

ADVOCACY COALITION FOR SUSTAINABLE AGRICULTURE



ANNUAL REPORT

2019



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LIST OF ACRONYMS

ACSA:	Advocacy Coalition for Sustainable Agriculture
AGM:	Annual General Meeting
A2N:	Africa 2000 Network
CANU:	Climate Action Network Uganda
CEO:	Chief Executive Officers
CIDI:	Community Integrated development Initiatives
COORD:	Coordinator
CONSENT:	Consumer educational Trust
CSBAG:	Civil Society Budget Advocacy Group
CSOs:	Civil Society Organizations
FG	Farmers' Group
FRA:	Food Rights Alliance
FTF:	Feed The Future
JASAR:	Joint Agriculture Sector Annual review
MAAIF:	Ministry of Agriculture Animal Industry and Fisheries
MOU:	Memorandum of Understanding
MOs:	Member Organizations
M&E:	Monitoring and Evaluation
MP:	Members of Parliament
NOAP:	National Organic Agriculture Policy
NOGAMU:	National Organic Agricultural Movement of Uganda
P/A:	Policy and advocacy
SAP:	Sustainable Agriculture Programme
SHFs:	Small Holder Farmers
TWG:	Technical working Group Association
UgoCert:	Uganda Organic Certification
UMA:	Uganda Manufacturer
UMU:	Uganda Martyr's University
USSIA:	Uganda Small scale Industry Association
EEA:	Enabling Environment for Agriculture

1.0 INTRODUCTION OVER VIEW OF ACSA

1.1. Overview of ACSA

Advocacy Coalition for Sustainable Agriculture (ACSA) is a legally registered national network of Civil Society Organizations (CSOs), which work with Smallholder farmers and Promote Sustainable Agriculture, Agricultural market development, Environmental conservation, research and advocacy. This is aimed at increasing farmer's understanding of 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 has membership of 29 CSOs spread country wide in the districts including; Wakiso, Luwero, Mayuge, Mpigi, Mubende, Mityana, Mukono, Masaka, Lwengo, Kabale, Kanungu, Kasese, Hoima, Arua and Nebi.

1.2 ACSA Operational Context in 2019

Institutional Context:

ACSA has continued to move towards an autonomous institution to ably position herself to support members' institutions to effectively undertake advocacy there by contributing to the overall Goal of: "Relevant agriculture policies and services for Small Holder Farmers (SHFs) are implemented to foster profitable sustainable agriculture enterprises".

This period ACSA has finally realized the aspiration of an autonomous entity in delivering its work through these focus areas; Advocacy and Lobbying, Research and documentation, Capacity building of member Organizations, Capacity building of ACSA secretariat, Networking and partnership Building,

Therefore the work of the organization this year 2019 has been hinged on building sustainable CSOs by investing in strengthening governance structures and ensuring that both the secretariat and MOs have the relevant policies in place for position and meaningful advocacy engagements at different levels. Strengthening the secretariat and MOs institutions also entailed having a unified M& E system that is very crucial in tracking the results, effects and impact the interventions at different levels with accompanying technical support from Misereor Consultant. The M& E has been operationalized to generate facts that will continuously back up advocacy work. This period has also been characterized by USAID EEA weaning off ACSA institution, having been a partner for the last seven years. As part of the visible outcome of the partnership is ACSA's being able to organize stakeholders for effective participation and also driving policy processes at different levels.

1.3 ACSA Strategic Direction

1.3.1 ACSA Mission

To Empower civil society organizations working with small holder farmers to advocate for favorable agrarian Policy environment for sustainable communities

1.3.2 ACSA Vision

"Smallholder farmers living in a Sustainable Environment".

1.3.3 Core Values

- Accountability
- Integrity
- Transparency
- Equal participation
- Non discrimination
- Creativity
- Excellence
- Love and care for the earth.

1.3.3 Objectives

- 1 → ACSA member organisations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.
- 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.
- 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.
- 4 → ACSA member organizations have enhanced their capacity to support smallholder farmers towards improved access to reliable and profitable markets.
- 5 → ACSA secretariat is providing effective services to the member organisations (MOs)

1.4 Word from the Chairperson

Dear Partners it is an honor to have served once again as ACSA board Chair for the second year now in 2019 and indeed quite a number of milestones through ACSA secretariat, Board and membership engagements have been reached. I applaud the active participation of the members in all ACSA activities and at different fora but most of all, the key land marks reached by ACSA this year 2019. These were the organization attaining an autonomy status and having an office address, this is indeed a reflection of the commitment of the board and the secretariat to ensure growth. I must also mention that now the network is a registered nongovernment organization, ACSA is fulfilling a very important national legal requirement for the operations in Uganda.

Whereas all ACSA's achievements during the year 2019 have been enumerated in this annual report, I must say that ACSA is continuing to play a very significant role in engaging the various stakeholders in Agrarian policy and budget advocacy. This happens to be a key role in ensuring inclusivity in the policy and budget process to ensure that even the grassroots farmers are equally engaged. I wish to congratulate ACSA for having received the first grant from our very good partner Misereor – Germany and this support is reared towards supporting these thematic areas of the strategic plan; Advocacy and Lobbying, Research and documentation, Capacity building of member Organizations, Capacity building of ACSA secretariat, Networking and partnership Building. These interventions aim at increasing MOs and farmers' understanding and participation in addressing policy gaps and issues affecting small holder farmers in Uganda

Now that ACSA has put in place relevant structures and operational policies, we are now in the stage of takeoff and the entire membership. Therefore the role of each of us is very vital in ensuring growth of the organization. At this point I would like to commend the support of our partners USAID

FTF EEA; these have played a very crucial role to ensure that ACSA is well positioned to undertake effective policy and budget advocacy through the continuous capacity building. Whereas activities of USAID FTF EEA closed early 2020, as ACSA we are proud to have been part of the seven years Journey, which also enabled us to gain your trust and support both technically and financially.

This year 2019 ACSA has directed a lot of efforts in ensuring that the membership improves their governance structures through a series of capacity building and this has also been followed by generating a data base together with having a unified M&E system. I am glad to report that many of the members have been part of the budget engagements for FY 2020/ 2021 together with other on going policy processes. As practitioners of sustainable agriculture another land mark was reached when the National organic Agriculture Policy was passed in July 2019, which was a long awaited policy by the fraternity and ACSA played a very key role together with PELUM and NOGAMU in collaboration with MAAIF. Therefore the space of ACSA in Uganda's agrarian policy arena has greatly increased in collaboration with other stakeholders. ACSA will continue attracting relevant and complementing membership, CSOs, development partners and government to collectively foster an enabling environment for smallholder farmers in Uganda and beyond.



Sajjabi Eustace
ACSA Board Chairperson



1.5 Word from the National Coordinator

Dear Partners, on behalf of ACSA secretariat am privileged to present to you yet another stride taken. ACSA's primary role is building

capacity of the Members' institutions to engage in agrarian policy and budget advocacy effectively at different levels. Over the years this has been a missing link in policy and budget processes with a few CSOs and stakeholders actively participating in decision making. This 2019 ACSA through the Support from Misereor – Germany and USAID EEA has engaged the membership and other stakeholders in a number of capacity building and exposure sessions geared towards addressing the knowledge gap. This has increased the participation of CSOs and farmers in lower level budget processes at an informed point of view. As an institution ACSA has taken a number of strides in ensuring that all her operations are compliant with the national laws and at this level ACSA has attained full autonomy in conducting business. The major milestones this year have been registration as an NGO, acquisition of an office and funding from Misereor – Germany for the next three years ending 2022 and I commend Misereor for the start of the good partnership. ACSA has also established new partnerships with Uganda Martyrs University /African Centre of Excellence in Agro-Ecology towards the research, launch and dissemination of the National Organic Agriculture Policy, 2019 and Livelihood Systems. This policy is a milestone for the three lead CSOs namely ACSA, NOGAMU and PELUM that spearheaded the process in collaboration with MAAIF.

ACSA has also seen greater strides among the members through increased engagement and attracting of relevant stakeholders at different levels an approach that contributes to sustainability of organizations. I wish to applaud USAID Feed The

Future Enabling Environment for Agriculture that has continuously engaged ACSA and the membership in strategic advocacy work that complemented ACSA advocacy work as well as enhancing the capacity of the secretariat and membership to undertake meaningful advocacy.

With this capacity and visibility, ACSA Membership has also grown to 29 members that include 4 networks, who are now actively and collectively engaged in agrarian and budget advocacy at different levels. This is complementing the government efforts towards Pro poor and inclusive policy and budget processes.

This year once again the secretariat wishes to share with you the strides of ACSA in the annual report 2019 and in summary ACSA has capitalized on; engagements leading to the passing of some key policies (National Organic Agriculture Policy, 2019 in July 2019, engagement of local governments to effectively mobilize CSOs to participate in local government processes, building capacities of member organization at regional and national levels to effectively understand and participate in Uganda's policy formulation, implementation and budgeting processes but in partnership with other stakeholders like; UCSD, FRA, ACTADE, SEATIN, CSBAG UNFFEE, CANU, Agriprofocus among others. I commend the government of Uganda, our development partners Misereor, USAID FTF EEA for the support extended to ACSA. All this was possible also because of the active ACSA membership and together with other stakeholders in and outside Uganda as well all strive to achieve "Collective Voices for Sustainable Development"

Harriet Nakasi

National Coordinator ACSA

2.0 ACSA GOVERNANCE AND MEMBERSHIP

ACSA governance structure is composed of a board directors, board committees, secretariat and membership that are guided by the board charter and other operational policies as elaborated below;

2.1 Board Representatives

ACSA has a functional board comprised of 8 members derived from MOs but with key competences to support the secretariat as below;

Name	Organisation & Designation	Position on ACSA board
1. Mr. Eustace Sajjabi	AFIRD – Director	Chairperson ACSA
2. Mr. Vincent Ssebukyu	P&V – Director	Vice chairperson
3. Ms. Nakasi Harriet	National Coordinator	ACSA (Secretary) Ex-Official
4. Mr. Kasibante Joseph	KULIKA – Financial manager	Treasurer
5. Mr. Sserubula Patrick	MMUDFA – Policy & Advocacy Officer	Member
6. Mrs. Sylvia Mukasa	UGOPAP – PMC Coordinator	Member
7. Ms. Dorcus Asiimwe	NninaOlugero - CEO	Member
8. Mr. Mutebi James	Caritas Kampala – Coordinator	Member



Board Members during quarterly Board meeting

2.2 LIST OF MEMBER ORGANISATIONS AND COVERAGE 2017

No.	District	Year of joining ACSA	Year of joining ACSA
1.	Agency for Integrated Rural Development(AFIRD)	Wakiso and Mpigi	2006
2.	Caritas Hoima	Hoima	2006
3.	Caritas Kabale	Kabale, Rubanda and Rukiga	2006
4.	Caritas Kampala	Wakiso	2006
5.	Caritas KiyindaMityana diocese	Kasanda and Mityana	2014
6.	Caritas Lugazi	Buikwe and Mukono	2012
7.	Caritas Masaka Diocesan Development Organization (MADDO)	Lwengo and Kalangala	2006
8.	Caritas Kasese	Kasese	2018
9.	Climate Change Alert	Kanungu	2018
10.	Environmental Management and Livelihood Improvement (EMLI).	Kampala, Wakiso, Luwero, Moroto, Buikwe and Kisoro	2013
11.	Equator		2019
12.	GAHIYAFAEA)	Luweero	2014
13.	Heat International (HI)	Arua and Nebbi	2019
14.	Homeland Organics	Mubende	2019
15.	Kakunyu Parents Support Association for Children with Special Needs	Lwengo , Nakasongola and Masaka	2014
16.	Kazo Mixed Farmers` Association(KAMIFA)	Mubende	2013
17.	KULIKA Uganda	Kamuli, Lira, Maracha, Mubende, Soroti Wakiso	2018
18.	Mayuge Farmers` Association	Buikwe	2015
19.	Mityana- Mubende District Farmers` Association(MMUDFA)	Mityana and Mubende	2013
20.	Mutuba GumuMpigi Farmers` Association(MUMPIFA)	Mpigi	2014
21.	National Organic Movement of Uganda	National	2006
22.	Nina Olugero Foundation	Buikwe ,Kampala , Mityana and Wakiso	2015
23.	Participatory Ecological Land Use Management	National	2006
24.	P&V	Wakiso and Luwero	2014
25.	Rural Community in Development(RUCID)	Kiboga, Kyankwanzi,Mityana and Mubende	2006
26.	Skills Oriented Development Initiatives(SODI)	Mpigi	2011
27.	SULMA Foods	Luweero	2010
28.	Uganda Governance and Poverty Alleviation Program (UGOPAP	National	2018
29.	Uganda Youth at Development Network (UYDNET)	Buikwe	2014

2.3. ACSA MEMBERSHIP PAYMENT

	MEMBER	2018	2019
1.	Agency for Integrated Rural Development(AFIRD)	√	√
2.	Caritas Hoima	√	√
3.	Caritas Kabale	√	√
4.	Caritas Kampala		√
5.	Caritas Kiyinda Mityana diocese	√	
6.	Caritas Lugazi	√	
7.	Caritas Masaka Diocesan Development Organization (MADDO)	√	√
8.	Climate Change Alert	√	
9.	Caritas Kasese	√	√
10.	Environmental Management and Livelihood Improvement (EMLI).		
11.	Equator	√	√
12.	GAHIYAFFAEA)	√	√
13.	Heat International (HI)	√	√
14.	Homeland Organics	√	√
15.	Kakunyu Parents Support Association for Children with Special Needs	√	√
16.	Kazo Mixed Farmers` Association(KAMIFA)	√	√
17.	KULIKA Uganda	√	√
18.	Mayuge Famers` Association	√	√
19.	Mityana- Mubende District Farmers` Association(MMUDFA)	√	√
20.	Mutuba Gumu Mpigi Farmers` Association(MUMPIFA)	√	√
21.	National Organic Movement of Uganda		√
22.	Nina Olugero Foundation	√	√
23.	Participatory Ecological Land Use Management	√	√
24.	P&V	√	√
25.	Rural Community in Development(RUCID)	√	√
26.	Skills Oriented Development Initiatives(SODI)	√	√
27.	Sulma Foods		√
28.	UGOPAP	√	√
29.	UYDNET	√	√

2.4. ACSA BOARD

The following are the Board of Directors;



Mr. Sajjabi Eutsace
Chairperson



Mr. Ssebukyu Vincent
Vice Chairperson



Mr. Kasibante Joseph
Treasurer



Mr. Mutebi James
Member



Mrs. Sylvia Mukasa
Member



Mr. Sserubula Patrick
Member



M/s Dorcus Asiimwe
Member

ACSA Secretariat



Ms. Harriet Nakasi
National
Coordinator-ACSA



Ms. Florence Nassuuna
Policy and Advocacy
Officer



Mr. Alex Mwiine
M & E Officer



Ms. Joan Lule
Accountant



Mr. Benjamin Kato
I.T Volunteer

2.5. BOARD COMMITTEES

The secretariat through the board manual that is to be presented on the AGM 2018 has proposed the following committees and whose membership will be proposed in the AGM:

Board Committee	Name of the Members	Organisation
Board Technical Advisory Committee (BTAC)	1. Joseph Kaggwa	Humentum
Board Resource Management Committee (BRMC)	1. Vincent Sebukyu (Chair) 2. Dorcus Assiimwe 3. Mutebi James	P & V Nninolugero Caritas Kampala
Board Audit and Risk Management Committee (BARMC)	1. Joseph Kasibante(Chair) 2. Joan Lule 3. Nakasi Harriet	KULIKA ACSA ACSA
Board Programs Committee (BPC)		
	1. Nakanyike Sylvia (Chair)	UGOPAP
	2. Patrick Serubula	MMUDFA
	3. Musimenta Julius	AFIRD
	4. Naksi Harriet	ACSA
	5. Nassuna Florence	ACSA



Left: Programs committee meeting and Right: Resource mobilization committee meeting both sat on the same day at the secretariat

3.0 A SNAP SHOT OF ACSA'S ACHIEVEMENTS AND PERFORMANCE IN 2019

3.1 Capacity building of member organisation

Major Objective: ACSA member organisations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.

Key Highlight for 3.1:

Capacity building of ACSA MOs, SHFs and Local governments in budget processes

ACSA MOs, SHFs and local governments were mobilized to participate in budget and policy processes through training in budget cycle and content of the relevant policy issues.

ACSA organized 3 workshops at national and regional levels targeting MOs, SHFs and Local government at district levels to facilitate learning about the budget cycle, issue identification, position paper development and budget monitoring for effective participation and contribution in terms of issues affecting them. Regional and national level trainings attracted 60 participants from Kampala, Lugazi and Mubende under the facilitation of Civil Society advocacy group (CSBAG). The training also included the dissemination of Budget Cycle charts both for local government and National to support the follow up of the processes by MOs and SHFs. Relatedly ACSA secretariat staff have also been able to participate in national, regional & International agrarian policy development processes where a number of policies have been fast-tracked, reviewed and some have been passed.

Major outcome of the budget cycle trainings were that MOs, SHFs and local leaders;

- Now understand and participate in the budget cycle at local levels
- 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
- Now Participate in policy analysis and position paper development at national level
- MOs and SHFs are able to demand for relevant service from government ministries and agencies, CSOs and district local governments
- MOs and SHFs have access to summarized and popular versions and pictorials of 4 policies in five languages English, Rugbar, Ateso and Luganda plus any other relevant documents



MOs, farmers and local leaders during the training in budgeting processes at National level (Kampala) and in the Eastern region hosted by Caritas Lugazi



MOs, farmers and local leaders during the training in budgeting processes at Regional level (Mubende) hosted by Homeland Organics Agro-tourism

Success Story:

Role of CSOs in enhancing extension service delivery at local government level towards
- a case from Caritas Lugazi



"As Caritas Lugazi we have made a number of strides resulting from the various capacities building in advocacy by ACSA. From time to time, as a trained advocacy focal person by ACSA, I have managed to identify and train farmer groups in 1662 farmer households from the 9 villages into 2 committees each with 11 members within our target areas at parish level. Through such strong committees, our famers have been very active in the budgeting processes and they were able to identify issues, developed position papers, which are submitted to the sub county Technical Planning Committee and their issues are then forwarded to the district. Among the issues identified was, improving agriculture extension services delivery and this was prioritized in the district local government budget for the FY2020/21 and we are currently pursuing an MOU for partnership with the district to foster its effective monitoring by the committees. Due to empowerment and decision making skills acquired, our famers are now vying for leadership positions for the current elections with well-developed farmers manifestos. Much appreciation to ACSA and the secretariat at large for regular technical backstopping" **Says Mr. George Kizito Advocacy Focal person ACSA**

3.2 Research and documentation of Farmer best practices

Major Objective: 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.

Key Highlight for 3.2

Conduct research Documentation and publication of Farmers Innovations and best practices

- Advocacy calls for facts and figures to back up the qualitative information generated at different levels and one ACSA major intervention is working hand in hand with research to facilitate linkages of MOs with research institutions for technology transfer and up scaling of innovations.
- During this period, ACSA documented the Fast-Growing Pasture (HYPERGROW NAPIER) as the key innovation that was presented during the annual organic agriculture and dissemination symposium 2019. The symposium drew 85 participants from the academia, CSOs, MOs, farmers and Representatives from MAAIF under the directorate of animal production and Nutrition. A 10 minutes documentary that took care of all the relevant stages and activities along the growth of the grass foliage was developed and presented as well as Farmers' experience with respect to their benefits to livestock feeds as presented by M/S Judith Ngalukiye the farmer innovator from Caritas Kampala.
- A research gap was identified at national level to justify the profitability of the Organic Agriculture for future investments, ACSA initiated a collaboration with ACALISE / UMU with the aim of supporting the processes of launch of the National Organic Agriculture Policy (NOAP), 2019, revitalization of UgoCert and addressing some of research gaps highlighted at the passing of the NOAP, 2019. Other areas of collaboration have been the uptake of farmer's innovations and best practices for scaling up and further. This has been pursued with institutions like St Lawrence/ CERD University and MUK.
- **Relatedly ACSA MOs together with their SHFs identified joint issues for research as follows;**
- The growing incident of food and nutrition insecurity in Sugarcane growing areas (Mayuge, Jinja, Iganga, Kaliro, Luuka, Kamuli, Hoima, Buikwe), Absence of a commodity value chain to justify the profitability of organic agriculture at national level, Absence of bi-laws to regulate Sugarcane growing areas in Mayuge district, Low agricultural production as a result of poor quality Agricultural Extension Service Delivery by Caritas Lugazi and Existence of unscrupulous middlemen for Irish potatoes who tend to manipulate smallholder farmers hence strengthen and of which a Comparative study on the organic and conventional Pineapple value chain has been completed and was conducted by ACSA in partnership with Uganda Martyrs University
- This provided a justification for investment in the subsector by farmers, private sector and government (UMU) was prioritized for research given its importance in supporting the implementation of NOAP, 2019. but also value added products developed by SHFs and MOs including Okra, Wines, Juices, coffee, Pumpkins and Hibiscus, powder among others.
- In order to benefit the innovators as the overall custodians of the innovations, MOs have been linked with URSB to provide technical support in patenting these scientific innovations. Therefore MOs are working hand in hand with URSB to identify the key areas of patenting and Intellectual Property law for scientific innovations through training of 17 MOs (Caritas

Kabale, Caritas Hoima, CARITAS Lugazi, AFIRD, NNIINAOLUGERO, BICODA, UYDNET, CARITAS KLA, MUMPIFA, SODI, MADDO, KAKUNYU, MMUDFA, KAZO, HOMELAND, P&V and Equator Commercial.)

- Members were also sensitized and trained in the next steps and requirements for patenting scientific innovations by URSB official.
- This training was very relevant not only to innovators but also value added products developed by SHFs and MOs including Okra, Wines, Juices, coffee, Pumpkins and Hibiscus, powder among others.



3.3 Networking and partnership building.

Major Objective: 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.

Key High light for 3.3

Organising and participation in relevant engagements at National regional and international levels.



Left: The Joint Agriculture Sector Annual Review meeting held at Speke resort Munyonyo and Right: Breakfast meeting on the CSO position paper for genetic engineering Act

ACSA had several engagements in the period under review including spearheading the first tracking of the review NOAP 2019, Review and inputting into ASSPIL, 2021/2022 - 2025/2026, NDPIII, 2021/2022 - 2025/2026, and the genetic engineering Bill (GMO bill) 2018. Successful networking and engagements is attributed to Joint lobby efforts as well as influencing policy processes collectively by CSOs in policy advocacy processes due to change of approach hence leading to harnessing a wide range of issues in favor of smallholder farmers.

- As one of CSO representative to the Agriculture Sector Working Group (ASWG), ACSA was part of the Technical Working Group (TWG) for JASAR 2019 which was organized with a series of events at national and regional level where two MOs and farmers from Caritas Kasese and P&V were supported to participate in National and regional JASAR 2019 held at Resort hotel Munyonyo and Kabalole respectively.
- 2 position papers were developed in collaboration with other stakeholders on the FY2019/2020 National Budget Framework paper and NOAP Justification. This has been made possible through the collective contributions of the following organizations: ACSA, PELUM Uganda, FRA, Caritas Uganda, CIDI, Slow Food Uganda, CSBAG, A2N, CONSENT, NOGAMU, UGOCERT, UMU and CANU. Strategic partnerships and engagements have been very instrumental in mobilizing political will, influencing policy and financing by sharing resources and roles for effective service delivery at all levels
- ACSA was identified and selected by Agri profocus and CRAFT to organize and coordinate and host a regional hub in Mityana district for youth E-summit in climate change. The regional hub brought together 50 youths from Mityana and Mubende districts to have

an online discussion and experience sharing on climate smart related issues and practices. Generally the event brought together over 1000 youths across East Africa and discussions which were viewed during the main event at Hotel Africana on 12th November 2019. The eSummit provided for a learning and knowledge sharing platform for young agri-entrepreneurs, allowing them to tap into the available climate smart investment opportunities in order to build climate resilient agribusinesses.



Left: The Joint Agriculture Sector Annual Review meeting held at Speke resort Munyonyo and Right: Breakfast meeting on the CSO position paper for genetic engineering Act

- At national level, CSOs have appreciated the need for dialoging and presenting unified and harmonized positions by developing position papers collectively geared towards demanding effective service delivery from the relevant stakeholders at government, departments and relevant line ministries.
- As a result, MOs have well designed clear lobby strategies geared towards achieving specific changes in policy processes and programs through issue identification, position paper development policy advocacy and budget monitoring in a systematic manner
- MOs have taken advantage of their members' capabilities and skills to plan and implement joint advocacy campaigns through experience sharing and internal exchange and exposure visits

Other ACSA Networking and partnership building platforms of the Year 2019 platforms



Left: Women in agriculture Engagement, Middle: Election of EOAI Uganda lead organizations and Committee and Right: World soils day organised by ACSA

3.4 Market Access

Major Objective 4: ACSA member organizations have enhanced their capacity to support smallholder farmers towards improved access to reliable and profitable markets.

Key High light for 3.4

MOs and SHFs organize and participate in exhibitions at local, regional and national level.

ACSA focuses on supporting MOs and smallholder farmers to access reliable and profitable markets at all levels promoting viable approaches that improve access to markets like value addition, participation in shows as well as ensuring and advocating for an enabling policy environment for SMEs to thrive. This further focuses on continued engagement with value chains actors and innovators with emphasis on the importance of trade in driving market processes towards addressing the bottlenecks of farmers' access to markets

ACSA has supported MOs in various marketing activities that are geared towards branding, packaging and business registration as below;

- UYDNET Buikwe, Bidhampola farmers association-Mayuge, Equator commercial and processing, GAHIYAFEA and 2 farmers of SAP Caritas Kampala were supported to participate in the Agriculture exhibition at Jinja under the theme “Agricultural Technologies and Value Chain Innovations for Farmer Agro – Led Industrialization.
- Some farmers and MOs have exploited the opportunities presented through lobbying to participate in various trade fairs at national and regional level including Harvest money expo, PEWOSA, UMA, USSIA Expo, PELUM indigenous seed fair, women in trade exhibitions among others
- Through these initiatives MOs and SHFs have been able to access market and information service as well as market linkages for their products through various channels including online Jumia and Suasell applications.
- Product quality and standards assurance are some of the key elements to accessing sustainable markets. ACSA has also supported member organizations by enhancing their capacities in the required market standards through an introductory training on the basics aspects to branding, labeling, trademark, Intellectual property Rights, copyright and patenting laws scientific of farmers; innovation. MOs were encouraged to focus on improving their trade mark and branding in order to attract quality markets at all levels.



Mr. Lubwama James Tonny -Manager, Patents & Industrial Designs –URSB taking MOs through patent, copyright and trade mark at ACSA office board room



ACSA MOs (Bidhampola, Equator Commercial, UYDNET, GAHIYAFEA and Caritas Kampala) exhibiting their products during the Jinja Agriculture show.

3.5 Capacity Building of the Secretariat

1.1 Objective 5: ACSA secretariat is providing effective services to the member organisations (MOs)

Key Highlight for 3.5

MOs and SHFs organize and participate in exhibitions at local, regional and national level.

The ability of organizations to effectively participate in policy and budget engagements at different levels, largely depend on their level of institutional capacity development. ACSA has prioritized and emphasized the institutional capacity developing of the secretariat and all her members' organizations in the networks to effectively guide the farmers and farmer groups in access to relevant services and support. During this year emphasis has been laid on governance and Monitoring and evaluation. The governance training was conducted targeting the board members and their directors to strengthen their organization in terms of leadership and succession. The second Monitoring and evaluation training targeted the entire membership in a 3 days' workshop under the facilitation and guidance of a consultant from Misereor (Josephine Beck-Engelberg). The training culminated in the development of M& E system and tools to guide the memberships and secretariat in generating information along ACSA's objectives that will subsequently support evidence based advocacy. Hence the expected outcomes of the capacity building were;

- Improved services delivery at both secretariat and member organizations level
- Improved understanding of roles and responsibilities of ACSA MOs, Directors/CEOs and their Boards
- ACSA staff, board members and MOs` capacities in appropriate methods of activity planning and operation (roles and responsibilities, division of work etc.) enhanced
- MOs have put in place streamlined governance structures



Institutional Capacity development

- A participatory process in the development of ACSA's theory of change led by Misereor gave an insight to the entirety of their expectations of the network in the three year project funding and beyond.
- As a result of such a rigorous training, ACSA members have developed fundable project proposals based on that experience and clear communication strategies (internal and external) of ACSA were developed.

Other key highlight so the year 2019 included;

- Launch of a three year grant by Commissioner Crop Mr. Alex Lwakuba (August 2019 to July 2022) from Misereor Germany the major funding partner.
- Launch of ACSA strategic plan and operational policies by Chief of party Mr. Milton Ogeda – USAID FTF EE.A
- Capacity building of the board and development of code of conduct by USAID FTF EEA
- Acquisition of an office premise at Nsambya and furnishing of the office through Misereor and USAID support.
- Recruitment of staff and Constituting a secretariat made up of; A national coordinator , Policy and advocacy office, Accountant , M & E officer and IT volunteer.



Left: Launch of ACSA by the Commissioner Crop resources MAAIF-Me. Alex Lwakuba and
Right: ACSA office premises.



Left: ACSA team at the new office



Right: Office premise being used for training of MOs

Follow up visits to Member Organizations

Key Highlight for 3.6

. Carry-out quarterly follow up visits of ACSA MOs.

- 29 Follow up visits have been conducted among 26 ACSA MOs (AFIRD, NOGAMU, RUCID, MMUDFA, NNINA OLUGERO, UYDNET, KAZO, HOMELAND, P&V, PELUM, CARITAS KAMPALA, BIDHAMPOLA, CARITAS KIYINDA MITYANA, UGOPAP, EQUATOR COMMERCIAL, CLIMATE CHANGE ALERT, GAHIYAFFEA, MUMPIFA, SULMA FOODS, CARITAS LUGAZI, SODI, CARITAS MADDO And KAKUNYU PARENTS' SUPPORT. Through these visits, MOs data base was updated and due to the changes in the operations of ACSA at secretariat holding Meetings with MOs governance teams was relevant to present the new project work plan and to harmonize the advocacy activity implementations at all levels. The secretariat also used this opportunity as well to conduct the Due diligence for New MOs like Hear international, Homeland and Equator Commercial as a requirement for board approval. The visits facilitated deeper understanding of the Monitoring tools and identification of farmer best practices and innovations for documentation for the 2020 Annual Organic Agriculture symposium.
- It's during such visits that the secretariat made a deliberate move to accompany the MOs to engage their respective district local governments. As a result, Local governments have managed to identify key issues to be addressed by ACSA as per the region. Among the prioritized issues include; the growing incident of food and nutrition insecurity in Sugarcane growing areas especially Mayuge district due to Absence of a bi law to regulate such a scenario where capacity building in bi law development will be done as well as SHFs groups and out growers in general having limited capacity to advocate for their rights.
- Further follow-up visits were conducted to selected members like PELUM, EMLI and NOGAMU to build momentum for joint activities and engagements for the first tracking of both the National Organic Agriculture Policy and National Climate change Bill to provide regulatory framework to enforce it into law.



Advocacy officer - ACSA during her follow up visit to UYDNET and Caritas MADDO left and right respectively



ACSA Coordinator and Caritas Lugazi staff paused for a photo after a technical backstopping meeting in advocacy with their SCIAF Partner

9.0 ACSA Partners

9.1 ACSA networking Partners

- Uganda Coalition for Sustainable Development(UCSD) – for National and International Climate and environment related engagements
- Food Rights Alliance (FRA) - Capacity building and Agriculture related engagements at national levels
- Uganda Climatic Change Champion Network
- Civil Society Advocacy Budget Group (CSBAG) – Budget advocacy and Policy Analysis
- African Centre For Trade and Development (ACTADE) - Digitalisation of Agriculture Value chain
- Uganda National Farmers Federation (UNFFE)
- Climate action Network Uganda (CANU) – Climate change advocacy at national and International levels
- Consumer Education Trust(CONSENT) – Media Consumer awareness Campaigns
- ETO Consortium
- Our land Our life Platform
- IFOAM

9.2 Local government partners

- Mpigi, Wakiso, Buikwe, Mayuge and Mubende district Local governments.

9.3 Development partners/ Donors

- Misereor (the Project major Donor.)
- USAID feed the future Enabling Environment in capacity building and Institutional development.
- UMU/ ACALISE - Organic Agriculture Research support.

10.0 Summary of Participation and Involvement of Members In ACSA activities at different levels.

MEMBER	ACTIVITIES										
	Institutional Capacity development	Capacity building at regional level	Capacity building at National level	Networking /meeting /workshops	Exhibitions and shows	Exposure visits	Farmer Research and dissemination	Follow up visits	District Engagements / Meetings	Media engagements	Linkages to service providers / support
1. Agency For Integrated Rural Development (AFIRD)	✓		✓	✓	✓	✓	✓	✓		✓	✓
2. Alinyikira farmers' Cooperative	✓	✓	✓			✓		✓			✓
3. Caritas Hoima	✓		✓	✓			✓				✓
4. Caritas Kabale			✓								
5. Caritas Kampala	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6. Caritas Kasese	✓			✓							
7. Caritas Kiyinda Mityana	✓	✓	✓		✓	✓		✓			✓
8. Caritas Lugazi	✓		✓	✓		✓	✓	✓	✓		✓
9. Caritas MADDO	✓		✓	✓			✓	✓			
10. Climate Change Alert (CCA)	✓		✓	✓		✓		✓			✓
11. EMLI	✓			✓				✓			✓
12. GAHIYAFEEA	✓				✓				✓	✓	

13. Kakunyu Parents	✓		✓		✓		✓		✓		✓
14. Kazo Mixed farmers Association (KAMIFA)	✓		✓		✓		✓		✓		✓
15. Mayuge Farmers association	✓		✓		✓		✓		✓		✓
MEMBER	Institutional Capacity development	Capacity building at regional level	Capacity building at National level	Networking /workshops	Exhibitions and shows	Exposure visits	Farmer Research and dissemination	Follow up visits	District Engagements / Meetings	Media engagements	Linkage to service providers / support
16. MMUDFA	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
17. Mutubagumu Mpiigi Farmers' Association	✓		✓	✓		✓	✓	✓	✓	✓	✓
1.8 NOGAMU				✓		✓	✓	✓		✓	✓
19. Nnino Lugero Foundation	✓		✓	✓		✓	✓	✓		✓	✓
20. PELUM				✓		✓	✓	✓			✓
21. P& V	✓		✓	✓		✓	✓	✓			✓
22. RUCID	✓		✓	✓		✓	✓	✓	✓	✓	✓
23. SODI	✓		✓	✓				✓			✓
24. Sulma Foods Ltd		✓		✓				✓			✓
25. UGOPAP	✓		✓	✓		✓	✓	✓			✓
26. UYDNET	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓

27. Equator Commercial	✓			✓		✓		✓			✓
28. Home land Organics and Tourism	✓	✓	✓	✓		✓	✓	✓	✓		✓
29. Hear International	✓			✓	✓		✓	✓			✓
30. Kulika Uganda	✓			✓			✓				✓

11.0 Independent Auditor's Report

To the Members of Advocacy Coalition for Sustainable Agriculture (ACSA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of "Advocacy Coalition for Sustainable Agriculture (ACSA)" for the year ended 31st December, 2019; which comprise of the Statement of Financial Position, Statement of Comprehensive Income, Statement of Fund Balances, Statement of Cash flows and Notes to the Financial Statements, including a summary of significant accounting policies.

In our opinion, the Financial Statements referred to above, present fairly in all material respects the financial position of ACSA as of 31st December, 2019 and of its financial performance and cash flows for the year then ended in accordance with ACSA Articles and Memorandum of Association, the Funding Agreements, Companies Act 2012 and other applicable Generally Accepted Accounting Principles.

Basis for Opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards and guidelines are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of ACSA in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)* together with the ethical requirements that are relevant to our audit of the financial statements in Uganda, and we have fulfilled our other ethical responsibilities

in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises of "background information", "the statement of the Board Members' Responsibilities" and a "Management Report", but does not include the financial statements and our auditors report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard

Responsibilities of Management and Those Charged with Governance for the Financial Statements.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Funding Agreement, Generally Acceptable Accounting Principles, ACSA Articles and Memorandum of Association, Companies Act 2012 and other applicable rules and regulations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing ACSA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of ACSA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on ACSA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw

attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause ACSA to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

- We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements


As required by the Companies Act 2012, we also report to you based on our audit, that:

1. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
2. In our opinion, proper books of account of the project have been kept by ACSA so far as appears from our examination of those books; and
3. The Statement of Financial Position is in agreement with the books of accounts.

The Engagement Partner on this Caritas Kampala/KZE/MISEREOR funded Project audit resulting in this independent auditor's report is CPA Ben Okello Luwum – P0019.



 Ben Okello Luwum - P0019



 BVL & Co.
 Certified Public Accountants of Uganda
 Reg. No. AF 0039; P.O. Box 26285 Kampala, Uganda

Date: 25th 06 /2020


Advocacy Coalition for Sustainable Agriculture (ACSA)
Audit Report and Financial Statements for the Year Ended 31st December, 2019

5.2 ACSA - Statement of Financial Position as at 31st December, 2019

	Note	2019 UShs	2018 UShs
Assets:			
Non- Current Assets	7.1	57,901,684	4,674,913
Current Assets			
Cash and Bank Balances	7.2	195,382,717	2,592,045
Suscriptions Receivable	7.3	1,200,000	700,000
Prepayments	7.4	6,800,000	-
Total Assets		261,284,401	7,966,958
Fund Balances and Liabilities:			
Fund Balances:			
Accumulated fund Balances	5.4	202,082,717	1,992,045
Capital Grant	5.4	57,901,684	4,674,913
Liabilities:			
Accounts Payable	7.5	1,300,000	1,300,000
Total Fund Balances and Liabilities		261,284,401	7,966,958

These Financial Statements were approved by the Board on...^{25th} JUNE /2020; and were signed on its behalf by:


National Coordinator
 M/s. Harriet Nakasi


Treasurer
 Mr. Joseph Kasibante


Chairperson Board
 Mr. Eustace Sajjabi

Note: The notes to the financial statements, form an integral part of these financial statements.

A. Funding Trend and share of individual activities of the total budget

Figure 1: ACSA Funding trend

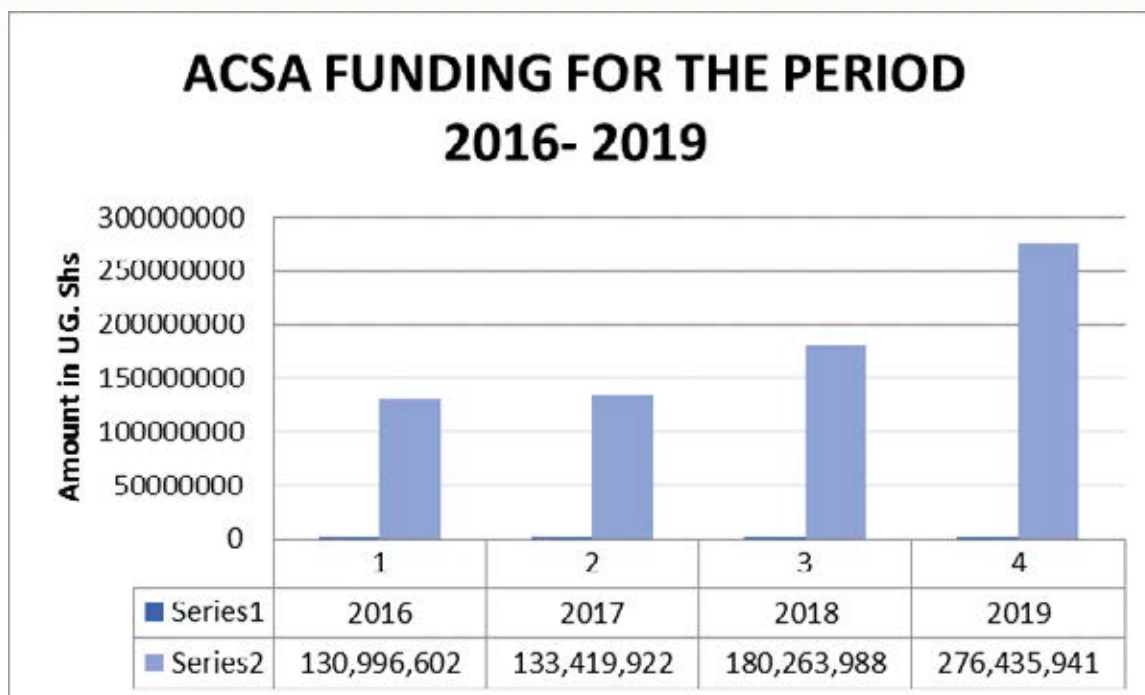


Figure 2: Share of ACSA individual activities of the total budget in 2016

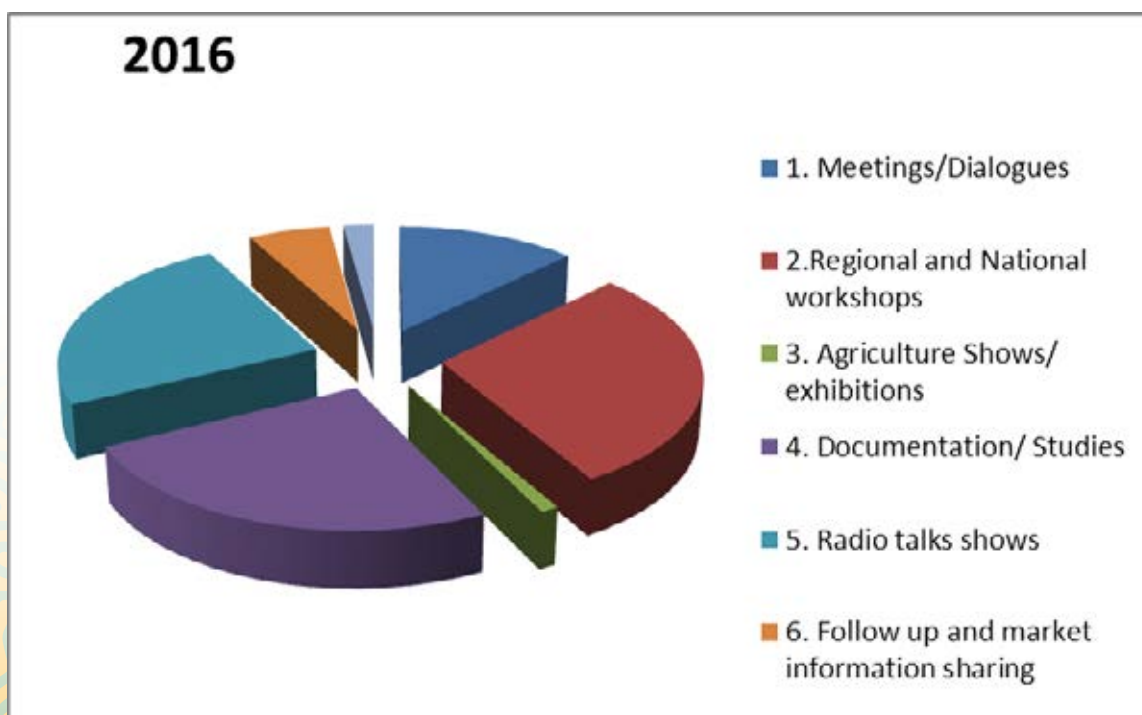


Figure 3: Share of ACSA individual activities of the total budget in 2017

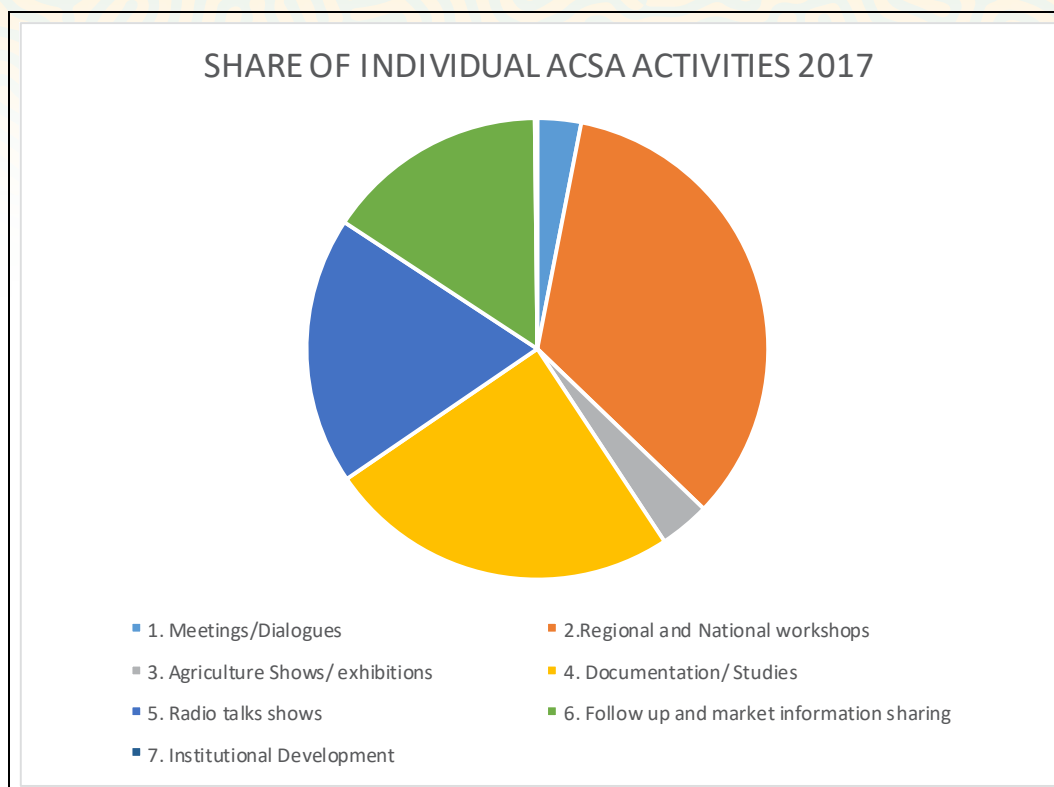


Figure 4: Share of ACSA individual activities of the total budget in 2018

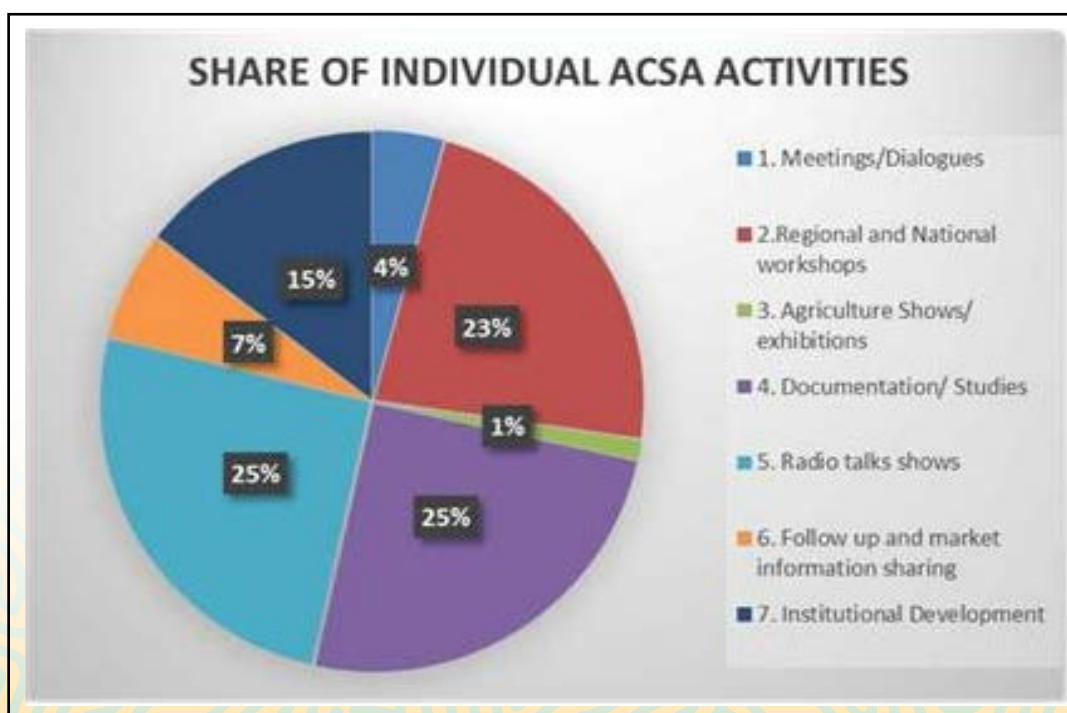
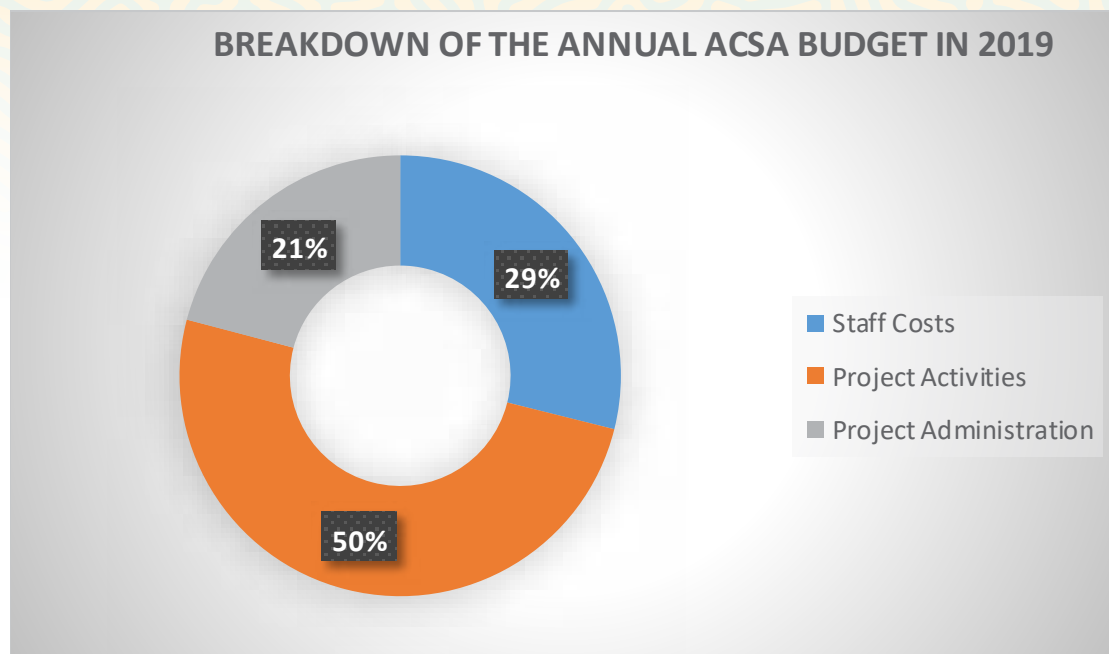
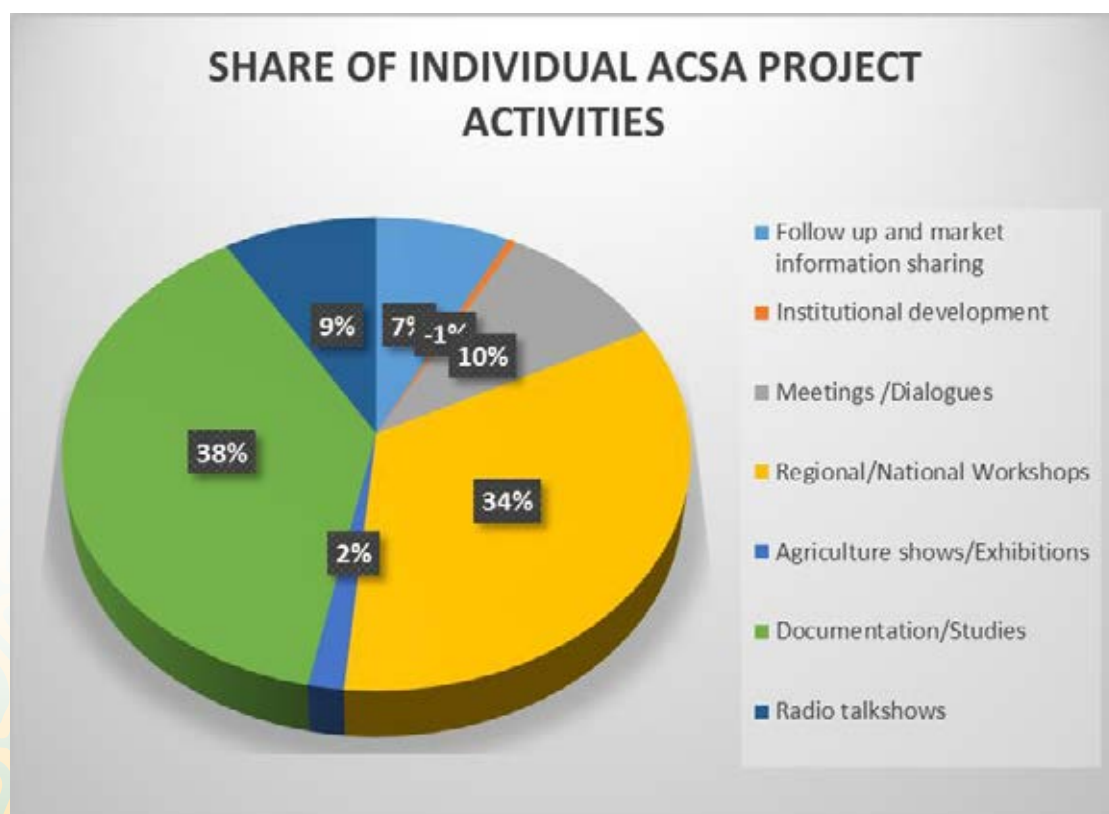


Figure 5: BREAKDOWN OF ACSA TOTAL BUDGET IN 2019**Figure 6: Share of ACSA individual activities of the total budget in 2019**

B. Activity plan for the Year 2020

[illegible]

1.2 MOs and SHFs are mobilized to participate in budget and policy processes and to monitor them	2.1.4 Train MOs in budget cycle and buget Analysis at National and regional levels		X	X														P/A	ALL MOs
	4.1.5 Develop, publish and disseminate budget cycle charts				X	X												COORD P/A	ALL MOs, local governments & other stakeholders
	4.1.6 Develop and publish pager realigning the national budget with ASSP, NDP and vision 2040								X	X								COORD	ALL MOs, local governments & other stakeholders
1.2 MOs and SHFs are mobilized to participate in budget and policy processes and to monitor them	1.2.1 Organise and conduct regional budget analysis fora		X	X														P/A	ALL MOs, local governments & other stakeholders
	1.2.2 Support MOs & SHFs participation in pre & post budget analysis and monitoring at local and national levels (one day training per region)			X							X							P/A	ALL MOs, local governments

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1.4. MOs and SHFs 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	1.3.3 Develop advocacy mentorship and internship program among MOs (through supporting Advocacy focal person for week working in identified advocacy CSOs)		X	X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL ACSA MOs
	1.3.4 Organise exchange visits for experience sharing in advocacy		X	X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs,
	1.3.5. Translate budget cycle charts in four local languages				X	X	X										Secretariat	
	1.4.1. Train MOs & SHFs in Issue identification and prioritization at regional levels		X	X	X												P/A	
	1.4.2. Train MOs in position paper development to feed the policy and budget processes at regional levels (local Issues)		X	X													P/A	

1.5 ACSA representatives participate in national, regional & International agrarian policy development fora	1.4.3. Train MOs in lobbying and advocacy (training at regional level)		X	X															P/A	
	1.4.4 Training MOs Advocacy focal persons at National level(2 in three years) for three days			X																
	1.5.1 Support Policy engagement meetings with relevant ministries(MAAIF, MTTC, MWE, Mol, at national , regional & international levels (ASWG e.t.c.)- 10 meetings @year		X	X	X	X	X	X	X	X	X	X	X	X	X	X			COORD	
	1.5.2 Organise quarterly CSOs ASWG meeting to prepare, plan and evaluate the national level stakeholders' meetings		X			X							X			X			COORD	
	1.5.3 Support JASAR preparatory activities and side events annually										X	X							COORD	
	1.5.4 Organise and Contribute to CSOs feedback and consultation meetings In every first quarter of the year to feed into ASWG meetings.				X												X	P/A		

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	2.4.5 Popularize the best innovations and research results of the year through National agriculture events		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	M&E	UYDNET, KULIKA, CARITAS KAMPALA, NNINA OLUGERO, HEAR INTERNATIONAL, BIDHAMPOLA, KAZO, HOMELA ND ORGANICS, EQUATOR, MMUDEFA, AFIRD, CARIATAS KABALE, CARITAS HOIMA, CARITAS LUGAZI
2.5 Experience and dissemination by using different media is supported	2.5.1 Train MOs and SHFs in media advocacy		X															Secretariat	
	2.5.2 Develop ICT materials, Posters, Manuals and DVDs			X	X	X												IT/ P/A/M&E	

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	3.1.2 Support MOs to develop joint lobbying strategies for improved service delivery		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs
	3.1.3 Participate in National, regional and international fora			X						X							X	COORD		
	3.1.4 Support MOs to participate in National and regional fora		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	CARIRAS LUGAZI, CARITAS HOIMA	
3.2 MOs have the capacity to lobby and engage relevant stakeholders	3.2.1 Support training to MOs to mainstream advocacy in their activities		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs	
	3.2.2 MOs organize and participate stakeholders meeting at local levels		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs	
	3.2.3 MOs identify and pursue issues at local level		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs	
	3.2.4 Organize joint events and fora with other stakeholders		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	COORD		
3.2 MOs have the capacity to adhere to national compliance issues (filing issues)	3.2.1 Train MOs on national compliance issues (relevant Policies etc.)		X											X				Secretariat	ALL MOs	

annual returns etc.)															
	3.2.2 Support MOs in institutional capacity development (organisational policies and documents)		X	X	X	X	X	X	X	X	X	X	X	X	
3.3 ACSA secretariat has established strategic partnerships at national and international level to support ACSA's advocacy work	3.3.1 Subscribe to the relevant networks, fora at national, regional and international levels		X	X	X										Secretariat
	3.3.2 Organise joint events and fora with other stakeholders		X	X	X	X	X	X	X	X	X	X	X	X	COORD
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 susell marketing application		X	X	X	X	X	X	X	X	X	X	X	X	M&E IT

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[illegible]

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	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) Ask for a Misereor consultant for those in bold)		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	BOARD COORD	Board and staff, Misereor
5.6 ACSA secretariat applies an effective M&E system for project steering	5.6.1 Ask for consultancy support to train ACSA staff and MOs in M&E and develop an appropriate M&E system(workshop cost)														X				BOARD COORD	Misereor
	5.6.2 Set up a functional M&E system for ACSA		X	X															M&E	
	5.6.3 Carry-out quarterly follow up visits of ACSA MOs				X					X									Secretariat	Staff
	5.6.4 Evaluation(Mid term internal & End of Project Evaluation External)																X		Secretariat	Staff and board



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