



ACSA

ANNUAL REPORT 2020

Collective Voices for Sustainable Development



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List of Acronyms

ACALISE	African Centre of Excellence in Agro-Ecology and Livelihood Systems	NACORI	National Agriculture Coffee Research Institute
ACSA	Advocacy Coalition for Sustainable Agriculture	NARO	National Agriculture Research Organisation
AFIRD	Agency for Integrated Rural Development	NDP	National Development Plan
ASSP	Agriculture Sector Strategic Plan	NGO	Non-Governmental Organization
ASWG	Agricultural Sector Working Group	NOAP	National Organic Agriculture Policy
CANU	Climate Change Action Network	NOGAMU	National Organic Agriculture Movement of Uganda
CERD	Center for Ecosystem Research and Development	OA	Organic Agriculture
CONSENT	Consumer education Trust	PELUM	Participatory Ecological Land Use Management
CSBAG	Civil Society Advocacy Group	PGS	Participatory Guarantee System
CSO	Civil Society Organization	P & V	People and Views
EEA	Enabling Environment for Agriculture	RUCID	Rural Community In Development
FRA	Food Rights Alliance	SEATIN	Southern and Eastern Africa Trade Information and Negotiations
FY	Financial Year	SODI	Skill Oriented development Initiatives
JASAR	Joint Agricultural Sector Annual Review	UCSD	Uganda Coalition for Sustainable Development
MAAIF	Ministry of Agriculture Animal Industry and Fisheries	UGOCERT	Uganda Organic Certification
M & E	Monitoring and Evaluation	UGOPAP	Uganda Governance and Poverty Aliviation Programme
MMDUFA	Mityana Mubende District Farmers Association	UMU	Uganda Martyrs University
MP	Member of Parliament	UNFFE	Uganda National farmers' Federation
MoL	Ministry of Lands	URSB	Uganda Registration Service Bureau
MTIC	Ministry of Trade Industries and Cooperatives	UYDNET	Uganda Youth Development Network
MWE	Ministry of Water and Environment		
MUMPIFA	Mutuba Gumu Mpigi Farmers Association		
MUK	Makerere University Kampala		

1. Over view of ACSA



1.1. Introduction

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 30 CSOs spread country wide in 23 districts of Uganda as follows; Arua, Buikwe, Hoima, Kagadi, Kalangala, Kanungu, Kasanda, Kasese, Kibaale, Kikube, Kumi, Luwero, Masaka, Masindi, Mayuge, Mityana, Mpigi,

Mubende, Mukono, Nebbi, Rakai, Rubanda and Wakiso. ACSA's focus areas are; Advocacy and Lobbying, Research and documentation, Capacity building of Member Organizations, Capacity building of ACSA secretariat, networking and partnership Building.

1.2. ACSA Operational Context in 2020, Institutional Context:

ACSA has ably positioned herself as an autonomous institution since November 2020 to effectively support the membership in undertaking policy and budget advocacy towards an enabling environment for Small Holder Farmers (SHFs) in Uganda to thrive. This has been done by ensuring

that stakeholders along the agriculture value chain understand the policies affecting them and are able to participate in the processes to ensure pro poor farmers policies and budgets.

Whereas the year 2020 was mired with lockdown resulting from the COVID – 19 pandemic, ACSA's autonomous status presented more opportunities for the network to engage her membership following the four focus areas of; Advocacy and Lobbying, Research and documentation, Capacity building of member Organizations, Capacity building of ACSA secretariat, Networking and partnership Building. The work of the organization in the year 2020 was generally a test of the relevancy of CSOs sustainability in amidst of the pandemic that enabled the entire country to re-focus on sustainable agriculture as a means to sustain health diets and building hard immunity for the citizens. The role of CSOs engaged in agriculture proved to be very relevant in supporting the survival of the population and economy in general, since this was viewed as one of the sector that thrived well in amidst of the pandemic. Nevertheless, ACSA continued to support Member organizations (MOs) in areas of Organizational and financial sustainability by developing sound organizational sustainability plans through exploring local resource mobilization strategies.

This period has also been characterized by the beginning of a process of capacity building and mentorship of ACSA membership in effective lobbying and advocacy, drawing experience from national, continental and international initiatives under the support of Misereor - Germany, with the purpose of building a strong agrarian policy and budget advocacy network in Uganda.

This is enabling ACSA member CSOs organize stakeholders to effectively spearhead or participate in driving policy and budget processes at different levels of their constituencies.

1.3. ACSA Strategic Direction

ACSA Overall Goal is *“Relevant agriculture policies and services for Small Holder Farmers (SHFs) are implemented to foster profitable sustainable agriculture enterprises”*

ACSA Mission is “to empower civil society organizations working with small holder farmers to advocate for favorable agrarian Policy environment for sustainable communities”

ACSA Vision of “Smallholder farmers living in a Sustainable Environment”

ACSA Strategic Objectives;

1. ACSA Member Organizations (MOs) and smallholder farmers influence the agrarian policy and budgeting processes at local and National level
2. ACSA Member Organizations (MOs) 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 is fostered among ACSA member organizations and other stakeholders for collective action towards improved service delivery by smallholder farmers are 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 organizations(MOs)

1.4. Word from the Chairperson



Dear Partners, am privileged to have served on ACSA board as a Chair for the third year now in 2020. This year has presented a number of milestones reached by the network at ACSA secretariat, Board and membership levels. I commend the secretariat and the entire membership for their active participation in both ACSA initiated and Members activities at different levels but more especially, the key land marks reached by ACSA this year 2020 that include; The active participation and support towards Launch of the National Organic Agriculture Policy (NOAP, 2019); the support towards fast tracking of the Genetic resource for food and Agriculture, which is now in the final stages, the representation CSOs and USAID FTF EEA phase out event and the acquisition of the organizational Car – Toyota Hilux Double cabin. I must also mention that now the network is compliant with the provisions of Financial Intelligence Authority

(FIA) as per Uganda Laws and regulations. In addition, ACSA has put in place the required institutional policies, which has positioned ACSA to attract funding and credible partnerships.

Nevertheless, all ACSA's achievements during the year 2020 have been enumerated in ACSA Annual Report, 2020 and I must add that ACSA's relevance is very visible in Uganda's agrarian policy arena and agrarian policy and advocacy in general. This has been attributed to the continued pursuance of ACSA vision of having *"Smallholder farmers living in a Sustainable Environment"* and her goal of *"Relevant agriculture policies and services for Small Holder Farmers (SHFs) are implemented to foster profitable sustainable agriculture enterprises"*. This has brought the network at the limelight as one of the key stakeholders in the advocacy for sustainable agriculture with

the smallholder farmer at the centre. ACSA has also continued to play her key role of ensuring inclusivity in the policy and budget processes by mentoring and building the capacity of the member organizations in effective lobbying and advocacy to enable them support their farmers to engage duty bearers for improved service delivery. At this point, I wish to commend ACSA for the good collaboration with Misereor – Germany, which is evident in their continued support to the network and the various areas of this support is guided by these thematic areas and the strategic plan; Advocacy and Lobbying, Research and documentation, Capacity building of member Organizations, Capacity building of ACSA secretariat, Networking and partnership Building. Secondly, I appreciate the role of the Board and the Secretariat to maintaining good partnerships with UMU/ ACALISE, with whom they have supported the

launch and popularization of the NOAP, 2019 among CSOs and farmers.

In the year 2020, ACSA devoted her work to ensuring that the membership is sustainable both institutionally and financially through various capacity building sessions about local resource mobilization and good practices of organizational financial management and sustainability, which culminated into development of financing and sustainability strategies at secretariat, CSOs and farmer level. Other capacity building

sessions were lobbying and advocacy mentorship toward effective engagements of member organizations. I am glad to report that the above trainings have yielded results with many of the membership developing their financing and sustainability measures using resources within their means. As one of the key stakeholders for organic agriculture subsector in Uganda, ACSA is greatly indebted to the Minister of Agriculture Animal industry and Fisheries, Hon. Vincent Bamulangaki Ssempijja together with entire MAAIF and support from Misereor

for Launching of the National Organic Agriculture Policy, 2019, where ACSA, PELUM and NOGAMU played a very key role. This is a clear indication of the relevancy of CSOs like ACSA in Uganda's national policy processes. ACSA will continue attracting good partnerships and membership as collaborators and funding partners to support the pursuance of 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 honored to share with you the journey of the network in the year 2020. But first I wish to commend the government of Uganda for the enabling environment for CSOs to operate. Secondly, am indebted to Misereor – Germany our major funding partner for nurturing ACSA to this level. This year 2020 ACSA Board and Secretariat have maintained relevancy among the membership in amidst of the challenging times of the COVID-19 pandemic. ACSA has again continued to contribute to Uganda's Agrarian policy area following the thematic areas of Advocacy and Lobbying, Research and documentation, Capacity building of member Organizations, Capacity building of ACSA secretariat, Networking and partnership Building, thereby contributing to the overall goal of *Relevant agriculture policies and services for Small Holder Farmers (SHFs)*

are implemented to foster profitable sustainable agriculture enterprises “ As part of the key achievements, ACSA started the process training and mentorship of member CSOs in effective lobbying and advocacy , conducted by Mr. Richard English, under the support of Misereor – Germany. This process has strengthened the membership as well as improving their organizational visibility in their respective constituencies.

The Year 2020 will always be remembered for the COVID – 19 Pandemic, which was an eye opener to the role of CSOs in supporting Smallholder Farmers to live in sustainable environment through agriculture in amidst lock down, where the markets no longer worked for the poor and the vulnerable. Despite the above ACSA was able to achieve the following; the technical launch and dissemination of the National Organic Agriculture

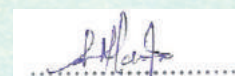
Policy (NOAP), 2019, and Implementation Plan to kick-start the implementation of the Policy; Generated ideas for initiating the Organic Agriculture bill at different levels; In collaboration with other stakeholders, ACSA was instrumental towards inputting to the relevant legal frameworks including the Climate change Bill that governs climate change interventions, Genetic Resources for Food and Agriculture Policy, where ACSA has been at the forefront together with Ministry of Agriculture. Lastly, ACSA organized the 4th national organic agriculture innovation and research dissemination symposium 2020), which provided a platform for wider stakeholders in Uganda, to share Organic Innovations and research that support the implementation of NOAP, 2019. On the other hand ACSA Partnership with UMU/

ACALISE further strengthened collaboration with Academia to foster evidence based research and advocacy. By and large all the above achievements could not be reached without the support of ACSA Board members and Board committee who have provided technical support to all activities at different levels

This year once again the secretariat wishes to share with you additional strides of ACSA in the annual report 2019 and in summary ACSA has capitalized on; engagements leading to the fast tracking, inputting into some key policies like the draft Genetic Resource for Food and Agriculture (GRFA) Policy, draft Agroforestry Policy and the launch of National Organic

Agriculture Policy, 2019 presided over by Minister of Agriculture Animal industry and Fisheries Hon, Vincent Bamulangaki Ssempijja. Other key engagements included representing CSOs at the closeout event of USAID FTF EEA, Co- organizing Joint Sector Annual Review (JASAR) 2020, joint organization of dissemination of NOAP, 2019 with PELUM – Uganda and NOGAMU, Joint support to Validation of GRFA together with PELUM and UFCVP and active participation in policy and budget engagements organized by other stakeholders like; CSBAG, UCSD, FRA, SEATIN, UNFFE, CANU, Agriprofocus among others. I once again

commend the support extended by Misereor – Germany ACSA's major development partner, USAID FTF EEA and UMU/ ACALISE for the good collaboration and support in the year 2020. Last but not least ACSA membership for the unprecedented commitment to contribute to her vision of *"Smallholder farmers living in a Sustainable Environment* and together we can achieve *"Collective Voices for Sustainable Development"*



Nakasi Harriet - National Coordinator

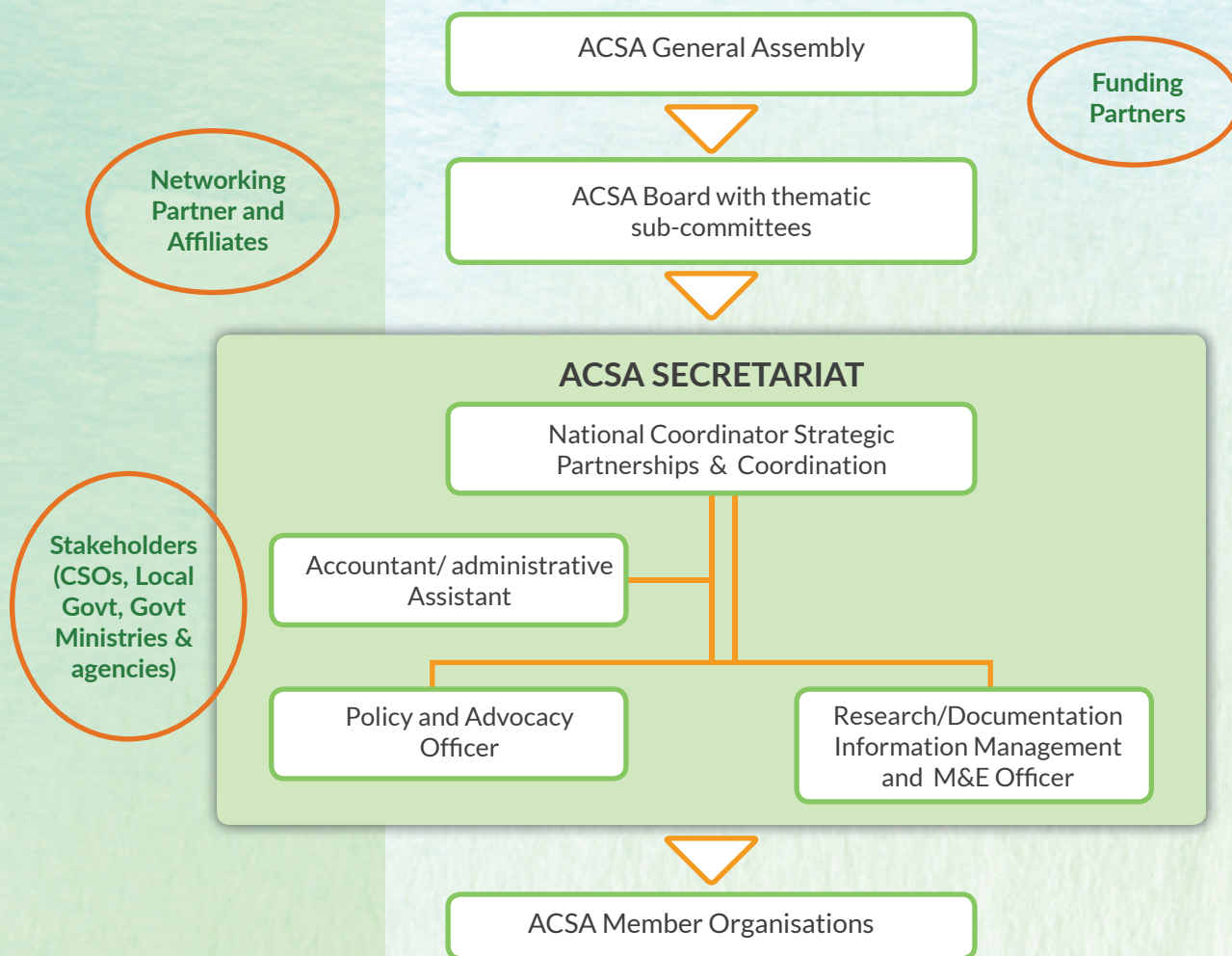
2. ACSA Governance and Membership

ACSA governance is guided by the various operational and legal documents that include; the Memorandum and Articles of Association, Board Charter, Operational policies, Code of Conduct among others.

The organizational structure is composed of a General Assembly, Board Technical Advisory Committee, Board of Directors, Board committees, Secretariat, Membership ,Funding partners, Networking

Partner and Affiliates, and other likeminded Stakeholders that include CSOs, Local Government, Government Ministries and Agencies as per ACSA Organogram below;

ORGANOGRAM OF ADVOCACY COALITION FOR SUSTAINABLE AGRICULTURE (ACSA)



2.1. ACSA Board Representatives

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

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

2.2. Summary of ACSA Target group

#	Item	Numbers
1	Total Member Organizations	30
	Categories	
2	a. Non Government Organization	14
3	b. Farmer Organizations(Cooperatives and Associations)	06
4	c. Faith Based Organization	06
5	d. Networks	04
6	Total Farmers	25,343
7	Total Farmer groups	1,082
8	Farmer Cooperatives	07
9	Total Households	17,235
10	Female Farmers	14,710
11	Male Farmers	10,633
12	Youth Farmers	5,066
13	Schools	57
14	Sub Counties	127
15	Districts	23

2.3. List of Member Organizations and Coverage as at 31st December 2020

#	CSO	Districts of Operation	Year of Joining ACSA
	Agency for Integrated Rural Development (AFIRD)	Wakiso	2006
	Caritas Hoima	Hoima, Kagadi, Masindi, Kakumiro, Kikube, Buliisa	2006
	Caritas Kabale	Kabale, Rubanda, Rukiga	2006
	Caritas Kampala	Wakiso	2006
	Caritas Lugazi	Buikwe, Mukono	2012
	Caritas Masaka Diocesan Development Organization (MADDO)	Kalangala, Rakai, Masaka, Lwengo	2006
	Caritas Kasese	Kasese, Kyenjojo, Kibaale	2018
	Climate Change Alert	Kanungu	2018
	Environmental Management and Livelihood Improvement (EMLI).	Country wide	2013
	Equator Commercial Ltd	Wakiso, Mpigi	2019
	GAHIYAFFAEA	Luwero	2014
	Hear International (HI)	Arua, Madi-Okollo, Maracha, Nebbi	2019
	Homeland Organics	Mubende	2019
	Kakunyu Parents Support Association for Children with Special Needs	Lwengo	2014
	Kazo Mixed Farmers` Association(KAMIFA)	Mubende	2013
	Kiganda Farmers` Cooperative	Kasanda	2014
	KULIKA Uganda	Wakiso Mityana, Mubende, Kiboga, Arua, Nebbi , Lira, Oyam, Kamuli, Iganga, Kumi	2018
	Mayuge Famers` Association	Mayuge	2015
	Mityana- Mubende District Farmers` Association(MMUDFA)	Mityana, Mubende, Kasanda	2013

#	CSO	Districts of Operation	Year of Joining ACSA
	Mutuba Gumu Mpigi Farmers' Cooperative (MUMPIFA)	Mpigi	2014
	National Organic Movement of Uganda (NOGAMU)	Countrywide	2006
	Nina Olugero Foundation	Wakiso, Buikwe	2006
	Participatory Ecological Land Use Management (PELUM)	Countrywide	2015
	People and Views (P&V)	Mpigi	2006
	Prometra Uganda	Wakiso, Mpigi	2019
	Rural Community in Development (RUCID)	Mityana, Kiboga, Kyankyanzi	
	Skills Oriented Development Initiatives(SODI)	Mpigi, Wakiso	2011
	SULMA Foods	Luweero	2010
	Uganda Governance and Poverty Alleviation Program (UGOPAP)	Country wide	2018
	Uganda Youth at Development Network (UYDNET)	Buikwe	2014

2.4 ACSA Membership Payment as at 31st Dec 2020

#	CSO	Year 2019	Year 2020
	Agency for Integrated Rural Development (AFIRD)	✓	✓
	Caritas Hoima	✓	✓
	Caritas Kabale	✓	
	Caritas Kampala	✓	✓
	Caritas Lugazi	✓	✓
	Caritas Masaka Diocesan Development Organization (MADDO)	✓	✓
	Caritas Kasese	✓	
	Climate Change Alert		
	Environmental Management and Livelihood Improvement (EMLI).		
	Equator Commercial Ltd	✓	✓
	GAHIYAFFAEA	✓	✓
	Hear International (HI)	✓	✓
	Homeland Organics	✓	✓
	Kakunyu Parents Support Association for Children with Special Needs	✓	
	Kazo Mixed Farmers` Association (KAMIFA)	✓	✓
	Kiganda farmers' Cooperative		
	KULIKA Uganda	✓	✓
	Mayuge Famers` Association	✓	✓
	Mityana- Mubende District Farmers` Association(MMUDFA)	✓	✓
	Mutuba Gumu Mpigi Farmers` Cooperative (MUMPIFA)	✓	
	National Organic Movement of Uganda (NOGAMU)	✓	
	Nina Olugero Foundation	✓	✓
	Participatory Ecological Land Use Management (PELUM)	✓	✓
	People and Views (P&V)	✓	✓
	Prometra Uganda	✓	✓
	Rural Community in Development(RUCID)	✓	✓
	Skills Oriented Development Initiatives(SODI)	✓	✓
	SULMA Foods	✓	
	Uganda Governance and Poverty Alleviation Program (UGOPAP	✓	✓
	Uganda Youth at Development Network (UYDNET)	✓	✓

2.5 ACSA Board of Directors

The following are the Board of Directors



EUSTACE SAJJABI
Chair Person



VINCENT SEBUKYU
Vice Chair Person



JOSEPH KASIBANTE
Treasurer



MUTEBI JAMES
Member



**SYLVIA NAKANYIKE
MUKASA** - Member



PATRICK SERUBULA
Member



DORCUS ASSIIMWE
Member

ACSA SECRETARIAT



NAKASI HARRIET -
National Coordinator



NASSUUNA FLORENCE
Policy and Advocacy Officer



ALEX MWIINE
M & E Officer



JOAN LULE
Accountant



BENJAMIN KATO
IT Officer

ACSA Board Committees

The secretariat through the Board manual that was endorsed by the AGM 2018 instituted the following committees and whose membership was endorsed by the General Assembly as below;

Board Committee	Name of the Members	Organization
Board Technical Advisory Committee(BTAC)	1. Joseph Kaggwa	Humentum
Board Resource Management Committee (BR MC)	1. Vincent Sebukyu - Chairperson	People and Views
	2. Dorcus Asiimwe	Nina Olugero Foundation
	3. Mutebi James	Caritas Kampala (SAP)
Board Audit and Risk Management Committee (BARMC)	1. Joseph Kasibante Chairperson	KULIKA Uganda
	2. Goretti Kibone	Uganda Revenue Authority
	3. Joan Lule	Advocacy Coalition for Sustainable Agriculture
	4. Nakasi Harriet	Advocacy Coalition for Sustainable Agriculture
Board Programs Committee(BPC)	1. Nakanyike Sylvia - Chairperson	Uganda Governance & Poverty Alleviation Program
	2. Patrick Serubula	Program Mityana Mubende District Farmer Association
	3. Musimenta Julius	Agency for Integrated Rural Dev't
	4. Nakasi Harriet	Advocacy Coalition for Sustainable Agriculture
	5. Nassuuna Florence	Advocacy Coalition for Sustainable Agriculture



Some of ACSA Board and Programs Committee Meetings held at the Secretariat



ACSA team together with the Vice chair after receiving the new vehicle.



ACSA Office Premise

3. ACSA`s Achievements and performance 2020

3.1 CAPACITY BUILDING OF MEMBER ORGANISATION

Major Objective 1: ACSA Member Organisations and smallholder farmers influence the agrarian policy and budget processes at local and national level.

Expected Outcome

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

MOs and SHFs are aware and trained about the budget cycle and content of the relevant policy issues

- ✓ 42% of MOs and 16022 SHF households participated in agrarian policy and budget processes at National level
- ✓ 42% of MOs and 17672 SHF households participated in agrarian policy and budget processes at Sub County and district (local government) levels
- ✓ 9 policies were passed with ACSA's and MOs' influence at the national level.

Key High light for 3.1:

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

The participation of civil society organisations and farmers together with other relevant stakeholders in sub national, national and international policy processes was very essential to ensure that policies are inclusive and effective. However their ability to influence the prioritization issues of public interest on the agendas of government agencies and other key players, at different levels is highly dependent on their capacities to engage, analyze and articulate issues constructively. Strengthening membership capacities is one of the key focus areas by ACSA to achieve constructive and quality input from members at all levels.

- 3 capacity building workshops for MOs and farmers were conducted to strengthen members` and stakeholders` understanding of the Budget cycle, analysis and monitoring at national and regional levels

- A total of 110 participants including MOs, farmers and local leaders were reached in all the three trainings
- In order to increase farmers' understanding and participation in the budgeting process, 250 copies of budget cycle charts were developed, translated and published in four local languages namely; Luganda, Iteso, Rugbar and Runyakole Rukiga). Notably the dissemination of both the both soft and hard copies among different stakeholders is ongoing
- 7 Districts based sub sector specific budgets were developed for Mayuge, Mpigi, Mukono, Mityana, Arua, Kabale, and Hoima.

These were designed, published for dissemination among

ACSA MOs to support their participation in the budgeting analysis at district and sub county levels. These provided a basis for stakeholders to engage their respective districts on relevant issues for prioritization and monitoring at the lower level budgeting process.

- 6 MOs including, SODI, AFIRD, Nnina Olugero foundation, MMUDFA, KAZO, P&V and ACSA staff were supported to participate during the pre and post budget dialogues 2020, at Ministry of Water and sewerage corporation Resource Centre-Bugoloobi, under the theme; ***FY 2020/21 Strategies for Public Investment & Inclusive Growth. Are they Sustainable?***
- A popular graphic pictorial design of the NOAP policy was developed and disseminated

during the launch of the NOAP 2019 in September 2020

- Budget analysis trainings provided for systematic steps, which individuals, Member organizations, communities, and groups use to examine and understand the different aspects of the budget at different stages of the budgeting process in comparison to the norms of a good budgeting practices and its implications on their livelihoods and environment
- CSOs Position papers were developed as follows; a position paper on the National Climate change Bill was developed during a 2nd Stakeholders consultative meeting and presented to parliamentary committee on climate change, a position paper was developed in



ACSA MOs during capacity building in the budgeting processes at National level



CSOs presenting their position paper on the FY2020/2021 National Budget Framework paper to the parliamentary committee on Agriculture

collaboration with other stakeholders for CSO position on the FY2020/2021 National Budget Framework paper and a position paper for Genetic engineering bill, presented to the parliamentary committee on Agriculture. These were collective efforts between ACSA and PELUM Uganda, FRA, Caritas Uganda, CIDI, Slow Food Uganda with technical support from CSBAG.

Major outcomes

- ✓ With support and technical backstopping from ACSA secretariat, Caritas Lugazi has mainstreamed Advocacy within the entire organization with a three year fully-fledged project funded by SCIAF
- ✓ SODI has also trained her partners in advocacy and lobbying and developed an advocacy strategy

- ✓ Bidhampola -Mayuge, secured a tractor and a three phase power from Mayuge district local government under the operation wealth Creation programmes-Curtsy of ACSA capacity building in advocacy and lobbying skills
- ✓ Nnina Olugero Foundation and UYDNET have jointly created a networking women's platform as an in built solution to address women and youth farmers challenges through; on farm trainings and exposures, Experience sharing, information sharing and exhibitions, among others. As a result, multiple businesses have been established among women and youth farmers leading to increased incomes and food security hence reducing on the gender based violence at household level
- ✓ MOs like Caritas Lugazi

participated and analyzed the budget with respect to agriculture extension, MMUDFA on agricultural financing, SODI on Water for production and other budget analyses were jointly done by the stakeholders

- ✓ MOs are now able to fully understand and participate in the analysis and monitoring of the budget at different levels together with their local government representatives, which in turn is informing the Identification, prioritization and pursuance of Issues at regional levels.
- ✓ MOs, farmers and leaders can ably develop position papers to feed into the policies and budget processes at regional
- ✓ At least 30% of MOs can ably engage relevant district local governments and stakeholders at local level.
- ✓ All the trained MOs in the previous periods have actively followed up the government priorities this period with a lens of priority sub sectors as presented by COVID -19 .



Caritas Lugazi's Wins

“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, 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

*are very active in the budgeting processes and were able to identify issues, developed position papers as well as submitting and influencing the sub county Technical Planning Committee to forward their issues to district level. The issue prioritized was **improving agriculture extension services delivery** was prioritized in the district local government budget for the FY2020/21. Currently,*

Caritas Lugazi has an MOU for partnership with the district to foster effective budget monitoring by the established committees. 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 FARMER INNOVATIONS

Major 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

Expected Outcome

- ✓ 45% of MOs have identified and documented innovations and best practices.
- ✓ 45% of MOs had successful collaboration with professional research institutes on various project activities and thematic areas

✓ 2 research studies have been conducted to support the National Organic Agriculture Policy 2019

✓ Conducted a study on leveraging Sugar Cane production for Food and nutrition security of households in sugarcane growing areas in Uganda, to enhance understanding of the situation and to support advocacy endeavors towards alleviating the vice by promoting enterprise mix.

✓ One farmer based innovation documented

Key High light for 3.2:

ACSA has a deliberate action to influence legislators and policy-makers to enact or review policies, laws and their

implementation. This calls for credible information and /or evidence, both qualitative and quantitative to inform direct or indirect, formal and informal lobbying or other means for influencing public opinion. In order to obtain this, some research and documentation must be done by all means, which also requires pictorials to justify the cause. The impacts attributed to ACSA activities have been fortified by informative studies together with documentation of farmer based innovations and good practices that are regularly conducted and disseminated with an overarching aim of promoting inclusivity and effectiveness of agrarian policy formulation processes in addition to enhancing the knowledge base of smallholder farmers across the country as one of the critical approaches in pursuing successful advocacy.

- A number of strides in research and documentation of farmer based innovations have been reached through employing several approaches including; partnerships with research institutions like UMU/ ACALISE, MUK, St. Lawrence University and CERD, through which joint research on farmer identified issues was undertaken to support evidence based advocacy at all levels. Documenting Research and innovation has



Stakeholders during the 4TH ACSA Annual National Research and Innovation dissemination symposium held on 28th/September 2020, at Grand Global Hotel



Official visiting of the side exhibitions by the Hon. Minister Vincent Bamulungaki Ssempijja with other official dignitaries during the National launch of the NOR, 2019



Show casing of Blackoff Innovation at PELUM indigenous food fair 2020

continued to provide alternative technology, skills and knowledge for increased production through adoption and replication of documented practices at farmer and community levels.

As a result, ***Black off*** innovation was identified as one of the major innovation of the year 2020 documented to address the issue of soil depletion and crop pest infestation, that has been a continuous outcry of farming community . The innovation was published and disseminated during ***the 4TH ACSA Annual National Research and Innovation dissemination symposium 2020*** held on 28th September 2020, at Grand Global Hotel under the theme: ***“Local innovative solutions to address challenges in organic fertility management and pest control”***.

The symposium was a well-organized and attended national platform that brought together over 85 key relevant stakeholders and Graced by the ***Commissioner Crop Inspection and certification Mr. Paul Mwambu as the chief guest.*** The highlights of the day entailed; unveiling of a new innovation, dissemination of Sugarcane study research and translated policies as well as a sided event of an exhibition. The event provided information to stakeholders about the key options for organic fertility management and pest control for replication and scaling up as well as

increased their understanding about the next steps after scientific innovations, which include; clear guidelines for UNBS and MAAIF like ; efficacy tests, certification, branding and patenting scientific innovations

The above innovation is characterized by having active ingredients that improve the soils' ecological conditions while fighting notorious pests presents. It has required the attributes that improves soils, improves nitrogen aeration and water retention in soils and PH of 6-9 balancing the soil acidity and alkalinity providing suitable conditions for soil living organisms. These significantly reduces the risk of soil pan compacting thereby improving the general soil structure. Currently, the innovation is undergoing several efficacy tests by MAAIF, to ascertain its viability. Nerveless, more research is still needed to make it user friendly and cheaper to target farmers' specific agricultural needs

Relatedly, a study on ***Leveraging Sugarcane production for food and Nutrition Security of Households in sugarcane Growing in Uganda*** was launched with the aim of addressing the increasing food insecurity and malnutrition related challenges amidst COVID – 19 pandemic. This was conducted among sugarcane

growing households where some of the ACSA Member organisations operate in the districts of Mayuge, Hoima, Kikuube, Kagadi and Buikwe. The study had prior been validated and disseminated among the stakeholders in the sugarcane growing areas. This provided a guided investment and copying mechanisms of households in the sugarcane growing areas together with other food crops that guarantee food security and sustaining the livelihoods of relevant communities especially during and after COVID 19 in Uganda.

Other achievements proportion of Research and Farmer based innovations include;

- 5 ACSA MOs including; Caritas Lugazi, KAZO, UYDNET, Sulma Foods LTD and Homeland organics and Agro-tourism were profiled and documented as model farmers as to complement the extension service systems at community level.
- 15 MOs have been trained in documentation of good practices, to support farmer led research
- 15 MOs trained in patent laws, Intellectual property Rights, Copyright law and where they could be applied with an analysis of relevant

contents of copyright and patenting laws to scientific and farmers' Innovations and Steps in getting a patent and/ a copyright

- A virtual platform which is now in operation was to complement ACSA website whereby members are able to share good practices and active interactions based on specific themes under the link;(network.acsa-ug.org)

Major outcomes:

- ✓ MOs are able to make documentation of best practices, innovations and success stories at regional levels
- ✓ MO have been linked to research institutions for further product development, improvement and guidance
- ✓ So far four MOs MMUDFA , Equator commercial farming and processing, RUCID and AFIRD have been able to register their products
- ✓ As a result of this intervention, MOs including SODI, Caritas Lugazi and P&V have managed to document farmer best practices at local level.
- ✓ 15 MOs have been trained in media advocacy to increase their understanding on how the role of media in influencing advocacy , how to write /

speak with the media, Media Power mapping, Networking with media, Spaces available for CSOs to engage (free and paid).



Training of MOs in media advocacy and intellectual property rights

ACSA Media Engagements

ACSA engages media to disseminate policies and information relating to organic agriculture to a wider population in the country. In the year 2020, a total of 14 Radio programs were carried out on Kaboozi FM. Following an evaluation meeting about the impact of media engagements with Kaboozi and Bukedde, it was noted that there

is generally increased awareness about Organic Agriculture due to the joint efforts by all players during the dissemination of the National Organic Agriculture Policy.

The major topics handled this year include; *The Content of the hat, the passed Organic policy, why the policy, who is it intended for(stakeholders), Opportunities for different stakeholders,*

Implications and Benefits, Organic certification process and making it possible to a smallholder farmer, certification standards , Requirements for export market and Implications and Benefits, lessons to a smallholder farmer, lessons do we learn in regards to urban food safety and sufficiency amidst COVID 19 and Role of CSOs in preparing SHFs farmers to strategize for after COVID 19 opportunities



Left and Middle: Regional post budget dialogue at Hear Internal on Arua one FM and Bidhampola on Baba FM, while Right: Woman MP Kiboga district sensitizing the public about the roles of different stakeholders in the climate change on Akaboozi 87.9FM

Presenters were drawn from organic farming Fraternity including; farmers, ACADEMIA(Uganda Martyrs University), Research Students, organic exporters, CSOs promoting organic, organic certifying bodies organic agro input dealers among others. Additionally, Hear international on Arua one FM and Bidhampola on Baba FM were supported to conduct 10 regional theme based radio programmes. This was used as a channel to train their farmers to supplement the TOT's work in the field during COVID 19 Lockdown. The radio programs are complemented by TV programmes and Newspaper pullout and in this period, 9 Newspaper pullouts were have been published with 1 Newspaper pullout out of the total focusing on justifying the economic sense for organic policy to different stakeholders in order to create public buy in and appreciation of the organic sector. Secondly 8 TV programmes aired out on Bukedde TV 2, with participation of 7 MOs (NOGAMU, UYDNET, MMUDFA, AFIRD, NNINA OLUGERO, RUCID and KAZO).

Major Outcomes

- ✓ MOs are able to discuss and digest issues pertaining farmers within their regions in a constructive manner

- ✓ MOs are using their lobbying skills to lobby for airtime on various Radio stations.
- ✓ More MOs and farmers are increasingly using the media to push for sustainable agriculture agenda.
- ✓ SHFs have joined advocacy movements in the communities and are increasingly realizing the value and benefits of organic agriculture after the outbreak of COVID 19 since the locally recommended therapies are organically produced and processed
- ✓ Demand for organic produced commodities has increased in the general public

3.3 Networking and partnership building

Major 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

Expected Outcome

- ✓ 59% of MOs have participated in lobbying and advocacy activities both at

national and local levels

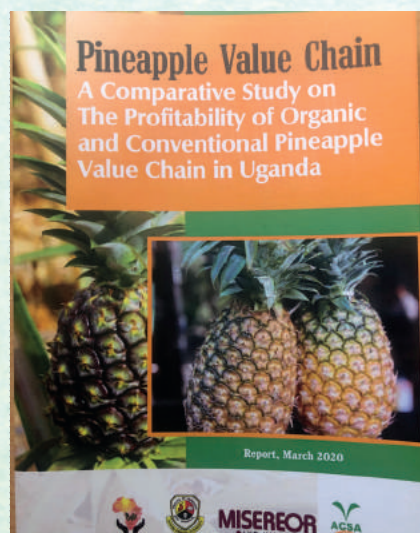
- ✓ 24% of MOs had a MoU with service providers to supply quality products

Key High light for 3.3.

ACSA was part of the three CSOs that spearheaded the process of fast tracking the processes of the finalization and launch of NOAP 2019, development of RIA and costed implementation strategy. As a prerequisite for the passing of the National Organic Agriculture Policy, the cabinet requested CSOs to justify the Profitability of Organic farming along a specific value Chain.

ACSA conducted “A comparative study on the organic and conventional Pineapple profitability of Organic and conventional Pineapple value chain in Uganda “ in partnership with Uganda Martyrs University (UMU)/ ACALISE , which provided a justification for the economic viability of organic farming hence attracting investments in the subsector. The National Organic Agriculture policy 2019 was officially launched in September 2020 by the Minister of Agriculture Animal industry and Fisheries Hon, Vincent Bamulangaki Ssempijja

The Pineapple study was also disseminated at the National



Official Launch of the National Organic Agriculture Policy 2019 and Right: Publication of the comparative study for the pineapple value chain that justified the policy

Launch of NOAP and also during regional technical dissemination workshops at Nebbi, Soroti, Fortportal, Mbale and Lira as well as at the 4th ACSA National annual organic Agriculture Research and dissemination Symposium 2020.

Other achievements include;

- Development, Publication and dissemination of a pictorial popular version of NOAP among ACSA MOs and other stakeholders
- ACSA together with UNFFE and Caritas Uganda engaged farmers to develop farmers 'manifesto' ahead of 2021 elections to guide the future leaders to address the concerns of the farmers
- Organised the 2nd Stakeholders consultative

meeting held on 24th July 2020, at hotel Africana in close collaboration with Partners' for Resilience including PELUM Uganda, CAN U, EMLI, Uganda Red Cross Society and IUCN. They Presented 77 recommendations under the gap analysis where 37% were adopted, 36% were rejected and 20% were still pending issues by then.

- Participated in the review and analysis of the FY2020/2021 National Budget Framework and the Genetic engineering bill which were presented to the parliamentary committee on Agriculture. These were collective efforts between ACSA and PELUM Uganda, FRA, Caritas Uganda, CIDI, Slow Food Uganda with technical support from CSBAG.

- Following the signing of the CAADP Compact in 2010 and subsequent adoption of the Development Strategy and Investment Plan (DSIP) as the first National Agriculture Investment Plan (NAIP), the Government of Uganda through the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) has been organizing Joint Agriculture Sector Annual Review(s) (JASARs) since 2011. ACSA has continued to lobby for CSO's Participation in the JASAR, as one of the key CSOs representatives to the Agriculture Sector Working Group (ASWG) to enable influencing prioritization of farmers' issues through CSOs being represent at this important decision making space.
- Together with other NSA,

ACSA was instrumental in taking active role and participation in 2020 JASAR both at National and regional levels to collectively and mutually review the performance of the agricultural sector against set targets, actions and indicators as set out in the Ministerial Policy Statement (MPS).

- The JASARs therefore has promoted horizontal accountability and therefore all sector stakeholders, Development Partners, Local Governments, organizations, Development Partners, Local Governments, and Government Ministries, Departments and Agencies) must take active and competent participation.

ACSA as a network we commend government for the space provided to NSA to take active participation in organising JASAR events as well as contributing to the sector.

Key CSOs Messages for JASAR 2020

- There is need for a deliberate framework to enable MAAIF capture the contribution and investment of CSOs to the sector.
- A need for Standard operating

manuals for quality standards assurance in service delivery.

- Mutual accountability for all stakeholders needs to be strengthened.
- Budget increment and prioritization of Non-wage bill is necessary in sustaining the recruited extension officers for effective extension system
- A need for strengthening community seed systems to improve farmers' access to quality and reliable seed.

Major outcomes:

As a result, 2020/2021 overall budget allocation for agriculture increased to UGX. 950,600,000,000 with major emphasis and prioritization for funding allocated to the following areas as recommended by Non state actors:

- ✓ Water for production, agriculture infrastructure and mechanization UGX. 48,000,000,000.
- ✓ Extension services and skills management UGX. 2,976,000,000.
- ✓ Crop resources UGX.102,263,000,000
- ✓ Animal resources UGX.89,408,000,000
- ✓ Fisheries resources UGX.21,000,000,000

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**

Expected Outcome

- ✓ 38% MOs have established marketing strategies that rely on market information.
- ✓ 14% of MOs attained at least one form of certification as a way of adhering to quality standards of their products.

Key High light for 3.4.

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

- Caritas, Hoima and GAHAEFEA have been linked to organic Agro input dealers to support MOs input supply outlet development
- MOs like Equator commercial farming, Caritas Lugazi and Kiganda coffee cooperative- Caritas Kiyinda Mityana were linked to local and international markets and sources of organic agro-inputs through exposure visits organized at ACSA level and MO level
- 10 outlets have been set up

by ACSA MOs including: Caritas Lugazi, Caritas Hoima, AFIRD, MUMPIFA, RUCID, Kiganda coffee cooperative, Equator commercial, Hear international, KULIKA Uganda and MMUDFA, Nnino Lugero and Caritas Kampala

- Items traded in include but not limited to ; agro input products and value added products (pumpkin, coffee, Rosella and Honey products, spices and wines)
- SODI and Caritas Lugazi have

organized farmers to sell maize and beans collectively with 13 farmer producer groups at SODI organized into a cooperative, which is fully registered at district level and at the Ministry of Trade and cooperatives for collective marketing

- 5 MOs (SODI, UYDNET, Equator commercial, Bidhampola and AFIRD) through ACSA and other stakeholders' efforts have been able to access simple agro processing equipment

from other service providers

- 5 MOs focal persons in MMUDFA, KAZO, Caritas Hoima, Bidhampola and Caritas Kampala have scaled up financial literacy by mainstreaming it in their activities
- At national level ACSA MOs have been trained in various forms of certification for domestic, regional and international markets (Organic/PGS, UNBS, and ICS).



UYDNET and Caritas Lugazi in Action



- ACSA organized a zoom meeting for Misereor partners (AFIRD, Caritas Kabale, Caritas MADDU, and ACSA) to share experience, challenges and generate a way forward for disseminating information received on the MASIPAG - Philippines exposure visit. Key areas agreed upon for further up scaling include; Documentation of MASIPAG experience among partners, Capacity building in Participatory Guarantee System(PGS), Capacity building in seed breeding among farmers and Certification of farmer managed seeds. This was followed by a visit to KWIFABI agro ecotourism Farm a product of MASIPAG exposure an ACSA Capacity building as established by Tukundane Cuthbert. Other Partners like AFIRD, Caritas Kabale and Caritas Kampala have also implemented some aspects of seed banks and PGS drawn from MASIPAG Experience



On Farm seed multiplications and seed bank or garden hubs as practices by AFIRD and Caritas Kampala

- 3 MOs (Equator, GAHIYAFFEA, and Caritas Kampala) were supported in the Namboole Harvest MONEY Expo 2020 in Feb 2020. MOs had a platform to showcase their new products on markets, extension services to the public as well as Market avenues and linkages were created and MOs/farmers generated a lot of income out of their products
- Caritas Hoima and Lugazi were supported to organize regional exhibitions during Diocesan day and Caritas week on 23rd. February 2020 and 31st March to 5th April 2020 respectively with a special tent for ACSA MOs like UYDNET and Nnina Olugero Foundation who are within the region to exhibit their products and services

Major Outcomes:

- ✓ 2 MOs (AFIRD & SODI) have established community seed bank construction for indigenous seed multiplication
- ✓ 11 MOs¹⁸¹ have strengthened their farmers capacities in value addition, postharvest handling and enterprise selection
- ✓ KAZO and MMUDFA refreshed their farmer Savings groups with trainings, which increased

¹ MUDEFA, AFIRD, Equator, SODI, RUCID, UYDNET, Hear International, Caritas Hoima, Caritas Kabale, Caritas



“Out of the 650 farmers who were trained as a result of ACSA trainings in Community led seed systems, marketing and savings, 130 were identified to multiply seeds in their communities as the beneficiaries of the newly funded food security project of Skills Oriented Development Initiatives (SODI). I have further organized these farmers into 13 producer associations comprising of 10 members each. The 13 groups have been brought together to form a fully registered marketing cooperative at the district and with ministry of cooperatives. Our farmer groups have been able to identify and selected 3 enterprises including beans, maize and

soya that will be produced and marketed collectively. To strengthen this partnership farmers realized the need for developing a memorandum of Understanding for shared roles and responsibilities between cooperative and Golden Seeds Ltd for the supply of seeds. In order to empower the cooperative, SODI has supplied inputs to farmers' groups to promote community seed multiplication for August –December 2020 season. Great thanks to ACSA for continuous capacity building of members” **Says Ms. Proscovia Nankya- Coordinator Agriculture Program SODI**

compliance in loan repayment for boosting their small business. Groups have also been able to acquire genuine agro inputs for the group members through their savings

- ✓ MOs like Equator acquired the UNBs standard mark to strengthen mark linkages at national and EAC levels

CAPACITY BUILDING OF THE SECRETARIAT

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

Expected Outcome

Convened a successful general assembly for MOs in 2020

A total of 5 systems, relevant policies and strategies are fully operational

Key High light for 3.5.

An annual general meeting or Partners' Forum is very vital for member based organizations, associations, cooperatives or groups to have inclusive decision making and ensuring transparency. This is one of the ways to assess the health & growth of that organization. In the year 2020, ACSA organized a successful AGM that was held on 16TH October 2020, at Jevine hotel Lubaga to review the work and performance of the organisation. It is in this meeting that the Chairman delivered his report to partners, Auditors were re-appointed upon satisfaction of their services and an audited Annual financial report was presented for discussion and consideration by the members.

Similarly, 4 board meetings were held to review and discuss

various documents for input and planning including; Feedback from Board Committee Meetings, annual operational plan, Financial Reports, Audited reports and Presentation of both the pineapple value chain and Sugarcane study findings for board comments.

Relatedly, a board meeting was held to discuss about ACSA's change of approach amidst COVID 19 among other normal board businesses on 25TH June 2020 at the secretariat. ACSA has functional thematic committees that sit quarterly and in this period the Board Programmes committee, Board Resource Mobilization and Board Audit and Risk Management committees sat to deliberate the general operations and finances of the network.

Lugazi, Caritas Kampala,, KULIKA



Partners during AGM 2020



Left: Board members during an annual strategic reflection 2020 while Right: Quarterly Board meeting

Other achievements include;

- ACSA organized an annual strategic reflection for the board held on 11th Dec 2020. Where an intensive reflection on the general performance of ACSA secretariat, Board and MOs was done
- A training in Organizational Financial sustainability was conducted for the board and MOs institutions to enable them effectively sustain the implementation of activities.
- Supported the development and approval of 2 organizational policies that is the Reserve and Volunteer policies together with the board
- A draft of the ACSA Financial strategy and organizational sustainability framework is in place subject to review and approval by the audit and risk management committee for submission to the board
- 4 MOs(PV, Homeland Organics, Kakunyu and Prometra Uganda are developing some key institutional policies
- 3 Board monitoring and evaluation visits were carried out to 2 MMUDFA, MUMPIFA and Kiganda coffee cooperative during which the board provided technical backstopping in the areas of good governance and compliance.
- ACSA website and virtual platform are fully functional and has been updated and a web based system for data collection and update has been designed and operational. Additionally, ACSA is also visible at different social media platforms like Twitter, Facebook, YouTube and WhatsApp, which are always enriched with regular updates from major events and MOs' good practices and experiences.
- ACSA MO's of the month and price information and events is also another interesting feature and source of market updates for farmers and public at large. This has also boosted information access, management and sharing by farming communities
- Relatedly, a total of 26 MOs have been visited to update





*Follow-up support and capacity building at Hear international,
Middle: Board monitoring visit to Kiganda Coffee corporative and Right: Follow-up visit for ACSA Secretariat to Caritas MADDO*

Major Challenges Encountered:

1. Worth noting is the fact that, COVID 19 has negatively affected prices of farm produces and thus household incomes with the average incomes of HH income falling to UGX. 248,000 but this has been due to impact of covid-19 that affected prices
2. Limiting gatherings called for change of strategy especially enhancing participation of CSOs in pre and post budget
3. Elections ushered in new office bearings, which implies a new process of identifying

and building capacity of new allies at legislature, national and local government

4. Some planned activities like bylaw and ordinance capacity building were not implemented due to the change in office bearers, who are presumed to be totally new to the subject matter. Hence postponed till after the swearing in.

5. Despite ACSA capacities building in the use of online platform for meetings and MO's engagements some MOs in rural districts have limited access to Internet infrastructure missing out on training and online engagements.

Lessons Learnt:

- The role of ACSA in building the capacity of MOs in Budget analysis is becoming very relevant in supporting lower level budget analysis.
- Identifying specific MAAIF and agencies Technical focal persons for ACSA makes access to documents and participation in engagements easier e.g. NARO, MAAIF department of inspection and certification, UCDA and NaCORI

- Accompanying MOs in lobbying and advocacy at local level has yielded more results and impact in lower level advocacy.
- Being an advocacy network for Sustainable agriculture calls for ACSA always having to come up with a strategy wherever there is an agriculture value chain related emergency and issues at national level calling for flexibility in activity planning and in future plan for a reserve fund
- Exposure and exchange visits create synergies among MOs towards peer learning and joint advocacy strategies
- Relationship building at different levels for mutual benefits has proved to be a motivation of MOs
- Setting up farmer driven demonstration gardens and multiplication centers provides a platform for the introduction of new ideas and allow farmers to share experiences on innovative practices and also strengthens collaborative and peer learning.
- Relation building with leaders at different levels breaks the socio-political and bureaucracy for better service delivery to farmers.

4. ACSA Partners

4.1 ACSA networking Partners

- African Centre For Trade and Development (ACTADE) - Climate Change and joint fundraising Initiatives
- Center for Ecosystem Research and Development (CERD) – Research and Innovations
- Center for food and Adequate living Rights (CEFROHT) – Human Rights based approach agrarian Advocacy
- Civil Society Advocacy Budget Group (CSBAG) – Budget advocacy and Policy Analysis
- CISDE - Our land Our life Platform engagements at Regional and Continental levels
- Climate action Network Uganda (CANU) – Climate change advocacy at national and International levels
- Consumer Education Trust (CONSENT) – Media Consumer awareness Campaigns
- Ecological Organic Agriculture Initiative (EOAI) – Advocacy for ecological organic Agriculture at

- National and regional levels
- ETO Consortium – Engagements on Human rights beyond borders and Transnational Corporations
 - Food Rights Alliance (FRA) - Capacity building and Agriculture related engagements at national levels
 - Global Soil Partners
 - IFOAM – Global engagements in ecological Organic Agriculture and Agro ecology
 - Power for all in Agriculture Platform – Advocacy for Renewable Energy
 - Southern and Eastern Africa Trade Information and Negotiations (SEATIN) – Trade related advocacy
 - Uganda Coalition for Sustainable Development (UCSD) – for National and International Climate and environment related engagements
 - Uganda National Farmers Federation (UNFFE)
 - Uganda Organic Certification (UgoCert) – Linkages of MOs and farmers to Certification

4.2 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

4.3 Line Ministries and Government Agencies

- Ministry of Agriculture Animal Industries and Fisheries (MAAIF)
- Ministry of Lands (MoL)
- Ministry of Trade Industries and Cooperatives (MTIC)
- Ministry of Water and Environment (MWE)
- National Agriculture Coffee Research Institute (NACORI)
- National Agriculture Research Organisation (NARO)
- Uganda National Bureau of Standards (UNBS)
- Uganda Registration Bureau (URSB)

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

#	ACSA MEMBER ORGANISATION	ACTIVITY										
		Institutional Capacity development	Capacity building at regional level	Capacity building at National level	Networking meeting /workshops	Exhibitions and shows	Exposure visits	Farmer Research and Innovation dissemination	Follow up visits	District Engagements / Meetings	Media engagements	Linkage s to service provider s/support
1	Agency for Integrated Rural Development (AFIRD)	✓		✓	✓	✓	✓	✓	✓			✓
2	Bidhampola Famers` Association	✓		✓	✓		✓	✓	✓	✓	✓	✓
3	Caritas Hoima	✓		✓		✓		✓				✓
4	Caritas Kabale											
5	Caritas Kampala	✓		✓	✓		✓	✓	✓			
6	Caritas Kasese											
7	Caritas Lugazi	✓		✓	✓	✓		✓	✓	✓		✓
8	Caritas Masaka Diocesan Development Organization (MADDO)	✓		✓				✓	✓	✓		✓
9	Climate Change Alert											
10	Environmental Management and Livelihood Improvement (EMLI).	✓		✓	✓	✓	✓	✓	✓			✓
11	Equator Commercial Ltd	✓		✓				✓	✓			

12	GAHIYAFFAEA	✓	✓	✓	✓	✓		✓	✓		✓	
14	Heat International (HI)	✓		✓	✓		✓	✓	✓			
15	Homeland Organics	✓		✓			✓	✓	✓			✓
16	Kakunyu Parents Support Association for Children with Special Needs	✓		✓			✓	✓	✓			✓
17	Kazo Mixed Farmers` Association (KAMIFA)	✓		✓	✓	✓	✓	✓	✓		✓	✓
18	Kiganda farmers` Cooperative	✓		✓	✓			✓	✓			✓
19	KULIKA Uganda	✓		✓	✓	✓	✓	✓	✓		✓	
20	Mityana- Mubende District Farmers` Association(MMUDFA)	✓		✓					✓	✓		
21	Mutuba Gumu Mpigi Farmers` Cooperative (MUMPIFA)	✓		✓	✓		✓	✓	✓		✓	
22	National Organic Movement of Uganda (NOGAMU)				✓			✓	✓		✓	
23	Nina Olugero Foundation	✓		✓	✓			✓	✓	✓		✓
24	Participatory Ecological Land Use Management (PELUM)				✓			✓	✓			✓
25	People and Views (P&V)	✓		✓	✓			✓	✓			✓
26	Prometra Uganda	✓		✓	✓	✓		✓	✓		✓	✓
27	Rural Community in Development(RUCID)	✓		✓	✓			✓	✓			✓
28	Skills Oriented Development Initiatives(SODI)	✓		✓								✓
29	SULMA Foods LTD	✓		✓	✓			✓	✓			✓
30	Uganda Governance and Poverty Alleviation Program (UGOPAP)	✓		✓	✓	✓	✓	✓	✓		✓	✓
31	Uganda Youth at Development Network (UYDNET)	✓		✓	✓			✓	✓			✓

5. 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, 2020; 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, 2020 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 ACSA/KZE/MISEREOR funded Project audit resulting in this independent auditor's report is CPA Ben Okello Luwum – P0019.

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

Ben Okello Luwum - P0019

Date: 27th 05/2020

ACSA Audit Report and financial Statements for the year Ended 31st December, 2020

ACSA - Statement of Financial Position as at 31st December, 2020

Advocacy Coalition for Sustainable Agriculture (ACSA)
Audit Report and Financial Statements for the Year Ended 31st December, 2020

5.2 ACSA - Statement of Financial Position as at 31st December, 2020

	Note	2020 UShs	2019 UShs
Assets:			
Non- Current Assets	7.1	204,678,218	57,901,684
Current Assets			
Cash and Bank Balances	7.2	144,862,402	195,382,717
Subscriptions Receivable	7.3	2,100,000	1,200,000
Prepayments	7.4	5,100,000	6,800,000
Total Assets		356,740,620	261,284,401
Fund Balances and Liabilities:			
Fund Balances:			
Accumulated fund Balances	5.4	150,562,402	202,082,717
Capital Grant	5.4	204,678,218	57,901,684
Liabilities:			
Accounts Payable	7.5	1,500,000	1,300,000
Total Fund Balances and Liabilities		356,740,620	261,284,401

These Financial Statements were approved by the Board on 27th / 05 / 2021; 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 for the Years 2017 to 2020



Figure 2: Share of ACSA individual activities of the total budget in 2017

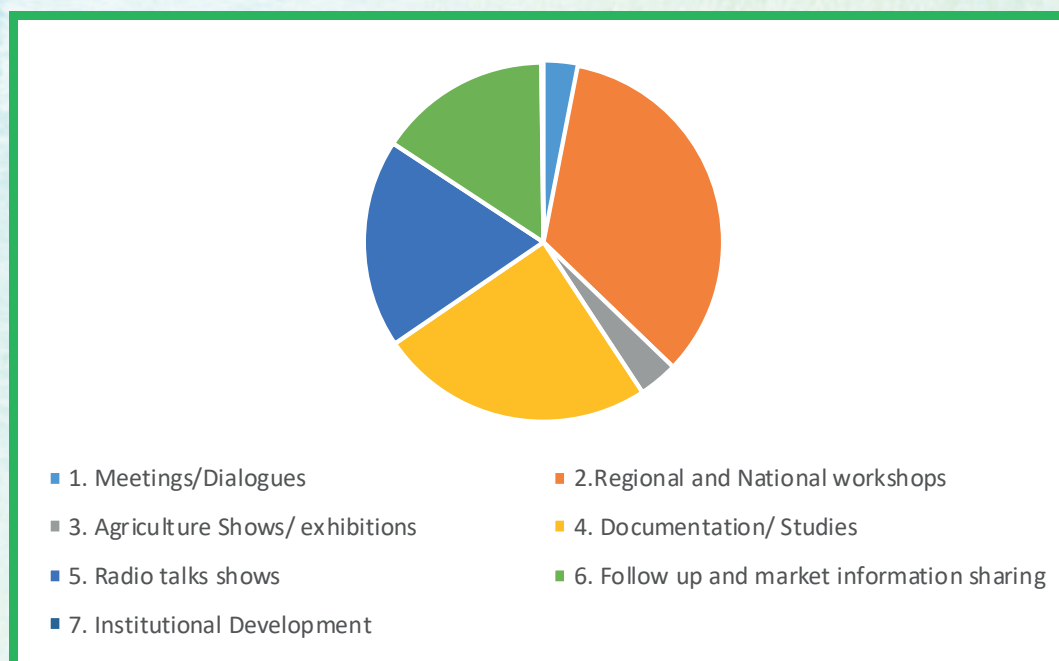


Figure 3: Share of ACSA individual activities of the total budget in 2018

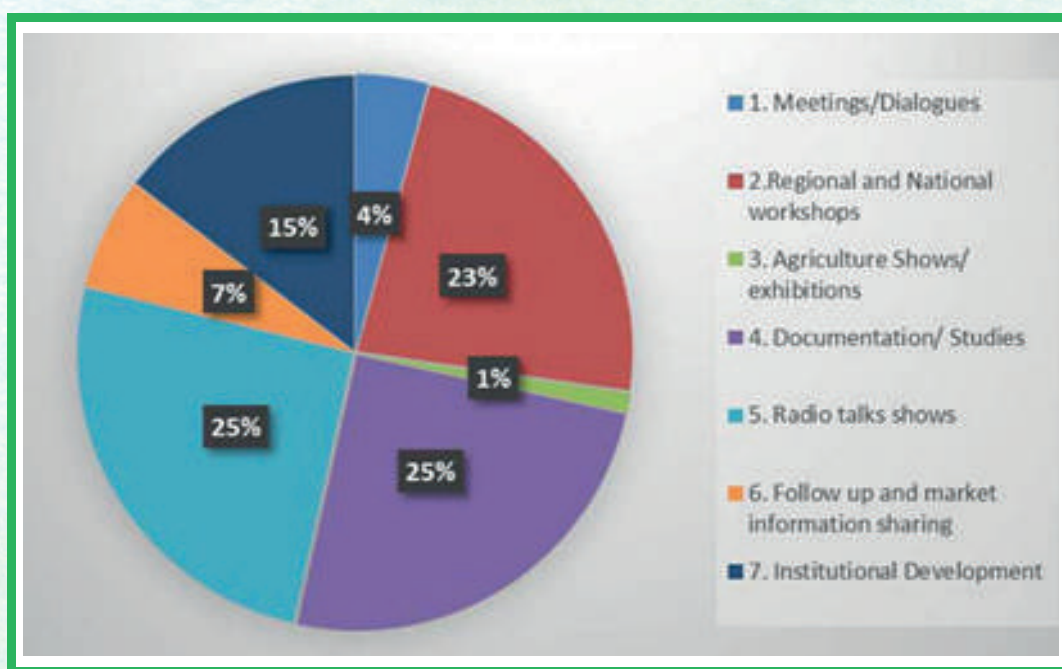


Figure 4: Breakdown of ACSA Total Budget in 2019

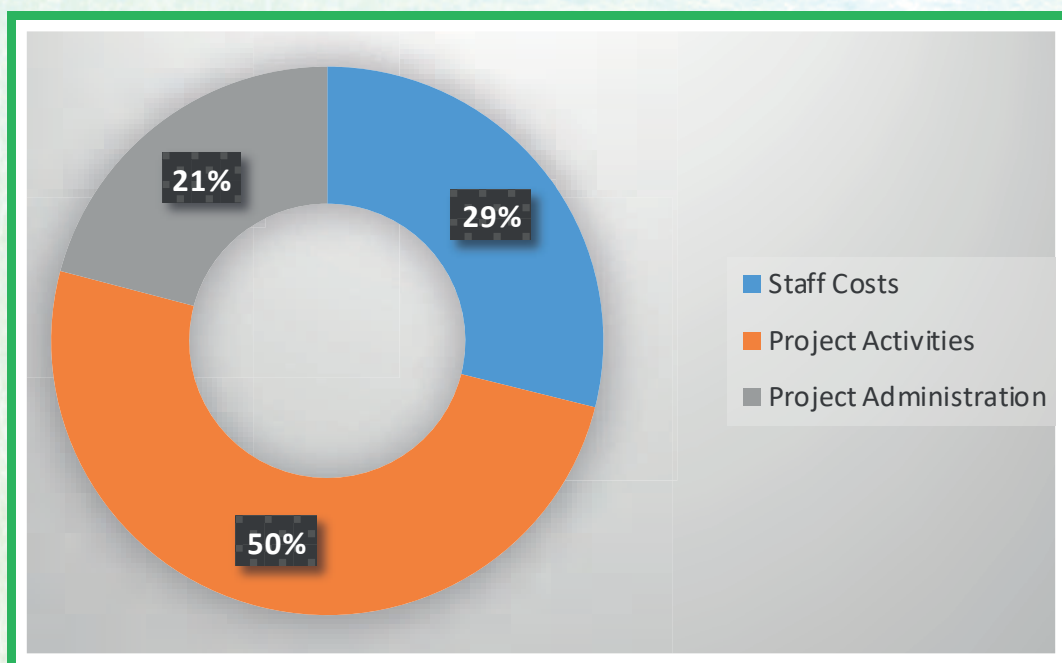


Figure 5: Share of ACSA individual activities of the total budget in 2019

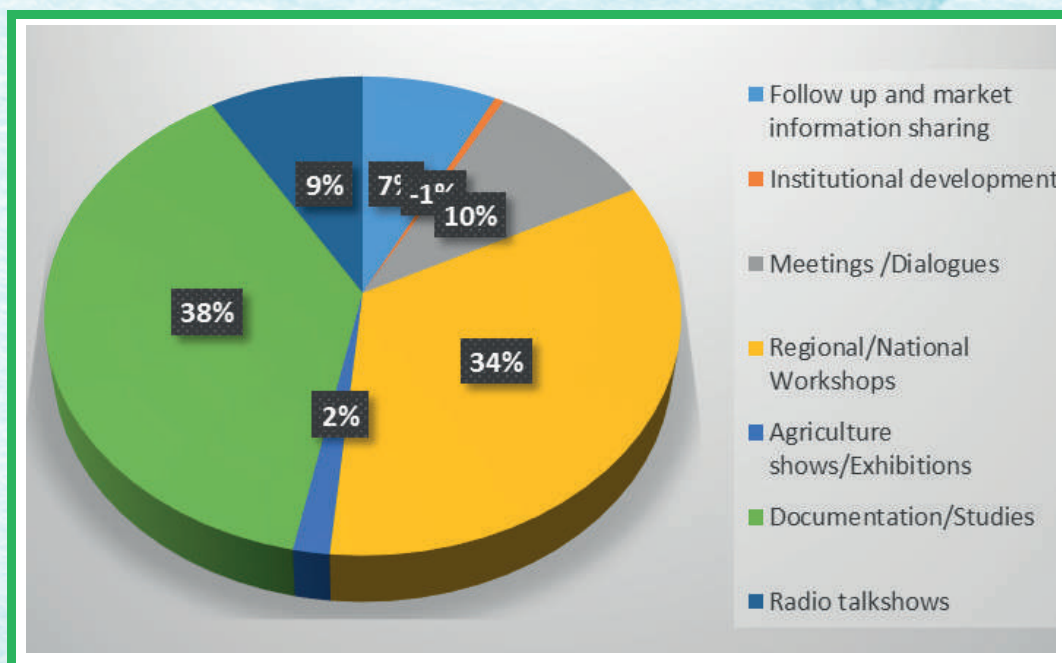


Figure 6: Breakdown of ACSA Total Budget in 2020

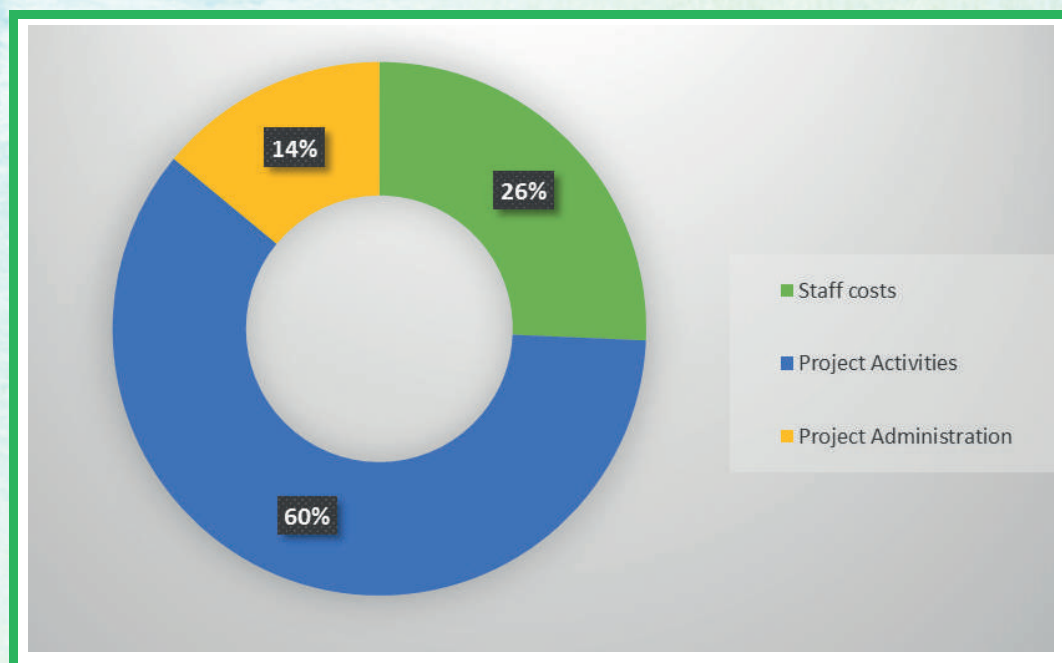
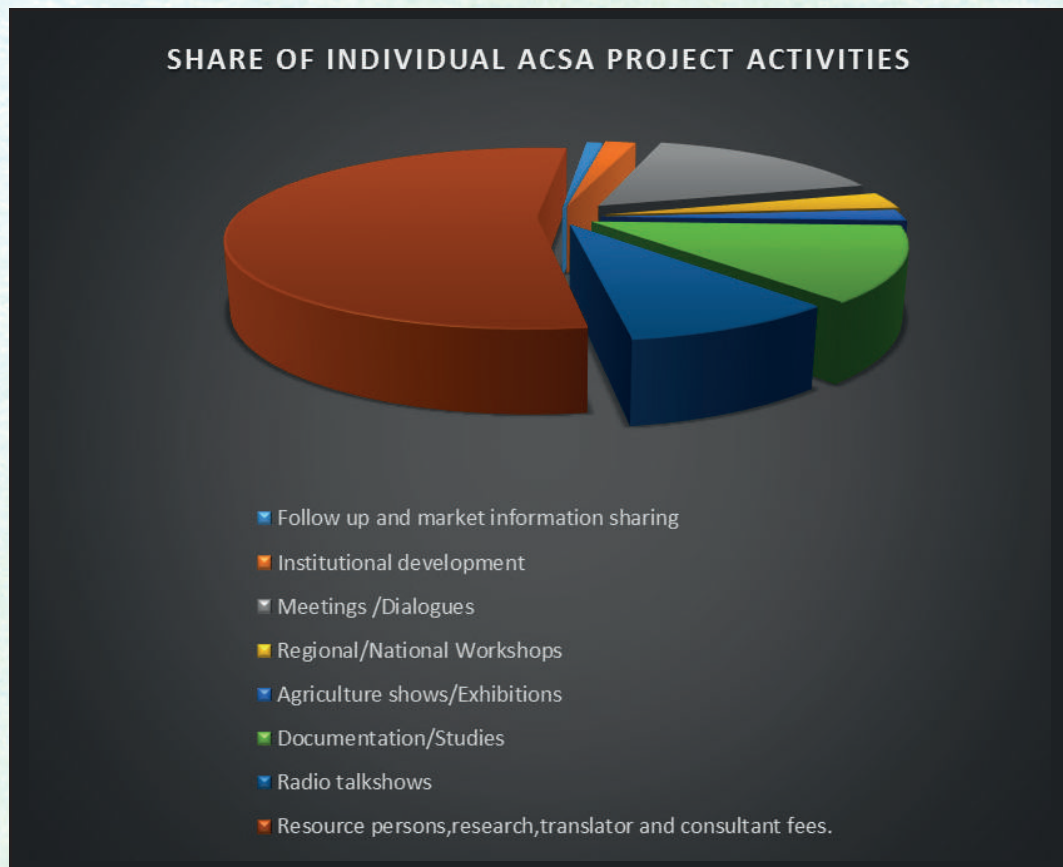


Figure 7: Share of ACSA Individual Activities of the Total Budget in 2020



B. Annual Operational plan for the Year 2021

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.			Months													Responsibility Centre	
Out put	Activity	(Q2/Q3/Q4)	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	NOV	OCT	DEC	ACSA ² Staff	Engagement of MOs and other stakeholders	
1.1. MOs and SHFs are aware of the budget cycle and content of the relevant policy issues	1.1.2 Develop, publish and disseminate sub sector specific budget analysis position papers (Climate change issues, agriculture, marketing& Trade , research and agro inputs)		X					X							COORD	ALL MOs, local governments & other stakeholders	
	2.1.3 Develop, publish and disseminate a summarised page flier on relevant agrarian policies, (e.g. on seeds and other inputs, Environmental protection ,climate change , Water for production, organic agriculture, extension & mechanization etc.) and A summary pager for Evaluation of polices passed being implemented over years.		X	X										X	COORD	ALL MOs, local governments & other stakeholders	
	2.1.4 Train MOs in budget cycle and budget 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	

2 COORD – Coordinator, P/A – Policy an Advocacy Officer, IT – Information Technology , M&E- Monitoring and Evaluation

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months												Responsibility Centre		
	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
	1.2.3 Support MOs to train local governments in developing and implementing byelaws									X					COORD	Local governments & other stakeholders
	1.2.4 Develop and publish Policy analysis pagers to follow up passed policies & update MOs on the loss and wins(Seed policy, Climate Change Policy, Environment, Genetic engineering, Irrigation and mechanization policies)		X	X											COORD	ALL MOs, local governments & other stakeholders
1.3 SHFs demand for relevant service (government ministries and agencies, CSOs and district local government) for popular versions and pictorials of relevant policies and documents	1.3.1 Develop pictorial versions of policies in collaboration with relevant ministries (MAAIF, MWE, MTIC, MoL)				X	X					X	X			Secretariat in Collaboration with MAAIF	ALL MOs, local governments & other stakeholders
	1.3.2 Translate pictorial versions of policies in four local languages						X	X					X	X	Secretariat in Collaboration with MAAIF	ALL MOs
	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	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	P/A	ALL MOs,
	1.3.5. Translate budget cycle charts in four local languages				X	X	X								Secretariat	

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months												Responsibility Centre	
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	1.4.1. 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	
	1.4.3. 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 ACSA representatives participate in national, regional & International agrarian policy development fora	1.5.1 Support Policy engagement meetings with relevant ministries(MAAIF, MTIC, MWE, MoL, at national , regional & international levels (ASWG etc.)- 10 meetings @year		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	
	1.5.5. Participate in ASWG meetings and inform MOs about the results		X			X				X			X	COORD	AFIRD

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months														Responsibility Centre	
1.6 ACSA representatives participate in policy analysis and position paper development at national level	1.6.1. Develop position papers in collaboration with other stakeholders(national Issues)		X	X	X	X	X	X	X	X	X	X	X	X	X	Secretariat	PELUM, AFIRD , MMUDFA, Caritas Lugazi, P&V
	1.6.2. Conduct policy engagement meetings with relevant ministries(MAAIF,MTIC,MWE, MoL & other stakeholders)		X	X	X	X	X	X	X	X	X	X	X	X	X	COORD	
2.1 MOs are linked to research institutions (i.e. NARO, Universities etc.)	2.1.1 Organise engagement meetings with research institutions		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A M&E	
	2.1.2 Link with Universities and research institutions for further research		X	X	X	X	X	X	X	X	X	X	X	X	X	M&E	
	2.1.3 Develop a virtual platform for sharing research and Innovations		X	X	X	X	X	X	X	X	X	X	X	X	X	IT/ M&E	ALL MOs
2.2 MOs are sensitized and trained in copyright and patenting laws	2.2.1 Identify and review relevant contents of copyright and patenting laws to ensure that farmers' Innovations are captured		X	X												COORD	
	2.2.2 Sensitize and train MOs in patent and copyright related laws for their innovations			X												M&E	
	2.2.3 Experience sharing with a Misereor partner organization dealing with farmers' innovation in Burkina Faso		X	X	X	X	X	X	X	X	X	X	X	X	X	COORD	ALL MOs
2.3 MOs identify and document farmer based innovations and best practices	2.3.1 Organise exposure and exchange visits to share best practices on relevant topics (like community seed systems, climatic change adaptation and mitigation, local level advocacy)		X	X				X	X			X		X		P/A M&E	ALL MOs

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months												Responsibility Centre	
	2.3.2 Train MOs & SHFs in documentation of best practices, innovations and success stories at regional levels			X	X									Secretariat	UYDNET, KULIKA, CARITAS KAMPALA, NNINA OLUGERO, HEAR INTERNATIONAL, BIDHAMPOLA, KAZO, HOMELAND ORGANICS, EQUATOR, MMUDFA, AFIRD, CARIATAS KABALE, CARITAS HOIMA, CARITAS LUGAZI
	2.3.3 Support the identification of farmer based innovations and best practices		X	X	X	X	X	X	X	X	X	X	X	M&E	ALL MOs
	2.3.4 Support research on issues identified by MOs, stakeholders and SHFs		X	X	X	X	X	X	X	X	X	X	X	M&E	ALL MOs
	2.3.5 Profile model farmers and farms			X	X									M&E	UYDNET,, HEAR INTERNATIONAL, CARITAS HOIMA, CARITAS LUGAZI, SULMA FOODS LTD
	2.3.6 Support the documentations of MOs & SHFs innovations, (annual publication)		X	X	X	X	X	X	X	X	X	X	X	M&E	ALL MOs

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months														Responsibility Centre	
2.4 MOs identify joint issues for research to be carried-out, disseminated and patented by ACSA secretariat at International, national and regional level	2.4.1 Profile issues for joint research		X	X	X	X	X	X	X	X	X	X	X	X	X	COORD	
	2.4.2 Conduct joint research on priority issues				X	X						X			X	Secretariat	
	2.4.3 Organize an annual Innovation and Research dissemination symposium at regional, national and international levels									X	X					Secretariat	ALL MOs
	2.4.4 Engage relevant stakeholders to implement the research recommendations		X	X	X	X	X	X	X	X	X	X	X	X	X	M&E P/A	Secretariat & MOs
	2.4.5 Popularise 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	M&E	Secretariat & Mos
2.5 Experience sharing and dissemination by using different media is supported	2.5.1 Train MOs and SHFs in media advocacy			X												Secretariat	UYDNET, KULIKA, CARITAS KAMPALA, NNINA OLUGERO, HEAR INTERNATIONAL, BIDHAMPOLA, KAZO, HOMELAND ORGANICS, EQUATOR, MMUDFA, AFIRD, CARIATAS KABALE, CARITAS HOIMA, CARITAS LUGAZI
	2.5.2 Develop ICT materials, Posters, Manuals and DVDs			X	X	X										IT/ P/A/M&E	
	2.5.3 Train MOs &SHFs in the use of ICT materials and online services				X											IT	ALL MOs
	2.5.4 Carry-out a Monthly radio program on sustainable agriculture related issues		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs
	2.5.5 Support MOs and SHFs to engage in media (TV, Radio Newspapers at regional and national levels)		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months														Responsibility Centre	
3.1 MOs organise 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	3.1.1 Link MOs/SHFs to local service providers		X	X	X	X	X	X	X	X	X	X	X	X	X	Secretariat	ALL MOs
	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	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	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	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	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	P/A	ALL MOs
	3.2.4 Organise joint events and fora with other stakeholders		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 annual returns etc.)	3.2.1 Train MOs on national compliance issues (relevant Policies etc.)		X					X							X	Secretariat	ALL MOs
	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	X	Secretariat	ALL MOs
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	

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months														Responsibility Centre	
	3.3.2 Organise joint events and fora with other stakeholders		X	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 suasell marketing application		X	X	X	X	X	X	X	X	X	X	X	X	X	M&E IT	
	4.1.2. Train MOs in the use of online marketing services				X	X										IT	ALL MOs
	4.1.3. Develop annual marketing calendars		X	X	X											M&E	
	4.1.4 Develop a pager on minimum farm gate prices of key staple commodities seasonally for sharing in the virtual platform (two seasons per year)		X				X				X				X	M&E	
4.2 MOs and their farmer groups are able to identify profitable enterprises for collective farming & marketing key staple commodities for sharing on the virtual platform	4.2.1 Train MOs and Farmers in enterprise selection (by MO focal person)		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A, MO FOCAL PERSON	ALL MOs
	4.2.2 Train MOs and Farmers in Collective marketing (by MO focal person)		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A, MO FOCAL PERSON	ALL MOs
	4.2.3 Support MOs to establish regional organic market outlets		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A,	ALL MOs

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months														Responsibility Centre	
4.3 MOs are able to train SHF in value addition and link them to partners for equipment	4.3.1 Train MOs in postharvest handling and value addition (by MO focal person)		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A, MO FOCAL PERSON	ALL MOs
	4.3.2 Link MOs to other service providers to access simple agro-processing equipment		X	X	X	X	X	X	X	X	X	X	X	X	X	Secretariat	ALL MOs
	4.3.3 Train MOs in Financial literacy by MO focal person		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	ALL MOs
4.4 MOs are aware on quality assurance standardization, certification and participatory guarantee systems	4.4.1 Train MOs in quality standardization, certification and participatory guarantee systems						X	X								Secretariat	ALL MOs
	4.4.2 Link MOs to local certification companies and institutions(2 fora)							X	X	X						Secretariat	All MOs
	4.4.3 Link MOs and SHFs to ASAFA for Mandatory Laboratory testing		X	X	X	X	X	X	X	X	X	X	X	X	X	Secretariat	ALL MOs
4.5 MOs and SHFs organize and participate in exhibitions at local, regional and national level	4.5.1 Support MOs to participate in agriculture related exhibitions at national level (Jjinja UMA, and Namboole).			X				X	X				X		X	P/A	EQUATOR, UYDNET, CARITAS KAMPALA
	4.5.2 Support MOs to organise annual regional exhibitions to establish marketing linkages for organic products		X	X	X	X	X	X	X	X	X	X	X	X	X	P/A	Caritas Hoima, Caritas Lugazi
5.1 ACSA Board, thematic committees and AGM meetings are regularly organized and documented	5.1.1. Organise and document board meetings on quarterly basis.				X			X			X				X	COORD/ ADMIN	All Board members

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months												Responsibility Centre	
	5.1.2. Organize Board thematic committees (Finance, Human resource and [programs committees) and hold quarterly committee meetings			X			X			X			X	COORD/ ADMIN	Specific board thematic committees
	5.1.3 Organise and document annual partners' forum/ AGM for evaluation and planning purposes								X					COORD/ ADMIN	ALL MOs
	5.1.4 Organise annual board strategic reflection meetings/ retreat												X	COORD/ ADMIN	All Board members
5.2 ACSA Board is effective in supervising, assessing and advising the operations of the secretariat	5.2.1 Carry-out bi-annual board monitoring visits to MOs					X							X	BOARD	All Board members
	5.2.2 Support the board in developing Board Charter, Code of conduct and other relevant board operational instruments				X		X			X			X	Secretariat	All Board members
	5.2.3. ACSA Board is conducting annual staff appraisal (of secretariat staff)													BOARD	Board Resource mobilization committee
5.3 ACSA secretariat is disposing of qualified staff	5.3.1 Develop and update regularly the job descriptions for each position in ACSA secretariat Recruit and orientate qualified staff		X											BOARD	Board Resource mobilization committee
	5.3.2 Organise necessary training and exposure of ACSA secretariat staff (e.g. in Lobbying and advocacy, M&E and other relevant areas)		X	X	X	X	X	X	X	X	X	X	X	COORD	All MOs
	5.4 ACSA secretariat is sufficiently equipped to deliver appropriate services at regional and national level		X	X	X	X	X	X	X	X	X	X	X	COORD	All staff

Objective 1: ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.		Months												Responsibility Centre	
5.5 ACSA secretariat and MOs use relevant operational policies and strategies (e.g. fundraising strategy, communication strategy, advocacy strategy, strategic plan, membership policy, code of conduct)	5.5.1 Ask for consultancy support to ACSA secretariat and MOs in developing relevant institutional policies						X							BOARD COORD	Misereor
	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	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			X			X	Secretariat	Staff
	5.6.4 Evaluation(Midterm internal & End of Project Evaluation External)												X	Secretariat	Staff and board

Glossary of pictures



ACSA MOs during some training activities at the office and AGM/Partners' Forum



ACSA Media engaging Prof Sekyewa, Sylvia Ssenkaayi of NUCAFE, Dr. Joseph Semakula of UMU/ ACALISE, Florence Nassuuna of ACSA



ACSA Follow up visits to Kiganda farmers association and MMPIFA, Staff Engament Meetings with Lwengo and Mpigi Districts



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