



ADVOCACY COALITION FOR SUSTAINABLE AGRICULTURE (ACSA)

2019- 2023

STRATEGIC PLAN



Collective Voices for Sustainable development | February, 2019



A publication of: Advocacy Coalition for Sustainable Agriculture (ACSA)

P.O. Box 21556 Kampala, Uganda,

Tel: +256(0)414670400,

Email: acsa.ug@gmail.com

Facebook: [acsaug](https://www.facebook.com/acsaug)

Website: www.acsaug.org / www.acsa-ug.org

Supported by: USAID FTF EEA and MISEREOR

Design & Printing: Kiggs Enterprises Ltd.

> TABLE OF CONTENTS

Acronyms	iv
Preface	v
Acknowledgement	vi
Executive Summary	vii
1.0 Introduction	1
1.1 About ACSA	1
1.2 Policy, Legal and Institutional framework	1
1.2.1 National Agricultural Policy (NAP) 2013	1
1.2.2 Agriculture sector strategic plan	2
1.2.3 National Development Plan II	2
1.2.4 The National Land Use Policy	3
1.2.5 The National Gender Policy, 1997, revised 2007	3
1.2.6 The National HIV/AIDS Policy, 2004	3
1.3. Global Perspective	4
1.3.1 FAO for sustainable food and agriculture rules	4
1.3.2. Common Agricultural Policy (EU)	4
1.3.3. The Sustainable Development Goals (SDGs)	4
1.4. Uganda Legal framework	5
1.4.1. Constitution of the Republic of Uganda, 1995	5
1.4.2 The Agricultural Chemical (Control Act, No. 1 of 2006)	5
1.4.3. The Local Government Act (Cap 243)	5
2.0 Institutional analysis	6
2.1 Macro Environment Analysis	6
Table 1: Analysis of External Environment	6
2.2 SWOT Analysis of ACSA	9
2.3. Stakeholder Analysis	11
Table 2: Presents a summary of the actors and their respective expectations	11
3.0. Introduction	15
3.1. Strategic Framework	15
3.2. Vision	15
3.3. Mission	15
3.4 Core Values: SCEPTLE	15
3.4.1 Spirituality	15

3.4.2	Commitment	15
3.4.3	Empathy	15
3.4.4.	Professionalism	15
3.4.5	Transparency	16
3.4.6	Love and care	16
3.4.7	Equal participation	16
3.5.	ACSA's Focus Areas	16
3.5.1	Advocacy and lobbying	16
3.5.2	Research and Documentation	16
3.5.3	Capacity building of member organizations (MOs)	17
3.5.4	Capacity building of ACSA secretariat	17
3.5.5	Network and partnership	17
3.6	Strategic Focal areas, objectives and actions	18
3.6.1	Table 3: Strategies under advocacy and lobbying	18
3.7.2	Table 4: Strategies under research and documentation	18
3.7.3:	Table 5: Strategic actions under capacity building of member organizations (MOs)	18
3.7.4:	Table 6: Strategic actions under capacity building of ACSA secretariat	19
3.7.5:	Table 7: Strategic actions under network and partnership	19
4.1	Introduction	20
4.2	Governance and Management	20
4.3	Risk Management	20
5.1	Introductions	22
5.2	Funding Plan	22
5.3.	Funding Sources	22
Table 8:	A description of ACSA Strategic Objective estimated revenue and sources of funding	22
Table 9:	Expenditure Estimates For Five years (2019 – 2023)	23
	Figure 1: Trend of ACSA anticipated resource base	24
6.1	Introduction	25
6.2	M&E System	25
6.3	Monitoring	25
6.4	Reporting	25
6.5	Evaluation	26
ANNEX ONE:	ACSA Log frame	27
ANNEX TWO:	Implementation Plan for ACSA Year 2019 – 2023	31
ANNEX THREE:	ACSA Theory of Change	41
ANNEX FOUR:	ORGANOGRAM OF ADVOCACY COALITION FOR SUSTAINABLE AGRICULTURE (ACSA)	44

> ACRONYMS

ACSA	Advocacy Coalition for Sustainable Agriculture
ASSP	Agriculture sector strategic plan
ASWG	Agriculture Sector Working Group
CSO	Civil Society Organization
EAC	East African Community
ECOWAS	Economic Community of Western African States
FDI	Foreign Direct Investment
IITA	International Institute of Tropical Agriculture
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
IGAD	Inter - Governmental Authority for Development
GDP	Gross Domestic production
GMOs	Genetically Modified organisms
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
M & E	Monitoring and Evaluation
MOs	Member Organizations
MTIC	Ministry of Trade Industry and Cooperatives
MWE	Ministry of Water and Environment
NAP	National Agriculture Policy
NARO	National Agriculture Research Organization
NCST	National Council of Science and Technology
NDP	National Development Plan
NEPAD	New partnership For Africa' s Development
NGO	Non - Government Organization
OWC	Operation Wealth Creation
PTA	Preferential Trade Area
SADCA	Southern African Development Community in Accreditation
SDGs	Sustainable Development Goals
SHFs	Small Holder Farmers
TIN	Tax Identification Number
UNADA	Uganda National Agro input Dealers Association
URA	Uganda Revenue Authority
USTA	Uganda Seed Traders Association

> PREFACE

This is a Strategic Plan of ACSA covering the period of five years from 2019 to 2023. The Strategic Plan has been formulated from the wide experience generated by ACSA secretariat and her member organizations since 2013. The Strategic Plan is based on the many milestones reached by ACSA towards having favorable agrarian policies and increased engagement of various stakeholders in policy and budget processes at different levels.

With this maiden Strategic Plan, ACSA will contribute positively towards an amplified Civil Society Organisations (CSOs) voice to effect change in the agriculture sector by ensuring that relevant policies and regulations that favour stallholder farmers in Uganda are enacted and implemented at different levels..

We believe that this strategic plan will also contribute to the fulfilment of Uganda's Policy, Legal and Institutional framework that is clearly stipulated in the National Development Plan (NDP) II, National Agriculture policy (NAP) 2013, Agriculture sector strategic plan 2015/16-2019/20(ASSP), and Sustainable Development Goals (SDGs) 2 among others.

My appreciation goes to Misereor Germany who is supporting the interventions of ACSA in Uganda. Secondly, I applaud USAID Feed The Future Enabling Environment for Agriculture that has supported the development of this strategic Plan.

I wish to thank the ACSA Board of Directors, Members organizations and staff for their dedication and contribution towards the making of the Strategic Plan

Mr. Eustace Sajjabi
Chairman – ACSA Board

> ACKNOWLEDGEMENT

The Strategic Planning process was commissioned by USAID Feed The Future Enabling Environment for Agriculture in May 2018. This was a highly consultative process that captured the views of key stakeholders of ACSA in and outside Uganda that contributed a valuable input. We appreciate the contribution and knowledge of the Board of Directors of ACSA under her chairmanship together with the staff of ACSA, Members organisations, Line ministries (MAAIF and MWE), other collaborating networks and CSOs and farmer representatives during the development of the Strategic Plan. We are grateful to Mr. Godfrey Bwanika who facilitated the planning and development process as a lead consultant that led to a commendable work.

I wish to appreciate Misereor Germany whose support towards ACSA intervention has given the foundation for the development of this Strategic Plan.

In a Special way, we thank USAID Feed The Future Enabling Environment for Agriculture for funding the development of this Strategic Plan.

This Strategic Plan was developed based on a situation analysis and information generated through ACSA stakeholder individual interviews and the Strategic Planning retreat held in October 2018. The plan clearly stipulates the Vision, Mission and Strategic Objectives of ACSA for the period 2019 – 2023, which is guided by ACSA theory of change. The Strategic Plan further outlines the relevant strategies that are to be implemented to attain the strategic objectives of ACSA, which will ultimately guide the overall implementation of ACSA activities among the various stakeholders in Uganda.

Additionally, a Monitoring and Evaluation framework has been developed to outline the key performance indicators linked to the strategic objectives / outputs that will guide the tracking of results and achievements of implementing the various ACSA interventions.

Last but not least the Strategic Plan has proposed a workable organisation structure that will be followed to operationalize the Strategic plan with all the necessary institutional framework to aid in fulfilling ACSA mandate in Uganda.

Nakasi Harriet
National Coordinator ACSA
the Strategic Plan

> EXECUTIVE SUMMARY

Advocacy Coalition for sustainable Agriculture (ACSA) has developed a 5 year Strategic Plan for the period 2019 – 2023. The Strategic Plan reflects ACSA's operations in light of Uganda's social, economic, environmental and Policy contexts to address the needs of the CSOs working with SHFs and their SHFs in their promoting of Sustainable Agriculture given the ever changing agrarian policy environment. ACSA strategic plan is aligned with the national and global development Agenda as per Sustainable Development Goals (SDGs) and also captures the views of the members, staff and the various stakeholders to have an inclusive plan.

ACSA is a national network of organizations providing a sustainable Agriculture. Agricultural market development, research and advocacy aiming at increasing farmer's understanding and policy issues affecting small holder farmers in Uganda.

ACSA's mandate is "Advocating for the agrarian policy environment for small holder farmers in Uganda". ACSA follow a non - discrimination principle in her strategic interventions to MOs and other stakeholders with respect to religion, political affiliation, gender and race with a current membership of 27 CSOs.

ACSA Vision: Small holder farmers living in a sustainable environment

ACSA Mission: Empower civil society organization (CSOs) working with small holders farmers to advocate for favorable agrarian policy environment for sustainable community.

Core Values: ACSA will be guided by the following core values; Spirituality, Commitment, Empathy, Professionalism, Transparency, Love and care, Equal participation

ACSA's Slogan: Collective Voices for Sustainable Development

ACSA's Focus Areas: ACSA to accomplish it's vision, mission, six strategic focus areas have been identified for the next five year plan and are listed below; Advocacy and lobbying, Research and documentation, Capacity building of Member organizations (MOs), Capacity building of ACSA secretariat, Networks and Partnership Building

By implementing ACSA activities based on the above focus areas ACSA will contribute to a favorable agrarian policy environment in Uganda for SHFs and for the operation of CSOs working with SHFs. This will be done majorly through working with Member organisations and SHFs but with strong linkages with likeminded organizations to build their capacity to understand the prevailing agrarian

policy environment and to have strong institutions that can facilitate their collective participation in all policy and budget processes. Hence building a strong and vibrant CSOs and SHFs communities that can contribute effectively to the shaping of Uganda's agrarian policy environment thereby strengthening ACSA's position in the country.

The flow of the Strategic plan is as follows;

Chapter one introduces Advocacy Coalition for sustainable Agriculture (ACSA) and its mandate

Chapter two presents a detailed institutional analysis of ACSA, its strengths and weaknesses and a scan of its operational environment.

Chapter three presents ACSA's Strategic Direction for the next five years

Chapter four discusses the implementation of the strategy and how the goal and objectives of the strategy will be achieved

Chapter five Proposes the Financing of the Strategic plan

Chapter six gives the Monitoring and Evaluation framework including the reporting mechanisms.



1.0 Introduction

This chapter introduces Advocacy Coalition for sustainable Agriculture (ACSA) and its mandate. The entire legal mandate of ACSA is derived from its constitution

About ACSA

Advocacy Coalition for sustainable Agriculture (ACSA) is a national network of organizations providing a sustainable Agriculture. Agricultural market development, research and advocacy aiming at increasing farmer's understanding and policy issues affecting small holder farmers in Uganda.

ACSA's mandate is "Advocating for the agrarian policy environment for small holder farmers in Uganda". The network was established in June 2007 after a study which was conducted by Misereor on agrarian and trade policies among the ACSA core partners including Caritas Kampala, Caritas Masaka Diocese Development agriculture (Caritas MADDO), Caritas Kabale, Hoima Caritas Development organisation (HOCADDO), Rural community in Development (RUCID), Agency for integrated Development (AFRIRD), National organic Agriculture Movement of Uganda (NOGAMU) and Participatory Ecological land use Management (PELUM). ACSA follow a non - discrimination principle in her strategic interventions to MOs and other stakeholders with respect to religion, political affiliation, gender and race.

Over the years, ACSA has grown from the eight founding institutions (core group members) to more than 20 national, international and local organizations, individuals. Since 2007 several lobby and advocacy trainings and meetings have been conducted to strengthen the capacity of member organisations to pursue Agrarian policy Environment at all levels.

1.1

1.2 Policy, Legal and Institutional framework

National Agricultural Policy (NAP) 2013

Agriculture has made significant contribution to Uganda's socioeconomic development though generation of household and national incomes, reduction of hunger, growth in trade, investment, industrialization, economic diversification and job creation. Agriculture will continue to be essential to Uganda's development and to achieve the ambitious goals of vision 2040, whose strategic goal is "A Transformed Uganda Society from a Peasant to a Modern end prosperous country within 30 years". Vision 2014 recognizes the central role of Agriculture in the transformation process.

1.2.1

The vision of the National Agriculture Policy is “A Competitive, Profitable and sustainable Agriculture Sector”. The overall objective is to promote food and nutrition security and improve household incomes through coordinated interventions that will enhance sustainable agricultural productivity and value addition; provide employment opportunities, and promote agribusiness investments and trade. For this objective to be achieved, interventions under this policy will cater for all farmer categories and private sector. It will also require that all stakeholders including farmers, government institutions, local governments, the private sector, civil society and development partners work closely together.

● Agriculture sector strategic plan.

The Agriculture sector strategic plan 2015/16-2019/20 (ASSP) is based on the April 2016 version.

ASSP documents the performance of the agriculture sector over the period has not been stable, where productivity of some crops have increased only slightly, while for others productivity actually declined.

Therefore, ASSP vision is “A competing profitable and sustainable sector” which is hinged on its mission which is to “Transforming the section for subsistence farming to commercial agriculture”. The ASSP has four strategic objectives namely;

- Increasing agricultural production and products
- Increasing access to critical farm inputs
- Improving agricultural markets and value addition and
- Improving service delivery through strengthening the institutional capacity of MAAIF and its agencies.

1.2.2

● National Development Plan II

The second National Development plan (NDPII) covers the period 2015/16 to 2019/20. Agriculture is one of three prioritized areas (along with tourism and minerals, oil and gas). Increasingly seeing advocacy work as a legitimate undertaking, civil society organizations (CSOs) are increasingly being funded by donors especially where government is opening avenues particularly at the district level where some of the CSOs are being contracted for service delivery. Although growth during the first National Development Plan was only around 1% per annum, attributed to a range of factors including crop pests and diseases, in line with the Comprehensive Africa Agriculture Development Program (CAADP), the sector is seen as critical to economic development, under agriculture, 12 value chains are prioritized for investing of which, a number fall in those being considered under ECAAT-P project namely; maize, rice, cassava, beans.

1.2.3

● The National Land Use Policy

The overall policy goal is to achieve sustainable and equitable socio-economic development through optimal land management and utilization in Uganda. It is important to note that the National Land use Policy has its roots in the legislative and policy framework that guides the country today. Articles 237 (7) and Article 242 of the Constitution of Uganda are very clear and the need to make laws and formulate policies on planning and land use. Therefore, the successes of the Poverty Eradication Action Plan (PEAP) in improving the livelihoods of millions of Ugandans will also depend on how nationally land use is utilized.

1.2.4

● The National Gender Policy, 1997, revised 2007

The government adopted a National Gender Policy of 1997, a tool to guide and direct the planning, resource allocation and implementation of development programs in all sectors in the economy. This policy will ensure that all Government policies and programs in all areas and at all levels are consistent with long-term goal eliminating gender inequalities.

The emphasis on gender is based on the recognition that social roles and relations of women and men of all ages, and how these impact on development.

1.2.5

● The National HIV/AIDS Policy, 2004

The policy provides the principles and a framework of multi-sectional response to HIV/AIDS in Ugandan's world of work. The policy applies to all current and prospective employers and workers, including applicants for work, within agriculture, public and private sectors. It also applies to all aspects of work, both formal and informal.

1.2.6

1.3 Global Perspective

● **FAO for sustainable food and agriculture rules**

FAO's vision for sustainable food and agriculture is that of a world in which food is nutritious and accessible for everyone and national resources are managed in a way that maintains ecosystem functions to support current as well as future human needs. In this vision, farmers, pastoralists, fisher-folks, foresters and other rural dwellers have the opportunity to actively participate in, and benefit from economic development, have decent employment condition and work in a fair price environment, Rural women, men and communities live in security, and have control over their livelihood and equitable access to resources which they use in an efficient way. FAO believes that agriculture is the “engine” that transforms natural resources and the environmental services they provide into agricultural products – food, feed, fiber and fuel.

1.3.1

● **Common Agricultural Policy (EU)**

At the core of EU Development Policy is the investment in sustainable agriculture and inclusive agriculture and no development of supportive policies. Sustainable agriculture is key for long-term and inclusive function, especially in developing countries, due to its strong multiplied impact on other factors. In Asia and Africa today, 500 million small holdings of less than 2 hectares provide direct livelihood for 2 billion people. With the right kind of sustainable agriculture systems, taking into account local features, needs, traditions and capabilities, these holdings can actively achieve substantial productivity gains.

1.3.2

● **The Sustainable Development Goals (SDGs)**

The SDG 2 aim is to end all forms of hunger and malnutrition by 2030, making sure all people especially children have access to sufficient and nutritious food all year around. This involves sustainable agricultural practices, supporting small scale farmers and allowing equal access to land, technology and markets.

Uganda is privy to the comprehensive African Agriculture Development framework (CAADF) compact which was established as part of the NEPAD in July 2003. The goal of the comprehensive African Agriculture Development performance is to eliminate hunger and reduce poverty through agriculture. African governments envisaged to achieve this through increased public investment in agriculture by a minimum of 10% of their continent budgets (Maputo Declaration in 2003) and raise agriculture productivity by at least 6% per annum.

In addition, the CAADP framework identifies four key pillars for food security improvement and agricultural investment (1) sustainable land and water management, (2) market access (3) food supply and hunger and (4) Agricultural research.

1.3.3

1.4 Uganda Legal framework

1.4.1

● Constitution of the Republic of Uganda, 1995

The constitution of Uganda provides the right to Ugandans to own land as enshrined in Article 237(1) of the constitution of Uganda 1995 and that whoever owns or occupies land shall manage and utilize it in accordance with the forest Act, Mining Act, National Environment Act, the Water Act, The Uganda Wild life Act and any other law (Section 23 Land Act).

1.4.2

● The Agricultural Chemical (Control Act, No. 1 of 2006)

The Act was enacted to control and regulate the manufacture storage, distribute and trade in use, importation and exportation of agricultural chemical and oil related matters. Under this act, the requirement of packaging, labeling and advertisement of agricultural chemicals is relevant in pesticides management to prevent illegal activities related to mis-labeling and mis-packaging. In addition, act 13(2) provides for the person in whose possession the chemicals were got has to consent in writing for these chemicals to be destroyed by the government.

1.4.3

● The Local Government Act (Cap 243)

The act creates a decentralized system of government based on the district as the main unit of administration. Administrative powers and functions are devolved from the central government to the local governments. The act allocates responsibility for service delivery of a number of functions to local government councils (districts, cities, municipalities or town councils) and to lower local government councils (sub-councils/divisions).

2.0 Institutional analysis

The Institutional analysis of ACSA started with Macro environment analysis, using PESTELEGE framework. The SWOT analysis tool was equally applied to analyze ACSA to identify its strength, weaknesses, opportunities and threats, which further led to the identification of the major intervention that ACSA should undertake to appropriately take advantage the strengths and opportunities and then mitigate the weaknesses and threats.

2.1 Macro Environment Analysis

PESCTELEGE is an acronym for political, economic, social, cultural, technological, legal, ecological, gender and ethics. PESCTELEGE is a tool that analyses the external environment that impacts on ACSA and its wider industry. The PESCTELEGE analysis results on ACSA are as follows;

Table 1: Analysis of External Environment

Factor	Impact	Implications
2.1.1 Political factors	<ul style="list-style-type: none"> • Political intolerance • Political interference - OWC • Refugee influx • Multiple elections • Conducive security environment • Available institutions to fight corruption • High public expenditure • Uncoordinated public sector interventions • Lack of government subsidies to SHFs loss • Open space for CSOs operations • Skilling Uganda through vocational /technical institutions and higher institutions of learning • Establishment of East African Community and other political blocks (NEPAD, COMESA, PTA, IGAD, ECOWAS etc) 	<ul style="list-style-type: none"> • Cut off funding by donors and development partners • Stalling of research activities • Labour availability from refugees influx • Spread of diseases e.g. ebola, HIV/AIDS etc. by refugee influx • Interfering with agriculture activities/ production capacity • FDI in the agriculture sector • Refocus funds/budget into productive sector • Poor funding of agricultural sector by less than 10% of GDP • Loss of resources and funds due to corruption • Threats in continuity of policy and funding • Lack of motivation among HFC • Promote agriculture programs • Policy lobby and advocacy • Enhancement • Skills and knowledge acquisition. • Spearhead sustainable development • Tariffs and un tariffs harmonisations under political blocks • Common market, legislation and tax regime

Factor	Impact	Implications
2.1.2 Economic factors	<ul style="list-style-type: none"> Poor working conditions Limited SHFs inclusiveness in the financial sector. Stringent regulation on standardization of agriculture products / exports in to the international markets Inadequate financing in agriculture sector Low value addition of agricultural commodities. High input costs due to high tax High interest rates on borrowing Tax on mobile money transactions / Use of ICT communication platforms High inflation rates Volatile foreign exchange market Regional economic blocking 	<ul style="list-style-type: none"> Increased competition Lack of working capital Constraints of exports and low foreign currency inflow Low and uncompetitive productivity levels. Negative impact on foreign exchange inflow Expensive commodities produced and uncompetitive on domestic and international markets Cost of production high Low cash inflows Cost of business transaction high Increased cost of production Imports and exports expensive or costly Harmonization of trade policies Increased exchange for research and knowledge sharing
2.1.3 Social / Cultural factors	<ul style="list-style-type: none"> HIV/AIDS prevalence rate on increase among married couples and youth Unemployment high among the youth Women demand inheritance rights and lack of land for production High population rate on increase Poor infrastructure development in most parts of the country Male dominance in agricultural sector and registered land transactions and use Increasing land conflicts Cultural diversity 	<ul style="list-style-type: none"> Increased competition Lack of working capital among Small Holder Farming Community Constraints and low foreign currency inflows Low and uncompetitive production levels Impact on foreign exchange inflows Cost of production high Low cash inflows therefore making capital constraint Cost of running business high Increased cost of production therefore high commodity prices Imports and exports expensive Harmonization of trade policies Increased exchange for research and knowledge sharing.
2.1.4 Technological factors	<ul style="list-style-type: none"> Use of rudimentary tools for production Expensive modern equipment in agricultural sector ICT compliance and use in detection of fake agro-inputs Widening of band width of ICT use High technological advancement Inadequate and appropriate skills and knowledge among SHFs Increased technological research and development innovations and creativities Global pressures on the adoption of unfamiliar technologies e.g. GMOs 	<ul style="list-style-type: none"> Improved data analysis and communication Increased exchange of ideas and information Makes skills obsolete and continuous skills improvement and development Timely information dissemination and research output Enhanced Capacity building programs for SHFs. Negative impact on organic farming Increased chances of disease explosion e.g cancer and obesity

Factor	Impact	Implications
2.1.5 Legal factors	<ul style="list-style-type: none"> Public order management bill in place Anti-terrorism bill Anti-money laundering bill Rigorous and Rigidity of registration of NGOs/ CSOs Insurance policy in agriculture sector Organic policy Poor popularization and enforcement of legal reforms on quality of agricultural inputs A revisit of liberalization and privatization policy in agricultural sector 	<ul style="list-style-type: none"> Impacts negatively on the rights of expression and speech among NGOs/CSOs Constraints the flow of foreign exchange to NGOs/ CSOs activities Curtails on NGOs/CSOs association Risk and cost minimization among SHFs Increased exports of organic products on the international markets Flooding of markets with counterfeit agricultural inputs that impacts negatively on the SHFs household incomes hence poverty increase. Control of FDI that brings in dangerous technologies that have destroyed and polluted the environment
2.1.6 Ecological factors	<ul style="list-style-type: none"> Deforestation and wetland degradation Poor disposal of waste materials Landslide effects in some parts of the country Climate change impact in the agricultural sector 	<ul style="list-style-type: none"> Soil erosion and fertility reduction Global warming that has increased resistance on diseases and pests control Reduced agricultural output productivity Change in disease and pests dynamics Erratic weather conditions Biodiversity depletion
2.1.7 Gender factors	<ul style="list-style-type: none"> Dynamism of family farming roles, and attitude change among the communities (father, mother and children working together and sharing proceeds) 70% of women involved in plantation and agriculture 	<ul style="list-style-type: none"> Increased production of food stuffs and exports Improved household incomes Reduced domestic violence
2.1.8 Ethical factors	<ul style="list-style-type: none"> Unscrupulous traders colluding with government officials to allow in fake agro-inputs in the markets 	<ul style="list-style-type: none"> Low productivity Loss of both domestically and internationally markets Increased poverty levels Low quality commodities on markets Denial to enter international markets through exports of poor standardized commodities High costs in litigation leading to low profits and reputation damage.

2.2 SWOT Analysis of ACSA

The strength(S), weaknesses (W), opportunities (O) and threat (T) i.e. SWOT analysis is a diagnosis tool that looks at both the internal and external factors that pose either an advantage or disadvantage in the present and future operations of an institution: The table summarizes the SWOT analysis of ACSA

2.2.1 Strengths (S)	Strategies to enhance the Strengths(S)
<ul style="list-style-type: none"> • ACSA is functional and registered Advocacy Coalition for Sustainable Agriculture • ACSA has a well-defined structure including; ACSA board, Secretariat and MOs • ACSA has a competent staff and management team • ACSA a strong relationship with MOs in capacity building, linking MOs and exhibition partnerships • ACSA has a strong network of collaboration and partnership with MOs in capacity building, linking MOs and exhibitions. • Good working relationship with government and its agencies • Donor funding availability 	<ul style="list-style-type: none"> • To register as NGO in order to achieve its mandate to position it well among other CSOS that advocate and champion sustainable agriculture. • Enhance capacity building of the board, MOs, and secretariat staff so as to strengthen its position. • Enhance staff motivation, commitment and development through acquisition of necessary skills and knowledge so as to execute quality service delivery. • Strengthen more linkages, partnerships and alliances with other CSOS and development partners to achieve synergies in sustainable agriculture. • Strengthen capacity building of MOS and relationships that exist and also MOS strengthen leakages and partnerships with other development developmental partners. • Strengthen the existing cordial relationships with government and its agencies in joint budgetary planning, trade exhibitions and capacity building
2.2.2 Weaknesses (W)	Strategies to mitigate weaknesses
<ul style="list-style-type: none"> • ACSA and MOs financially constraint • Failure to involve shared programs with SHFs at grass root levels • Poor visibility and publicity up to grass root levels • Communication gaps within MOs • Capacity building gaps in financial, marketing and budgeting literacy • Inadequate staff and workforce • Inadequate workplace policies • Capacity building gaps at board level • Handling many programs at ago • Small membership base 	<ul style="list-style-type: none"> • Institutionalize ACSA stay at CARITAS • Resource mobilization and strengthen accountability strategy • Enhance membership partnerships and alliances • Develop a strong structure system and programming capacity • Carry out stake holder mapping • Develop policies and programmes at different levels of ACSA to strengthen its operations in order to realize its mandate • Documentation and registration of ACSA as NGO • Capacity assessment and building of MOs, ACSA, secretariat staff and board • Develop a communication strategy to enhance ACSA's awareness and visibility locally, regionally and internationally • Enhance advocacy strategy for MOs • Develop ACSA's strategic plan for effective and efficient direction of ACSA's programmes and activities so as to minimize loss of resources.

2.2.3 Opportunities (O)	Strategies to enhance the Strengths(S)
<ul style="list-style-type: none"> • Availability of long term partnerships with funders and donors • Availability of markets at local and international level for organic products • The national organic policy and other agricultural policies in place • Availability of space for engagement and policy advocacy • Availability of Strategic regional, political and economic blocks (COMESA EAC, SADCA, ECO WAS etc) • Existence of vocational/technical and higher institutions of learning for skilling and knowledge acquisition 	<p>Strengthen availability of long term partnerships with development funders and donors</p> <ul style="list-style-type: none"> • Develop new markets at local, regional and international levels for organic production • T continuously monitor and evaluate the relevance of the existing organic and other agricultural policies and those in the pipeline which will provide an enabling environment for ACS operational activates. • Harness the existence of available space for engagement at policy level • Collaboratively share programmes among regional economic blocks (e.g. COMESA, EAC, ECOWAS etc.) • There is room in higher institutions of learning for training more skilled man power in organic farming
2.2.4 Threats (T)	Strategies to enhance opportunities
<ul style="list-style-type: none"> • Increased competition for funding from other similar networks • GMO and bio-safety bills in offing • High taxes on agro-inputs, social media and mobile money transactions • Public order management and terrorism and money laundering bills • ACSA is being hosted by another institution • ACSA and its MOs being noncompliant to legacy registration process under NGO bills and URA TIN acquisition 	<ul style="list-style-type: none"> • Use ACSA registration status to lobby for funds and resources • Use existing institutions of higher learning to recruit competent staff to write proposals for funding purposes • Use of competent staff to carry out research to use in engaging the government in reviewing the agricultural policy for sustainable agriculture • Building the capacity of MOs so as to change their status quo. • Use ACSA registered status to mobilize for resources for acquiring an independent sponsor • Engage all stake holders in advocacy for ACSA status.

2.3 STAKEHOLDER ANALYSIS

Stakeholders are individuals, groups or institutions that may be affected by the strategic choices made by ACSA or can affect the outcome of the proposed strategies. ACSA stakeholders include;

- Government and statutory institutions (MAAIF, MTIC, NCST etc.)
- Relevant parliamentary committees
- Research institutions (NARO, IFPRI, IITA)
- Academia
- Private sector (seed companies, agrochemical suppliers, agro-input dealers and industry based associations such as UNADA, USTA and crop life Uganda).
- Civil Society Organisations
- Development partners
- Farmer organizations
- Farmer groups
- Individual farmers
- Media
- ACSA board
- ACSA staff
- Catholic church
- Local government

Table 2: Presents a summary of the actors and their respective expectations

Stake holders	Expectations from ACSA	ACSA expectations from stakeholders
Government and statutory institutions	<ul style="list-style-type: none"> • Good governance • Compliance with statutory laws and regulations • Quality service delivery • Increase visibility of ACSA through collaboration, partnerships and networks • Promote joint promotional activities 	<ul style="list-style-type: none"> • Formulation of policies that will govern sustainable agriculture • Enabling policy and regulatory environment • Facilitation of ACSA activities • Adequate funding of agricultural sectors • Initiating and implementing agricultural policies • Release of technology varieties • Inspection and certification of agro-inputs. • Monitor, inspect and evaluate activities in the agricultural sector • Establish sustainable subsystems to correct process and disseminate statistics and information • Support development of infrastructure in agricultural sector • Regulate and inspection of quality agriculture inputs • Control and manage diseases and pests

Table 2: Presents a summary of the actors and their respective expectations

Stake holders	Expectations from ACSA	ACSA expectations from stakeholders
Relevant parliamentary committee	<ul style="list-style-type: none"> • Good governance • Contribution to policy and budgetary formulation for sustainable agriculture • Contribution to biodiversity and bio safety laws • Influence change in their communities 	<ul style="list-style-type: none"> • Support in formulation of policies and laws that favor sustainable agriculture • Financial support and contribution to ACSA activities • Enforce budgetary increase to agricultural sector • Information dissemination • Monitoring of public service delivery • Influence, enforcement of budgetary increase in the agricultural sector
Research Institutions	<ul style="list-style-type: none"> • Promotion of technologies and varieties to member organisations (MOs) • To promote certification standards of technologies to MOs. • Education and outreach programs on environment management. • Building strong partnerships to secure sustainable agriculture 	<ul style="list-style-type: none"> • Support in formulation of policies and laws that favor sustainable agriculture • Financial support and contribution to ACSA activities • Enforce budgetary increase to agricultural sector • Information dissemination • Monitoring of public service delivery • Influence, enforcement of budgetary increase in the agricultural sector • Provision of adequate information to improve sustainable agriculture • Promotion of technologies that provide high yields to member organizations • Technical and scientific advice to member organisations (MOs)
Academia	<ul style="list-style-type: none"> • Promote programs of activities that lead to community capacity building among MOs • Adoption of evaluation models to improve sustainable agriculture among MOs • Participate in publications of journals and research findings. • Training SHFs in managerial and administrative programs • Carry out research technological development 	<ul style="list-style-type: none"> • Establishment of productive and collaborative relationships that support ACSA mandate. • Holding annual conferences and workshops and seminars on sustainable agriculture. • Enhance public private partnership collaborations in research activities and information dissemination
Private Sector	<ul style="list-style-type: none"> • Promotion of approved certified standards of in-puts among MOs. • Inform MOs on price changes • Inform MOs on new technologies introduced in the markets. • Value addition • Trade, commerce and manufacture of agro-inputs 	<ul style="list-style-type: none"> • Adhere to sound business policies and procedures. • Training on product use • Provision of literature to support product quality • To avoid counterfeits in the market. • Network and linkage in joint advocacy in policy change

Civil society organizations	<ul style="list-style-type: none"> • Collaborations and partnerships in advocacy programs • Mobilization of resources for SHFs • Capacity building of SHFs 	<ul style="list-style-type: none"> • Strengthen partnerships and relations in advocacy programs
Development Partners	<ul style="list-style-type: none"> • Effective accountability of funds and other resources • Effective coordination of MOs to improve access to services • Funding obligations fulfilled 	<ul style="list-style-type: none"> • Provision of support and funding of ACSA programs
Farmer organization	<ul style="list-style-type: none"> • Use the ideas and techniques acquired profitably • Increased production capacities • Market support provisions • Mobilization of SHFs and MOs 	<ul style="list-style-type: none"> • Effective mobilization of resources from funders and donors • Research and information dissemination • Documentation of key innovations and technologies • Creation of awareness programs
Farmer groups	<ul style="list-style-type: none"> • Use the ideas and techniques acquired gainfully and profitably • Bring farmers together through networking and collaborations • Advocacy, information sharing and dissemination • Promote appropriate technologies 	<ul style="list-style-type: none"> • Effective mobilization of resources from funders and donors • Platform for fundraising and advocacy • Momentum for advocacy • Benchmarking for best practices
Farmer groups	<ul style="list-style-type: none"> • Use the ideas and techniques acquired gainfully and profitably • Bring farmers together through networking and collaborations • Advocacy, information sharing and dissemination • Promote appropriate technologies 	<ul style="list-style-type: none"> • Effective mobilization of resources from funders and donors • Platform for fundraising and advocacy • Momentum for advocacy • Benchmarking for best practices
Individual farmers	<ul style="list-style-type: none"> • Use the ideas and techniques acquired gainfully and profitably • Experiment best farming practices 	<ul style="list-style-type: none"> • Effective mobilization of resources from funders and donors collaboration • Collaboration for demonstration sites
Media	<ul style="list-style-type: none"> • Mobile MOs through partnerships • Publicity of agriculture programs • Wide coverage of information 	<ul style="list-style-type: none"> • Disseminate news and information to MOs • Strongly build the image and reputation of ACSA • Creation of awareness in the public domain • Regular and timely updates concerning ACSA and MOs programs and activities • Lobby markets for agricultural products
ACSA Board	<ul style="list-style-type: none"> • Achievement of its mandate • Provide regular feedback on the performance • Monitor secretariat performance • Provide technical advise • Policy formulation and implementation • Public relations for image and reputation management 	<ul style="list-style-type: none"> • Improve governance • Streamline organizational policies • Initiate documentation for policy approval • Develop and submit performance reports • Provide funding strategies

ACSA Staff	<ul style="list-style-type: none"> • Commitment and passionate of MOs needs and wants • Avail resources for implementation for ACSA strategies • Provide support and guidance in the recruitment of MOs 	<ul style="list-style-type: none"> • To be highly motivated for better performance
Catholic Church	<ul style="list-style-type: none"> • Service delivery • Publicity platform • Fundraise for ACSA and MOs activities and programs • Mobilization and communication through catholic church structures 	<ul style="list-style-type: none"> • Engage church leadership in ACSA advocacy programs • Engage Caritas departments as MOs
Local Government	<ul style="list-style-type: none"> • Encourage MOs to establish Memorandum of Understanding (MOUs) within respective LGs • Involve LGs in monitoring and evaluation of MOs activities • Participate in LG planning and budgeting, conferences and workshops • Provide accountability to LG administration and management 	<ul style="list-style-type: none"> • Registration of MOs • ACSA annual subscription payments • Compliance to tax regime • Compliance to laws, regulation, decrees and bye-laws • Local Government(LG) budgeting process and development • Monitoring MOs activities



3.0 Introduction

The strategic posting of ACSA is to advocate and lobby for policy change and formulation in the agriculture sector for promoting sustainable agriculture: This positioning enables ACSA to perform its mandate by spearheads more government support and more private investment in the agriculture sector, the mobilization of resources, collaboration and advocacy that enhances member organization interests and play a critical role of enhancing increased food security, nutrition and income at household levels.

3.1. Strategic Framework

The strategic direction of ACSA includes vision, mission, values, strategic goals and strategies.

3.2. Vision

- Small holder farmers living in a sustainable environment

3.3. Mission

- Empower civil society organisation (CSOs) working with small holders farmers to advocate for favourable agrarian policy environment for sustainable community.

3.4. Core Values: SCEPTLE

ACSA will be guided by the following core values;

3.4.1 Spirituality

God is able in all we do.

3.4.2 Commitment

All employees of ACSA are dedicated and committed to its vision, mission and objectives. This entails being loyal and faithful mandate at all times

3.4.3 Empathy

We must always understand, respect and encourage inclusiveness of our member organizations. We strive to treat them well as we would like to be treated.

3.4.4. Professionalism

We embrace work ethics in provision of all services we offer.

3.4.5 Transparency

We embrace honesty, truthfulness, accountability and integrity in all our engagements

3.4.6 Love and care

We love and care and love for the earth, water and air as well as a strong commitment towards our Member Organizations. (MOs) towards community-driven programs that provide tangible solutions to the country's social and economic needs which support ACSA

3.4.7 Equal participation

We acknowledge and continuously strengthen unity of purpose as an important ingredient with our environment. We embrace collective responsibility for the efficient delivery of services.

3.5. ACSA's Focus Areas

ACSA to accomplish its vision, mission six strategic focus areas have been identified for the next five year plan. The Strategic focus areas are listed below;

- Advocacy and lobbying
- Research and documentation
- Capacity building of member organizations (MOs)
- Capacity building of ACSA secretariat
- Networks and Partnership Building

3.5.1 Advocacy and lobbying

Engaging ACSA's stakeholders at various levels in policy and advocacy processes requires critical collective action that results in change of agricultural policy for sustainable agriculture. ACSA will create regular events and platforms to stimulate debate and deliberation on social- economic affairs affecting small holder farmers and their well beings. The major essence of agriculture policy engagement, lobbying and advocacy is to create an enabling environment for ACSA member organizations involved in sustainable agriculture. Therefore, ACSA will;

- Lobby development partners, agencies and government to increase funding in the agriculture sector, and lobby financial institutions to avail financial inclusiveness to its MOs.
- Organize international, national, regional conferences and workshops for stakeholder deliberate critical issues for policy advocacy in agriculture sector.
- Organize opinion leaders, small holder farmers and other stakeholders to regularly strategize on agricultural policy and advocacy concerns.

3.5.2 Research and Documentation

ACSA's functions and roles is to undertake Research & Development. ACSA endeavors to venture into this area in order to increase stock of knowledge to devise new applications and techniques.

Additionally, ACSA needs to collaborate with academia and other entities to undertake or support research on the impact of climate change, and weather change patterns on sustainable agriculture.

ACSA to promote and engage MOs in research and documentation as well the use of research results in Technology development and transfer. This will inform the advocacy work of the secretariat and inform policy decision makers.

3.5.3 Capacity building of member organizations (MOs)

ACSA's role is to conduct ongoing technical assistance or support in sustaining network collections along its MOs. Building capacity of ACSA secretariat requires the following approaches;

- Build capacity of MOs in advocacy and development advocacy strategy
- Train network members in the use and presentation of data.
- Support or invite network participation in technical seminars, conferences, or briefings at the national and international levels.
- Support or unite network participation in technical seminars, conferences, as briefings at the national and international levels.

3.5.4 Capacity building of ACSA secretariat

While there are many skilled human resources in the country, the ACSA secretariat lacks skilled staff in key positions. To meet the human resource supply gaps the secretariat shall carry out staff audit to determine the level of human resource requirements to enhance resource capacity. ACSA supreme organ is the General Assembly (GA) as spelt out in the memorandum and articles of association.

The GA is charged with the responsibility of setting policies for ACSA. The General Assembly appoints the Board and the Board in turn appoints management. ACSA Board plays a fairly active role in guiding the organization's activities with a clear understanding of roles and responsibilities. Although ACSA's structure is based on its membership approach, the implementation rate has been hampered by lack of adequate resources to achieve its role.

In order to develop its secretariat capacity, ACSA should identify knowledge and skills, roles and responsibility gaps and then put together training needs assessment coupled with an annual training plan.

3.5.5 Network and partnership

ACSA networking and coalition partnership have important capabilities for mobilizing political will, influencing policy and financing programs. Through strong networks and partnerships with various stakeholders nationally, regionally and internationally will leverage ACSA and shepherd her collective voice toward sustainable agriculture policy, create synergies among MOs, share information, ideas and resources and combine efforts to more efficiently plan and implement joint advocacy campaigns.

3.6 Strategic Focal areas, objectives and actions

ACSA's work in the coming five years will be pursued through the following strategic objectives and strategies.

3.6.1 Table 3: Strategies under advocacy and lobbying

Focus Area 1: Advocacy and Lobby Strategic objective 1: Improve capacity of MOs in advocacy and lobbying	
Strategy 1	Review and update the existing advocacy strategy for ACSA secretariat and MOs.
Strategy 2	Capacity building at secretariat and MOs levels in Advocacy and lobbying
Strategy 3	Continuous review of agrarian and other related policies
Strategy 4	Develop stakeholder mapping and engagement strategies
Strategy 5	Develop strategies for ACSA to evolve into a strong advocacy and lobbying institution for Sustainable agriculture with its own home

3.7.2 Table 4: Strategies under research and documentation

Focus Area 2: Research and Documentation Strategic Objective 2: Institutionalize effective research and documentation	
Strategy 1	Assess research needs
Strategy 2	Build capacity of MOs to carry out research and dissemination of result
Strategy 3	Develop R & D capacity
Strategy 4	Develop a documentation and communication strategy (i.e. prolife farmer innovation and research policy)
Strategy 5	Strengthen capacity of MOs in reporting, information sharing and use of ICT.
Strategy 6	Developing a data bank for innovations.

3.7.3: Table 5: Strategic actions under capacity building of member organizations (MOs)

Focus Area 3: Capacity Building of Member organization (MOs) Strategic Objective 3: Strengthen institutional capacity for MOs for effective membership	
1	Strengthen capacity support of MOs in resource mobilization
2	Establish Income Generating Activities
3	Develop a joint proposal writing framework
4	Build the capacity of MOs to change status quo.
5	Undertake organizational strategic plan
6	Conduct regular review of strategic plan
7	Develop Advocacy strategy for MOs

3.7.4: Table 6: Strategic actions under capacity building of ACSA secretariat

Focus Area 4: Capacity Building of ACSA secretariat Strategic Objective 4: To strengthen organizational capacity of ACSA	
1	Develop a communication strategy in place
2	Develop and review ACSA policies
3	Develop an advocacy strategy
4	Develop a resource mobilization
5	Strengthen board and staff capacity

3.7.5: Table 7: Strategic actions under network and partnership

Focus Area 5: Network and partnership Strategic Objective 5: To create an enabling environment for public and private sector interface in the promotion of sustainable agriculture	
1	Conduct ACSA stakeholder mapping
2	Review ACSA registration with NGO bureau
3	Conduct exhibitions and market linkages
4	Undertake collaborative research and innovation
5	Undertake publicity and information dissemination
6	Develop guidelines to enable formalization and network operations
7	Organize regular foras, workshops and conferences

4.1 Introduction

In order to implement this plan effectively, ACSA will continue to address structural bottlenecks identified in the SWOT analysis so as to enhance staff capacity in delivery of its mandate.

The ACSA will also make wide stakeholder consultations to promote innovation, creativity and professionalism towards realization of the strategic plan. Departments will develop their individual work plans that fit well in the current strategic plan as shown below in the implementation plan.

4.2 Governance and Management

The success in implementing of this Strategic Plan requires a good governance and management structure. According to the ACSA Memorandum and Articles of Association, the established governance organs include; General assembly, Board of Directors, Secretariat ACSA Member Organisations, Stakeholders, Networking partners and Affiliates. Annex two provides a proposed ACSA organisation structure that is responsible for the governance, management and implementation of the Strategic Plan.

The General assembly is composed of all ACSA member organisations as defined by ACSA Memorandum and Articles of Association and membership Policy. The Board of Directors comprise of elected representatives from ACSA MOs and any co-opted technical person as deemed necessary, ACSA membership, Stakeholders, Affiliates and networking partners will be coordinated by the Secretariat that will have a National Coordinator and also in charge of Strategic Partnerships, Policy and Advocacy Officer, Research / Documentation Information management / M & E Officer and ACSA Member Organisations, Stakeholders, Networking partners and Affiliates and Accountant/ Administrative Assistant. All the activities of ACSA Strategic Plan will be carried out in collaboration with other Stakeholders at different levels and these include; Likeminded CSOs, Local government, Line Ministries, and government agencies. On the hand ACSA will be affiliated to national regional and Internal organisations with who the share similar objectives to gunner efforts towards collective action .and lastly ACSA will build partnerships with donors and networks for complementarity.

4.3 Risk Management

There are several risks to which ACSA is likely to be potentially exposed to during the implementation of this Strategy, including the timely availability of resources. ACSA needs to be intelligent about the risks it must take to gain and sustain competitive advantage, as well as the risks that must be avoided to protect its niche. Some of the risks/risk factors to be considered are as outlined below.

(a) Organizational efficiency and effectiveness: ACSA is operating in an increasingly competitive and congested institutional landscape, with both competitive and collaborative pressures. Therefore, how the new ACSA organizes itself to ensure relevance and adequate capacity to implement the Strategy is of critical importance. Efforts will be needed to eliminate duplication of efforts, ensure cost-effectiveness in programme execution and delivery of products and services (“value for money”); as well as functionality of implementation procedures and systems.

b) Resistance to change: As the repositioned ACSA unfolds, there is bound to be resistance to change because of the “fear of the unknown”. Resistance to change may itself result in failure or delay in implementation of the Strategy.

(c) Financial integrity: Financial management operational risks due to inadequate and inappropriate systems affect an organizations capacity to deliver products and services to clients’ satisfaction, in addition to the organizations financial integrity. This in effect causes business volatility, as well as greater demands for corporate accountability by stakeholders. The loss of integrity rating may cause sudden unexpected decrease inflows into the organization. This affects the liquidity position and in turn, an organizations ability to implement its plans.



5.1 Introductions

This section indicates the funding requirements for implementing and executing the strategic interventions highlighted in the preceding chapters.

5.2 Funding Plan

ACSA strategic plan will be financed by the proposed estimated budget as shown in the table 7 below:

5.3. Funding Sources

Adequate and timely implementation of the Strategic plan calls for a clear fundraising strategy to generate the desired financial resources. ACSA will collaborate with the following at local, national and international levels to widen the financial bases, Donor agencies, Membership fees, Joint implementation of activities with networks and CSOs; Own generated income from sale of some ICT materials

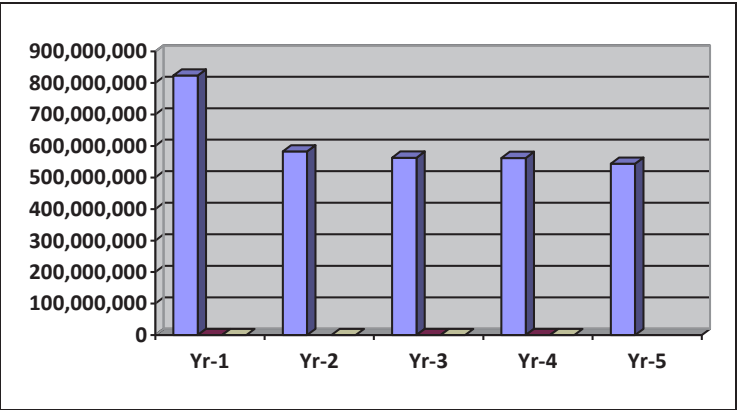
Table 8: A description of ACSA Strategic Objective estimated revenue and sources of funding

NO.	Strategic Objective	Required Funding (Ug. Shs)	Source of Funding
1	ACSA member organisations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.	1,087,000,000	Grants Membership subscription Members Organisation
2	ACSA member organisations (MO) have improved their capacity to access, generate and disseminate research and farmer based innovation for evidence based advocacy at local and national level	387,000,000	Grants Membership subscription Members Organisation
3	Strategic partnership and coordination among ACSA member organizations and other stakeholders for collective action towards improved service delivery to smallholder farmers is enhanced at local and national level	206,000,000	Grants Membership subscription Members Organisation
4	ACSA member organizations have enhanced their capacity to support smallholder farmers towards improved access to reliable and profitable markets.	217,000,000	Grants Membership subscription Members Organisation
5	ACSA secretariat is providing effective services to the member organisations (MOs)	1,177,657,000	Grants Membership subscription Members Organisation
Totals		3,074,657,000	

Table 9: A description of ACSA Strategic Objective estimated revenue and sources of funding

Strategic Objective	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Strategic Objective 1: ACSA member organisations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.	263,800,000	210,800,000	192,800,000	218,800,000	200,800,000	1,087,000,000
Strategic Objective 2: ACSA member organisations (MO) have improved their capacity to access, generate and disseminate research and farmer based innovation for evidence based advocacy at local and national level	85,000,000	74,000,000	80,000,000	74,000,000	74,000,000	387,000,000
Strategic Objective 3. Strategic partnership and coordination among ACSA member organizations and other stakeholders for collective action towards improved service delivery to smallholder farmers is enhanced at local and national level	46,000,000	40,000,000	40,000,000	40,000,000	40,000,000	206,000,000
Strategic Objective 4: ACSA member organizations have enhanced their capacity to support smallholder farmers towards improved access to reliable and profitable markets.	37,000,000	53,000,000	53,000,000	37,000,000	37,000,000	217,000,000
Strategic Objective 5 ACSA secretariat is providing effective services to the member organisations (MOs)	37,000,000	53,000,000	53,000,000	37,000,000	37,000,000	217,000,000
Totals	823,457,000	582,800,000	562,800,000	561,800,000	543,800,000	3,074,657,000

Figure 1: Trend of ACSA anticipated resource base



6.1 Introduction

Strategic plans with strong monitoring and evaluation function tend to stay on track. This facilitates early detection of problems and reduces the likelihood of having major cost overruns or time delays during implementation. Good planning combined with effective monitoring and evaluation can play a major role in enhancing the effectiveness and efficiency of interventions. This section describes how monitoring, evaluation, and reporting will be planned for and conducted.

6.2 M&E System

ACSA shall develop and operationalize a continuous participatory and rigorous monitoring and evaluation (M&E) system capable of tracking the implementation of the strategic result areas under each thematic area. The M&E system shall include (i) Development and utilization of appropriate M&E tools and instruments; (ii) Continuous internal monitoring; (iii) Regular external independent evaluations and audits; (iv) Feedback, information sharing and learning; (v) Capacity building and indicators harmonization; and (vi) Periodic progress reporting.

The actual performance of various administrative levels will be monitored continually and evaluated at the end of the defined period against the agreed targets. At each point of evaluation of the performance and achievement of the strategic plan, management will use data and evidence generated to make decisions on resource allocations, human resource rationalization, review of priority, content and scope of the programmes and projects.

6.3 Monitoring

Monitoring will be an ongoing activity by ACSA staff, to track the use of inputs and outputs. Through monitoring, utilization and depletion of resources will be tracked by implementing departments, which at times will necessitate revision of work plans. Monitoring of ACSA Strategic Plan will be the responsibility of all staff guided by the M&E Office. The office will coordinate collection of M&E data, analyzing and reporting. It will provide technical support and facilitate M&E capacity building.

6.4 Reporting

Monitoring reports at department level and unit level will comprise

1. A narrative strategic plan implementation report plus a summary table that will be developed and filled every semester.
2. Contents of the narrative report will include, but not to be limited to;
 - a) The approved plan objectives and their target indicators at the relevant levels;
 - b) Approved results, to the respective strategic objectives
 - c) Achievements in terms of targets, the deviations in the planned targets and activities.

d) Constraints in the implementation of the Strategic Plan and any internal and external factors, which have affected implementation.

e) Proposed remedial actions and the proposals for solving the problems faced indicating clearly the planned activities to be carried out in the next period (Semester and academic year depending on the nature of the report)

There will be two reports per annum, one covering the first part of the year and the second one covering the second part of the year.

6.5 Evaluation

There will be two types of evaluation of the Strategic planning process; once every two and half years using internal evaluators and another one at the end using an external evaluation team. The internal and external evaluations will have similar ToR and will focus on;

- a) Assessing the reasons for success or failure of specific aspects of the Strategic Plan.
- b) Assessing whether the plan is achieving its objectives and targets.
- c) Assessing the adequacy of resources being mobilized to implement the strategic plan.



ANNEXES

ANNEX ONE: ACSA Log frame

LOGICAL FRAMEWORK FOR ACSAs PROJECT PROPOSAL 2019-2022

Project Outcomes	Objectives/	Outputs	Effect Indicators	Important Assumptions
1. ACSA member organisations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		<ul style="list-style-type: none"> SHFs are mobilized to participate in budget and policy processes and to monitor them SHFs are aware of the budget cycle and content of the relevant policy issues SHF demand relevant service providers (government ministries and agencies, CSOs and district local government) for popular versions and pictorials of relevant policies and documents MOs are trained in budget cycles and relevant content of agrarian policies MOs have the capacity to identify and develop issues to feed into the policy and budget processes in order to improve the conditions for sustainable farming ACSA representatives participate in national agrarian policy development for a ACSA representatives participate in policy analysis and position paper development at national level 	<ul style="list-style-type: none"> No. of MOs and SHF who have participated in agrarian policy and budget processes at local and national level No. of policy review processes, by-laws, ordinances, regulations engaged in/ or passed with the input of ACSA interventions Percentage increase in relevant* sub-sectors of the agricultural national budget (ex. water for production, extension, inputs, organic farming etc.) No. of relevant* issues prioritised for funding in both the national and local government budgets 	<ul style="list-style-type: none"> Timely release of funds by the national treasury The political situation remains conducive for participation of CSOs and SHFs in relevant national decision making processes Willingness of local governments to allow for participation in budgeting processes

Project Objectives/ Outcomes	Outputs	Effect Indicators	Important Assumptions
2. ACSA member organisations (MO) have improved their capacity to access, generate and disseminate research and farmer based innovation for evidence based advocacy at local and national level	<ul style="list-style-type: none"> MOs are linked to research institutions (i.e. NARO, Universities etc) MOs are trained in documentation and patenting MOs identify and document farmer based innovations and best practices MOs identify joint issues for research to be carried-out, disseminated and patented by ACSA secretariat at national and regional level Experience sharing and dissemination by using different media is supported 	<ul style="list-style-type: none"> No. of topics generated at MO and farmer level for research No. of studies and innovations documented and disseminated No. of studies used for advocacy activities No. of studies that have been upscaled and mainstreamed in extension services by other partners Changes that were generated by evidence based advocacy (ex. policy processes, by-law regulations, prioritisation of appropriate technologies etc.) 	<ul style="list-style-type: none"> Research institutions are willing to support farmer based innovations and use of indigenous knowledge
3. Strategic partnership and coordination among ACSA member organisations and other stakeholders for collective action towards improved service delivery to smallholder farmers is enhanced at local and national level	<ul style="list-style-type: none"> MOs have organised engagement frameworks (platforms, workshops, seminars) to develop joint advocacy and lobbying strategies for improved service delivery together with other MOs and stakeholders at local, national and international levels MOs have the capacity to adhere to national compliance issues (filing annual returns etc.) ACSA secretariat has established strategic partnerships at national and international level to support ACSAs advocacy work 	<ul style="list-style-type: none"> No. of relevant* stakeholders identified and engaged in collective action with ACSA at national and international level No. of memorandum of understanding signed in respect to improved service delivery to smallholder farmers No. of genuine input providers and service providers profiled and linked to the SHF and MOs No. of engagements (fora, seminars, dialogues, exhibitions, meetings) held with partners and stakeholders at MO and ACSA secretariat level No. of affiliations of ACSA MOs and Secretariat to other platforms 	<ul style="list-style-type: none"> Willingness of other stakeholders to participate in joint activities Quality inputs are available on the market

Project Outcomes	Objectives/	Outputs	Effect Indicators	Important Assumptions
4. ACSA member organisations have enhanced their capacity to support smallholder farmers towards improved access to reliable and profitable markets.		<ul style="list-style-type: none"> MOs and their farmer groups have a source of information on market prices and enterprises on the different markets (local, national, international) MOs and their farmer groups identify profitable enterprises for collective farming MOs train SHF in value addition and link them to partners for equipment MOs are trained on quality assurance standardization, certification and participatory guarantee systems MOs and SHFs organise and participate in exhibitions at local, regional and national levels 	<ul style="list-style-type: none"> No. of MO farmer groups involved in profitable collective marketing activities No. of MO SHF and SHF groups selling value added agricultural products on the market by type of product No. of Memorandum of Understanding (MoUs) signed between MO farmer groups and buyers/traders. No. of storage facilities for collective marketing established No. of MO farmer groups using electronic market information systems No. of MO farmer groups selling certified products No. of SHF and MOs participating in agricultural exhibitions 	<ul style="list-style-type: none"> Willingness of farmers to do collective marketing Willingness of farmers to adhere to quality standards

Project Outcomes/ Objectives	Outputs	Effect Indicators	Important Assumptions
5. ACSA secretariat is providing effective services to the member organisations (MO	<ul style="list-style-type: none"> ACSA Board, thematic committees and AGM meetings are regularly organised and documented ACSA Board is effective in supervising, assessing and advising the operations of the secretariat ACSA secretariat is disposing of qualified staff ACSA secretariat is sufficiently equipped to deliver appropriate services at regional and national level ACSA secretariat and MOs use relevant operational policies and strategies (fundraising strategy, communication strategy, advocacy strategy, strategic plan, membership policy, code of conduct) ACSA secretariat applies an effective M&E system for project steering 	<ul style="list-style-type: none"> Level of satisfaction of MOs with services of ACSA secretariat No. of joint engagements between ACSA secretariat and MOs (exhibitions, exposure, meetings etc.) Operational systems and policies are in place and implemented Results from the staff appraisal of ACSA Secretariat operated by ACSA Board on a regular basis No. of well documented engagements of ACSA Board Regularity of ACSA AGM 	<ul style="list-style-type: none"> Funding organisations continue to support ACSA and sustainable agriculture related projects of the member Organisations

ANNEX TWO: Implementation Plan for ACSA Year 2019 – 2023

Project Objectives	Result Areas	Activities	Time frame					Responsibility Center	
Objective 1: ACSAs member organisations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.	1.1 MOs and SHFs are aware of the budget cycle and content of the relevant policy issues	1.1.1 Organise and conduct regional budget analysis fora	✓	✓	✓	✓	✓	ACSA Secretariat	
		1.1.2 Media awareness campaigns about budget cycle and relevant agrarian policies(Newspaper pull out, TV and radio Talk shows)	✓	✓	✓	✓	✓	ACSA Secretariat	
		1.1.3 Develop, publish and disseminate sub sector specific budget analysis position papers (Climate change issues, agriculture, marketing , research and agro inputs)	✓	✓	✓	✓	✓	ACSA MOs	
		1.1.4 Develop , publish and disseminate a summary pager on relevant agrarian policies under seed, Environment ,climate change , Water for production, organic , extension & mechanization	✓	✓	✓	✓	✓	Farmers	
	1.2 MOs and SHFs are mobilized to participate in budget and policy processes and to monitor them	1.1.5 Policy engagement meetings with relevant ministries(MAAIF, MTIC, MWE, MoL,	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		1.2.1 Organise regional budget and policy for a	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MAAIF
		1.2.2 Support MOs & SHFs Participation in Pre & post budget analysis and monitoring at local and National levels	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MAAIF
		1.2.3 Training local governments in developing and implementing byelaws	✓	✓					ACSA Secretariat, Board

		1.4.6	Develop and publish Policy analysis papers to follow up passed policies & update MOs on the loss and wins(Seed policy, Climate Change Policy, Environment, Genetic engineering, Irrigation and mechanization policies)	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.4.7	Develop and publish paper realigning the national budget with ASSP, NDP and vision 2040	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.4.8	Translate budget cycle charts in four local languages	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.5	MOs have the capacity to identify and develop issues to feed into the policy and budget processes in order to improve the conditions for sustainable farming	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.5.1	Training MOs & SHFs in Issue identification and prioritization at regional levels	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.5.2	Training MOs & SHFs in Documentation and storytelling of best practices and success stories)at regional levels							ACSA Secretariat,
		1.5.3	Training MOs in position paper development to feed the budget activities regional levels(local Issues)	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.6	ACSA representative s participate in national, regional & International agrarian	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
		1.6.1	Support Policy engagement meetings with relevant ministries (MAAIF, MTIC, MWE, and MoL, at national, regional & international levels (ASWG etc.)	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
		1.6.2	Organise quarterly CSOs ASWG meeting to prepare, plan and evaluate the national level stakeholders' meetings	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs

Objective 2: ACSA member organisations (MO) have improved their capacity to access, generate and disseminate research and farmer based innovation for evidence based advocacy at local and national level	policy development for a	1.6.3 Support IASAR preparatory activities and side events annually	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.6.4 Organise and Contribute to CSOs feedback and consultation meetings In every first quarter of the year to feed into ASWG meetings.	✓	✓	✓	✓	✓	ACSA Secretariat, Board, Committees
		1.7 ACSA representative s participate in policy analysis and position paper development at national level	✓	✓	✓	✓	✓	ACSA Secretariat,
		1.7.1 Position paper development in collaboration with other stakeholders (National Issues)	✓	✓	✓	✓	✓	ACSA Secretariat,
	2.1 MOs are linked to research institutions (i.e. NARO, Universities e.t.c.)	1.7.2 Policy engagement meetings with relevant ministries(MAAIF, MTIC, MWE, MoL, & other stakeholders	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
		2.1.1 Organise engagement meetings with research institutions	✓	✓	✓	✓	✓	ACSA Secretariat,
		2.1.2 Linkage with Universities and research institutions for further research into farmer innovations	✓	✓	✓	✓	✓	ACSA Secretariat, Board, Committees, MOs
		2.1.3 Develop a virtual platform for sharing research and innovations	✓	✓	✓	✓	✓	ACSA Secretariat, Board, Committees
	2.2 MOs are sensitized and trained in patenting laws	2.2.1 Sensitize and training MOs in patent and copyright related laws		✓				ACSA Secretariat,
		2.3 MOs identify and	✓	✓	✓	✓	✓	ACSA Secretariat,

document farmer based innovations and best practices	2.3.1	Undertake research on issues identified by MOs, Stakeholders and SHFs	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
	2.3.2	Profiling model farmers and Farms	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
	2.3.3	Documentations of MOs & SHFs innovations, Publication annually							ACSA Secretariat
	2.3.4	Popularise the best research of the year through National agriculture events	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	2.4.1	Profiling issues for joint research at national Levels							ACSA Secretariat, MOs
	2.4.2	Conduct joint research on priority national issues	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	2.4.3	Organize an annual Innovation and Research dissemination symposium at regional, national and international levels	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	2.4.4	Engage relevant stakeholders to implement the research recommendations	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	2.5.1	Training MOs and SHFs in media advocacy							ACSA Secretariat, Board, Committees
	2.5.2	Development of ICT materials, Posters, Manuals and DVDs	✓	✓	✓	✓	✓	✓	ACSA Secretariat
Experience sharing and dissemination by using different media is supported	2.5.3	Training MOs & farmers in the use of ICT materials							ACSA Secretariat
	2.5.4	Support MOs and SHFs to engage media (TV, Radio Newspapers at regional and national levels)	✓	✓	✓	✓	✓	✓	ACSA Secretariat

Objective 3: Strategic partnership and coordination among ACSA member organizations and other stakeholders for collective action towards improved service delivery to smallholder farmers is enhanced at local and national level			2.5.5 Exposure and exchange visit to share best practices of community seed systems, climatic change adaptation and mitigation, local level advocacy	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	3.1 MOs have organized engagement frameworks	3.1.1 Joint organization of Annual regional stakeholders meetings.	3.1.1	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
	(platforms, member workshops, seminars) to develop joint advocacy and lobbying strategies for improved service delivery together with other MOs and stakeholders at local, national and international levels	3.1.2 Linkage of MOs/SHFs to Local service providers	3.1.2	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs, DLGs
		3.1.3 Participate in National, regional and international for a	3.1.3	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
		3.1.4 Support MOs to participate in National and regional fora	3.1.4	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
	3.2 MOs have the capacity to adhere to national	3.2.1 Train MOs in national compliance issues (relevant Policies etc.)	3.2.1							Board
		3.2.2 Support MOs in institutional capacity development (organisational policies and documents)	3.2.2	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs

	compliance issues (filing annual returns etc.)									
Objective 4: ACSA member organizations have enhanced their capacity to support smallholder farmers towards improved access to reliable and profitable	3.3 ACSA secretariat has established strategic partnerships at national and international level to support ACSA's advocacy work	3.3.1 Subscribing to the different networks, fora at national, regional and international levels	✓	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		3.3.2 Joint organization of events and for a with other stakeholders	✓	✓	✓	✓	✓	✓	✓	ACSA Secretariat,
	4.1 MOs and their farmer groups have a source of information on market prices and enterprises on the different markets (local, national, international)	4.1.1. Provide Market information service through suasell marketing application	✓	✓	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
		4.1.2. Training MOs in the use of Online marketing services								ACSA Secretariat,
		4.1.3. Develop Marketing calendars annually								ACSA Secretariat,
		4.1.4 Develop a pager on minimum farm gate prices of key staple commodities seasonally for sharing in the virtual platform	✓	✓	✓	✓	✓	✓	✓	ACSA Secretariat,

markets.	4.2 MOs and their farmer groups identify profitable enterprises for collective farming & marketing	4.2.1 Training MOs and Farmers in enterprise selection						ACSA Secretariat, MOs
		4.2.2 Training MOs and Farmers in Collective marketing						ACSA Secretariat, MOs
		4.2.3 Organise MOs to establish regional organic market outlets						ACSA Secretariat, MOs
	4.3 MOs train SHF in value addition and link them to partners for equipment	4.3.1 MOs train SHF in postharvest handling and value addition						ACSA Secretariat, MOs
		4.3.2 Linkage of MOs to other service providers to access simple agroprocessing equipment	✓	✓	✓	✓	✓	ACSA Secretariat, MOs
		4.3.3 Training MOs in Financial literacy			✓		✓	ACSA Secretariat, MOs
	4.4 MOs are trained on quality assurance standardization, certification and participatory guarantee systems	4.4.1 Training MOs in quality standardization, certification and participatory guarantee systems at regional levels						ACSA Secretariat
		4.4.2 Link MOs to local certification companies and institutions	✓	✓	✓	✓	✓	ACSA Secretariat
	4.5 MOs and SHFs organize and	4.5.1 Support MOs to participate in National agriculture related exhibitions (Jinja UMA, and Nambooke).	✓	✓	✓	✓	✓	ACSA Secretariat

	participate in exhibitions at local, regional and national level	4.5.2 Support MOs to organise annual Regional exhibitions to build local markets of organic products	✓	✓	✓	✓	✓	✓	ACSAs Secretariat, MOs
Objective 5: ACSAs secretariat is providing effective services to the member organisations (MOs)	5.1 ACSAs Board, thematic committees and AGM meetings are regularly organised and documented	5.1.1. Organise board meetings on quarterly basis.	✓	✓	✓	✓	✓	✓	ACSAs Secretariat
		5.1.2. Institute functional thematic committee and hold quarterly committee meetings	✓	✓	✓	✓	✓	✓	ACSAs Secretariat, Board
		5.1.3 Organise annual partners' forum/ AGM	✓	✓	✓	✓	✓	✓	ACSAs Secretariat, Board
		5.1.4 Organise annual board reflection meetings/ retreat	✓	✓	✓	✓	✓	✓	ACSAs Secretariat
	5.2 ACSAs Board is effective in supervising, assessing and advising the operations of the secretariat	5.2.1 Biannual board monitoring visits	✓	✓	✓	✓	✓	✓	ACSAs Secretariat
		5.2.2 Support the board in developing Board Charter, Code of conduct and other relevant board operational instruments	✓						ACSAs Secretariat, Board
	5.3 ACSAs secretariat is disposing of qualified staff	5.3.1 Recruitment and orientation of staff	✓						Board
		5.3.2 Remunerate ACSAs Secretariat staff to undertake duties	✓	✓	✓	✓	✓	✓	
		5.3.3 Training and exposure of ACSAs secretariat staff Lobbying and advocacy, M&E and other relevant areas	✓	✓	✓	✓	✓	✓	ACSAs Secretariat, Board
		5.3.4 Conduct annual staff appraisals	✓	✓	✓	✓	✓	✓	Board

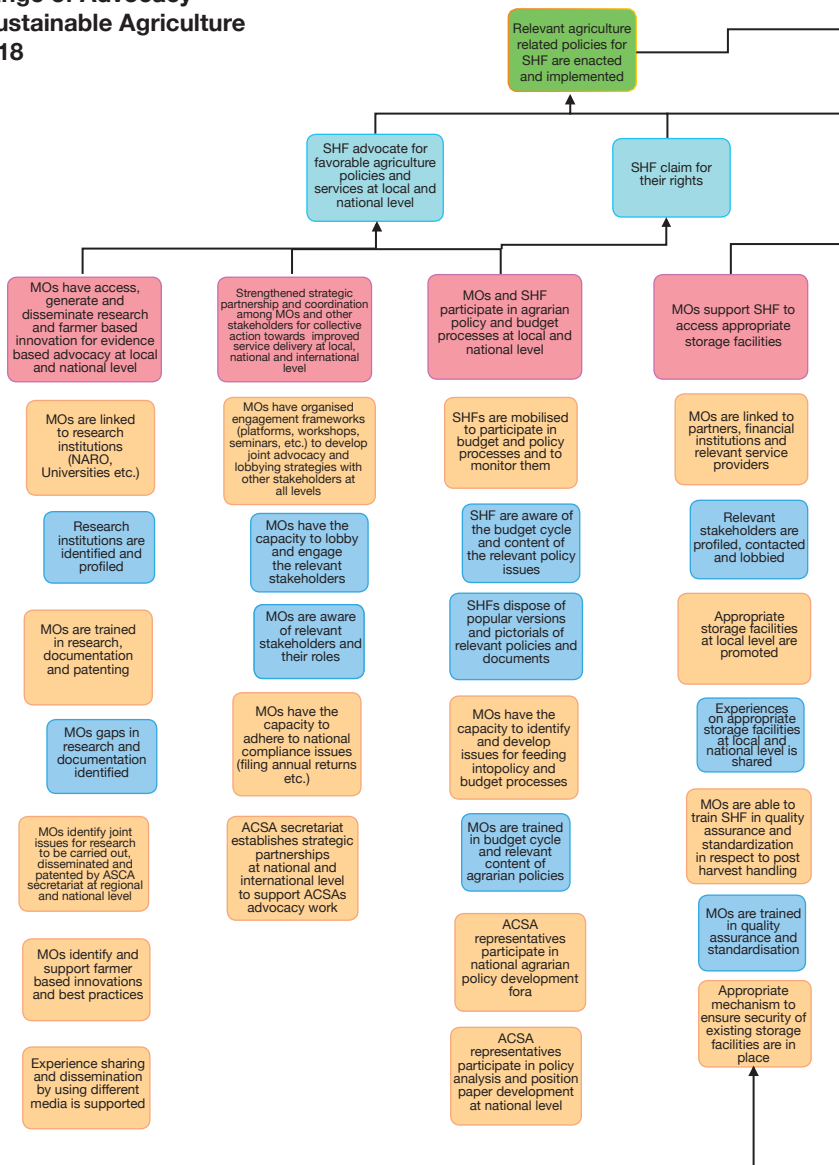
5.4 ACSA secretariat is sufficiently equipped to deliver appropriate services at regional and national level	5.4.1. Hiring of office space.	✓	✓	✓	✓	✓	ACSA Secretariat
	5.4.2. Office Furnishing (Cabinets, chairs, Tables, desk top computers, laptop, board room furniture, projector, Camera, Projector screen etc.	✓					ACSA Secretariat
	5.4.3. Facilitate the running of ACSA office (water, electricity, internet, stationery & support staff)	✓	✓	✓	✓	✓	ACSA Secretariat
	5.4.4 Put in place and regularly update website, internet, social media platforms	✓	✓	✓	✓	✓	ACSA Secretariat
	5.4.5 Support the secretariat with a vehicle to effectively implement activities at national and regional levels	✓					ACSA Secretariat
5.5 ACSA secretariat and MOs use relevant operational policies and strategies (fundraising strategy, communication strategy, advocacy strategy, strategic plan, membership policy, code of conduct)	5.5.1 Training of ACSA secretariat and MOs in developing relevant institutional policies	✓					ACSA Secretariat
	5.5.2 Develop operational policies and instruments for the secretariat (human resource Policy, fundraising strategy, communication strategy, advocacy strategy, strategic plan, membership policy, Sustainability strategy, code of conduct, Board charter)	✓	✓	✓	✓	✓	ACSA Secretariat, board
5.6 ACSA secretariat applies an effective M&E system for project steering	5.6.1 Training ACSA staff and MOs in M&E	✓					ACSA Secretariat, board
	5.6.2 Setting up an M&E system for ACSA	✓					ACSA Secretariat, board
	5.6.3 Quarterly follow up visits of ACSA MOs	✓	✓	✓	✓	✓	ACSA Secretariat, board
	5.6.4 Bi annual follow up visit of board members among ACSA MOs	✓	✓	✓	✓	✓	ACSA Secretariat, board

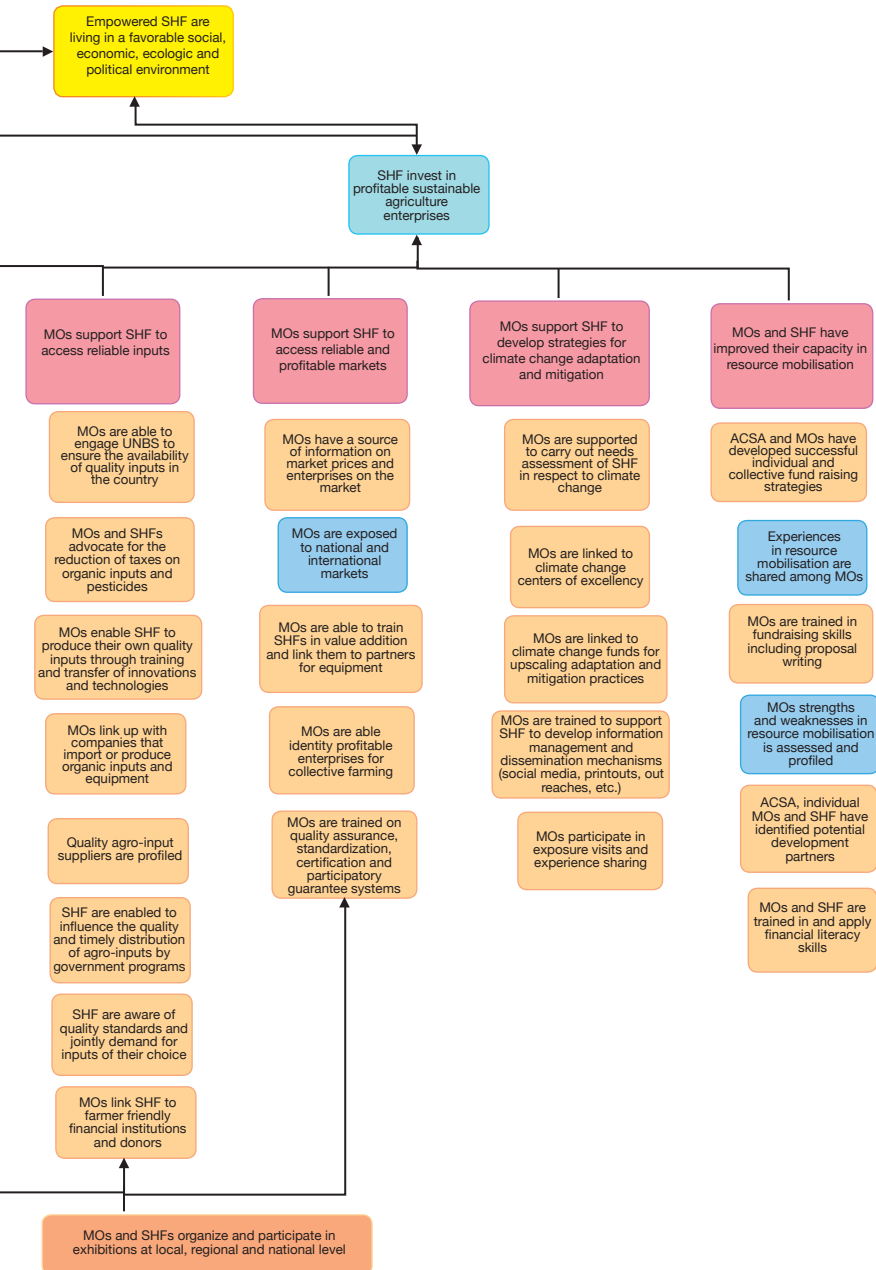
ANNEX THREE: ACSA Theory of change

The ACSA theory of change is based on following strategies and approaches embedded in ACSA Project Objectives, Outputs and activities

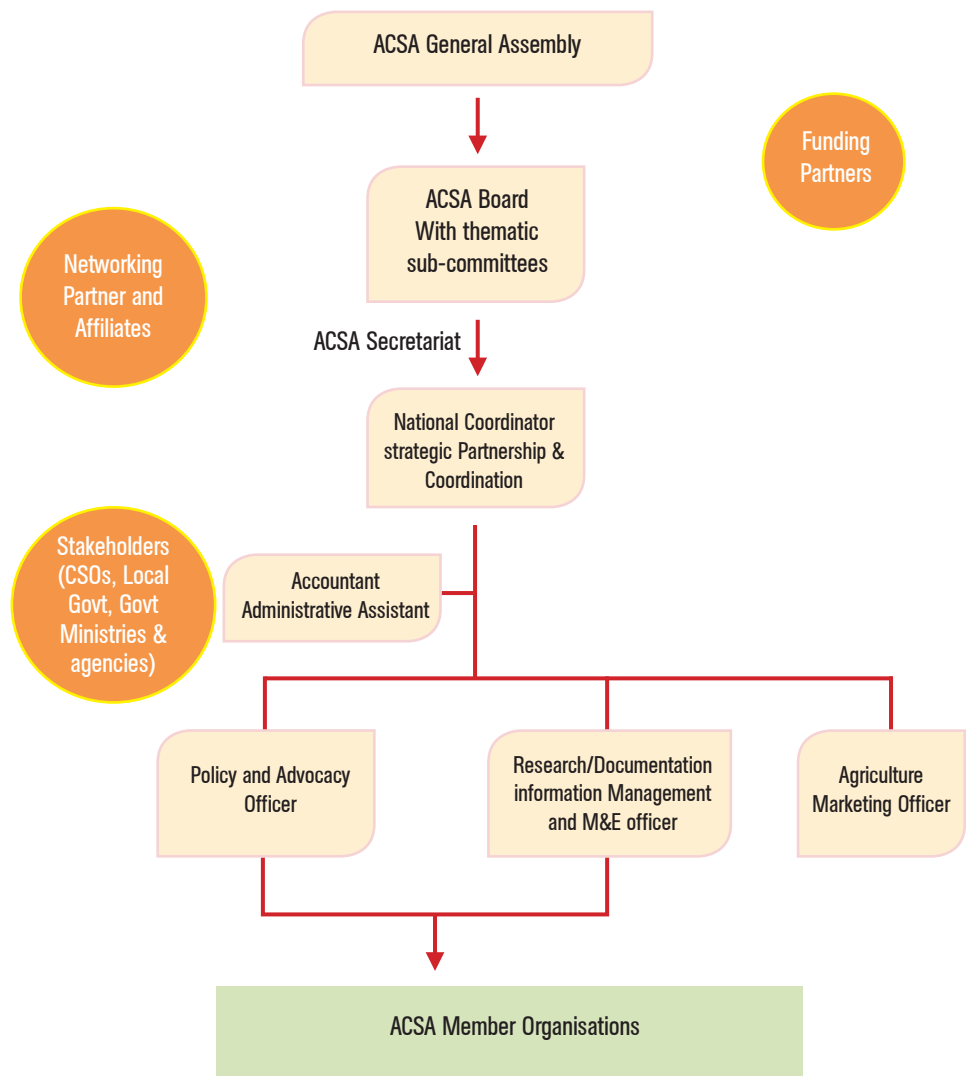
- ACSA Secretariat and Member Organizations (MOs) together with SHF and their respective local governments are ensuring that relevant agrarian policies are enacted and implemented and are advocating for favorable
- Agrarian Policies and services at local and national levels;
- ACSA MOs have access to, generate and disseminate research and farmer based innovations for evidence based advocacy at local and national level
- ACSA has also strengthened partnerships among MOs and other stakeholders for collective action towards improved service delivery at local, national and international levels.
- ACSA MOs and SHFs participate in agrarian policies and budget processes at local and national levels.
- MOs support SHFs to access appropriate storage facilities, reliable inputs and profitable markets.
- MOs support SHFs to develop strategies for climate change adaptation and mitigation.
- MOs and SHFs have improved their capacity in resource mobilization

Theory of Change of Advocacy Coalition of Sustainable Agriculture (ACSA), 11/2018





ANNEX FOUR: ORGANOGRAM OF ADVOCACY COALITION FOR SUSTAINABLE AGRICULTURE (ACSA)



Contacts

Advocacy Coalition for Sustainable Agriculture (ACSA)

Plot 1538/39 Old Ggaba Road - Nsambya

P. O. Box 21556, Kampala - Uganda

Tel: 256 414670400 / 0772463220/0703315757

Email: acsa.ug@gmail.com, info@acsaug.org

Website: www.acsa-ug.org / www.acsaug.org

