

STRATEGIC PLAN

“Professional AEAS effectively driving the agricultural revolution in Uganda”



Address

P. O. Box 34624, Kampala
Kigobe Road Ntinda
(near 'The Cradle')

Phone

+256 312 313400
+256 776 801091
+256 772 483803

Online

ufaas2013@gmail.com
ufaas-ugandacf.org



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CONTENTS

DEVELOPMENT PARTNERS AND DONORS	3
WORKED WITH SINCE INCEPTION	3
MEMBER ORGANIZATIONS	3
FOREWORD	I
ACKNOWLEDGEMENT	II
Special thanks Go to	ii
ACRONYMS	III
EXECUTIVE SUMMARY	IV
1.0 INTRODUCTION	1
OUR VISION	2
OUR MISSION	2
OUR CORE VALUES	3
Objectives of UFAAS	3
BUSINESS SOLUTION	4
Figure 1: The Current UFAAS Organizational Structure by January 2024	4
RECOMMENDED UFAAS ORGANIZATIONAL STRUCTURE	5
Institutional Strengthening	7
Communication, Information and Knowledge Management	8
Capacity Development	9
Professionalising AEAS, Lobby and Advocacy	10
2.0 THE UFAAS 2024-2028 STRATEGIC PLAN	11
2.1 Rationale for the Strategic Plan (2024-2028)	11
2.2 The Road Map: Steps Leading to the Strategic Plan	11
2.2.1 A Review of the Mission, Vision, and Core Values	11
Table 1: The Strengths, Weaknesses, Opportunities, and Threats Analysis	12
2.2.2 Assessment of the Operational Context of UFAAS	12
2.2.3 Alignment to National, Regional, and Global Planning Frameworks	16
2.2.4 A Summary of Key Issues and Implications from the Analyses	18
2.3 UFAAS Value Proposition FOR 2024-2028	19
2.4 Selected Strategic Thematic Areas for 2024-2028	19
3.0 STRATEGIC GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	24
3.1 Institutional And Membership Development	24
3.2 Communication, Knowledge Management And Digitalization	26
3.3 Professionalization, Lobby, And Advocacy For Aeas	28

3.4	Resilient And Inclusive Agriculture (RIA)	30
3.5	Private Sector Agriculture Extension Services (PSAES)	32
4.0	BUSINESS MODEL FOR SUSTAINABILITY	34
4.1	Introduction	34
4.2	Establishing a Fully-Fledged Resource Mobilization Unit	35
5.0	MONITORING, EVALUATION, AND ACCOUNTABILITY FOR THE PLAN	37
5.2	Review of the implementation plan/work plan	37
5.3	Reports and Accountability	37
5.4	Mid-term Evaluation (Formative)	37
5.5	Final Evaluation (Summative)	37
5.6	Data Collection Approaches	37
6.0	IMPLEMENTATION MATRIX, WORKPLAN, AND BUDGETARY PROPOSALS	38
6.1	Implementation Matrix	38
	Theme I: Institutional And Membership Development	40
	Theme Ii: Communication, Knowledge Management And Digitalization	41
	Theme Iii: Professionalization, Lobby, And Advocacy For Aeas	42
	Theme Iv: Resilient And Inclusive Agriculture (Ria)	43
	Theme V: Private Sector Agriculture Extension Services (Psaes)	45
	Theme I: Institutional And Membership Development	46
	Theme Ii: Communication, Knowledge Management And Digitalization	47
	Theme Iv: Resilient And Inclusive Agriculture-Ria	50
	Theme V: Private Sector Agriculture Extension Services (Psaes)	51
6.3	BUDGETARY PROPOSALS FOR 2024	46
APPENDICES		53
	APPENDIX 1: THE STRATEGIC PLAN DEVELOPMENT AND REVIEW TEAM	53
	APPENDIX 2: UFAAS' SWOT ANALYSIS	54
	APPENDIX 3: PESTLE ANALYSIS	55

FOREWORD

Agriculture remains the key sector of Uganda's economy, it contributes up to 23% of the GDP and it employs up to 70% of the national labour force, most of whom are women located in rural areas. The agricultural sector is envisaged to play a role in achieving Uganda's Vision 2040 of transforming from a peasant to a middle-income economy. Under the agro-industrialisation agenda of the National Development Plan I11, Quality products, and services are expected to contribute to the commercialisation of agriculture and ensure food security. The pursuit of these three strategic goals requires an effective, efficient and inclusive agricultural extension and advisory system.

Agricultural extension services have been traditionally focused on increasing production and productivity. The needs of the macro-economic transformation agenda have expanded the role of agricultural extension beyond primary production to include; market participation, commercialised farming, agro-industrialisation, food security, food safety, and nutrition. Furthermore, the sector continues to experience a number of structural challenges and shocks (Climate change, Trade, economic, health, political) that call for innovations in the design and delivery of AEAS to build resilience and the competitiveness of the agri-food system.

In its National Agricultural Extension Policy of 2016, the Government of Uganda adopted a pluralistic agricultural extension approach. This approach recognizes the complementary role and relationships between state and non-state actors in the provision and delivery of AEAS to all players and processes in the agri-food system. In addition, over time, the policies of liberalization and privatisation opened up the space allowing for more actors in civil society and the private sector to complement government efforts.

The Uganda Forum for Agricultural Advisory Services (UFAAS) (<https://ufaas-ugandacf.org/>) is one of the national non-state actors (NSAs) and is a professional networking and sharing platform for Agricultural Advisory and Extension Services (AEAS) actors in Uganda. It is a Country chapter of the Africa Forum for Agricultural Advisory Services (AFAAS). 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 the improvement of AEAS in Uganda by promoting coordination, interaction, and harmonization amongst the diverse actors who operate in a pluralistic extension system.

UFAAS membership is comprised of institutions and individuals from the 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. UFAAS draws her mandate of promoting an effective, efficient, and innovative AEAS system through strategic partnerships, advocacy, capacity building, information sharing and interaction among AEAS actors in Uganda. This drives her engagements in strengthening partnerships in AEAS and advocating for favourable policy environment to reinforce accessibility to quality Agricultural extension and Advisory services by Value Chain Actors.

UFAAS has therefore developed its 4th Strategic Plan 2024-2028, based on its continued mandate, vision, mission, and goal but fitting within the changing socio-economic and climatic changes, in order to stay relevant.

For God and my country.

Adeline Muheebwa

Chairperson

Uganda Forum for Agricultural Advisory Services (UFAAS)

ACKNOWLEDGEMENT



On behalf of the UFAAS Secretariat, I would like to thank all partners and actors who made the realization of most of the activities in the previous Strategic Plan (2018-2022/3) possible either through your support and /or participation in the planned activities. Special thanks go to: the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) for the

enabling environment; the Africa Forum for Agricultural Services (AFAAS), and The Global Forum for Rural Advisory Services (GFRAS), 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, including European Union, IFAD, USAID/Feed the Future-Enabling Environment Programme.

We are also grateful to the different Development Partners we collaborated with at different levels. These included AFAAS, MAAIF, University of Illinois at Urbana Champaign (UIUC), FARA, ASARE-CA; and member organizations and individuals that have not only contributed financially but also participated in the implementation of numerous activities.

Once again, USAID Feed the Future, Institutional Strengthening Systems (ISS) Activities Programme and The Global Forum for Rural Advisory Services (GFRAS) facilitated the new strategy development process, which was concluded by a validation conducted as part of a GIZ Integrated Pest Management (IPM) Dialogue Workshop.

Furthermore, we commend the UFAAS board for good governance and for overseeing all the activities, and the strategic planning review and development team led by Dr. Richard Miiro (UFAAS Vice-chairperson) and the Management Consultant, Dr. Sam Ndibalekera, that worked tirelessly to ensure that the document was finalised. The other members of the team are listed in Appendix 1.

Last but not least, the 54 UFAAS members and partners, who validated the strategic plan, and gave the last comments that provided the final input into the document.

Beatrice Luzobe

Chief Executive Officer (CEO)

Uganda Forum for Agricultural Advisory Services (UFAAS)

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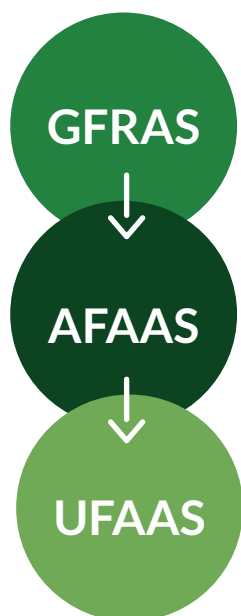


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ACRONYMS

ACTED	Agency for Technical Cooperation and Development
AEAS	Agricultural Extension and Advisory Services
AFAAS	Africa Forum for Agricultural Advisory Services
AGA	Annual General Assembly
AGM	Annual General Meeting
CAADP	Comprehensive Africa Agriculture Development Program
CD	Capacity Development
CEO	Chief Executive Officer
CIKM	Communication, Information and Knowledge Management
CKMD	Communication, Knowledge Management and Digitalization
CoP	Community of Practice
CSA	Climate Smart Agriculture
CSO	Civil Society Organization
CPD	Continuous Professional Development
EAC	East African Community
FAO	Food and Agriculture Organization
FHRC	Finance and Human Resource Committee
FO	Farmer Organization
GA	General Assembly
GDP	Gross Domestic Product
GFRAS	Global Forum for Rural Advisory Services
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (English: German Corporation for International Cooperation)
GP-SAEP	Global Programme for Small-scale Agroecology Producers and Sustainable Food Systems Transformation
ICT	Information Communication Technology
IPM	Integrated Pest Management
ISS	Institutions Strengthening Systems
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MCDC	Membership and Capacity Development Committee
MoU	Memorandum of Understanding
NAEP	National Agricultural Extension Policy
NDP	National Development Plan
NGO	Non-Government Organization
PESTLE	Political, Economic, Social, Technological, Legal, Environmental
PLA	Professionalisation, Lobby and Advocacy
PSAES	Private Sector Agricultural Extension Services
RAS	Rural Advisory Services
RIA	Resilient and Inclusive Agriculture
RM	Resource Mobilization
RMU	Resource Mobilization Unit
SACCO	Savings and Credit Cooperative Organization
SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering, and Math
SWOT	Strengths, Weaknesses, Opportunities and Threats
TWG	Technical Working Group
UFAAS	Uganda Forum for Agricultural Advisory Services
VP	Value Proposition

EXECUTIVE SUMMARY



Uganda Forum for Agricultural Advisory Services (<https://ufaas-uganda.cf.org/>) is a professional organisation for Agricultural Advisory and Extension Services (AEAS) actors in Uganda. It is a country chapter of the Africa Forum for Agricultural Advisory Services (AFAAS). The African Forum for Agricultural Advisory Services (<https://www.afaas-africa.org/>) is itself, part of the GFRAS regional networks and the continental umbrella organization that aims at strengthening national Agricultural Extension and Advisory Services (AEAS) in Africa. The Global Forum for Rural Advisory Services (www.g-fras.org) is an international association enhancing the performance of advisory services so that they can better serve farm families and rural producers, thus contributing to improved livelihoods in rural areas and the sustainable reduction of hunger and poverty.

UFAAS was launched 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. It was registered in 2013, as a Forum that brings together a broad range of actors in AEAS from all sectors which include the Public Sector, Academia, Private Sector, Civil Society, Farmer Organizations, Donor Community, and the Media within the country. UFAAS works closely with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and other like-minded partners.

The Vision of UFAAS is to see “Professional AEAS effectively driving the agricultural revolution in Uganda.” The Mission is to “Promote strategic partnerships, advocacy, capacity building, information sharing and interaction among AEAS actors in Uganda.” Its Core Values are: Professionalism; Integrity and Transparency; Accountability; Equity and Inclusiveness; and Partnership and Engagement. Additionally, UFAAS has seven (7) guiding principles namely, Environment Sustainability; Resilient Agriculture; Agro-bio-diversity; Gender-responsiveness; Business Orientation and Economic Feasibility; and Nutrition Sensitivity and farmer-centeredness. The strategic objectives of UFAAS are:

1. To strengthen and sustain an effective platform for pluralistic AEAS in Uganda
2. To support information sharing and networking among AEAS actors
3. To develop the capacity of AEAS systems to provide innovative and business-oriented services along the agricultural value chain.
4. To enhance professionalism and ethical conduct in the AEAS systems in Uganda
5. To catalyse strategic engagements and partnerships aimed at fostering a conducive environment for a resilient Agri-food system and inclusive AEAS in Uganda.

UFAAS is a membership organization governed by the General Assembly (GA) composed of members from all the AEAS actor categories. It has an elected fifteen-member Board representing the public, private, civil society, academia, media, and youth. The Board oversees the business of the Forum. The GA meets annually while the Board meets at least quarterly.

The UFAAS Strategic Plan (2024-2028) communicates UFAAS' strategic direction over the next five (5) years. This includes the Forum's performance of the previous strategic plan (2018-2022), its rationale, and a roadmap leading to it. In order to strategically position the Forum, the internal and external operational environment (SWOT and PESTLE analysis) are reviewed. The new strategy further defines her value proposition, strategic thematic areas, goals, objectives, activities, and outputs, as well as steps that will be taken for the successful implementation of the plan.

UFAAS registered notable achievements in the previous planning period 2018-2022, and in the extended one-year period of 2023. Though not without challenges, UFAAS saw itself grow in all areas under its thematic areas of that period. The key highlights are: the spontaneous increase of membership from 72 to 312 (over 300% increase); improved governance with two successful Board successions and five (5) Annual General Assemblies; various Technical Working Groups (TWG) instituted to implement resource mobilisation, climate-smart agriculture, ICT for agriculture, gender and advocacy; sub-strategies on resource mobilisation and communication developed. UFAAS organised and or participated in regional, national, and international agriculture extension events which strengthened it in areas of networking, capacity building, and advocacy. The Forum's communication, information sharing and visibility were highly elevated through its different platforms including the websites, d-group, Twitter, You-tube, and WhatsApp.

UFAAS has set its Value Proposition, for this period, to be a unique innovative, pluralistic, and inclusive platform for all AEAS actors (individuals and organizations): bringing together over 2,000 AEAS actors for networking and information sharing, effective coordination, professionalism, and advocacy; to benefit 1,000,000 beneficiaries; and eventually contribute to a resilient, productive and sustainable agri-food system in Uganda.

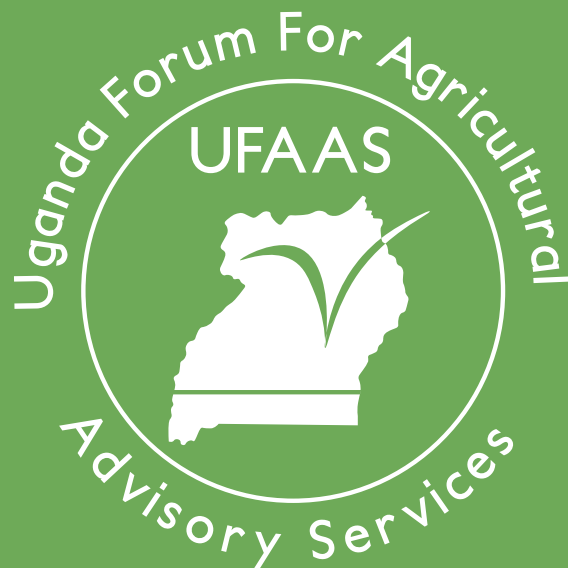
UFAAS' new priority thematic areas for the period 2024-2028 are: Institutional and Membership Development; Communication, Knowledge Management, and Digitalization; Professionalization, Lobby, and Advocacy for AEAS; Resilient and Inclusive Agriculture; and Private Sector Agricultural Extension Services.

The new strategy also includes a Business Model for Sustainability that is aimed at sustaining UFAAS beyond the minimal resources it obtains from membership fees, consultancies, and grants. The business model will establish a fully-fledged resource mobilization unit for expanding and deepening membership; strengthening UFAAS' position as a Leader AEAS; proposal development and grants soliciting; and seeking and strengthening partnerships. If implemented well, this will improve on UFAAS' performance and mandate as an organisation and have minimal impact on the last mile.

Last, but not least, the new strategic plan contains implementation mechanisms, including the implementation matrix for Year 1, an overall work plan, and the budgetary proposal. The last section addresses the monitoring and evaluation framework for the strategic plan.

1.0 INTRODUCTION

1.1 Background to the New Strategy



The Uganda Forum for Agricultural Advisory Services (<https://ufaas-ugandacf.org/>) is a professional networking and sharing platform for Agricultural Advisory and Extension Services (AEAS) actors in Uganda. It is a Country chapter of the Africa Forum for Agricultural Advisory Services (AFAAS). The African Forum for Agricultural Advisory Services (<https://www.afaas-africa.org/>) is part of the Global Forum for Rural Advisory Services (GFRAS) regional networks and the continental umbrella organisation that aims at strengthening national Agricultural Extension and Advisory Services (AEAS) in Africa. The Global Forum for Rural Advisory Services (www.g-fras.org) is an international association enhancing the performance of advisory services so that they can better serve farm families and rural producers, thus contributing to improved livelihoods in rural areas and the sustainable reduction of hunger and poverty.

UFAAS was launched in May 2011 as a Forum that facilitates networking, experience sharing, professional accountability and identification of common solutions to challenges faced in the provision of Agricultural Extension and Advisory Services in Uganda (AEAS). UFAAS works closely with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and other like-minded partners. The Forum brings together a broad range of actors in AEAS from all sectors which include the Public Sector, Academia, Private Sector, Civil Society, Farmer Organizations, Donor Community, and the Media within the country. The aim is to promote sound AEAS provision and to carry out lobbying, advocacy, and marketing of the work that they do in the country.

The Mandate of UFAAS is to advance the overall provision of AEAS in the country through promoting coordination, interaction, and harmonisation among the diverse players who operate in a pluralistic extension system.

OUR VISION



Professional
AEAS effectively
driving the
agricultural
revolution in
Uganda.”

OUR MISSION



“Promote strategic
partnerships, advocacy,
capacity building,
information sharing
and interaction among
AEAS actors in Uganda.”

OUR CORE VALUES

It has five (5) Core Values: Professionalism; Integrity and Transparency; Accountability; Equity and Inclusiveness; and Partnership and Engagement. Additionally, UFAAS has seven (7) guiding principles namely, Environment Sustainability; Resilient Agriculture; Agro-bio-diversity; Gender-responsiveness; Business Orientation and Economic Feasibility; and Nutrition Sensitivity and farmer-centeredness.

Objectives of UFAAS

The strategic objectives of UFAAS are:

1

To strengthen and sustain an effective platform for pluralistic AEAS in Uganda

4

To enhance professionalism and ethical conduct in the AEAS systems in Uganda

2

To support information sharing and networking among AEAS actors

5

To catalyse strategic engagements and partnerships aimed at fostering a conducive environment for a resilient Agri-food system and inclusive AEAS in Uganda.

3

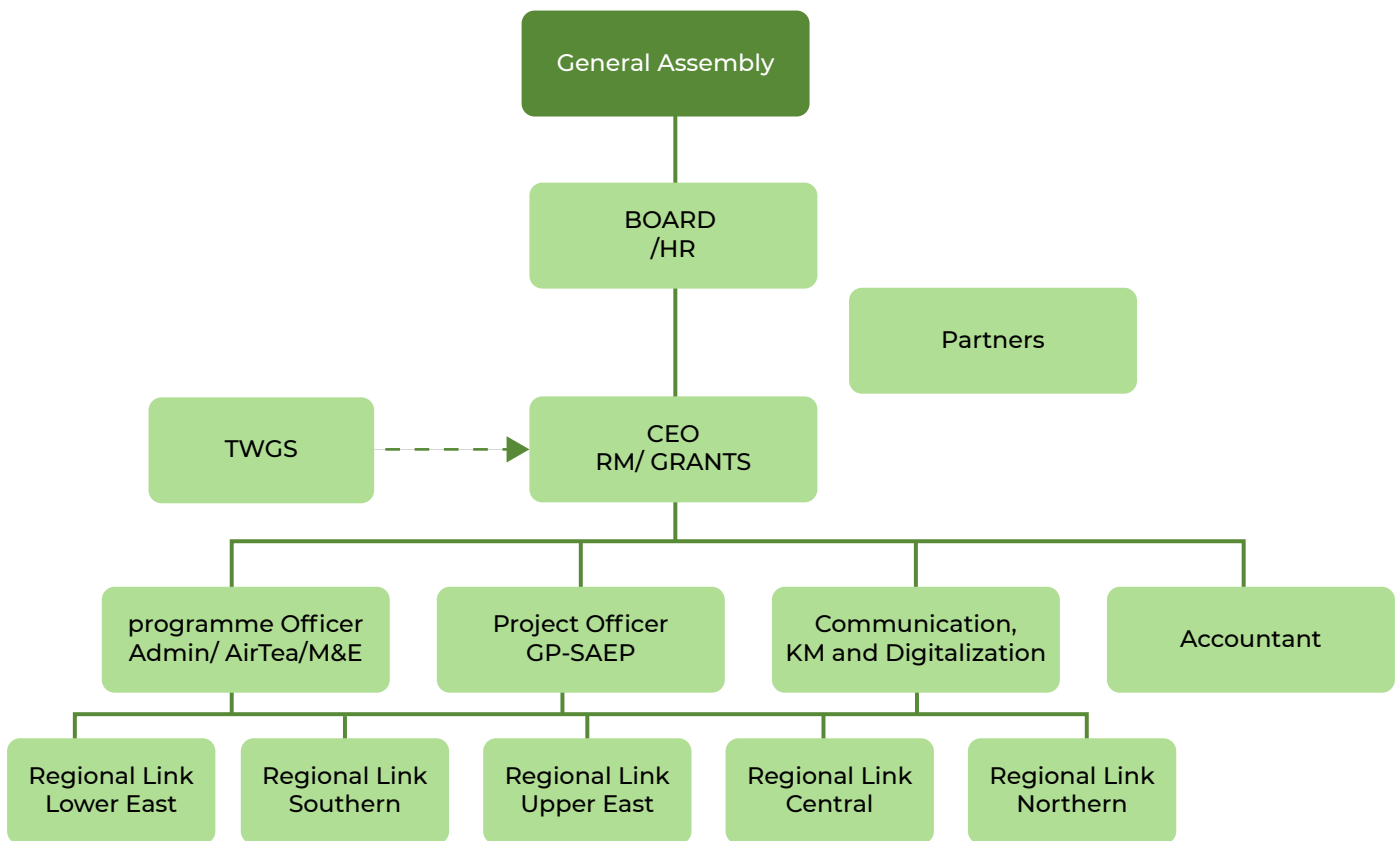
To develop the capacity of AEAS systems to provide innovative and business-oriented services along the agricultural value chain.

BUSINESS SOLUTION

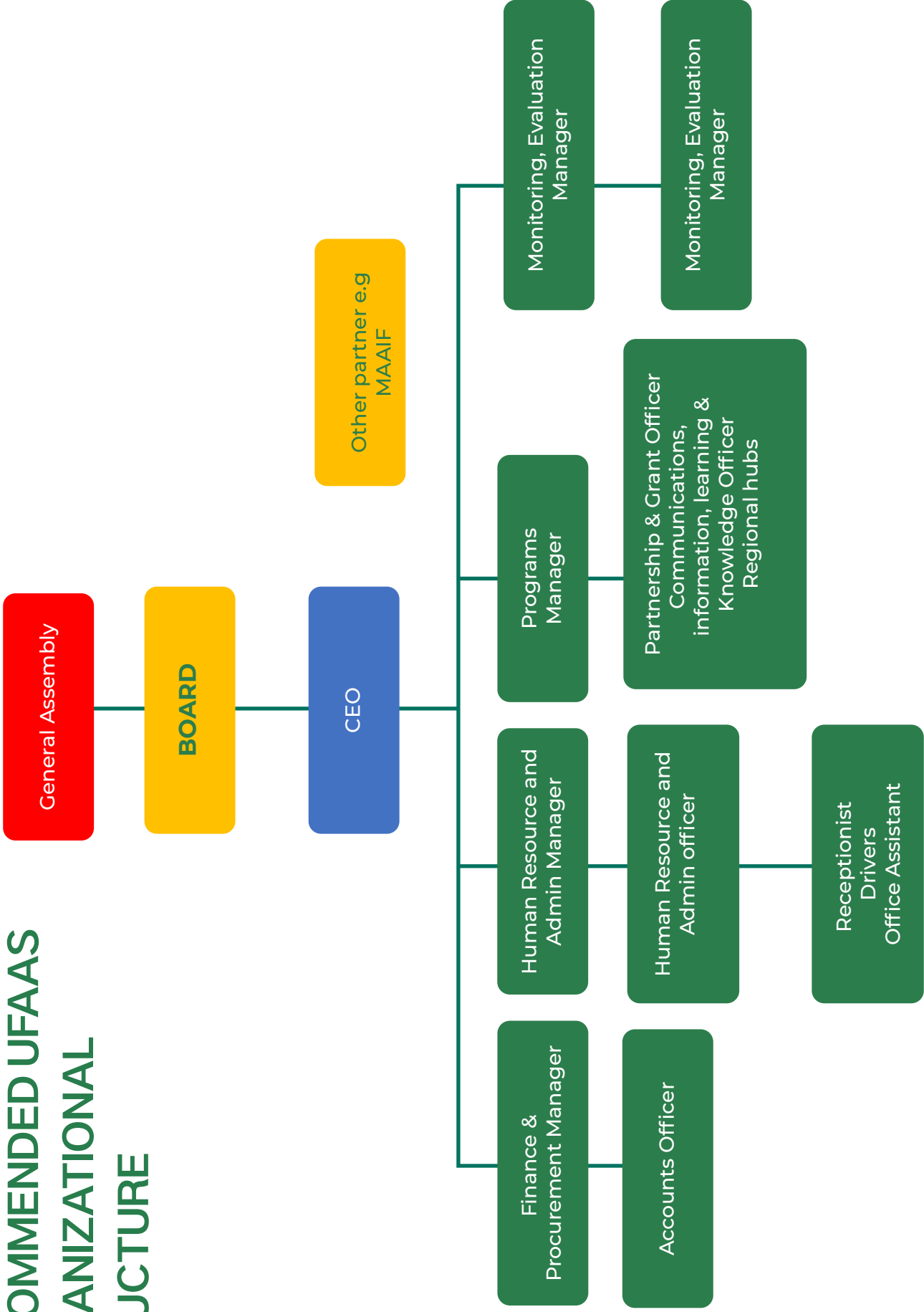
The UFAAS management structure comprises of a CEO who oversees the day-to-day operations of the Secretariat assisted by a Programs Assistant. There is a network of active volunteer members who support the work of the Secretariat. The other planned positions are to be filled as resources become available.

The organization has put in place policies and procedures to guide its operations including a Financial Policy Manual and a Human Resource Policy and Procedures Manual.

Figure 1: The Current UFAAS Organizational Structure by January 2024



RECOMMENDED UFAAS ORGANIZATIONAL STRUCTURE



1.2 THE OUTLAY OF THE STRATEGIC PLAN (2024-2028)



The UFAAS Strategic Plan (2024-2028) communicates UFAAS' strategic direction over the next five (5) years. It defines the goals, objectives, activities, and outputs, as well as steps that will be taken for the successful implementation of the plan. The UFAAS (2024-2028) Strategic Plan is divided into four (6) major sections.

Section 1 provides an introduction and background information on key identity perspectives of UFAAS such as history, core identity statements of the organisation, its value proposition, and the governance and management structure. A synopsis of the performance of the previous strategic plan (2018-2022) is also included in this section.

Section 2 presents the design background of the UFAAS strategic plan and includes a rationale, a roadmap leading to the plan, and a review of the internal and external operational environment (and PESTLE analysis). The section also presents a description of the selected strategic focus/thematic areas for the period 2024-2028.

This is followed by section 3 which lays out the themes, goals, objectives, activities, and outputs for the UFAAS strategic plan for 2024-2028. This is the heart of the strategic plan.

Section 4 describes the UFAAS business model for sustainability which is considered a driving force for the strategic plan.

Section 5 contains implementation mechanisms including the implementation matrix, the year 1 work plan, and the budgetary proposals. The last section addresses the monitoring and evaluation framework for the strategic plan. There are appendices at the end of the strategic plan document.

1.3 A Synoptic Performance Review of UFAAS Strategic Plan (2018-2022)

Institutional Strengthening



UFAAS has maintained its legal status as a professional forum for AEAS actors in Uganda and as a Country Chapter of AFAAS and its membership has tremendously grown from 72 to 312 (by over 300%) under at least 5 regional hubs led by champions. These include 280 (112F, 168M) individuals and 32 organisations. Out of the 280 individuals, 54% are youth and 37% of the youth are females. However, the overall UFAAS reach is over 1,000 AEAS actors nationally. To profile members, there is an updated inventory, consisting of an online system of profiling members exists, although not all members have been profiled. The secretariat is still housed by the parent organisation (AFAAS) and there have been efforts to acquire more staff at the secretariat and in the regions, although not as per the management structure indicated in the HR Manual.

The current 15-person Board was elected in January 2022 and is inclusive of representatives from government, academia, private sector, youth, and civil society organizations. In the last 6 years, there have been two successful Board successions and five (5) Annual General Assemblies have been held. The Board holds regular quarterly meetings and some extraordinary meetings based on the need. In 2022, UFAAS nominated a Patron, who willingly accepted the responsibility. The Board members' capacity development and capacity needs were assessed but the planned board training to address the gaps has not yet been done.

In terms of statutory compliance, UFAAS has been externally audited annually and received an unqualified opinion. It has also been active in filing annual returns with the Uganda Registration Services Bureau. The process to register UFAAS with the NGO Registration Bureau commenced and is currently ongoing.

A Resource Mobilization Technical Working Group (TWG) constituted by members of UFAAS was enacted. A Resource Mobilization Strategy was designed. The organization has during the period (2017-2022) responded to calls for proposals and has received some positive responses. UFAAS has from 2017 to 2023, accessed and implemented at least 4 consultancies in collaboration with AFAAS, GFRAS, FAO, Sasakawa Africa Association and ACTED; for extension performance measure, Decentralization assessment, Climate change, gender and digitalisation for Agriculture.

Communication, Information and Knowledge Management



For the implementation of activities under this thematic area, the organization has solicited the services of a part-time Communication Information Knowledge Management (CIKM) specialist and also established an Information Communication Technology (TWG). As a result, a Communication Strategy was developed and awaits validation and commissioning. Other processes and activities below have also been done.

In terms of networking and information sharing, UFAAS has held annual agriculture extension events which have included two (2) National Symposia, two (2) National Extension Week events, and the All-Africa Extension Week. These were organised in conjunction with AFAAS, MAAIF, UFAAS member organizations, and other partners. UFAAS organised and co-exhibited with member organisations at all National Agricultural Shows in Jinja, and in 4 regional shows in Kampala (2) and Gulu (2). Participation in the World Food Day activities during the six years was limited due to the inadequate resource envelope.

UFAAS participated in the AFAAS Country Hackathon 2021 which also put more effort into digitalisation of Climate Smart Agriculture (CSA). This involved: supporting the organisation of a hackathon at the national level; promotion of usage of digital tools in CSA; production of CSA knowledge products; and strengthening of the CSA TWG and knowledge. UFAAS won with the team of youth (AutoFarmUg) who innovated a Smart Crop Calendar. This was later promoted together with the AEAS e-Registration portal, which was produced by UFAAS earlier. 12 already developed /identified CSA case stories by UFAAS and its members were repackaged into a booklet and a year planner that were widely disseminated to AEAS actors and Farmers.

WhatsApp, Twitter, and YouTube continued to be wonderful social platforms for sharing relevant information and knowledge. By the end of the period, UFAAS had over one thousand AEAS actors

sharing on the different platforms. As part of information sharing in line with adding to the body of knowledge in agriculture especially for extension, minimal work was done on sending articles to professional/academic journals due to the limitation of funds. Meanwhile, a research agenda had been planned but implementation was limited by budgetary constraints.

Capacity Development



Through various platforms, the capacity gaps of members have been voiced and the process of streamlining them into a needs assessment report is ongoing. A capacity-building strategy and TWG were planned, and are still in the pipeline. The different events carried out throughout the period have been purposely involved in capacity-building workshops and side events by UFAAS, member organisations, and other partners.

As part of the Academia docket of UFAAS, the Board members initiated a program between Agricultural Universities and Bixter in Denmark to provide internships for University youth in Denmark and other European countries. Expedia Africa served as a coordinating agent for the internships in Europe. The mentorship opportunities were being developed with proper agreements with UFAAS and the setting of targets.

Lastly, under the AIRTEA project, youth ag-connectors underwent intensive training in extension entrepreneurship in their different selected ag-businesses. UFAAS support for National Extension Innovations has mainly been through providing space to such innovators to co-exhibit at the National and Regional Agricultural Shows.

Professionalising AEAS, Lobby and Advocacy



One of the priority activities under this theme was to form a thematic group for professionalisation. It was later agreed to form one TWG combining professionalisation and Advocacy/Lobbying. In the beginning, 162 AEAS actors and members from both the Non-State Actors and public extension workers (based in the local governments) were trained in professionalism and professionalisation of the AEAS System. Professionalisation, lobby, and advocacy activities continued to be carried out during the national extension events and dialogues organised or participated in by UFAAS. Examples of these are: The symposium 2019 focused on Policies, institutions, and regulatory frameworks
E-symposium 2020 had an element of aligning the extension and advisory services with the national agricultural priorities

The 2021 National and Regional Stakeholders' Dialogue on Climate Smart Agriculture (CSA), where a policy brief was developed and disseminated. The 2022 Policy Dialogue focused on "the current issues in the AEAS System in Uganda. A Position Paper on Declining appreciation of the contribution of agricultural extension in national development was developed and the TWG met with the Parliamentary Committee on Agriculture, over the same Extension Week 2023 included Perspectives on the State of Agricultural Extension in Uganda. A Policy Brief on Re-energizing Agricultural Extension and Advisory Services in Uganda was developed UFAAS participated in several advocacy activities organized by partners including two (2) trainings organized by AFAAS/FARA and Feed the Future-ISS.

2.0 THE UFAAS 2024–2028 STRATEGIC PLAN

2.1 Rationale for the Strategic Plan (2024-2028)

A strategic plan is a preferred direction that the organization has to take and it indicates the steps that will be followed to implement it. For UFAAS, this will be the third strategic plan since the Forum was initiated in May 2011. The second strategic plan expired in 2022. In the absence of a strategic plan, the organization has been operating on short-term action plans as needs and circumstances emerge. Thus, it was pertinent that the Board and Management purposed to develop a new Strategic Plan (2024-2028) to help the organisation achieve its objectives.

The Strategic Plan will rally the efforts of members, staff, and volunteers towards the selected direction. This is because the process of strategic plan formulation requires organisation members to review the operations, systems, and activities being promoted. The process also awakened organisational members to what is happening in the operational environment and developed mechanisms to address the challenges. A strategic plan is also a key tool for building prospective partnerships and an aid for resource mobilization. The third strategic plan (2024-2028) will be an apt tool, building on the achievements of past strategies, to propel UFAAS to greater heights. The plan will thus specify the goals and objectives to be achieved, identify the strategies to be adopted to achieve those objectives, and the specific activities that will be enacted.

2.2 The Road Map: Steps Leading to the Strategic Plan

The Annual General Assembly (AGA) which was convened on 25th August 2023, mandated the Board to start work on the new strategic directions for UFAAS. The Board set up a 15-person committee (Appendix 1) to review the old plan and develop a new one. The committee conducted a 2-day write shop during which they reviewed the implementation of the previous strategy and did a review of the status of UFAAS and the operational environment. They re-assessed the thematic areas in view of the changing operational landscape. The committee re-examined the current partnerships and evaluated their necessity or lack of it. This select committee was also mandated to document the value proposition and the UFAAS sustainability plans. The Board, with management working with an identified expert, used the report of the write-shop as critical information and data for designing the draft strategic plan. The draft strategic plan was refined further with input from the Board and the outcome was the current UFAAS Strategic Plan (2024-2028) document.

The process of formulating a new strategy was preceded by reviewing the Mission, Vision, and Core Values. This was followed by: assessing the operational context of UFAAS; and aligning to National, Regional, and Global Frameworks, after which, the key issues and implications of these two processes were outlined.

2.2.1 A Review of the Mission, Vision, and Core Values

The Mission and Vision were reviewed and were upheld in their entirety without any alteration. On the Core Values, it was proposed that another one that relates to sustainability be added. This has been incorporated pending approval by the General Assembly.

2.2.2 Assessment of the Operational Context of UFAAS

A review of the environment in which UFAAS operates was conducted, using SWOT (Strengths, Weaknesses Opportunities, and Threats) tool and PESTLE (Political, Economic, Social, Technological, Legal, and Environment) tool. The tools unveiled the internal and external environmental factors affecting UFAAS's work. The SWOT analysis results are shown in Table 1.

Table 1: The Strengths, Weaknesses, Opportunities, and Threats Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • UFAAS is working in a professional space • Having highly trained and experienced professionals and practitioners • UFAAS has ten (10) years of experience as a professional body for AEAS • The diverse nature and backgrounds of its members represent the agricultural value chain • Members represent all aspects of the agri-food system • UFAAS has a highly committed Board • UFAAS is recognized locally, regionally, and internationally • UFAAS has strong collaboration with international partners such as USAID, SAA, AFAAS, GFRAS • History of properly executed assignments with FAO, GFRAS, USAID, IFPRI, AFAAS, GIZ, ACTED • Has a regional presence through its regional hubs • Has a high youth membership (54%) • Good accountability of resources as manifested in satisfactory/unqualified audit reports. • Strong and hardworking CEO and volunteers 	<ul style="list-style-type: none"> • Has not yet operationalised its management structure • Lean staff (only 2 staff members) • Lack of physical address (still sheltered by AFAAS) • Low member engagement in UFAAS' activities • Slow response to opportunities that arise • Absence of an incentive and a reward system • There is no clear value proposition • Limited use of available platforms for visibility • Limited engagement with the regional hubs • Dependence on donors to support UFAAS activities • Lack of a sustainability plan • Lack of an engagement plan for youths • Lean resource mobilization team • Limited capacity to attract funding
Opportunities	Threats
<ul style="list-style-type: none"> • Linkages to AFAAS and GFRAS –tapping into a continental and global space • The niche of having a platform for AEAS actors • Policy influencing space • The country's planning framework recognises AEAS as a priority (NDPIII) • A pool of professionals for what we need • Growth of the private sector in agri-business • A growing youth population 	<ul style="list-style-type: none"> • Lack of an Agricultural Extension Bill • Lack of government and legal mandate to guide the AEAS profession. • Continue Loss of Professionals in Agriculture due to STEM brain drain • Donor fatigue • Political manipulation/interference • Lack of regulatory value in Uganda • Low political will and policy support for AEAS. • There are many other membership organizations in the Ag sector

The selected key issues under critical observation on PESTLE analysis are highlighted below, while the detailed analysis results are shown in Appendix 2.



i. Political factors

The political climate in Uganda has engendered relative peace, stability, and security. The Government of Uganda has several policies and programs to guide the agricultural sector. Vision 2040 aims to transform Uganda from a peasant to a middle-class economy. This is supported by several policies including the agricultural agro-industrialization policy, the agriculture policy, the extension policy, the seed policy, the organic farming policy, the liberalized and privatization policy, and the Coffee Act among many others. There is also a Directorate of Agricultural Extension Services in MAIF. Multiple actors in AEAS are officially recognized as pluralistic extension. These provide a conducive and competitive business and service environment for the agricultural sector. The Government has initiated the Parish Development Model to uplift the poorest and enable them to participate in the money economy.

However, the farming households are voters and a political asset to the politicians. Agricultural services delivery is therefore closely linked to the political, and local governance processes and agendas. The military is one of those many actors in AEAS specifically in agricultural input service delivery. This pluralistic multi-actor extension space lacks regulation, coordination, and harmonisation of services. Generally, agricultural extension service provision lacks optimal recognition among politicians.



ii. Economic factors

According to the World Bank Uganda Country Economic Performance Report for 2023, the Ugandan economy performed well in the 2022 to 2023 financial year with an economic growth rate of 4.6% and will likely do better in 2023/2024 with a projection of 5.5%. The annual inflation rate was kept at 3.5%. Agriculture, industry, and services contributed to this growth. Investments to support the export of crude oil, agro-industrialization, and export diversification gives a more encouraging economic growth outlook projected at an average of 6.5 to 7.0% per year for the coming 5 years. The theme of 2023 to 2024 financial year is “Full Monetisation of Uganda’s Economy through Commercial Agriculture, Industrialisation, Expanding and Broadening Services, Digital Transformation, and Market

Access”. This is part of Vision 2040 which envisages a transformation of a peasant agricultural economy to a commercial one supporting a middle-class economy. Regional trade is expected to boost the local economy, especially agricultural exports; although some Ugandan agricultural exports (e.g. Sugar, maize, and milk) have been subjected to both tariff and non-tariff barriers within the East African Community.

Financing of agriculture has improved and there are a number of commercial banks that have finance products to support agriculture at various value chain nodes. There is also a surge in micro-credit finance institutions at different levels some initiated by government programs such as Emyooga, and now the Parish Development Model. Private sector micro-finance institutions exist across the country and innovative financing for agriculture has been initiated and increasingly is digitized. The government initiated the agricultural insurance consortium to offer insurance services against risks. Up to 13 insurance companies are part of this consortium.

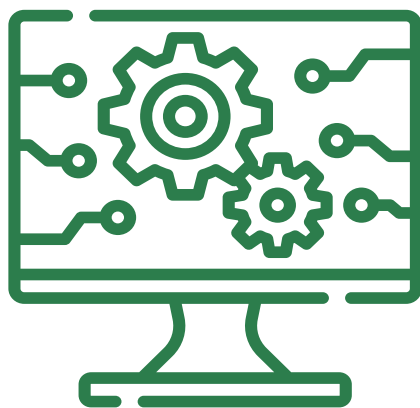
Overall, the outlook is good for the agriculture sector, implying more jobs for those who depend on it, and widened market opportunities for agricultural produce and products including the domestic market. This also speaks to a greater demand for AEAS services among the agricultural value chain actors.



iii. Social factors

Uganda's 2023 population is estimated at 48,582,334 people at midyear. Uganda has the world's second-youngest population with 8 million youth aged 15 to 30. With a high population growth rate, job seekers are expected to reach 48 million by 2040. The country's future lies in developing an agriculture sector that generates opportunities for rural youth. Currently, youth may generally not be interested in agriculture as a primary occupation. The estimated number of farmers is 6.4 million with the average age of a Ugandan farmer at 54 years, which is indicative of an aging farming population. The digitalisation of agriculture extension presents a challenge with an aging population and low levels of literacy. Gendered factors

are visible across the Ugandan society. The government enacted a gender policy, and efforts have been made to have women's representation at all levels of service delivery and governance.



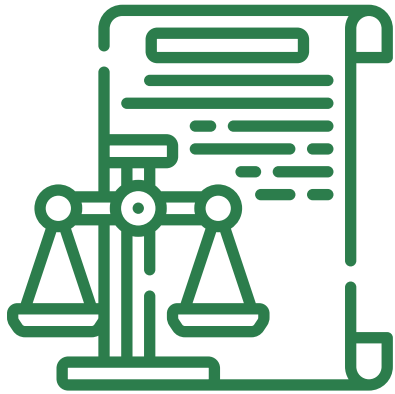
iv. Technological factors

Mechanized agriculture on large-scale farms exists, and among the smallholders, there is increasing uptake of technologies, including small tractors, ox-ploughs, micro-irrigation, and use of agro-inputs. The uptake is impacted by high cost, lack of financing and poor markets for produce. The National Development Plan III priority areas were outlined as agriculture, ICT, minerals and petroleum development, manufacturing, human capital, and infrastructure development which all call for investment in science, technology, and development. The National Agricultural Research systems including both the public and the private sector

are developing many agricultural innovations such as improved seed, bio-fertilizers, pesticides, post-harvest technologies, farm machinery, tools, and food processing equipment. The move towards a technology-driven economy is expected to attract the youth providing jobs for them and motivate them towards farming as a business.

The use of the internet and mobile phone technology has shown phenomenal growth. The Uganda Communications Commission (UCC) Report for the first quarter of 2021, noted that mobile phone subscriptions stood at 67%. However, the uptake of smartphones is still low. The emergence of mobile phone-based money services has increased financial access and inclusion. By March 2021, mobile money accounts had risen to 30.5 million with at least 66% active. Strategies to scale out technology use are needed including ensuring gender equality and youth inclusion in the reach and access to these technologies. AEAS actors have a central role in scaling out of these technologies but need institutional, human, and economic capacity to do so.

However, the aging farming community, limited infrastructure, and the lack or limited access to proper digital tools hinder the needed technological advancements. The AEAS providers who are expected to offer advisory services to farmers also lack capacity the required capacity.



v. Legal factors

Uganda's agricultural extension delivery involves multiple players bringing in the risk of unprofessionally and unethically delivered services. The Ministry of Agriculture, Animal Industry, and Fisheries committed through the National Agricultural Extension Policy of 2016 to put in place a comprehensive mechanism for guiding and regulating AEAS service delivery. Tools to support the enforcement including the guidelines and standards for AEAS, the ethical code of conduct, and procedures for registration and accreditation of AEAS providers in the country were developed for the Ministry and UFAAS played a role in their development. In order to ensure a legal provision for compliance with these professionalization documents

and others, an Agricultural Extension Bill was drafted, validated, and presented to the Parliament for approval in 2017. Unfortunately, it is yet to be approved. Currently, the country lacks a law governing and directing the provision of extension services.



vi. Environment

The natural resource environment and production systems in Uganda are facing a lot of pressure due to the high population, increased urbanisation, and the need to feed the high population. Arable lands have been urbanised, forested areas, and wetlands cleared for agricultural production and also for setting up industrial complexes. The country is experiencing high levels of pollution from vehicles and industry and poor sewage systems. These pose a great health risk to the population. At the same time, agricultural productivity is sub-optimal due to climate change effects that have affected growing seasons given that most of the farming is rain dependent.

Globally there is a move towards greener economies, and strategies to reduce greenhouse gases, the promotion of climate-smart agriculture, regenerative agriculture, and nature-based systems.

Given the disruptions and shocks of natural calamities and economic fluctuations and their effects on agriculture and the food systems in Uganda, agricultural extension needs to position itself well in this new situation, if it is to remain relevant. AEAS providers and policy implementers have to be open-minded so that they accommodate the changing landscape and this calls for refreshing strategy and rebranding for better resilience & competitiveness. However, very few AEAS actors (organisations and individuals) are well-equipped to address and cope with various challenges, including climate change, market fluctuations, and resource constraints.

The above scenario offers great opportunities for AEAS which UFAAS is ready to support.

2.2.3 Alignment to National, Regional, and Global Planning Frameworks

Several global, regional, and national frameworks exist to guide human and agricultural development. UFAAS strategic plan (2024-2028) will align itself and strategically contribute to the fulfilment of these frameworks.

i. UN Sustainable Development Goals:

At the global level, the following United Nations Sustainable Development Goals (SDGs) speak to what UFAAS contributes to.

UFAAS contributes to:

SDG 1: End to poverty in all its manifestations by 2030

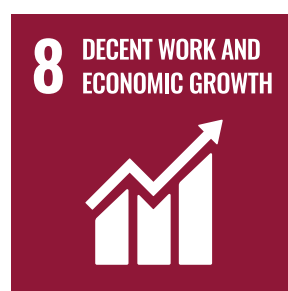
SDG 2: End hunger and achieve food security

SDG 5 : Gender inclusiveness

SDG 8: Promotion of decent work and economic growth

SDG 13: Climate action

SDG 17: Partnerships and international cooperation.



The Global Forum for Rural Advisory Services GFRAS is about enhancing the performance of advisory services so that they can better serve farm families and rural producers, thus contributing to improved livelihoods in rural areas and the sustainable reduction of hunger and poverty. GFRAS envisions rural advisory services that effectively contribute to agricultural innovation systems for sustainable development. The Global Forum for Rural Advisory Services exists to provide advocacy and leadership on pluralistic and demand-driven rural advisory services for sustainable development. The four strategic areas of operation for GFRAS are advocacy and support for an enabling environment; professionalism of advisory services, facilitation and enhancement of continuous knowledge generation; and strength-

ening networking. Thus the areas of partnership, networking, and contribution by UFAAS, to the GFRAS agenda are evident including: working in the same field, addressing advocacy and professionalism, and knowledge generation at the national level.

At the continental level, the Comprehensive African Agricultural Development Programme (CAADP), and the Agenda 2063, is an initiative that aims at supporting African countries to eradicate hunger and lessen poverty by raising economic growth based on agriculture-led development.

CAADP

The 4 CAADP pillars are: expanding the area under sustainable land and water management; improving rural infrastructure and market access; increasing food supply, reducing hunger and better responses to food emergencies, and improving agriculture research, and technology dissemination. The UFAAS strategy through the 5 selected themes, and the goals/objectives, clearly dovetails into the overall CAADP declarations and rhymes well with the fourth pillar of this continental Program.



African Forum for Agricultural and Advisory Services

Knowledge & Novelty for Africa's Livelihoods

The Africa Forum for Agricultural Advisory Services (AFAAS) is the umbrella organization for AEAS in Africa and through an MOU with the African Union Commission has the mandate to implement the fourth pillar of the Comprehensive Africa Agriculture Development Programme (CAADP). It achieves this through Country Chapters, such as UFAAS. The Africa Union Heads of State Malabo declaration of 2014 was a recommitment to the principles and values of the CAADP process with a timeline of 2025. The key selected foci were enhancing investment finance in agriculture; ending hunger in Africa; halving poverty through inclusive agriculture; and enhancing the resilience of livelihoods and production systems to climate variability and other related risks. UFAAS strategic plan 2024-2028 is cognizant of these areas that the Malabo declaration emphasised. For example, under ending hunger in Africa by 2025, the issue of increasing the supply of appropriate knowledge, information, and skills to users is outlined. The current UFAAS strategy shares similar aspirations for Uganda. Equally well, the Malabo declaration under halving poverty by 2025 proposes to create job opportunities for at least 30% of the youth in agricultural value chains; and facilitate preferential entry and participation for women and youth in gainful and

attractive agri-business opportunities. The UFAAS Strategic Plan has also emphasised this aspect for 2024-2028.



The East African Community (EAC) is a regional intergovernmental organization of seven (7) Partner States namely: The Republic of Burundi, the Democratic Republic of the Congo, the Republic of Kenya, the Republic of Rwanda, the Republic of South Sudan, the Republic of Uganda, and the United Republic of Tanzania. It is headquartered in Arusha, Tanzania. In November 2023, The EAC Summit of Heads of State admitted the Federal Republic of Somalia into the East African Community, making it the eighth member state. One of the sectors that the community focuses on is agriculture and food security. Specifically, the EAC aims at enhancing food security and rational agricultural and livestock within the Community through the harmonisation of agricultural policies as well as joint programmes for efficient and effective production. UFAAS under their 5 thematic areas contributes to the agricultural and food security sector of the EAC.



The country is guided by a 5-year National Development Plan currently in its third cycle (NDPIII, 2020-2025). The overall development strategy of the NDP III is hinged on the need for rapid industrialisation based on increased productivity and production in agriculture while nurturing the potential of the ICT, minerals, and oil and gas sectors. At the end of the five-year period, one of the expected key results is a reduction in the percentage of households dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent. The UFAAS strategic plan (2024-2028) fits within the NDP III timeline but supersedes the NDP whose expiry date is 2025. The UFAAS plan shares similar areas of emphasis and interventions, particularly in regard to increasing agricultural production and productivity.

2.2.4 A Summary of Key Issues and Implications from the Analyses

The lack of a physical address for UFAAS is a recognized institutional weakness that needs to be addressed. It affects the image of the entity.

The fast-tracking of the Agricultural Extension Bill and getting it into an Act of Parliament would position UFAAS as a truly professional group with a possibility of winning the mandate to regulate AEAS actors.

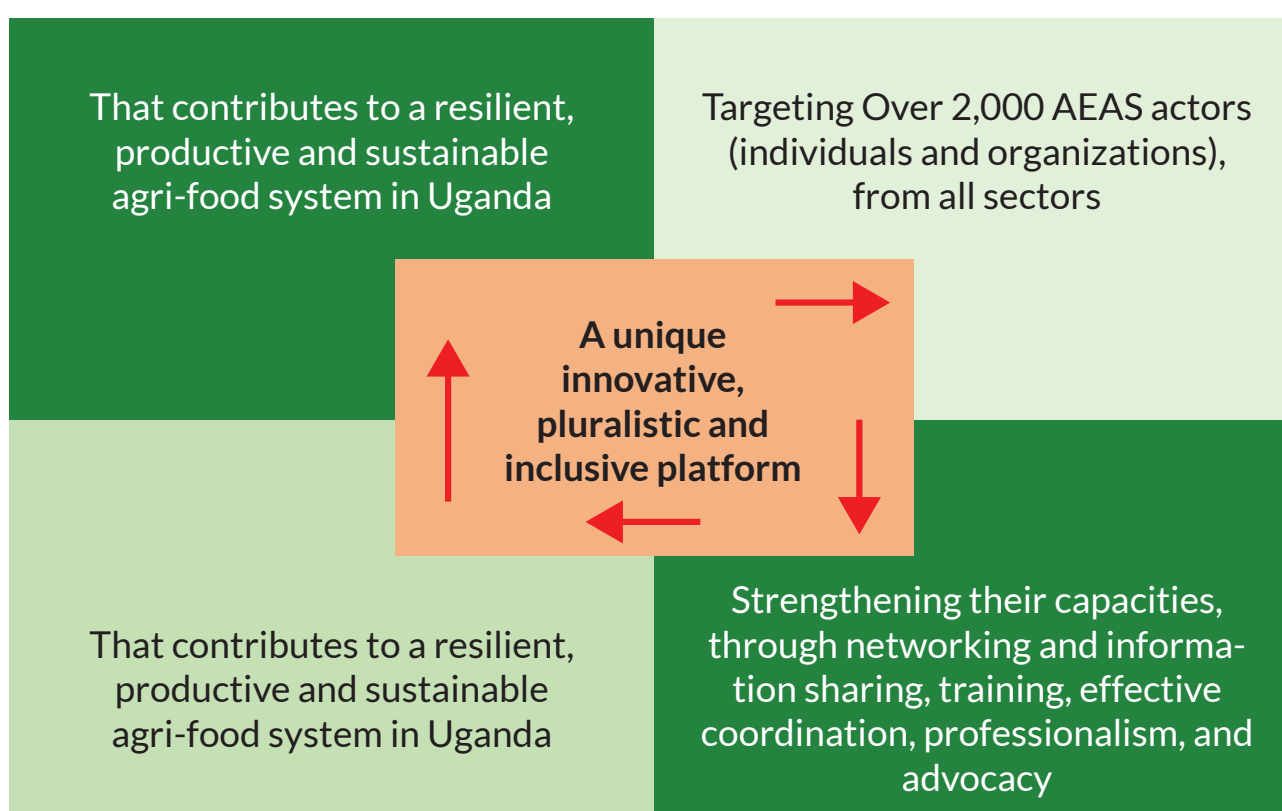
- ii. The limited resource envelope curtails the degree to which UFAAS implements operations and calls for an efficacious resource mobilization plan.
- iii. The failure to populate the organisational structure with substantive position holders and instead depending on volunteers is a serious challenge in expanding operations.
- iv. The demographic indicators for a young population impel UFAAS to develop strategies that engage the youths as service providers and beneficiaries of AEAS.
- v. The recognition by the government that agriculture (including agro-industrialisation) holds a key position in national development as outlined in the NDP III is a grand opportunity.
- vi. The drive to move from subsistence to commercial farming by the government and other players implies an increased demand for AEAS.
- vii. The UFAAS' healthy relationship and engagement with regional and international partners (AFAAS and GFRAS, FARA, FAO, WFP, SAA, USAID, GIZ, etc) augurs well for networking and synergy required in the agriculture transformation.
- viii. The phenomenal growth in access and usage of mobile phone innovations is a great opportunity for UFAAS in terms of leveraging agricultural extension and advisory services for the farmers and other value-chain actors.
- ix. The limited value attached by the government to AEAS as evidenced by reduced financing of public extension, and assigning responsibilities to non-trained cadres has undermined the agricultural extension profession and denied farmers access to the desired quality extension services.

2.3 UFAAS Value Proposition FOR 2024-2028

Given its vision, mission, and objectives, the analysis of the context in which it operates, and the frameworks it needs to align to, UFAAS needs to strategically position itself, if is to satisfy its members and contribute to a resilient, productive and sustainable food system in Uganda. Hence the need for a declaration of a Value proposition.

+ UFAAS

is a unique innovative, pluralistic, and inclusive platform: bringing together over 2,000 AEAS actors (individuals and organizations), from all sectors (Public, Private, Civil Society Organisations, Farmer Organisations, Academia, Research, Media); for networking and information sharing, effective coordination, professionalism, and advocacy for a conducive environment; aiming at quality AEAS delivery to over 1,000,000 beneficiaries; and contributing to a resilient, productive and sustainable agri-food system in Uganda



2.4 Selected Strategic Thematic Areas for 2024-2028

For UFAAS to remain a leader and sustain itself in the AEAS field in Uganda, UFAAS improved on the old themes while adding new ones that have become key in achieving its objectives, mission, and vision. The priority thematic areas for the period 2024-2028 therefore are:

1. Institutional and Membership Development
2. Communication, Knowledge Management, and Digitalisation
3. Professionalization, lobbying, and advocacy for AEAS
4. Resilient and Inclusive Agriculture
5. Private Sector Agricultural Extension Services

The brief descriptions below, of each of the themes listed above, shed light on what each of them will constitute.

2.4.1 Institutional and Membership Development



Under this theme, UFAAS aims to strengthen its governance and management systems and structure as well as its capacity to remain compliant with the national regulatory requirements of membership associations. Currently, UFAAS is registered as a company limited by guarantee (without share capital) but is in the process of changing to the status of a Non-Government Organisation. In relation to this theme, developing a home for the entity will be addressed. UFAAS will continue to strengthen its national reach and membership, through the nurturing of regional hubs in the central, eastern, northern, southern, and western Uganda. Thus, strengthening and ensuring relationships with the regional hubs will be critical. The theme will also cover

the nurture, growth, and welfare of its membership. Members will continue to be registered and encouraged to keep their membership active through participation, engagement, and maintaining membership requirements.

The theme has been expanded to incorporate building the capacity of members. Through the e-registration portal of the members, the capacity gaps gathered will be translated into capacity-building needs. The trainings will be organised using different fora like workshops, conferences, and shows. This will include mentorships, especially for young professionals. The members will also be linked to different capacity-building opportunities as they become available.

2.4.2 Communication, Knowledge Management and Digitalization



Agricultural Extension and Advisory Services are anchored in information dissemination. AEAS systems require a robust system of knowledge generation, management, and communication and must use innovative digital systems to disseminate this information. The networking among AEAS actors especially UFAAS members is based on intra and inter-communication and exchange of what each one knows and does best for mutual support.

Under this theme, therefore, UFAAS seeks to support its individual and institutional members to have access to up-to-date information relevant to AEAS and to enhance their networking and

capacity. The existing communication and knowledge management strategy that was developed based on the member and AEAS actor user needs and preferences in communication channels, will be operationalised. The successful integration of communication, knowledge management, and digitalisation will lead to enhanced collaboration, informed decision-making, improved services, and the ability to adapt to evolving challenges. The overall purpose is to put member AEAS actors in a position to serve their clients satisfactorily. Using its communication and knowledge management strategy, UFAAS will leverage digital technologies given their ability to reach many, far, and very fast.

A number of tools are already in place, including two websites, an email d-group, WhatsApp platforms, media engagement, and Communities of Practice (CoPs), but more will be identified and added. UFAAS will continue to organise and/or participate in national and regional agricultural events (physical and virtual), document, package, and disseminate experiences/ case stories on different topics. These platforms will be used to strengthen information dissemination and exchange.

2.4.3 Professionalisation, Lobby. and Advocacy for AEAS



Delivery of quality, effective, and efficient AEAS is why UFAAS exists and intends to support its members to deliver. In the UFAAS 2024-2028 Strategic Plan, lobbying/advocacy and professionalisation have been brought under one theme. It has been noted that these should be coordinated and aligned to ensure that well-skilled extension workers have the resources and support needed to effectively provide guidance to farmers.

UFAAS therefore, continues to promote professionalism in the AEAS sector and engage in lobbying and advocacy efforts for AEAS in the country. Under this theme, UFAAS will proactively engage key actors to promote the recognition and visibility of AEAS as a critical driver for agricultural development. UFAAS commits to supporting high-level professionalism among AEAS actors.

UFAAS will further strengthen its influence on policy and practice in AEAS through generating evidence through research on emerging and long-standing AEAS issues. The organisation will continue to provide critical input in designing policies, procedures, and standards that affect or have the potential to impact the members and the practice of AEAS. Working with the Government of Uganda (through MAAIF), Universities, and other players, UFAAS will ensure that AEAS actors follow professional standards and that the code of ethics is maintained.

Last, but not least, UFAAS wants to position itself to become the accreditation body for AEAS once the Agricultural Extension Bill is made an Act of Parliament.

2.4.4 Resilient and Inclusive Agriculture



Globally, the agri-food system is full of vulnerabilities, uncertainties, complexities, adversities, and diverse situations that manifest themselves in terms of natural and human-induced shocks and technological disruptions. In Uganda, the natural resource environment and production systems are facing a lot of pressure due to the high population, increased urbanisation, the need to feed the high population as well as adaptation to the shifting dietary patterns. Climate change is exerting unprecedented pressure on agricultural systems, impacting crops, livestock, forestry, and fisheries. Arable lands have been urbanised, forested areas, and wetlands cleared for agricultural production and also for setting up industrial complexes. In pursuit of modernisation, many unsustainable approaches are being used especially high-input agriculture. Current agricultural practices, while meeting immediate demands, are straining natural resources and compromising the livelihood of future generations. It is therefore important that the AEAS actors are equipped to operate in this environment and be able to support the farmers to be economically viable while remaining resilient to the ongoing shocks. Highly capitalised and extensive farming systems have created gender and youth gaps and inequalities in access, ownership, and benefit from services, despite the economic and social importance of each of these gender groups.

However, there are currently many initiatives/ approaches, that promote resilient and inclusive agriculture such as Agro-ecology, Regenerative Agriculture, Climate-smart agriculture (CSA) and nature-based solutions, Integrated Pest Management, Integrated Soil Fertility Management, Integrated Water for production management, Nutrition based Agriculture, and organic farming among others. The level of use of these is still low, and more research is needed to confirm their ability to feed the burgeoning global population, especially in Sub-Saharan Africa.

UFAAS has a long history of promoting resilient agriculture, as seen by its participation in Climate Smart Agriculture (CSA) activities under the CAADP XP4 Project, the FAO study on the needs and capacity of extension actors in climate change, and the training needs assessment on climate change adaptation in the cattle corridor. Currently, under GFRAS and AFAAS, UFAAS is implementing the 3-year Global Programme for Small-scale Agro-ecology Producers and Sustainable Food Systems

Transformation (GP-SAEP) in five districts of Uganda.

UFAAS will therefore continue to identify, promote and upscale RIA approaches and initiatives together with other partners in the same field. Additionally, mainstreaming RIA into current policy frameworks that prioritise agro-industrialisation and commercialisation poses a challenge.

2.4.5 Private Sector Agricultural Extension Services (PSAES)



Private Sector Agricultural Extension Services (PSAES) refer to the delivery of agricultural advisory and support services by private, for-profit entities rather than public or governmental organizations.

This is a new theme that the UFAAS has elected to pursue for the period 2024-2028 as part of her strategic direction. This theme envisages AEAS needs in other agricultural value chain nodes including from and for support services such as finance and agricultural investment funds, insurance, agricultural innovation and multi-stakeholder platforms, and agricultural technology companies. All these are part of the pluralistic extension. Private sector agricultural extension services (PSAES) providers have been part of the membership of UFAAS and thereby benefited from the general services. UFAAS on a minimal scale, has supported PSAES, mainly through consultancies. UFAAS has a board portfolio for the private sector and seeks to deepen its relevance and visibility here. During the period 2024-2028, UFAAS will promote, and support private agricultural extension services including making visible the PSAES challenges as well as the innovative solutions in that space.

3.0 STRATEGIC GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES

3.1 INSTITUTIONAL AND MEMBERSHIP DEVELOPMENT



a) Goal

To build an effective, efficient, sustainable, and compliant organization with a vibrant and satisfied AEAS membership

b) Objectives and activities

Objective. 1: To strengthen the governance and management systems and structures of UFAAS at all levels.

Activities

- Hold at least 4 Board meetings per year with Board development activities
- Hold at least 4 Annual General Meetings and 2 Board elections as per Board policy.
- Hire a consultant to facilitate the design of a Board charter
- Submit annual returns and update other statutory requirements
- Identify and engage an audit firm to examine books of accounts every year.
- Carry out the final stages of registering UFAAS as an NGO.
- Plan for and conduct 5 AGAs during the period 2024-2028
- Identify, design, and implement regional-based AEAS support tasks for members
- Identify and hire UFAAS office premises to house the Secretariat
- Hire the 5 critical officer positions on the organizational chart

Objective. 2: To expand the membership to 1,000 paid-up members and the reach to over 2000 extension workers/ actors.

Activities

- Produce and disseminate materials on the UFAAS Value Proposition
- Mobilise more regional partners
- Regional visits and meetings/ engagements
- Hire the services of an IT specialist to update and roll out the e-registration
- Work with MAAIF and other partners to maintain, update, and roll out the e-registration of AEAS actors nationally
- Enlist the services of a volunteer membership desk officer
- To develop and support the five active regional hubs/nodes
- Carry out surveys to understand members' member satisfaction, needs, and expectations
- To develop an overall platform that brings together all for easy coordination

Objective 3: To grow the UFAAS budget and other fiscal resources by at least 20% every year.

Activities

- Review and implement a resource mobilisation strategy for UFAAS
- Draw an annual resource mobilisation action plan with clear targets
- Implement the resource mobilisation plan
- Design a fundable proposal and share it with potential development partners
- Hold quarterly review meetings for the resource mobilisation committee.

Objective 4: To build the capacity and confidence of members in delivering AEAS through continuous professional development

Activities

- Identify and profile capacity-building opportunities for AEAS practitioners.
- Coordinate the placement of new practitioners with coaching and mentoring opportunities.
- Conduct trainings related to member's capacity gaps and demands using the different channels available and affordable
- Conduct two refresher courses (for members) per year as part of Continuous Professional Development.

Objective 5: To Grow the UFAAS budget/ fiscal resources by at least 20% per year.

Activities

Strengthen and facilitate the Resource Mobilisation Technical Working Group.
Operationalise the Resource Mobilisation Strategy

c) Strategies

- Increasing visibility and operationalisation of UFAAS regionally
- Popularizing and demonstrating the UFAAS value proposition (VP)
- Maintaining health governance and management systems
- Deploying robust and continuous resource mobilization approaches
- Promoting linkages for continuous professional development for members
- Monitoring compliance with statutory and legal provisions

d) Outputs

- At least 1200- fully registered and active individual members and 80 institution members
- A fully furnished and operational UFAAS office
- 5 Annual General Assemblies were held and 2 Board successions held
- At least 20 Board meetings held
- An approved and operational Board Charter
- 5 operational regional hubs/nodes
- An active resource mobilization technical working group
- Growth of UFAAS budget by 100% at the end of 5 years
- 5 officer level positions were filled as per organisational chart
- UFAAS Value Proposition popularised and embraced by all stakeholders
- An operational e-registration system for profiling members.
- UFAAS fully registered as an NGO
- Up-to-date annual returns for UFAAS and audited accounts

3.2 COMMUNICATION, KNOWLEDGE MANAGEMENT AND DIGITALIZATION



a) Goal

To set up mechanisms that enable all UFAAS members to access and exchange information and knowledge among themselves for professional, personal, and membership development via a sound digital knowledge management system.

b) Objectives and activities

Objective 1: To complete, validate, and commission a communication strategy for UFAAS, its members, and stakeholders

Activities

- Upgrade the ICT group to a Communication, Knowledge Management and Digitalization (CKM&D) Technical Working group (TWG)
- The CKM&D TWG to lead the completion, validation, and commissioning of Communication, Knowledge Management, and Digitalisation
- Facilitate the CKM&D TWG to champion the implementation of communication and knowledge management strategy.

- Regular review of the CKM&D strategy
- Objective 2: To package and disseminate information and knowledge products that advance the mission and objectives of UFAAS and its members

Activities

- Enlist an IT firm to regularly review and update the UFAAS platforms (e.g., Website, WhatsApp, Facebook, X, etc) for sharing agriculture and related information.
- Conduct promotional messages every year on the AEAS agenda through electronic media (Radio and TV shows and news events)
- Actively and proactively engage media houses through sensitization meetings, workshops, talk shows, promotional messages, etc.
- Organise agricultural extension events including the ag-extension week and symposia.
- Maintain and create more active platforms that disseminate relevant information using various methodologies (articles, reports, newsletters, booklets, policy briefs, etc)
- **Objective 3:** To generate new knowledge that addresses emerging issues in AEAS and members' professional well-being.

Activities

- Investigate, document, and disseminate findings related to key policy and legislation issues affecting the AEAS sector in Uganda.
- Design, and execute action research related to AEAS; and publish in suitable forums

Objective 4: Build the capacity of members to leverage digital technology to advance their professional advancement, personal development, and membership obligations.

Activities

- Organise regular training on digital technology for each of the regional hubs.
- Strengthen and scale up existing Community of Practice (CoP) for critical themes within extension communication channels.

c) Strategies

- Building partnerships in the areas of communication, knowledge management, and digitalisation
- Development of a knowledge management system and repository that will facilitate documentation, packaging, storing, retrieval, and sharing of AEAS and farmers' experiences and case stories
- Promoting, engaging in, and influencing media toward the delivery of quality AEAS messages
- Seeking out and taking up space at physical events that provide visibility to the organisation

d) Outputs

- An active and engaged TWG for CIKM
- An updated and operational CIKM strategy
- Updated functional UFAAS websites and functional social media platforms
- Publicity and marketing materials are available all the time

Promotional messages on AEAS delivered through traditional and social media
 At least 5 major agricultural extension events
 UFAAS' active participation in at least 4 networking partner-organized events
 Major Ugandan media houses are friendly and supportive of the AEAS agenda
 At least 4 operational AEAS Communities of Practice.

3.3 PROFESSIONALIZATION, LOBBY, AND ADVOCACY FOR AEAS



a) Goal

- To attain full recognition and support by all key stakeholders (including legislators) at all levels for a professional AEAS system in Uganda serving the entire range of agricultural value chain actors.

b) Objectives and activities

Objective 1: To develop a Professionalisation, Lobby, and Advocacy (PLA) Strategy for AEAS Upgrade the Advocacy group to a PLA Technical Working Group (TWG)

Activities

- Draft a PLA Strategy and roadmap
- Review Strategy and validate/commission it
- Implement and monitor the PLA Strategy

Objective 2: To generate evidence needed in AEAS lobbying and advocacy as well as curriculum review by training institutions

Activities

Collect data required for generating evidence.
 Development and dissemination of lobbying & advocacy materials for the AEAS sector.
 Monitor the use and impact of the materials on the actions and attitudes of AEAS actors.
 Participate in processes for reviewing curricula for Institutions of Higher Learning offering AEAS training.

Objective 3: To build the capacity of all AEAS actors to professionally, ethically, and efficaciously execute their roles

Activities

Investigate, document, and disseminate findings related to key policy and legislation issues affecting AEAS sector in Uganda.

Hold AEAS policy-related forums, -workshops, symposiums, seminars, etc.

Identify and reward outstanding individuals/organizations across AEAS actor categories.

Objective 4: To build and maintain UFAAS as the leader in AEAS professional and practitioners' lobbying and advocacy body in the country with influence at the continental and global level

Activities

- Develop evidence-based lobbying and advocacy materials on critical AEAS issues e.g., position papers, and policy briefs.
- Regular interface and dialogue with MAAIF political leadership & senior officials on AEAS policy and legislation affecting AEAS.
- Organise regular interaction between UFAAS leadership and the parliamentary committee on agriculture for mutual exchange of information.
- Develop active advocacy partnerships, and networking arrangements with other national, continental, and global actors.
- Draw and pursue a roadmap and process that will culminate in the formation of AEAS accrediting body.

c) Strategies

- Increasing visibility and operationalisation of UFAAS regionally
- Popularizing and demonstrating the UFAAS value proposition (VP)
- Maintaining health governance and management systems
- Deploying robust and continuous resource mobilization approaches
- Promoting linkages for continuous professional development for members
- Monitoring compliance with statutory and legal provisions

d) Outputs

Agriculture Extension Act enacted by Parliament

AEAS Professional Regulatory body established.

UFAAS members are aware and compliant with ethical and professional AEAS practice

5 award ceremonies for excellence in AEAS held.

Curricula of institutions of higher learning that address extant AEAS issues

A profile of training needs and opportunities for UFAAS members available

AEAS practitioners possess updated skills and knowledge

Favourable decisions are made by stakeholders conversant with AEAS issues.

The AEAS agenda is kept alive "at the table" by the political & technical leadership of MAAIF.

Evidence and data to support advocacy and lobbying actions/efforts available

3.4 RESILIENT AND INCLUSIVE AGRICULTURE (RIA)



a) Goal

To promote and advocate for resilient, environmentally friendly, and inclusive agriculture in Uganda.

b) Objectives and activities

Objective 1: To contribute to the understanding and knowledge of RIA AEAS and its impact among the farming community, AEAS actors, and other stakeholders.

Activities

- Develop and disseminate easy-to-read and accessible information materials on RIA, tailored to the needs of diverse audiences.
- Implement RIA projects that directly engage farming communities and sustainable land management practices, such as the GP-SAEP.
- Organise and actively participate in workshops, conferences, and awareness campaigns to educate farmers, agricultural extension workers, and other stakeholders on the merits and benefits of RIA.
- Engage in policy dialogues with government agencies, policymakers, and relevant stakeholders to advocate for supportive policies that promote RIA.
- Document and share success stories of farmers who have successfully implemented RIA practices, highlighting the positive outcomes in terms of productivity, income generation, and community well-being.

Objective 2: To Support the implementation of RIA related Policies by AEAS actors

Activities

Identify, review, and analyse any existing and upcoming policy to identify gaps, linkages, and opportunities for UFAAS engagement.
Select relevant areas from those policies that UFAAS can champion.
Implement activities within the selected areas along with other stakeholders.

Objective 3: To build AEAS actors' capacity to scale out resilient agricultural technologies and practices and contribute to market participation of farmers engaged in resilient agriculture in Uganda.

Activities

- Identify, equip, and train a pool of at least 50 RIA champions from UFAAS members in the five regional nodes to accelerate the uptake and dissemination of RIA knowledge, attitudes, and practices
- Monitor the impact of the involvement of RIA champions on the uptake of RIA in the farming communities.

Objective 4: Advocate for the integration of RIA principles and practices into agricultural education curricular at all levels, from primary to tertiary institutions.

Activities

- Collaborate with curriculum development entities and educational authorities to integrate RIA principles and practices into agricultural education curricula at all levels.
- Prepare and share position papers with educational institutions on the importance of RIA and its potential to enhance agricultural sustainability and inclusivity.
- Participate in the review of the education curricula at primary, secondary, and tertiary institutions.

Objective 5: In partnership with research entities, evaluate the RIA approaches and recommend successful ones for scaling up or uptake through the pathways.

Activities

- Design the evaluation scope and framework
- Conduct evaluative studies regarding RIA
- Prepare reports and disseminate them among RIA actors, policymakers, and the farming community.

c) Strategies

1. Leverage existing partnerships and activities and build upon past initiatives and collaborations to scale up RIA efforts.
2. Inclusive participation in decision-making related to RIA incorporating the marginalized and vulnerable groups.
3. Innovation and collaboration with relevant organisations, to strengthen the resilience and sustainability of farming communities.
4. Research and evidence generation that supports sustainable and productive agricultural systems, and promotes equitable outcomes for all.

d) Outputs

1. Easy-to-read and accessible information pamphlets on RIA distributed to farmers and other stakeholders.
2. A network of at least 50 trained RIA champions deployed across the country

3. At least 70% of UFAAS members are exposed to RIA principles and practices within 5 years
4. Development and dissemination of at least three position papers on RIA to agriculture training institutions
5. Organisation and successful hosting of at least five RIA exhibitions, one per year for five years.

3.5 PRIVATE SECTOR AGRICULTURE EXTENSION SERVICES (PSAES)



a) Goal

To actively promote and support the practice and visibility of Private Agricultural Extension Services (PSAES) while ensuring its financial feasibility.

b) Objectives and Activities

Objective 1: To establish and support a technical working group that will spearhead efforts in PSAES

Activities

- Set up a technical working group for PSAES
- Mobilise partners and resources for implementing PSAE activities
- Draft a PSAES Strategy for supporting and engaging with private-sector extension services
- Review Strategy and validate/commission it
- Implement and monitor the implementation of the plan

Objective 2: To enhance the capacity of current PSAE service providers in targeted extension areas.

Activities

- Dialogue with providers of private sector extension services (both members and non-members) and identify gaps and areas of cooperation/engagement.
- Organise trainings for providers of private extension services on identified areas including ethical practice.
- Create a repository of information on PAES providers for reference to the actors.

Objective 3: To create mechanisms that intentionally promote awareness and visibility of PAES among farmers, AEAS actors, and other stakeholders.

Activities

- Carry out mindset awareness campaigns to leaders and farmers within targeted communities, on the value and benefits of private extension services.
- Conduct advocacy activities/events for the promotion and support of PSAES.
- Share success stories of farmers who have access to PSAE services.

Objective 4: To research on the successes and challenges of the PSAES model and disseminate to forums of extension actors and other stakeholders.

Activities

- Solicit and implement consultancy assignments in PSAE and related fields
- Carry out research in PSAE and related fields
- Disseminate findings of research to UFAAS members, policymakers, and other stakeholders.

c) Strategies

1. Changing the mindset of the farmers and other value chain actors towards Private sector agricultural extension services (PSAES).
2. Capacity building of Private sector agricultural extension services (PSAES) providers
3. Creating linkages between the farmers (and other value chain actors) to appropriate private sector agricultural extension services (PSAES) providers.
4. Support and advocate for PSAES providers.
5. Making the regional nodes innovative channels for championing PSAES in the country.

d) Outputs

1. An active technical working group on PSAES is in place
2. A strategy on UFAAS involvement in PSAES commissioned and implemented
3. Increased awareness of PSAES among UFAAS members, farmers, and other actors.
4. A formal working document (MOU) that details the partnership between PSAES providers and UFAAS signed
5. PSAES providers are fully aware of the professional ethical code of conduct/practice of AEAS
6. UFAAS is held as a respectable link between farmers, other value chain actors, and the providers of private extension services.

4.0 BUSINESS MODEL FOR SUSTAINABILITY



4.1 Introduction

UFAAS' current critical challenge is the inability to financially sustain itself beyond the minimal resources it obtains from membership fees, consultancies, and grants. Even for these avenues, the Forum has not yet effectively and efficiently exploited them.

Consequently, UFAAS has a lean and overloaded management. The Forum lacks the wherewithal to fully mobilise and engage the potential contribution of its membership, resulting in a less serviced and dissatisfied membership. All this culminates in a limited performance on its mandate as an organisation and minimal impact on the last mile.

This thus necessitates that UFAAS develops and follows a business model that ensures financial sustainability, efficient resource allocation, and effective delivery of valuable services to the members and beneficiaries. Additionally, the business model should demonstrate value to the stakeholders and the eventual scalability and growth of UFAAS. These will address the challenges, and seize opportunities while delivering valuable services to the AEAS fraternity. It will also contribute to the organisation's mission and sustainability.

UFAAS has a Resource Mobilisation (RM) Technical Working Group (TWG), composed of interested volunteer members. This RM-TWG developed a Resource Management Strategy and has gotten involved in several proposal writing initiatives, but many times it is constrained with time and financial support to effectively deliver. Hence a proposal for a fully-fledged RM Unit. The areas discussed below will constitute the elements of the UFAAS sustainable business model

4.2 Establishing a Fully-Fledged Resource Mobilization Unit

A robust fully-fledged resource mobilization unit will be established within the UFAAS secretariat comprising of a team leader and assistants, with clear terms that can motivate them to keep up with the demands of resource mobilization for AEAS in Uganda. This unit should work in consultation/ guidance of the RM and any other relevant TWG. The unit will have sub-units in charge of different RM sub-model methodologies highlighted below, but these will be separate or working together/ integrated depending on the situation.

4.2.1 Expanding and deepening membership

Growth and deepening of the membership base across levels are necessary for the continued growth and legitimacy of the organisation. Therefore, a robust strategy for reaching out to all potential members as per each membership category will be adhered to. There are already set fees for both entry and annual subscriptions by members.

The current estimated annual revenue from current membership:

32 organisations' subscription of Ug 200,000/ year	Ugx 6,400,000
280 individual members' subscription of 50,000/ year	Ugx 14,000,000
Total	Ugx 20,400,000 (Est. U\$5,500)

However, most of that is not collected due to a lack of an effective collection method and tool. This includes reaching out to the existing members and recruiting new ones. In addition, a tool (preferably digital) that collects the money and details about the payee.

The regional hub strategy will be further streamlined to ensure clarity of purpose and expectations. A member satisfaction survey will be carried out periodically to integrate members' needs and expectations to better target their needs and meet their expectations which should result in more meaningful engagement and relevance of UFAAS.

4.2.2 Strengthening UFAAS's Position as a Leader in AEAS

This may not be a direct source of funds but once UFAAS has established its position as a national leader and coordinator in pluralistic AEAS, attraction and mobilisation of funds will be a lot easier. The professionalisation/ advocacy TWG will have to be strengthened and facilitated to respond to the critical issues effectively and swiftly. This team should pursue the goal of making UFAAS the professional body for AEAS providers in the country by Law, which will necessitate all service providers to register with it as members. As a pre-requisite, the team should follow up on the progress of the Extension Bill, by engaging MAAIF and the Parliamentary Committee on Agriculture.

4.2.3 Grants and Proposal Development

This sub-unit will be in charge of identifying, assessing, and responding to suitable opportunities and Calls for Proposals (CFPs). From time to time, different members will be co-opted based on interest in line with the thematic areas/objectives addressed by the proposal. The team will be required to meet regularly to share updates and plans as the need arises. This will involve but not be limited to the development of concepts and proposals to be submitted for consideration by potential funders. The

opportunities sought after may be in CFPs or may originate from previous engagements with potential funders regarding their interests and needs as perceived by the team.

In addition, a survey to understand the Resource Mobilization (RM) needs of UFAAS members and organizations will be carried out to understand how to best engage members in UFAAS' overall RM strategy regarding proposal development. This will also be helpful to understand the critical roles that will be played by the different member categories based on their unique characteristics.

The proposals written may be in for categories:

Projects that come in the form of grants

and consultancies where UFAAS is contracted by another organisation to do the work (e.g., studies, assessments, etc.)

- Social enterprises through Challenge funds.
- Businesses through a commercial arm

But for whatever purpose and category, a percentage (10-25%) of each successful proposal will be set aside to support the secretarial work that is necessary in supporting the application process e.g. developing budgets, coordinating the process and ensuring that all the necessary paperwork is in place.

4.2.4 Seeking and Strengthening Partnership

Most of the projects and assignments UFAAS has so far done have been through and/or with partners. However, many partnership opportunities have been missed, and yet they were looking for partners to implement projects or conduct consultancies.

Secondly, there are organisations and associations with related objectives, that UFAAS can link up with to strengthen its membership. For example:

- UGANDA AGRIDEPT: A Co-operative Savings and Credit Society Limited which was started in 1974 by the staff of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- And others that can be identified from the different sectors, along the way.

5.0 MONITORING, EVALUATION, AND A ACCOUNTABILITY FOR THE PLAN

5.1 Deepening awareness among implementation stakeholders

At commencement, the UFAAS Strategic Plan will be shared with key people involved in implementation including the staff, Board members, and members of the different TWGs. This will provide them with hands-on experience of the scope of the plan and their particular roles in implementation.

5.2 Review of the implementation plan/work plan

The annual implementation plans will be basic tools for monitoring the implementation. An annual plan shall regularly be updated and will form the basis for reporting.

5.3 Reports and Accountability

The CEO shall be required to report on progress made on achievements and successes of implementing the strategic plan to the Board during the quarterly meetings. A comprehensive report, indicating the outputs as per strategic plan shall be shared at the AGA.

5.4 Mid-term Evaluation (Formative)

A mid-term evaluation of the strategic plan shall be carried out with the assistance of an internal management consultant selected from among the UFAAS members. This is planned at the end of the second year or the beginning of the 3rd year of implementation. The results shall inform the implementation mechanism of the next phase of the strategic plan. The successes, challenges, and lessons learnt will be applied to a revision of the strategy.

5.5 Final Evaluation (Summative)

A final evaluation of the strategic plan shall be carried out in the last quarter of the fifth year of implementation. This shall cover the goals, objectives, activities, outputs, and strategies in the plan. An external consultant shall lead the process. The outcome shall guide the design of the next strategic plan.

5.6 Data Collection Approaches

Both quantitative and qualitative data shall be collected for monitoring and evaluation purposes.

6.0 IMPLEMENTATION MATRIX, WORKPLAN, AND BUDGETARY PROPOSALS

6.1. IMPLEMENTATION MATRIX

THEMES AND OBJECTIVES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
i. Institutional & Membership Dev.					
Strengthen the governance & mgt systems & structures of UFAAS.	■				
Expand the membership to up to 1200 members by the end of 2028	■	■	■	■	■
Grow the UFAAS budget/ fiscal resources by at least 20% per year.	■	■	■	■	■
Build the capacity of members to deliver AEAS through CPD.	■	■	■	■	■
ii. Communication, Knowledge Mgt & Digitalisation					
Design & commission a communication strategy for UFAAS, its members & stakeholders	■				
Disseminate info & knowledge products that advance the mission & objectives of UFAAS.	■	■	■	■	■
Participate in networking & learning events organized by partners.		■	■	■	■
Generate new knowledge that addresses emerging issues in AEAS.		■	■	■	■
Build the capacity of members to leverage digital technology.	■	■			
iii. Professionalisation, lobbying, and Advocacy for AEAS					
Design a strategy for generating evidence for lobbying & advocacy+ curriculum review.	■				
Build UFAAS as a lead AEAS professional and practitioners' lobbying and advocacy body.	■	■	■	■	■
Build the capacity of all AEAS actors to professionally execute their roles.	■	■	■	■	■
Uphold the standards of professionally delivered AEAS among actors.	■	■	■	■	■
Maintain UFAAS visibility and influence at national, continental, and global levels.	■	■	■	■	■
Build a platform for interacting with the policymakers and other key stakeholders.		■		■	
iv. Resilient & Inclusive Agriculture					
Contribute to the understanding and knowledge of RIA AEAS and its impact.		■		■	
Support the implementation of RIA related Policies by AEAS actors.	■	■	■	■	■
Build AEAS actors' capacity to scale out resilient agricultural technologies and practices.	■	■	■	■	■

THEMES AND OBJECTIVES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Champion the integration of gender, youth, and special needs matters in AEAS.	■	■	■	■	■
Advocate for the integration of RIA principles & practices into agricultural education curricular.	■				■
Evaluate the RIA approaches & recommend those for scaling up.				■	
v. Private Sector Agricultural Extension					
Establish and support a technical working group that will spearhead efforts in PSAES.	■				
Enhance the capacity of current PSAES providers in targeted extension areas.	■	■	■	■	■
Act as a link between farmers, other value chain actors, and the providers of PSAES.	■	■	■	■	■
Create mechanisms that promote awareness & visibility of PSAES.	■	■			
Research on successes/challenges of the PSAES model & disseminate to extension actors.			■	■	■
vi. Monitoring and Evaluation					
Mid-term evaluation/review		■			
End-of-term evaluation					■

Main Activity	Sub-activities	M o n t h s												By who
		J	F	M	A	M	J	J	A	S	O	N	D	
Building the capacity and confidence of members in delivering AEAS through continuous professional development	Establish a capacity development Technical Working group (CD TWG) Business model													Executive
	Identify and implement capacity-building opportunities for AEAS practitioners.													CD TWG
	Coordinate the placement of new practitioners with coaching and mentoring opportunities.													CD TWG/ Expedia??
	Conduct bi-monthly online trainings (eg. Webinars) to member's capacity gaps and demands.													CD TWG
	Professional Development refresher courses (for members)													
Grow the UFAAS budget/ fiscal resources by at least 20% @ year.	Operationalise the Resource Mobilization Strategy / Write proposals/ respond to calls.													RM TWG
THEME II: COMMUNICATION, KNOWLEDGE MANAGEMENT AND DIGITALIZATION														
Complete, validate, and commission a communication strategy for UFAAS, its members, and stakeholders	Upgrade the ICT group to a Communication, Knowledge Management and Digitalization (CKM&D) Technical Working group (TWG)													Board
	Update the Communication Strategy to a CKM&D Strategy, validate and commission.													CKM&D TWG
	Implement CKM&D Strategy													CKM&D TWG

Main Activity	Sub-activities	M o n t h s												By who	
		J	F	M	A	M	J	J	A	S	O	N	D		
Promote professional engagement, networking, and sharing of information	Regularly review and update the UFAAS platforms (e.g., Website, WhatsApp, Facebook, X, etc) for sharing agriculture and related information														Dostrim / CK-M&D TWG
	Organize and participate in National and regional agricultural extension events.														
	National Agricultural Extension Week 2024, including regional (Organise)														Secretariat
	National Agricultural Show 2024 (Co-exhibit)														Secret. /Board
	Northern Uganda Agricultural Show 2024 (Co-organize)														Secret. /Regional
	World Food Day (Participate)														Secret. /Board
	Collect farmers' and AEAS actors' case stories and experiences, package knowledge products, and disseminate														CKM&D TWG
Engage media houses through sensitisation meetings, workshops, talk shows, promotional messages, etc.														CKM&D TWG	
Generate new knowledge that addresses emerging issues in AEAS	Design and execute action research related to AEAS; and publish in suitable forums													CKM&D TWG	
Build the capacity of members to leverage digital technology to advance their professional advancement	Organize regular training on digital technology (ICT4Ag) and other relevant topics, for each of the regional hubs.													CKM&D TWG	
	Strengthen and scale up existing Community of Practice (CoP) for critical themes within extension communication channels.													CKM&D TWG	
THEME III: PROFESSIONALIZATION, LOBBY, AND ADVOCACY FOR AEAS															
Develop a Professionalization, Lobby, and Advocacy (PLA) Strategy for AEAS	Upgrade the Advocacy group to a PLA Technical Working group (TWG)													Board	
	Draft a PLA Strategy and roadmap.													PLA TWG	
	Review Strategy and validate/commission it													Board	
	Implement and monitor the PLA Strategy.													PLA TWG	

Main Activity	Sub-activities	M o n t h s												By who
		J	F	M	A	M	J	J	A	S	O	N	D	
Generating evidence needed in AEAS lobbying and advocacy	Collect data required for generating evidence													PLA TWG
	Development and dissemination of lobbying & advocacy materials for the AEAS sector.													PLA TWG
	Monitor the use, and impact of the materials on actions and attitudes of AEAS actors.													PLA TWG
	Participate in processes for reviewing curricula for Institutions of Higher Learning offering AEAS training			Whenever opportunities arise										PLA TWG
Build the capacity of all AEAS actors to professionally, ethically, and efficaciously execute their roles	Integrate AEAS policy into fora -workshops, symposiums, seminars etc.													PLATWG
	Identify and reward outstanding individuals/organizations across AEAS actor categories.													PLA TWG
Build and maintain UFAAS as the leader in AEAS professional and practitioners' lobbying and advocacy body in the country with influence at the continental and global level	Develop evidence-based lobbying and advocacy materials on critical AEAS issues e.g., position papers, and policy briefs.													PLA TWG
	Regular interface and dialogue with MAAIF political leadership & senior officials on AEAS policy and legislation affecting AEAS.													PLA TWG
	Organise regular interaction between UFAAS leadership and the parliamentary committee on agriculture for mutual exchange of information.													PLA TWG
	Develop active advocacy partnerships, and networking arrangements with other national, continental, and global actors.													PLA TWG
	Draw and pursue a roadmap and process that will culminate in the formation of AEAS accrediting body.													PLA TWG
THEME IV: RESILIENT AND INCLUSIVE AGRICULTURE (RIA)														

Main Activity	Sub-activities	M o n t h s												By who
		J	F	M	A	M	J	J	A	S	O	N	D	
Contribute to the understanding and knowledge of RIA AEAS and its impact on the farming community, AEAS actors, and other stakeholders.	Confirm and strengthen the RIA Technical Working Group (TWG)													Board
	Develop and disseminate easy-to-read and accessible information materials on RIA, tailored to the needs of diverse audiences.													RIA TWG
	Implement / Monitor RIA projects that directly engage farming communities and sustainable land management practices, such as the GP-SAEP.													RIA TWG
	Organise and actively participate in workshops, conferences, and awareness campaigns to educate farmers, agricultural extension workers, policymakers, and other stakeholders on the merits and benefits of RIA													RIA TWG
	Document and share success stories of farmers who have successfully implemented RIA practices													RIA TWG
To Support the implementation of RIA related Policies by AEAS actors	Identify, review, and analyse any existing and upcoming RIA-related policy to identify gaps, linkages, and opportunities for UFAAS engagement/ Championing).													RIA TWG
	Implement activities within the selected areas along with projects and other stakeholders.													Under GP-SAEP Framework
Build AEAS actors' capacity to scale out RIA technologies and practices and contribute to market participation of farmers engaged in resilient agriculture in Uganda	Identify, equip, and train a pool of at least 50 RIA champions from UFAAS members in the five regional nodes to accelerate the uptake and dissemination of RIA knowledge, attitudes, and practices													Under GP-SAEP Framework
	Monitor the impact of the involvement of RIA champions on the uptake of RIA in the farming communities.													Under GP-SAEP Framework
Advocate for the integration/ strengthening of RIA principles and practices into agricultural education curricular at all levels, from primary to tertiary institutions.	Identify the relevant curriculum development entities and educational authorities for engagement.													RIA/ CD TWG
	Prepare and share with educational institutions the importance of RIA and its potential to enhance agricultural sustainability and inclusivity.													RIA/ CD TWG
	Participate in the review of the education curricula at primary, secondary, and tertiary institutions.													RIA/ CD TWG

Main Activity	Sub-activities	M o n t h s												By who	
		J	F	M	A	M	J	J	A	S	O	N	D		
In partnership with research entities, evaluate the RIA approaches and recommend successful ones for scaling up or uptake through the pathways.	Design the evaluation scope and framework.														RIA/ CD TWG
	Conduct the evaluative studies regarding RIA.														RIA/ CD TWG
	Prepare reports and position papers for dissemination among RIA actors, policymakers, and the farming community.														RIA/ CD TWG
THEME V: PRIVATE SECTOR AGRICULTURE EXTENSION SERVICES (PSAES)															
<u>Objective</u> To establish and support a technical working group that will spearhead efforts in PSAE	Set up a technical working group for PSAE and identify a capable lead.														Executive
	Mobilize partners and resources for implementing PSAE activities.														PS TWG
	Draft a PSAE Strategy for supporting and engaging with private-sector extension services														PS TWG
	Review Strategy and validate/commission it														Board
	Implement and monitor the PSAE Strategy.														PS TWG
To enhance the capacity of current PSAE service providers in targeted extension areas.	Identify, profile, and engage at least 30 providers of private sector extension services (both members and non-members) and identify gaps and areas of cooperation/engagement.														PS TWG
	Organise trainings for providers of private extension services on identified areas including ethical practice.														PS TWG
	Create a repository of information on PAES providers for reference to the actors.														CKM &D TWG
To create mechanisms that intentionally promote awareness and visibility of PAES among farmers, AEAS actors and other stakeholders.	Carry out mindset awareness campaigns to leaders and farmers within targeted communities, on the value and benefits of private extension services.														
	Conduct advocacy activities/ events for the promotion and support of PSAE														
	Share success stories of farmers who have access to PSAE services.														
Promote and implement PSAE services.	Solicit and implement consultancy assignments in PSAE and related fields.														PS TWG
	Carry out research in PSAE and related fields.														
	Disseminate findings of research to UFAAS members, policymakers, and other stakeholders.														

6.3 BUDGETARY PROPOSALS FOR 2024

Main Activity	Sub-activities	Budget Items/ Yr.	Estimated Annual Budget (Ugx '000)				
			Total (,000)	Qrtr 1 Jan-Mar	Qrtr 2 Apr-Jun	Qrt-r 3 Jul-Sep	Qrtr 4 Oct-Dec
THEME I: INSTITUTIONAL AND MEMBERSHIP DEVELOPMENT							
1: Strengthening the governance and management systems and structures of UFAAS at all levels.	i. Quarterly board meetings	4 quarterly meetings	10,000	2,500			
	ii. Annual General Meeting and Board elections	1 workshop	16,000			16,000	
	iii. Design of a Board charter	Consultancy	2,000		2,000		
	iv. Submit annual returns and update other statutory requirements.		200	200			
	v. Audit for 2023	Ext. Auditor	3,000		3,000		
	vi. Finalise registering UFAAS as NGO.	Travel +fee	500		500		
	vii. Set up temporary measures for extra office space in year 1 and rent independent offices for the Secretariat	Year 1-Tent+ Contr,	13,500		13,500		
		From Year 2 - rent+					
	viii. Required payment to critical staff for the Secretariat	4 staff	168,000	42,000	42,000	42,000	42,000
	ix. Co-opt and pay the GP-SAEP project workers as regional link Staff		100,000	25,000	25,000	25,000	25,000
2: Expanding the membership to 700 paid-up members and the reach to over 1500 extension workers/ actors	i. Update the brochure to align with the new strategic plan, produce and disseminate physically and online	1,000 copies/ year	800		800		
	ii. Mobilise regional partners	Call / virtual meetings					
	iii. Regional visits and meetings/ engagements	3 workshops/year	9,000		3,000	3,000	3,000
	iv. Work with MAAIF and other partners to update and roll out the e-registration to at least 20 districts (2,500 registered per year)	Meetings/ Training / District Registrars	18,000		6,000	6,000	6,000
	v. Enlist the services of a volunteer membership engagement desk officer	Stipend =400k/ month		1,200	1,200	1,200	1,200
	vi. Developing and supporting the five active regional hubs for serving upcountry members	Part of Master Trainer support					
	vii. Carry out online surveys to understand members' member satisfaction, needs, and expectations.	Facilitation to the FtF volunteer					
	viii. Develop and operationalise an overall platform that brings together all for easy coordination.	By FtF -ISS Volunteer					

Main Activity	Sub-activities	Budget Items/ Yr.	Estimated Annual Budget (Ugx '000)				
			Total (,000)	Qrtr 1 Jan-Mar	Qrtr 2 Apr-Jun	Qtr-r 3 Jul-Sep	Qrtr 4 Oct-Dec
3: Growing the UFAAS budget and other fiscal resources by at least 20%	i. Re-operationalise the RM Technical Working Group (RMTWG)	Bi-monthly Meetings	4,000				
	ii. Review and implement a resource mobilization strategy for UFAAS.			1,000			
	iii. Draw an annual resource mobilization action plan with clear targets and implement				1,000		
	iv. Design fundable proposals and share them with potential development partners.					1,000	1,000
	v. Hold quarterly review meetings for the resource mobilization committee.						
4: build the capacity and confidence of members in delivering AEAS through continuous professional development	i. Establish a capacity development Technical Working group (CD TWG)	CD-TWG bi-monthly Meetings	2500				
	ii. Identify and profile capacity-building opportunities for AEAS practitioners.				1,500		
	iii. Coordinate the placement of new practitioners with coaching and mentoring opportunities.						1,000
	iv. Conduct bi-monthly online trainings (eg. Webinars) to members' capacity gaps and demands.	Facilitator	1,000	250	250	250	250
	v. Professional development refresher courses (for members)	Side event Workshop	5,500			5,500	
5: Grow the UFAAS budget/ fiscal resources by at least 20% per year.	i. Operationalise the Resource Mobilization Strategy / Write proposals/ respond to calls	RM-TWG bi-monthly Meetings	3,000		1,000	1,000	1,000
TOTAL FOR THEME 1 (,000)			361,800	72,150	100,750	101,950	79,450
THEME II: COMMUNICATION, KNOWLEDGE MANAGEMENT AND DIGITALIZATION							
1: Complete, validate, and commission a communication strategy for UFAAS, its members, and stakeholders	i. Upgrade the ICT group to a Communication, Knowledge Management and Digitalization (CKM&D) Technical Working group (TWG)	CKM&D monthly meetings	4,000	1,000	1,000	1,000	1,000
	ii. Update the Communication Strategy to a CKM&D Strategy, validate, and commission.						
	iii. Implement CKM&D Strategy						

Main Activity	Sub-activities	Budget Items/ Yr.	Estimated Annual Budget (Ugx '000)				
			Total (,000)	Qrtr 1 Jan-Mar	Qrtr 2 Apr-Jun	Qtr-r 3 Jul-Sep	Qrtr 4 Oct-Dec
2: Promote professional engagement, networking, and sharing of information	i. Regularly review and update the UFAAS platforms (e.g., Website, WhatsApp, Facebook, X, etc) for sharing agriculture and related information	Facilitation 2X, fees, zoom	6,000	1,500	1,500	1,500	1,500
	ii. Organize and participate in National and regional agricultural extension events.						
	a. National Agricultural Extension Week 2024, including regional (-10% for Organising)	Contr. mobilisation and organisation	20,000				50,000
	b. National Agricultural Show 2024 (Co-exhibit)	Co-sharing with Members	2,000			2,000	
	c. Northern Uganda Agricultural Show 2024 (Co-organize)	Co-sharing with Members	1,500		1500		
	d. World Food Day (Participate)	Travel for reps	1,300				1,300
	iii. Collect farmers' and AEAS actors' case stories and experiences, package knowledge products, and disseminate	Allowances for coordination and packaging (10 days x200,000)	2,000		1,000	1,000	
	iv. Engage media houses through sensitization meetings, workshops, talk shows, promotional messages, etc.						
	a. Dialogue workshop with AEAS promotion	One	3,000		3,000		
	b. Talk shows (2 TV +2 Radio)	quarterly	30,000		10,000	10,000	10,000
	c. Promotional messages on AEAs		10,000		3,000	3,000	3,000
3: Generate new knowledge that addresses emerging issues in AEAS	i. Design, and execute action research related to AEAS; and publish in suitable forums	Consultancy (10 days)	4,000			4,000	
4: Build the capacity of members to leverage digital technology to advance their professional advancement	i. Organize regular training on digital technology for each of the regional hubs	5 regional trainings Mobilization and Facilitator	1,500		500	500	500
	ii. Strengthen and scale up existing Community of Practice (CoP) for critical themes within extension communication channels	5 CoPs Mobilization and Facilitator	1,500		500	500	500
	TOTAL FOR THEME 2 (,000)		86,800	2,500	22,000	23,500	67,800

Main Activity	Sub-activities	Budget Items/ Yr.	Estimated Annual Budget (Ugx '000)				
			Total (,000)	Qrtr 1 Jan-Mar	Qrtr 2 Apr-Jun	Qtr-r 3 Jul-Sep	Qrtr 4 Oct-Dec
THEME III: PROFESSIONALISATION, LOBBY, AND ADVOCACY FOR AEAS							
1: Develop a Professionalization, Lobby, and Advocacy (PLA) Strategy for AEAS	i. Upgrade the Advocacy group to a PLA Technical Working group (TWG)	Normal quarterly executive Meetings					
	ii. Draft a PLA Strategy and roadmap	Monthly PLA-	4,800	1,200	1,200	1,200	1,200
	iii. Review Strategy and validate/commission it	TWG Meetings and during other					
	iv. Implement and monitor the PLA Strategy	AEAS events/ activities					
2: Generating evidence needed in AEAS lobbying and advocacy	v. Collect data required for generating evidence	Consultancy	5,000				
	i. Development and dissemination of lobbying & advocacy materials for the AEAS sector.	Production of different Materials	5,000		3,000	1,000	1,000
	ii. Monitor the use, and impact of the materials on the actions and attitudes of AEAS actors.	Monthly Meetings of the PLA TWG	6,000	1500	1500	1500	1500
	iii. Participate in processes for reviewing of curricula for Institutions of Higher Learning offering AEAS training	Travel	6,000	1500	1500	1500	1500
3: Build the capacity of all AEAS actors to professionally, ethically, and efficaciously execute their roles	i. Investigate, document, and disseminate findings related to key policy and legislation issues affecting the AEAS sector in Uganda.	Part of 1, i.					
	ii. Hold AEAS policy-related forums - dialogues, seminars, etc	2 dialogues	14,000		7,000		7,000
	iii. Identify and reward outstanding individuals/organizations across AEAS actor categories	10 awards	2,500				2,500

Main Activity	Sub-activities	Budget Items/ Yr.	Estimated Annual Budget (Ugx '000)				
			Total (,000)	Qtrr 1 Jan-Mar	Qtrr 2 Apr-Jun	Qtr-r 3 Jul-Sep	Qtrr 4 Oct-Dec
4: Build and maintain UFAAS as the leader in AEAS professional and practitioners' lobbying and advocacy body in the country with influence at the continental and global level	i. Develop evidence-based lobbying and advocacy materials on critical AEAS issues e.g., position papers, policy briefs.	Quarterly Writing and production by PLA-TWG Members	8,000	2,000	2,000	2,000	2,000
	ii. Regular interface and dialogue with MAAIF political leadership & senior officials on AEAS policy and legislation affecting AEAS.	Breakfast Meetings, one per quarter	20,000	5,000	5,000	5,000	5,000
	iii. Organise regular interaction between UFAAS leadership and the parliamentary committee on agriculture for mutual exchange of information.						
	iv. Develop active advocacy partnerships, and networking arrangements with other national, continental, and global actors.	Sponsorship to PLA-TWG Members During other events	8,000	2,000	2,000	2,000	2,000
	v. Draw and pursue a roadmap and process that will culminate in the formation of AEAS accrediting body.	Part of the Meetings of the PLA-TWG in 1.i					
TOTAL FOR THEME 3 (,000)			79,300	13,200	23,200	14,200	23,700
THEME IV: RESILIENT AND INCLUSIVE AGRICULTURE-RIA							
1: Contribute to the understanding and knowledge of RIA AEAS and its impact on the farming community, AEAS actors, and other stakeholders.	i. Confirm and strengthen the RIA Technical Working Group (TWG)z	Normal quarterly executive Meetings					
	ii. Develop and disseminate easy-to-read and accessible information materials on RIA, tailored to the needs of diverse audiences.	Monthly RIA-TWG Meetings	4,800	1,200	1,200	1,200	1,200
	iii. Implement RIA projects that directly engage farming communities and sustainable land management practices, such as the GP-SAEP.	Covered by the Project Budget	840,000	210,000	210,000	210,000	210,000
	iv. Organise and actively participate in workshops, conferences, and awareness campaigns to educate farmers, agricultural extension workers, policymakers, and other stakeholders on the merits and benefits of RIA	Part of the already planned activities					
	v. Document and share success stories of farmers who have successfully implemented RIA practices	Covered by the Project Budget					

Main Activity	Sub-activities	Budget Items/ Yr.	Estimated Annual Budget (Ugx '000)				
			Total (,000)	Qtrr 1 Jan-Mar	Qtrr 2 Apr-Jun	Qtr-r 3 Jul-Sep	Qtrr 4 Oct-Dec
2: To Support the implementation of RIA related Policies by AEAS actors	vi. Identify, review, and analyse any existing and upcoming RIA-related policy to identify gaps, linkages, and opportunities for UFAAS engagement/ Championing.	Part of the project					
	vii. Implement activities within the selected areas along with projects and other stakeholders.	Part of the project					
3: Build AEAS actors' capacity to scale out RIA technologies and practices and contribute to market participation of farmers engaged in resilient agriculture in Uganda	viii. Identify, equip, and train a pool of at least 50 RIA champions from UFAAS members in the five regional nodes to accelerate the uptake and dissemination of RIA knowledge, attitudes, and practices	5 regional Workshops	25,000		5,000	10,000	10,000
	ix. Monitor the impact of the involvement of RIA champions on the uptake of RIA in the farming communities	Normal monthly Meetings of the RIA-TWG					
4: Advocate for the integration/ strengthening of RIA principles and practices into agricultural education curricular at all levels, from primary to tertiary institutions.	x. Identify the relevant curriculum development entities and educational authorities for engagement	Meetings, including travel for RIA-TWG	10,000	2,500	2,500	2,500	2,500
	xi. Prepare and share with educational institutions the importance of RIA and its potential to enhance agricultural sustainability and inclusivity.	Online and during events					
	xii. Participate in the review of the education curricula at primary, secondary, and tertiary institutions.	Facilitate the TWG member to meetings.					
5: In partnership with research entities, evaluate the RIA approaches and recommend successful ones for scaling up or uptake through the pathways.	i. Design the evaluation scope and framework.	Consultancy	10,000		2,000	8,000	
	ii. Conduct evaluative studies regarding RIA.						
	iii. Prepare reports and position papers for dissemination among RIA actors, policymakers, and the farming community.						
	TOTAL FOR THEME 4 (,000)		889,800	213,700	220,700	231,700	223,700
THEME V: PRIVATE SECTOR AGRICULTURE EXTENSION SERVICES (PSAES)							

Main Activity	Sub-activities	Budget Items/ Yr.	Estimated Annual Budget (Ugx '000)				
			Total (,000)	Qrtr 1 Jan-Mar	Qrtr 2 Apr-Jun	Qtr-r 3 Jul-Sep	Qrtr 4 Oct-Dec
1: To establish and support a technical working group that will spearhead efforts in PSAE	i. Set up a technical working group for PSAE and identify a capable lead	Normal quarterly Meetings					
	ii. Draft a PSAE Strategy for supporting and engaging with private-sector extension services	Consultancy and meetings of the PSAE-TWG	10,000	2,000	7,000	1,000	
	iii. Review Strategy and validate/commission it	During one of the events					
	iv. Implement and monitor the PSAE Strategy.	Proposal dev't and implementation					
2: To enhance the capacity of current PSAE service providers in targeted extension areas.	i. Identify, profile, and engage at least 30 providers of private sector extension services (both members and non-members) and identify gaps and areas of cooperation/engagement	Facilitation to the CIKM to profile	6,000	1,500	1,500	1,500	1,500
	ii. Organize training for providers of private extension services on identified areas including ethical practice.	Workshop	18,000			18,000	
	iii. Create a repository of information on PAES providers for reference to the actors.	Facilitate the CIKM to profile (part of i)					
3: To create mechanisms that intentionally promote awareness and visibility of PAES among farmers, AEAS actors, and other stakeholders.	i. Carry out mindset awareness campaigns to leaders and farmers within targeted communities, on the value and benefits of private extension services.	Farmers work-shops in 4 select-ed regions	40,000	10,000	10,000	10,000	10,000
	ii. Conduct advocacy activities/events for the promotion and support of PSAES	Media engage-ments	40,000	10,000	10,000	10,000	10,000
	iii. Share success stories of farmers who have access to PSAE services	Online					
4: Promote and implement PSAE services.	i. Solicit and implement consultancy assignments in PSAE and related fields	Responding to calls and Propos-al development	6,000	1,500	1,500	1,500	1,500
	ii. Carry out research in PSAE and related fields	Consultancy	2,000			2,000	
	iii. Disseminate findings of research to UFAAS members, policymakers, and other stakeholders	Online and during extension events					
	TOTAL FOR THEME 5 (,000)		122,000	25,000	30,000	44,000	23,000
GRAND ANNUAL TOTAL (,000)			1,539,700	326,550	396,650	415,350	417,650

APPENDICES

APPENDIX 1: THE STRATEGIC PLAN DEVELOPMENT AND REVIEW TEAM

NAME	ORGANIZATION	RESPONSIBILITY IN UFAAS	WORK STATION DISTRICT	E-MAIL ADDRESS
Board Members				
Dr. Richard Miiro	Makerere University	Vice Chair	0772378185	rfmiiro@gmail.com
Grace Musimami	Farmers Media	Secretary General (SG)	0782383504	gmusimami@gmail.com
Joan Asianzu	Nebbi Local Govt	Assistant SG	0781370936	joanasianzu98@gmail.com
Mayambala Godfrey	ZAABTA	Treasurer	0782393753	mayambalag@yahoo.com
Dr. Robert Mulebeke	Kyambogo University	Academia Rep	0772517094	rmulebeke@gmail.com
Roselline Nyamutale	Private (former SAA)	NGO Rep	0772635069	rosellinek@yahoo.com
Ayebare Prudence	UNFFE	Higher FO-Rep./ Policy TWG	0782252840	prudayebare@gmail.com
Kasiita Gerald	Vibrant Generations	Lower FO-Rep	0787042628	kasiita12gerald@gmail.com
Samuel Mpiira	Buvuma Local Government	Local Govt Rep.	0772683455	smpiira@gmail.com
Ecaat Stephen Justin	Farm Radio International	Media Rep	0772676959	estephen@farmradio.org
Beatrice Luzobe	UFAAS	CEO	0776801091	bnluzobe@gmail.com
Ruth Mugisha	UFAAS	Volunteer	0773938570	ruthmugisha0@gmail.com
Apollo Uma	UFAAS	Msc. Intern	0704339765	umarapollo34@gmail.com
Dr. Sam Ndibalekera	Learn Enterprises Ltd	Member / Mgt Consultant	0776802858	luzobe_samuel@yahoo.co.uk
Choice Agaba	NARO (NARLKawanda)	Member/ Chair-RIA TWG	0782793579	choiceagaba@gmail.com
Abraham Mubiru	USAID-FtF-ISS	Partner Rep	0776049448	abraham.mubiru@ftfugandaiss.com
Walter Jooga	USAID-FtF-ISS	Partner Rep		walter.jooga@ftfugandaiss.com

APPENDIX 2: UFAAS' SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> The space UFAAS is working in is a professional. 	<ul style="list-style-type: none"> Failed operationalisation of the management structure
<ul style="list-style-type: none"> UFAAS Members have professional and practical experience. 	<ul style="list-style-type: none"> Lean staff (only 2 staff members)
<ul style="list-style-type: none"> Ten (10) years of experience in the sector 	<ul style="list-style-type: none"> Lack of physical address (still sheltered by AFAAS)
<ul style="list-style-type: none"> Members are from diverse backgrounds and cover the key areas of the agriculture sector. 	<ul style="list-style-type: none"> Low member engagement in UFAAS' activities
<ul style="list-style-type: none"> The actors cater to all nodes in the agrifood system. 	<ul style="list-style-type: none"> Unresponsiveness to opportunities that arise
<ul style="list-style-type: none"> Leadership is committed. 	<ul style="list-style-type: none"> Lack of a motivational and rewarding system
<ul style="list-style-type: none"> UFAAS is recognized locally, regionally, and internationally. 	<ul style="list-style-type: none"> There is no clear value proposition
<ul style="list-style-type: none"> Has existing long-term collaboration with international partnership. 	<ul style="list-style-type: none"> Limited use of available platforms for visibility campaigns
<ul style="list-style-type: none"> Has activities in regional hubs within the country 	<ul style="list-style-type: none"> Limited coordination with the regional hubs
<ul style="list-style-type: none"> Has a promise for continuity – high youth membership 54% 	<ul style="list-style-type: none"> Overdependence on other funders to support UFAAS activities
<ul style="list-style-type: none"> Good accountability of resources as manifested in satisfactory/unqualified audit reports. 	<ul style="list-style-type: none"> Lack of a sustainability plan
<ul style="list-style-type: none"> Strong and hardworking CEO and volunteers 	<ul style="list-style-type: none"> Lack of an engagement plan for youths Lean resource mobilization team
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Linkages to AFAAS and GFRAS –tapping into a continental and global voice 	<ul style="list-style-type: none"> Failure to approve the extension bill
<ul style="list-style-type: none"> The niche of AEAS actors 	<ul style="list-style-type: none"> Not empowered by law to regulate the profession.
<ul style="list-style-type: none"> Policy influencing space 	<ul style="list-style-type: none"> Continuous loss of Professionals in agriculture due to STEM brain drain
<ul style="list-style-type: none"> Operating in a sector which the country's planning framework recognizes as a priority (NDP III) 	<ul style="list-style-type: none"> Failure to attract sufficient funding
<ul style="list-style-type: none"> A pool of professionals for what we need 	<ul style="list-style-type: none"> Donor fatigue
<ul style="list-style-type: none"> Growth of the private sector in agri-business 	<ul style="list-style-type: none"> Political manipulation/interference
<ul style="list-style-type: none"> A growing youth population 	<ul style="list-style-type: none"> Lack of regulatory value in Uganda Low political will for the profession.

APPENDIX 3: PESTLE ANALYSIS

COMPONENT/FACTOR	ANALYSIS FOR UFAAS
POLITICAL	<ul style="list-style-type: none"> • Military influence on agriculture value chain activities • Within MAAIF, there is a Directorate of Agricultural Extension which UFAAS can leverage for lobbying and policy formulation • MAAIF provides limited support to UFAAS • The limited government will and prioritization • Knowledge dissemination is limited • Poor coordination among the actors
ECONOMIC	<ul style="list-style-type: none"> • Funding – resource mobilization – many bodies coming up to fund ago-related activities that UFAAS can tap into. These include the INGOs, multi-laterals, and private sector • The plan to change from subsistence agriculture to commercial production – increased demand for AEAS • Growing number of financial institutions – Linkage between AEAS actors and other actors • The growth of agriculture insurance: The Agriculture Insurance Consortium currently has 13 insurance companies licensed to underwrite agriculture insurance in Uganda. • Changing donor targets and objectives beyond the mission and vision of UFAAS affects access to funds. • Inflation – UFAAS may not be in a position to pay staff to keep up with the rising inflation. • Dwindling economic partnership and support to Uganda by international donor agencies – Affects UFAAS’ access to external funds.
SOCIAL	<ul style="list-style-type: none"> • Population pressure – presents an opportunity and a threat to the delivery of AEAS. Gender inclusiveness ensures more female and youth extension workers reach out to women and youth • Currently population in agriculture is aging – reaching them with digital tools is a challenge. • Culturally imposed gender roles – affect the implementation of AEAS delivery and information generated to be utilized by farming communities. • Rapid changes in consumption patterns – UFAAS can provide information related to meeting standards & sanitary measures. However, keeping up with the rate of change in consumption patterns may not be easy. • Vibrant youth population linked to adoption of technologies, power force for digitalization of AEAS. • High unemployment among the youths – Youths available for AEAS service delivery & and innovative ideas that benefit AEAS. • Population growth – demand for info to produce food leading to demand of information from UFAAS. • Growing educated population – interpretation of AEAS information to the last mile user • Culturally & historically, extension has been viewed as a public good. This impacts the initiative to promote private AEAS.



COMPONENT/FACTOR

ANALYSIS FOR UFAAS

TECHNOLOGICAL

- A number of Technologies in agriculture increasingly becoming available, boosting productivity.
- Innovative technology increases the ease and speed of access to information and knowledge.
- Technology has increased interaction between AEAS actors and other actors
- Use blockchain technology
- Websites and digital & social media platforms provide information & partnership with farmers & AEAS actors.
- Virtual services as alternative to physical transactions, e.g., meetings for example Zoom, meetings etc.
- There is the digital divide- where digital illiteracy and age constrain the use and access to technologies.
- High cost of use and access to technologies - e.g., cost of data and airtime
- Poor internet connectivity
- False information from AI platforms such as Chat GPT and cyber crime affect the use of IT
- Social media distracts people from concentration, hence counterproductive.

LEGAL

- Overlapping extension mandate
- UFAAS is not yet registered with the NGO Bureau
- Delay in finalization of Agriculture Extension Services Bill
- Lack of awareness of available laws and policies related to Agricultural extension

ENVIRONMENTAL

- Focus on environmental sustainability
- Environmental challenges are awakening members
- Growth in intensification
- Reducing land for agricultural production due to increasing population and urbanization
- Climate change negatively impacts farming and farming communities.

UFAAS STRATEGIC PLAN 2024 – 2028

CONTACT US

P. O. Box 34624, Kampala
Kigobe Road Ntinda
(near 'The Cradle')

☎ +256 312 313400

✉ ufaas2013@gmail.com

🌐 <https://ufaas-ugandacf.org>

