: none"> Conduct sensitization meetings, workshops, etc for media houses/ journalists Holding Radio/TV talk shows, press con Develop promotional messages eg. Adverts, animations, radio skits, etc. 	<ul style="list-style-type: none"> 1 sensitization workshop annually 4 radio/TV shows annually 3 promotional messages

Component: Capacity Development

Main activity	Specific activities	Targets / expected outputs
Development of strategy for capacity building of members	<ul style="list-style-type: none"> Identify consultant/team for developing the strategy and facilitating them Constitute a capacity building thematic group 	<ul style="list-style-type: none"> Capacity development strategy Functional thematic group
Facilitating access to capacity building opportunities	<ul style="list-style-type: none"> Conduct regular needs assessment Conduct training of AEAS actors in selected topics using appropriate methods and tools Identify and regularly share available opportunities through established platforms Create a fellowship and internship program for mentoring and coaching upcoming AEAS providers and leaders and facilitating linkage to work opportunities through the UFAAS network 	<ul style="list-style-type: none"> Outline of capacity needs 4 thematic trainings annually Opportunities posted on weekly basis Mentorship program developed
Support to National Extension innovation	<ul style="list-style-type: none"> Continuous assessment and updating of the inventory of extension innovations in Uganda Support documentation / publication Support Exhibition/ showcasing Facilitate access to funding through joint proposals/ projects, matching grants, etc 	<ul style="list-style-type: none"> Updated innovation inventory Innovation profiles Co-exhibitions at relevant agric- shows At least 20 innovation grants implemented annually

Component: Professionalizing AEAS

Main activity	Specific activities	Targets / expected outputs
Supporting MAAIF in the operationalization of the AEAS regulation measures	<ul style="list-style-type: none"> Constitute a professionalization thematic group Sensitize members' and end users' on professionalization Facilitate members' and end users' access to relevant documents Registration/ profiling of all AEAS actors to create a common database Formation of a body for regulation and coordination of AEAS actors 	<ul style="list-style-type: none"> Functional thematic group 9 regional sensitization workshops annually National database of AEAS actors Regulatory body
Promoting ethical practice, professionalism and excellence	<ul style="list-style-type: none"> Develop a comprehensive selection criteria and team for vetting AEAS actors Identify outstanding individuals/organizations across AEAS actor categories Hold awarding/recognition ceremonies for outstanding individuals/organizations 	<ul style="list-style-type: none"> Vetting criteria Annual award ceremonies

Component: Lobbying and Advocacy

Main activity	Specific activities	Targets / expected outputs
Development of lobbying & advocacy materials	<ul style="list-style-type: none"> Developing an advocacy strategy Develop evidence-based lobbying and advocacy materials on critical AEAS issues e.g. position papers, policy briefs 	<ul style="list-style-type: none"> Lobbying and advocacy strategy Evidence-based advocacy materials
Strengthening lobbying and advocacy campaigns and platforms	<ul style="list-style-type: none"> Constitute a lobbying and advocacy thematic group Organize advocacy and lobbying engagements e.g. strategic meetings and public dialogues Lobby/ support partners in the integration of critical themes within extension eg. gender and nutrition, climate change, youth in agric, etc Strengthen and scale-up existing Community of practice (CoP) for critical themes within extension 	<ul style="list-style-type: none"> Functional thematic group Quarterly advocacy engagement events
Capacity building in lobbying & advocacy	<ul style="list-style-type: none"> Identify opportunities for training in lobbying and advocacy techniques Conduct training in lobbying and advocacy techniques 	<ul style="list-style-type: none"> Outline of capacity needs 1 training for thematic group annually

BUDGET PROJECTIONS

Component: Institutional strengthening of UFAAS

Main activity	Specific activities	Targets / expected outputs	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Establishing a fully-fledged national Secretariat housed by UFAAS itself	<ul style="list-style-type: none"> Identify appropriate location, rent and furnishing of office premises 	<ul style="list-style-type: none"> Office space hired 	56,000				
	<ul style="list-style-type: none"> Recruit the required staff as per management structure and HR Manual 	<ul style="list-style-type: none"> All required positions filled 	4,014	4,014	4,014	4,014	4,014
	<ul style="list-style-type: none"> Payment of utility bills 	<ul style="list-style-type: none"> Payment of utility bills 	1,800	1,800	1,800	1,800	1,800
	<ul style="list-style-type: none"> Develop a concrete mobilization strategy 	<ul style="list-style-type: none"> Strategy document 					
	<ul style="list-style-type: none"> Constitute a thematic group for institutional strengthening 	<ul style="list-style-type: none"> Thematic group in place 					
	<ul style="list-style-type: none"> Promote the forum among potential AEAS members and partners 	<ul style="list-style-type: none"> 500 paid up members 					
	<ul style="list-style-type: none"> Identify regional focal points & AEAS professional champions 	<ul style="list-style-type: none"> 6 focal points established 					
	<ul style="list-style-type: none"> Mobilization of all AEAS actors (state and non-state) by the regional focal point under a regional hub 	<ul style="list-style-type: none"> Up-to-date inventory, profile and directory 	1,000	1,000	1,000	1,000	1,000
	<ul style="list-style-type: none"> Create and maintain an up-to-date inventory, profile and directory of members 	<ul style="list-style-type: none"> Outline of capacity needs 					
	Strengthening Management and Governance	<ul style="list-style-type: none"> Identify capacity gaps and link or train the UFAAS Board and Secretariat accordingly 	<ul style="list-style-type: none"> Weekly staff meetings held 				
<ul style="list-style-type: none"> Hold regular staff, board meetings and Annual General Meetings (AGMs) according to the constitution 		<ul style="list-style-type: none"> Quarterly board meetings held 	8,000	8,000	8,000	8,000	8,000
		<ul style="list-style-type: none"> Annual general meetings held 	<ul style="list-style-type: none"> Annual general meetings held 	5,000	7,000	9,000	10,000
<ul style="list-style-type: none"> Form and facilitate various thematic teams as required 		<ul style="list-style-type: none"> Thematic groups created as necessary 					
Resource mobilization	<ul style="list-style-type: none"> Form a resource mobilization team to support and work together with the Partnership & Grants Officer 	<ul style="list-style-type: none"> Resource mobilization team created 					
	<ul style="list-style-type: none"> Develop a clear resource mobilization strategy 	<ul style="list-style-type: none"> Resource mobilization strategy 	2,000				
		<ul style="list-style-type: none"> Grants surveillance and proposal development 	<ul style="list-style-type: none"> At least three Project proposals submitted per quarter 	2,000			

Component: Communication, Information and Knowledge Management

Main activity	Specific activities	Targets / expected outputs	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Developing CIKM strategy	<ul style="list-style-type: none"> Identify and facilitate consultant for developing CIKM strategy 	<ul style="list-style-type: none"> CIKM strategy in place 					
	<ul style="list-style-type: none"> Constitute a CIKM thematic group 	<ul style="list-style-type: none"> Functional thematic group 	2,000				
Networking and information sharing	<ul style="list-style-type: none"> Organize and coordinate events e.g. symposia, workshops, conferences, agricultural Shows, etc 	<ul style="list-style-type: none"> Annual symposium conducted 	8,000	10,000	12,000	14,000	16,000
	<ul style="list-style-type: none"> Create and maintain active sharing platforms eg: Website, WhatsApp, Facebook, Tweeter, etc 	<ul style="list-style-type: none"> Participation in agricultural shows 	2,000	3,000	4,000	5,000	6,000
	<ul style="list-style-type: none"> Create general and specific AEAS Communities of Practice 	<ul style="list-style-type: none"> Diverse and active sharing platforms 	2,000	3,000	4,000	5,000	6,000
	<ul style="list-style-type: none"> Source and disseminate relevant information/ documents e.g. Policies, strategies 		3,000	3,200	3,400	3,600	3,800
Documentation & packaging	<ul style="list-style-type: none"> Develop a research agenda to address emerging issues in AEAS 						
	<ul style="list-style-type: none"> Document and package experiences and research findings appropriately for different audiences 	<ul style="list-style-type: none"> Relevant information packaged and disseminated 					
	<ul style="list-style-type: none"> Generate and share useful feedback for key stakeholders to improve their services e.g. inform curriculum needs for AEAS training institutions 						
	<ul style="list-style-type: none"> Publish articles and documentaries 						
Promotional & media Engagements	<ul style="list-style-type: none"> Conduct sensitization meetings, workshops, etc for media houses/ journalists 	<ul style="list-style-type: none"> 1 sensitization workshop annually 	2,000	2,200	2,400	2,600	2,800
	<ul style="list-style-type: none"> Holding Radio/TV talk shows, press con 	<ul style="list-style-type: none"> 4 radio/TV shows annually 	2,000	2,200	2,400	2,600	2,800
	<ul style="list-style-type: none"> Develop promotional messages eg Adverts, animations, radio skits, etc. 	<ul style="list-style-type: none"> 3 promotional messages 	2,000	2,200	2,400	2,600	2,800

Component: Capacity Development

Main activity	Specific activities	Targets / expected outputs	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Development of strategy for capacity building of members	<ul style="list-style-type: none"> Identify consultant/team for developing the strategy and facilitating them 	<ul style="list-style-type: none"> Capacity development strategy 	2,000				
	<ul style="list-style-type: none"> Constitute a capacity building thematic group 	<ul style="list-style-type: none"> Functional thematic group 					
	<ul style="list-style-type: none"> Conduct regular needs assessment 	<ul style="list-style-type: none"> Outline of capacity needs 					
	<ul style="list-style-type: none"> Conduct training of AEAS actors in selected topics using appropriate methods and tools 	<ul style="list-style-type: none"> 4 thematic trainings annually 	20,000	21,000	22,000	23,000	24,000
Facilitating access to capacity building opportunities	<ul style="list-style-type: none"> Identify and regularly share available opportunities through established platforms 	<ul style="list-style-type: none"> Opportunities posted on weekly basis 					
	<ul style="list-style-type: none"> Create a fellowship and internship program for mentoring and coaching upcoming AEAS providers and leaders and facilitating linkage to work opportunities through the UFAAS network 	<ul style="list-style-type: none"> Mentorship program developed 	20,000	21,000	21,000	21,000	21,000
Extension innovation support	<ul style="list-style-type: none"> Promote innovation through competitive funding grant calls e.g. matching grants 	<ul style="list-style-type: none"> At least 20 innovation grants implemented annually 	50,000	54,000	58,000	62,000	68,000

Component: Professionalizing AEAS

Main activity	Specific activities	Targets / expected outputs	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Supporting MAAIF in the operationalization of the AEAS regulation measures	<ul style="list-style-type: none"> Constitute a professionalization thematic group 	<ul style="list-style-type: none"> Functional thematic group 					
	<ul style="list-style-type: none"> Sensitize members' and end users' on professionalization 	<ul style="list-style-type: none"> 6 regional sensitization workshops annually 	12,000	12,000	12,000	12,000	12,000
	<ul style="list-style-type: none"> Facilitate members' and end users' access to relevant documents 		3,000	3,000	3,000	3,000	3,000
	<ul style="list-style-type: none"> Develop a comprehensive selection criteria and team for vetting AEAS actors 	<ul style="list-style-type: none"> Vetting criteria 	2,000				
Promoting ethical practice, professionalism and excellence	<ul style="list-style-type: none"> Identify outstanding individuals/organizations across AEAS actor categories 	<ul style="list-style-type: none"> Vetting of actors 	3,000	3,200	3,400	3,600	3,800
	<ul style="list-style-type: none"> Hold awarding/recognition ceremonies for outstanding individuals/organizations 	<ul style="list-style-type: none"> Annual award ceremonies 	5,000	5,300	5,600	5,900	6,200

Component: Lobbying and Advocacy

Main activity	Specific activities	Targets / expected outputs	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Development of lobbying & advocacy materials	<ul style="list-style-type: none"> Identify consultant/team for developing the strategy and facilitating them 	<ul style="list-style-type: none"> Lobbying and advocacy strategy 	2,000				
	<ul style="list-style-type: none"> Outline the desired outcomes of the lobbying and advocacy efforts over a given timeframe 	<ul style="list-style-type: none"> Evidence-based advocacy materials 	2,000	2,200	2,400	2,600	2,800
	<ul style="list-style-type: none"> Develop evidence-based lobbying and advocacy materials on critical/AEAS issues e.g. position papers, policy briefs 	<ul style="list-style-type: none"> Functional thematic group 					
	<ul style="list-style-type: none"> Constitute a lobbying and advocacy thematic group 	<ul style="list-style-type: none"> Quarterly advocacy engagement events 	4,000	4,200	4,400	4,600	4,800
Organizing and strengthening lobbying and advocacy campaigns and platforms	<ul style="list-style-type: none"> Organize advocacy and lobbying engagements e.g. strategic meetings and public dialogues 	<ul style="list-style-type: none"> 1,000 	1,000	1,000	1,000	1,000	
	<ul style="list-style-type: none"> Support MAAIF in the integration of gender and nutrition within the National/Agricultural Extension Strategy 	<ul style="list-style-type: none"> 2,000 	2,000	2,000	2,000	2,000	
	<ul style="list-style-type: none"> Strengthen and scale-up existing Community of practice (CoP) for Gender and Nutrition, and creating vibrant CoPs for selected themes 	<ul style="list-style-type: none"> Outline of capacity needs 					
Capacity building in lobbying & advocacy	<ul style="list-style-type: none"> Identify opportunities for training in lobbying and advocacy techniques 	<ul style="list-style-type: none"> 1 training for thematic group annually 	2,000	2,200	2,400	2,600	2,800
	<ul style="list-style-type: none"> Conduct training in lobbying and advocacy techniques 						

Component: Annual budgets

Main activity	Specific activities	Targets / expected outputs	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
			231,800	176,700	189,600	201,500	212,400

Component: Overall budget

Main activity	Specific activities	Targets / expected outputs	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
							1,012,000

References

1. National Agricultural Extension Policy (NAEP, 2016)
2. National Agricultural Extension Strategy (NAES, 2016)
3. UFAAS Strategic Plan 2011-2016
4. Agriculture Sector Strategic Plan (ASSP 2015/16-2019/20)



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