



ACSA ANNUAL REPORT

Advocacy Coalition for Sustainable Agriculture (ACSA)
P. O. Box 21556, Kampala – Uganda, Plot 272, Block 15 Kibuga, Nsamba Estate
at House A16 Road : Tel : 256 414670400 / 0772463220, Email : acsa.ug@gmail.com, /info@acsa-ug.org; Website : www.acsa-ug.org

20
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LIST OF ACRONYMS

1.	ACALISE	African Centre of Excellence in Agro-Ecology and Livelihood Systems
2.	ACSA	Advocacy Coalition for Sustainable Agriculture
3.	AFIRD	Agency for Integrated Rural Development
4.	ASSP	Agriculture Sector Strategic Plan
5.	ASWG	Agricultural Sector Working Group
6.	CANU	Climate Change Action Network
7.	CONSENT	Consumer Education Trust
8.	CSBAG	Civil Society Budget Advocacy Group
9.	CSO	Civil Society Organization
10.	FRA	Food Rights Alliance
11.	FY	Financial Year
12.	JASAR	Joint Agricultural Sector Annual Review
13.	MAAIF	Ministry of Agriculture Animal Industry and Fisheries
14.	M & E	Monitoring and Evaluation
15.	MDMFO	Mityana District Modern Farmers
16.	MP	Member of Parliament
17.	MoL	Ministry of Lands
18.	MTIC	Ministry of Trade Industries and Cooperatives
19.	MWE	Ministry of Water and Environment
20.	MUK	Makerere University Kampala
21.	NACORI	National Agriculture Coffee Research Institute
22.	NARO	National Agriculture Research Organisation
23.	NDP	National Development Plan
24.	NGO	Non-Governmental Organization
25.	NOAP	National Organic Agriculture Policy
26.	NOGAMU	National Organic Agriculture Movement of Uganda
27.	OA	Organic Agriculture
28.	PELUM	Participatory Ecological Land Use Management
29.	PGS	Participatory Guarantee System
30.	P & V	People and Views
31.	RUCID	Rural Community In Development
32.	SEATIN	Southern and Eastern Africa Trade Information and Negotiations
33.	SODI	Skill Oriented Development Initiatives
34.	UCSD	Uganda Coalition for Sustainable Development
35.	UGOCERT	Uganda Organic Certification
36.	UMU	Uganda Martyrs University
37.	UNFFE	Uganda National farmers' Federation
38.	URSB	Uganda Registration Services Bureau
39.	UYDNET	Uganda Youth Development Network

Message From Chairperson



Dear Partners it has been a great honor to serve the network as your Chairperson to the ACSA board together with my team of experts for the last 6 years. In my capacity as the chair, I have been able to convene 6 Partners' Forum Annual General Meeting (AGM), through which I had the opportunity to celebrate the achievements and challenges of the network over the years.

I must say that six years down the road ACSA has grown into a strong, visible and admirable network with presence at different levels. You and I are part of the contributors to this growth in your respective organizations, projects, programs, and activities at different levels. This work has been made possible by the ACSA secretariat because of the support from Misereor Germany, UMU/ACALISE, USAID Feed the Future and other local collaborating partners. Through this support ACSA network has reached many major milestones at national, Local Government, Secretariat and membership levels as highlighted in this report.

I congratulate the ACSA network for putting in place the Advocacy Strategy for Food Security in Plantation Growing Areas 2025 – 2029 and a New ACSA Strategic Plan 2025 – 2030, which sets a clear path for the future and enhances the advocacy capacity of our members and partners across Uganda to pursue advocacy for effective service delivery.

I further express my sincere thanks to Misereor – Germany, the major funding partner, for good collaboration and partnership with ACSA. Secondly, I commend the role of the Board and the Secretariat to continuously maintaining strategic partnerships and linkages with CSBAG, FRA, MAAIF, MWE, UMU/ACALISE, MUK, UCU and other like-minded CSOs with whom they have jointly pursued various issues including Policy and budget engagements at different levels among CSOs, Local government and farmers. In the year 2024 we were also honored to have visits by Mr. Martin Gottsacker - Misereor Africa Depart' Desk officer Ethiopia, Uganda, Djibouti, Somalia, Eritrea; Mrs. Jana Griefnow - Misereor Fundraiser and Mrs. Katrin Schroeder – Head of Department Policy and Global challenges and Mrs. Josephine Beck-Engelberg – Misereor Consultant. Other strategic partners received this year were from Turkish Cooperation Agency (TIKA) – the new Country Coordinator, Center for Promotion of Imports (CBI), Horizont 3000 GIZ and SNV. We thank you all for the brick added to the network and we are committed to continue making a difference towards the enabling environment for Smallholder farmers in Uganda to thrive at all levels. Last but no least I wish to thank our membership, partners, and the entire ACSA team for your dedication to the cause of ACSA. Collectively, we can achieve and enabling environment for smallholder farmers to thrive now and in the future.

Sajjabi Eustace - ACSA Board Chairperson



Message From National Coordinator



Dear Members and Partners, with much pleasure on behalf of ACSA secretariat I'm honored to share with you the contribution network to the Uganda's agrarian policy environment for the year 2024. I will start by commending the role government of Uganda in supporting the growth of the agriculture sector through the various programs in addition to providing an enabling environment for CSOs to operate. Secondly, I uphold the contribution of the Germany government and Misereor – Germany our major funding partner to Uganda's social and economic development through her various partners both Church and Non church actors across sectors country wide.

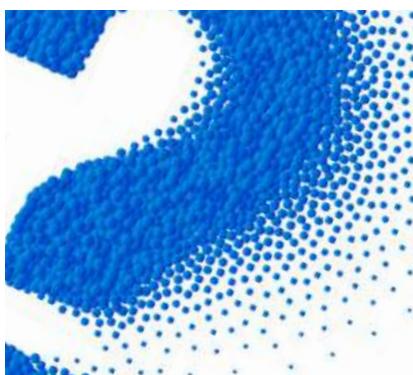
The ACSA network has continued to make strides in strengthening the capacity of CSOs to effectively undertake their work through the following these thematic areas; Advocacy and Lobbying, Research and documentation, Capacity building of member Organizations, Capacity building of ACSA secretariat, Networking and partnership Building. Through these activities are contributing to the overall goal of Relevant agriculture policies and services for Small Holder Farmers (SHFs) are implemented to foster profitable sustainable agriculture enterprises. Notably, in the year 2024, ACSA network reached the following major milestones: The development of guiding frameworks (ACSA Advocacy Strategy for Food Security in Plantation Growing Areas 2025 – 2029 and a New ACSA Strategic Plan 2025 – 2030), which set a clear pathway for the future and enhances the advocacy capacity of our members and partners across Uganda to pursue advocacy for effective service delivery; Passed out the Second Cohort of TOTs for Advocacy and mentorship; organized on behalf of Misereor the capacity building and mentorship of MOs and Misereor partners in local fundraising and social enterprise development; and maintained strategic partnerships and collaboration with US Uganda Mission, Turkish Cooperation Agency (TIKA), Center for Promotion of Imports (CBI), Horizont 3000 GIZ, and SNV, while continuing to pursue joint activities with CSBAG, FRA, MAAIF, MWE, UMU/ACALISE, MUK, UCU, CONSENT CSBAG, CEFROHT, MUK, PELUM, SEATIN, UNFFE, USAID ISSA among others.

ACSA also celebrates national level strides taken in pursuance of the on-going processes of the Genetic Resource for Food and Agriculture (GRFA) policy and National Agroecology Strategy (NAS) under the guidance for MAAIF. These should be a continuous reminder that mankind has done more harm than good in face of the declining diversity of the country's Genetic Resources. Hence, I calling upon all of us to play our role in the restoration, conservation and multiplying of Neglected and Underutilized Indigenous Species (NUS) in the country. With great pleasure, I also wish to highlight that other important achievements during the year 2024 have been compiled in a detailed Annual Report 2024. All these are continuously contributing to ACSA Mission "to empower civil society organizations working with small holder farmers to advocate for favorable agrarian Policy environment for sustainable communities". I commend the contribution of MISEREOR – Germany through the technical and accompanying visits of Mr. Martin Gottsacker - Misereor Africa Depart' Desk officer Ethiopia, Uganda, Djibouti, Somalia, Eritrea; Mrs. Jana Griefnow - Misereor Fundraiser and Mrs. Katrin Schroeder – Head of Department Policy and Global challenges and Mrs. Josephine Beck-Engelberg – Misereor Consultant. Nevertheless, the achievements of 2024 could not be reached without the support and guidance of ACSA Board members and Board committees in addition to the commitment of ACSA membership as well strive pursue Collective Voices for Sustainable Development to make the world a better place for Smallholder farmers in Uganda and beyond.

Nakasi Harriet - National Coordinator

1.0 Over view of ACSA

1.1 Who Are We



The Advocacy Coalition for Sustainable Agriculture (ACSA) is a legally registered national network of Civil Society Organizations (CSOs) dedicated to improving the livelihoods of smallholder farmers and promoting the sustainability of farming communities in Uganda. ACSA advocates for sustainable agriculture, agro ecology, agricultural market development, environmental conservation, research, and policy reforms to create a more favorable agrarian policy environment. By building the capacity of farmers and CSOs, ACSA ensures that agricultural policies respond to

the real needs of smallholder farmers. Through collaborative action, technical engagement, and evidence-based advocacy, ACSA strives to champion a just and resilient food system. Founded as a national network, ACSA now brings together 29 member organizations across 46 districts in the Central, Eastern, Western, and West Nile regions. Its diverse membership includes 13 Non-Governmental Organizations (NGOs), 9 Faith-Based Organizations, 3 Regional/Thematic Networks, and 4 Farmers' Associations. Together, these organizations form a unified voice advocating for smallholder farmers' rights, sustainable agricultural practices, agro ecology, and inclusive policy reforms. ACSA's mandate is: "Advocating for a favorable agrarian policy environment for smallholder farmers in Uganda."

1.2 ACSA Operational Context in 2024, Institutional Context:

ACSA has continued to contribute to an enabling policy agrarian environment for smallholder farmers to thrive, while positioning herself as one of the major actors in supporting policy processes at different levels. ACSA derives her work from the pre-determined the mandates and overall Goal of "Relevant agriculture policies and services for Small Holder Farmers (SHFs) are implemented to foster profitable sustainable agriculture enterprises". This is achieved through lobbying and advocating for agrarian policies and budgets that support the cause of the smallholder farmers in Uganda since inception her in November 2007. This has been done primarily through capacity building of ACSA member organization and their smallholder farmers to undertaking effective lobbying and advocacy towards accessing government resources and services at different levels for improved livelihoods. Secondly, the continuous technical accompanying support and mentorship of ACSA CSO membership to ensure good governance, legitimacy of institutions, visibility and compliancy with the national laws. This has led confidence building in the membership to build strong strategic partnerships and exploit opportunities that support their work at local government levels. On the other hand, ACSA has continued to emphasize the collective voices to access services and resources within their reach through Government programs like Parish development Model (PDM), Operation Wealth Creation(OWC) Uganda Intergovernmental Fiscal Transfers (UgIFT) among others for complementarity and sustainability their interventions within the communities. This approach has contributed to strong ACSA Membership who can ably contribute to smallholder farmer friendly policies and budgets for improved service delivery.

The year 2024, has marked full recovery of post-COVID-19 era, dominated by innovativeness of CSO operations in Uganda. ACSA has greatly contributed to this cause following a long period of capacity building and Peer to Peer learning of MOs as mentors and trainers in effective advocacy and lobbying at different levels. We are proud to say that this has been achieved through the support of MISEREOR – Germany and following the thematic areas: Advocacy and lobbying for agrarian policies, budgets and services, Promotion of climate resilience, sustainable organic agriculture and agro ecological techniques, Research, Innovation and Dissemination, Strategic partnership and alliances, Responsible consumption of healthy and indigenous foods, Seed systems and Land use Management, and Institutional development.

This period has also seen the first and second cohort of capacity building and mentorship in advocacy and lobbying taking a lead in lower-level advocacy within their target areas. This has translated into visibility, establishment of strategic partners and access to resources and services for smallholder farmers. At the same time, Kikuube District enacted an ordinance of Sugarcane farmers' Protection and Food Security; Gardeners' Gold fertilizer received an official certification from MAAIF as a farmer driven innovation; over ten MOs have adopted Black Soldier larvae Fly Larvae as livestock feed with approximately 720 households producing 5kgs weekly indicating growth and uptake, published and disseminated; developed of a popular version of indigenous Micro Organisms (IMO) in collaboration with UMU/ACALISE, developed a Strategy for Food Security in Plantation Growing Areas among others. This is all attributed to the good collaboration, partnership and support from Misereor Germany.

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)

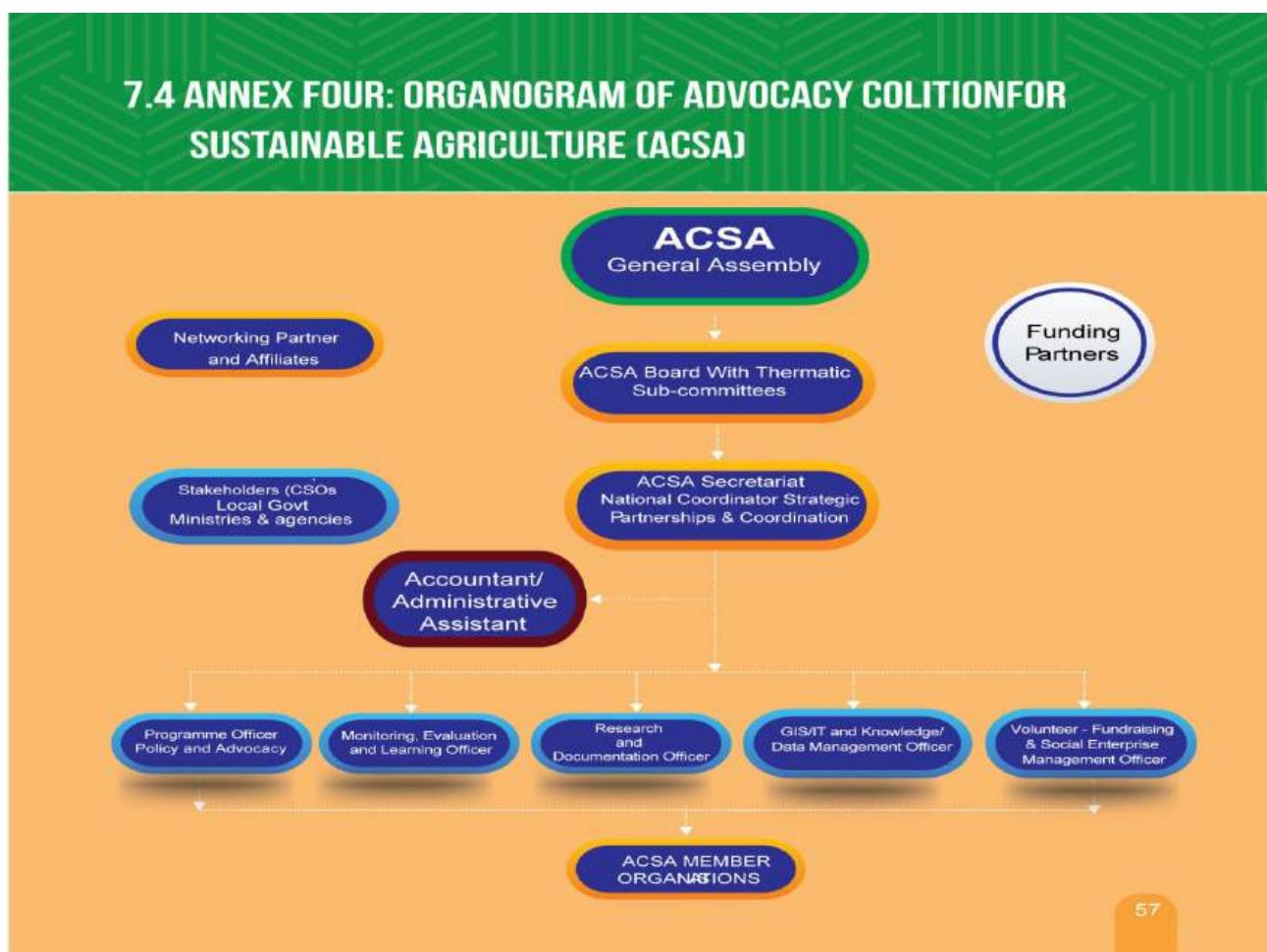
1.4 ACSA Corporate Governance Statement

ACSA is committed to adhering to best practices in corporate governance for non-profit organizations, with a focus on transparency, accountability, and operational efficiency. In alignment with Uganda's NGO Act and best practices for non-profit organizations, ACSA continuously improves its governance, policies, and practices to enhance organizational impact.

Governance Structure: ACSA operates under a Constitution, formally adopted by its member organizations, and continuously reviewed to ensure alignment with the network's evolving goals. The Constitution is the foundational governance document that defines ACSA's roles, responsibilities, and processes. It also outlines the election and re-election procedures for Board members, ensuring fair representation of ACSA's diverse membership.

Supreme Governing Body: The Annual General Meeting (AGM), held annually, serves as the supreme governing body of ACSA. This meeting is responsible for electing the Board of Directors, approving key strategic decisions, and ensuring broad member participation in the governance process. The AGM ensures a democratic approach to governance, where members have the opportunity to engage in discussions, vote on critical matters, and provide input on the organization's future direction. Additionally, during the Country Working Group Meetings, the annual audited financial statements, Chairperson's reports, and the appointment of auditors are reviewed and adopted by ACSA members. These meetings serve as a platform for transparency, where ACSA's financial health and organizational progress are presented and evaluated by the membership.

Figure 1: ACSA Organogram



1.5 ACSA Board of Directors

ACSA's Board of Directors is composed of seasoned professionals with extensive experience in sustainable agriculture, policy advocacy, and institutional development. Guided by the ACSA Constitution, the Board is entrusted with setting the organization's strategic direction, approving budgets and annual reports, ensuring fiduciary oversight, and appointing the Executive Director. In 2024, the Board continued to provide robust governance, thought leadership, and strategic accountability, anchoring ACSA's mission to empower small holder farmers and promote a sustainable agrarian policy environment in Uganda.



Strong Governance and Strategic Oversight: Throughout the year, the Board demonstrated exceptional commitment by holding all scheduled meetings without postponement, ensuring quorum and active participation. This unwavering consistency reflected the Board's deep sense of responsibility and focus. Operating through well-functioning technical committees, the Board provided timely policy and programmatic guidance, reinforced governance standards, and supported risk management efforts.

Its strong collaboration with the Secretariat ensured seamless communication, clarity in decision-making, and alignment of day-to-day operations with ACSA's long-term vision.

Advisory Support and Operational Stability: The Board remained a steadfast advisory body to the Secretariat, offering hands-on strategic guidance on emerging issues and organizational priorities. Members maintained an open-door policy, fostering a culture of mutual support and shared accountability. Their close involvement enabled ACSA to navigate operational challenges, uphold timely delivery of programs, and respond proactively to emerging opportunities.

Critically, the Board ensured financial discipline through diligent oversight of budget implementation, timely salary payments, utility settlements, and statutory tax obligations—upholding both staff morale and institutional credibility.

Stakeholder Engagement and Resource Mobilization: As ambassadors of the organization, Board members elevated ACSA's national and regional profile through high-level engagements with Members of Parliament, government agencies, and development partners. Their representation in strategic policy forums significantly enhanced ACSA's visibility and reinforced its voice in shaping sustainable agriculture discourse. Beyond advocacy, the Board championed innovative resource mobilization efforts—laying the foundation for new partnerships and sustainability strategies that will drive ACSA's future growth and resilience.



ACSA Board of directors during their quarterly board meeting

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

Table 1: The 8 members of ACSA board Members

#	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	Mrs. Florence Kakande	EQUATOR COMMERCIAL – Director	Member
5	Mrs. Sylvia Mukasa	UGOPAP – PMC Coordinator	Member
6	Mrs. Annet Nabuule Byuma	MDMFO – Director	Member
7	Mr. Mutebi James	Caritas Kampala – Coordinator	Member
8	Ms. Nakasi Harriet	National Coordinator	ACSA (Secretary) Ex-Official



Mr. Eustace Sajjabi
Chairperson



Mr. Vincent Ssebukyu
Vice Chairperson



Mr. Joseph Kasibante
Treasurer



Mr. James Mutebi
Member



Mrs. Sylvia Nakanyike
Mukasa
Member



Mrs. Florence
Kakande
Member



Ms. Annet Nabuule
Member

ACSA as a network exhibits uniqueness in day-to-day operations with active membership for relevancy.

This has called for the board to be in touch with the members and secretariat to ensure professionalism in operations by guiding and deliberating on the progress and finances of the network on a quarterly basis.

In the Year 2023 the major contributions of ACSA Board were; constantly looking at the approaches to advocacy and how they create an impact on the activities of the network;

Provide input in the formulation of policies governing the network and membership in general; Technical review of the reports both narrative and financial to guide the secretariat on improvement of performance and quality of work; Identification of necessary strategic linkages for the network and MOs; accompany the members to provide technical support on instructional and governance issues for sustainability of network and Engages other stakeholders on behalf of the members.

1.6 ACSA Board Committees:

The Board of Directors of the Advocacy Coalition for Sustainable Agriculture (ACSA) plays a pivotal role in guiding the strategic direction, governance, and overall sustainability of the organization. Composed of experienced professionals from member organizations and relevant sectors, the Board provides oversight, advisory support, and strategic linkages that ensure ACSA remains true to its mission of promoting sustainable agriculture and favorable agrarian policies for smallholder farmers in Uganda. The Board operates through regular meetings and specialized committees, fostering close collaboration with the Secretariat and key stakeholders to drive the organization's vision and impact.

1. The Audit and Risk Management Committee (ARMC) is responsible for overseeing financial audits, budgeting, and risk management to maintain ACSA's financial integrity and accountability. It ensures that all financial operations are transparent and in compliance with industry standards, mitigating risks that may affect the organization's sustainability. The ARMC plays a critical role in safeguarding the organization's assets and maintaining the trust of stakeholders.
2. The Programs Committee (PC) monitors the performance of ACSA's programs, ensuring they align with the organization's strategic goals and effectively meet the needs of smallholder farmers. It assesses the impact of each program, providing guidance and recommendations for improvement. By regularly evaluating the programs, the PC ensures that ACSA's initiatives are both relevant and responsive to the evolving needs of the farming community.
3. The Resource Mobilization Committee (RMC)- focuses on securing resources to sustain ACSA's long-term impact by driving fundraising efforts and enhancing the organization's financial sustainability. It develops strategies to attract funding from diverse sources, including grants, partnerships, and donations. The RMC ensures that ACSA can continue to execute its mission and expand its reach through the efficient mobilization of resources.
4. Board Technical Advisory Committee (BTAC): The Board Technical Advisory Committee (BTAC)- provides expert guidance on governance, compliance, and ACSA's focus on maintaining its niche in sustainable agriculture. Its main role is to ensure all ACSA initiatives comply with the latest technical standards and best practices, particularly in agroecology and sustainable agriculture. The BTAC oversees program implementation, regulatory compliance, and offers strategic advice to the Board. It ensures that ACSA's projects effectively meet the needs of smallholder farmers. The committee helps align ACSA's initiatives with its long-term goals and its commitment to sustainable, inclusive, and agroecological practices. BTAC's guidance supports the Board in making informed decisions about program priorities. This ensures ACSA's activities are impactful, scientifically sound, and adhere to governance frameworks and industry standards.

Induction and Ongoing Training for Board Members: To ensure that Board members are equipped to fulfill their governance roles effectively, new Board members undergo an induction program. This training ensures that they are familiar with ACSA's Constitution, operations, and key policies. Additionally, the Board members are encouraged to participate in ongoing professional development to stay current with governance best practices.

Ethical Standards and Code of Conduct: ACSA places a strong emphasis on ethical conduct across its operations, ensuring that all actions align with the organization's values of integrity, transparency, and accountability. The Board and staff have adopted a comprehensive Code of Conduct that outlines expectations for maintaining the highest ethical standards in areas such as conflict of interest, confidentiality, and compliance with applicable laws. The Code also addresses issues such as the acceptance of gifts, appropriate behavior during meetings, and the commitment to ethical decision-making, with all Board members and staff required to sign it as a pledge to uphold these principles.



ACSA Joint Board of Directors and Board committee Meeting

Performance Evaluation and Reflection: ACSA regularly evaluates its governance performance through annual reflection meetings. These meetings assess the effectiveness of the Board and its sub-committees in meeting their targets and fulfilling their roles. ACSA also conducts an annual review of its strategic goals and performance against these targets. Board performance reports are shared with members during Triennial General Meetings to ensure transparency and accountability.

Internal Coordination and Member Engagement: ACSA continuously works to improve internal communication and coordination among its members, ensuring that all voices are heard in decision-making processes. The organization regularly organizes consultations, knowledge sharing forums, and capacity-building workshops to empower its members and ensure they are actively involved in ACSA's governance. This inclusive approach fosters collaborative action and strengthens the unity and collective impact of ACSA's work.



Quarterly Board Programs Committee meeting

Therefore, the secretariat through the Memorandum and Articles of Association and Board Manual provides for the thematic operational committees and whose membership was also endorsed by the General Assembly as per Table 2 below;

Table 2: List of the thematic operational committees Members

Board Committee	Name of the Members	Organization
Board Technical Advisory Committee (BTAC)	1. Stella Lutalo 2. Joseph Kaggwa 3. Joseph Ssemakula	Consultant Humumentum Uganda Martyrs university/ ACALISE Programme
Board Resource Management Committee (BR MC)	1. Vincent Ssebukyu - Chairperson 2. James Mutebi 3. Annet Nabuule Byuma	People and Views Caritas Kampala Mityana District Modern Farmers Organisation
Board Audit and Risk Management Committee (BARMC)	1. Joseph Kasibante - Chairperson 2. Goretti Kibone 4. Vicent Paul Mutaawe 5..Nakasi Harriet	KULIKA Uganda Uganda Revenue Authority Advocacy Coalition for Sustainable Agriculture Advocacy Coalition for Sustainable Agriculture
Board Programs Committee (BPC)	1. Nakanyike Sylvia - Chairperson 2. Florence Kakande 3. Musimenta Julius 4. Nakasi Harriet 5. Nassuna Florence	Uganda Governance & Poverty Alleviation Program Equator Commercial Agency for Integrated Rural Development Advocacy Coalition for Sustainable Agriculture Advocacy Coalition for Sustainable Agriculture

ACSA Co-opted Board Committee Members



Goretti Kibone
Audit & Risk
Management Committee



Julius Musimenta
Programs Committee

1.7 ACSA Management Staff:

The ACSA Secretariat continued to play a pivotal role in driving the organization's strategic agenda throughout the reporting period. Under the leadership of the National Coordinator, the dedicated management team ensured smooth coordination of programmatic activities, resource mobilization, stakeholder engagement, and institutional compliance.

The staff demonstrated unwavering commitment to advancing ACSA's vision of smallholder farmers living in a sustainable environment. Through effective planning, collaboration with member organizations, and adaptive leadership, the Secretariat successfully supported key advocacy initiatives, capacity-building interventions, research efforts, and network strengthening.

As the engine of ACSA's operations, the management staff remained focused on transparency, accountability, and impact, enabling the organization to meet its objectives and uphold its reputation as a leading voice in sustainable agriculture and agrarian policy advocacy in Uganda.



National Coordinator /
Strategic Partnerships &
Coordination



Florence Nassuuna
Program Officer
Policy & Advocacy



Alex Mwine
Monitoring Evaluation &
Learning Officer



Vicent Paul Mutaawe
Accountant/ Administra-
tive Assistant



Benjamin Kato
Knowledge Manage-
ment & IT Officer



Namakula Diana
Research & Documentation
Officer



ACSA brings together 29 member organizations across 46 districts in the Central, Eastern, Western, and West Nile regions. Its diverse membership includes 13 Non-Governmental Organizations (NGOs), 9 Faith-Based Organizations, 3 Regional/Thematic Networks, and 4 Farmers' Associations as below:

Table 3: Categorization ACSA Target groups and Demographics

#	Item	Numbers
	Total Member Organizations	29
	Categories	
	Non-Government Organization	13
	Farmer Organizations (Cooperatives and Associations)	04
	Faith based organization	09
	Networks	03
	Total Farmers	27,473
	Total Farmer groups	1,060
	Farmer Cooperatives	31
	Total Households	19,249
	Female Farmers	16,235
	Male Farmers	11,238
	Youth Farmers	5,920
	Schools	58
	Sub Counties	120
	Districts	46

Table 4: List of Member Organizations and Coverage as at 31st December 2024

#	CSO	Districts of Operation	Year of Joining ACSA
1	Agency for Integrated Rural Development (AFIRD)	Wakiso	2006
2	Caritas Fortportal	Bundibugyo, Bunyangabu, Kabarole,	2022
3	Caritas Hoima	Hoima, Kagadi, Masindi, Ka-kumiro, Kikube, Buliisa	2006
4	Caritas Kampala	Wakiso	2006
5	Caritas Kasese	Kasese, Kyenjojo, Kibaale	2018
6	Caritas Lugazi	Buikwe, Mukono	2012
7	Caritas Masaka Diocesan Development Organization (MADDO)	Kalangala, Rakai, Masaka Lwengo	2006
8	Caritas Mbarara	Ibanda , Byhweju Rubirizi	2022
9	Equator Commercial Ltd	Wakiso, Mpigi	2019
10	Heat International (HI)	Arua, Madi-Okollo, Maracha, Nebbi	2019
11	Homeland Organics	Mubende	2019
12	Integrated Child Services(ICS)	Arua, Madi-Okollo,	2021
13	Kakunyu Parents Support Association for Children with Special Needs	Lwengo	2014
14	Kazo Mixed Farmers` Association (KAMIFA)	Mubende	2013
15	KULIKA Uganda	Wakiso Mityana, Mubende Kiboga, Arua, Nebbi , Lira, Oyam, Kamuli, Iganga, Kumi	2018
16	Mayuge Famers` Association	Mayuge	2015
17	Mityana District Modern Farmers` Organisation (MDMFO)	Mityana, Mubende, Kasanda	2013
18	Participatory Ecological Land Use Management (PELUM)	Countrywide	2015
19	People and Views (P&V)	Mpigi	2006
20	Prometra Uganda	Wakiso , Mpigi	2019
21	Rural Community in Development (RUCID)	Mityana, Kiboga, Kyankyanzi	
22	Skills Oriented Development Initiatives(SODI)	Mpigi, Wakiso	2011
23	Xclusive Biologicals	Buikwe Kampala, Wakiso, Masaka, Kayunga & Mpigi	2024

Table 5: List of Networking Member Organizations and Coverage as at 31st December 2024

#	CSO	Districts of Operation	Year of Joining ACSA
1	National Organic Agricultural Movement of Uganda (NOGAMU)	Countrywide	2006
2	Participatory Ecological Land Use Management (PELUM)	Countrywide	2015

Table 6: ACSA Membership Payment as at 31st Dec 2024

#	CSO	Year 2021	Year 2022	Year 2023	Year 2024
1	Agency for Integrated Rural Development (AFIRD)	✓	✓	✓	✓
2	Caritas Fortportal		✓	✓	✓
3	Caritas Hoima	✓	✓	✓	✓
4	Caritas Kampala	✓	✓	✓	✓
5	Caritas Lugazi	✓	✓	✓	✓
6	Caritas Masaka Diocesan Development Organization (MADDO)	✓	✓	✓	✓
7	Caritas Mbarara		✓	✓	✓
8	Caritas Kasese		✓	✓	✓
9	Equator Commercial Ltd	✓	✓	✓	✓
10	Heat International (HI)	✓	✓	✓	✓
11	Homeland Organics	✓	✓		
12	Integrated Child Services(ICS)	✓	✓	✓	✓
13	Kakunyu Parents Support Association for Children with Special Needs	✓	✓	✓	✓
14	Kazo Farmers` Association (KFA)	✓	✓	✓	✓
15	KULIKA Uganda	✓	✓	✓	✓
16	Mayuge Famers` Association	✓	✓	✓	✓
17	Mityana-District Modern Farmers` Organisation (MDMFO)	✓	✓	✓	✓
18	People and Views (P&V)	✓	✓	✓	✓
19	Prometra Uganda	✓	✓	✓	✓
20	Rural Community in Development (RUCID)	✓	✓		
21	Skills Oriented Development Initiatives (SODI)	✓	✓	✓	✓
22	Uganda Governance and Poverty Alleviation Program (UGOPAP)	✓	✓	✓	✓
23	Uganda Youth at Development Network (UYDNET)	✓	✓	✓	✓

#	CSO Networks	Year 2021	Year 2022	Year 2023	Year 2024
1	Uganda Governance and Poverty Alleviation Program (UGOPAP)	✓	✓	✓	✓
2	National Organic Agricultural Movement of Uganda (NOGAMU)				
3	Participatory Ecological Land Use Management	✓	✓	✓	

3.0 Summary of ACSA's Achievements and Performance in 2024

Policy Influence and Advocacy:

13

Member Organizations (45%) actively participated in policy analysis and the development of position papers at both local and national levels.

Key contributors: Caritas Hoima, Caritas Lugazi, Hear International (now Pendo Africa), AFIRD, ICS, BICODA, Kulika Uganda, and others.

Budget Advocacy at All Levels:

13 MOs (45%) played a critical role in influencing agricultural budget processes at national and district levels—amplifying smallholder farmers' voices in resource allocation.

Knowledge Exchange & Innovation Sharing:

21

MOs (72%) were actively involved in accessing, generating, exchanging, and disseminating agroecological innovations and vital information for the benefit of smallholder farmers.

Examples include: PROMETRA Uganda, RUCID, SODI, KPSA, P&V, and Caritas Kasese.

Evidence-Based Advocacy:
ACSA achieved 100% of its research target, conducting and disseminating 6 research studies that informed impactful policy advocacy throughout the year.

Joint Actions for Impact:

25 MOs (86%) collaborated in at least one joint activity, promoting stronger coordination and improved service delivery to smallholder farmers across Uganda.

Notable participants: Sulma Foods, UYDNET, MDMFO, and Equator Commercial.

Seed Sovereignty & Community Seed Systems:

18 MOs (62%) took action to preserve and multiply local seeds, strengthening farmer-managed seed systems rooted in agroecological principles.

Champions in this area included: Homeland Organics, Kazo Farmers Association, Caritas Mbarara, and SODI.

3.1 ACSA's Achievements and Performance in 2024 in Key thematic areas

3.1.1 Advocacy and Lobbying



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% **42%** **09**

of MOs and 16022 SHF households participated in agrarian policy and budget processes at National level.

of MOs and 17672 SHF households participated in agrarian policy and budget processes at Sub County and district (local government) levels.

policies were passed with ACSA's and MOs' influence at the national level.

Key High Light for Objective 1:

In 2024, ACSA registered significant progress in strengthening the capacity of its Member Organizations (MOs) and smallholder farmers to effectively influence agrarian policies and public budgeting processes at both local and national levels. Key accomplishments are summarized below:



Right: Press conference on the CSO's perspectives and position regarding the FY and Left: CSO Pre Budget Dialogue FY 2024/25 2024/25 NBFP



ACSA's Contribution to Influencing Uganda's FY2024/25 National Budget

As part of its mission to promote sustainable agriculture and advocate for a favorable agrarian policy environment, the Advocacy Coalition for Sustainable Agriculture (ACSA) actively contributed to influencing Uganda's National Budget for FY2024/25. Working in partnership with the Civil Society Budget Advocacy Group (CSBAG), ACSA joined over 270 Civil Society Organizations (CSOs) in sustained engagement throughout the 2024 national budget process. ACSA played a pivotal role in 16 high-level budget advocacy engagements, which involved in-depth budget analysis and the formulation of alternative budget proposals focused on strengthening the Agro-Industrialization Programme. In January and April 2024, these proposals were formally presented to seven key parliamentary committees, with a special focus on the Committee on Agro-Industrialization—a priority area in ACSA's policy advocacy agenda.

In collaboration with strategic partners such as Save the Children, World Vision, ACODE, and OXFAM, ACSA co-organized public budget dialogues aimed at fostering inclusive citizen participation in the budgeting process. These dialogues brought together 678 participants (265 men, 152 women, and 216 online), including smallholder farmers, CSO representatives, Members of Parliament, and government officials, to critically review and debate budget allocations especially those related to agricultural value chains and rural industrial development.

As a result of this collective advocacy effort, 25 out of 103 CSO budget proposals representing an uptake rate of 24.51% were incorporated into the FY2024/25 National Budget. Notably, 9 of these accepted proposals were directly related to the Agro-Industrialization Programme, indicating strong government recognition of CSO input in this vital sector. These included:

- Increased public investment in agro-processing infrastructure and appropriate technologies accessible to smallholder farmers;
- Enhanced support to farmer cooperatives to improve market access and promote value addition;
- Strengthening of extension services and the establishment of agri-business incubation hubs, particularly targeting rural youth and women.

One of the most significant outcomes was the increase in the Agro-Industrialization Programme budget, which rose from UGX 1.204 trillion in FY2023/24 to UGX 1.878 trillion in FY2024/25—a 56% increase (Budget Speech FY2024/25, Pg. 49).

Additionally, six water for production infrastructure projects were approved, including: Nakaseke Kinoni Water Pipeline, Kajamaka Valley Dam in Kumi, Lwakibira Valley Dam in Gomba, Agule Micro Irrigation Scheme in Katakwi, Kapyani Micro Irrigation Scheme in Kibuku, and Kimara Valley Dam in Ntoroko.

ACSA commends the Parliament of Uganda for embracing citizen-driven priorities and reaffirms its commitment to advancing agro-industrialization as a transformative pathway for improving rural livelihoods, strengthening food systems, and building climate resilience for Uganda's smallholder farmers.

Enhanced Participation in National Policy and Strategy Development

In 2024/2025, the Advocacy Coalition for Sustainable Agriculture (ACSA) continued to assert itself as a key contributor to shaping Uganda's agricultural policy landscape. Through proactive and strategic engagement in national-level dialogues, policy formulation processes, and multi-stakeholder consultations, ACSA ensured that the priorities and voices of smallholder farmers and civil society organizations were effectively represented in decisions affecting food systems, agroecological transition, and rural livelihoods.

Shaping Inclusive Sector Strategies

ACSA played a leading role in the development of four landmark national strategies: the National Agroecology Strategy, National Vanilla Strategy, National Horticulture Strategy, and the Genetic Resources for Food and Agriculture Policy (GRFAP). Across these frameworks, ACSA contributed evidence-based insights rooted in community experience and farmer-driven innovation. Its participation was instrumental in mainstreaming inclusive value chain approaches, safeguarding Uganda's rich agricultural biodiversity, expanding market access for smallholder producers, and promoting sustainable, localized agricultural practices. These contributions ensured that the strategies reflect the realities and aspirations of Uganda's small-scale food producers, particularly in advancing agroecology, farmer seed systems, and climate-resilient agriculture.

Promoting Food Safety and Regional Market Access

Further expanding its policy engagement footprint, ACSA partnered with the Food Rights Alliance (FRA) to support the National Aflatoxins Awareness Campaign—a nationwide initiative aimed at improving food safety and public health. ACSA's role focused on public education, policy advocacy, and the promotion of regulatory reforms to address aflatoxin contamination in staple crops. By raising awareness on aflatoxin risks and contributing to national dialogues on food quality, ACSA helped strengthen Uganda's food safety systems. This initiative not only supported consumer protection but also enhanced the marketability and competitiveness of Uganda's agricultural produce in both regional and international markets.

Increased Institutional Visibility and Strategic Influence

As a result of its sustained policy engagement and demonstrated technical leadership, the Advocacy Coalition for Sustainable Agriculture (ACSA) has significantly enhanced its institutional visibility and strategic influence across multiple governance levels. By consistently contributing credible insights to national policy dialogues, ACSA has earned recognition as a trusted civil society voice in Uganda's agricultural transformation. Its reputation for expertise and grassroots representation has enabled the coalition to secure influential roles on several key national policy platforms and technical working groups. These engagements have not only amplified ACSA's influence but also ensured that the voices and interests of smallholder farmers are reflected in critical agricultural decision-making processes.

Key National-Level Platforms and Contributions

ACSA played a pivotal role in the National Extension Strategy Development Committee, contributing to the redesign of Uganda's extension systems to better respond to the realities of smallholder farming. Its input emphasized inclusivity, farmer participation, and tailored service delivery. In the National Agroecology Strategy Development Process, ACSA leveraged its extensive technical knowledge to promote the integration of agroecological principles into national agricultural planning and implementation. This contribution helped anchor agroecology as a central pillar in discussions on sustainable agriculture.

Through active participation in the Genetic Resources for Food and Agriculture (GRFA) Policy Development, ACSA strongly advocated for the protection of farmer-managed seed systems and the conservation of genetic diversity. This advocacy is central to enhancing resilience, seed sovereignty, and food security in Uganda.

On the National Vanilla Multi-Stakeholder Platform, ACSA ensured that the perspectives of smallholder vanilla growers were considered in the governance and development of the value chain. Its contributions promoted transparency and equitable benefit-sharing.

ACSA also contributed to the National Horticulture Platform, where it championed the integration of smallholder priorities in national horticulture development strategies—emphasizing sustainable production, market access, and income diversification.

Additionally, as an active member of the Civil Society Budget Advocacy Group (CSBAG), ACSA engaged in public financing dialogues to promote equitable and responsive investment in agriculture, particularly in favor of vulnerable farming communities. Through these strategic national engagements, ACSA has not only advanced smallholder farmer representation but also reinforced its role as a key actor in shaping Uganda's agricultural policy landscape. These efforts underline the coalition's commitment to building inclusive, resilient, and sustainable food systems.

Strengthening Policy Influence and Multi-Level Partnerships for Agroecology and Land Rights

ACSA deepened its engagement in evidence-based policy advocacy and multi-stakeholder collaboration to promote agroecology, land rights, and inclusive governance across Uganda.

To enhance local government responsiveness to agro-industrialization priorities, ACSA developed agriculture-specific budget analysis guides tailored for nine districts: Hoima, Mayuge, Mbarara, Arua, Mukono, Buikwe, Kikuube, Fort Portal, and Wakiso. These guides informed planning and budgeting processes for the FY2024/25 and were disseminated to five strategic member organizations—HOCADEO, BICODA, Caritas Mbarara, Caritas Kampala, and AFIRD—equipping them to engage meaningfully in district budget advocacy. This intervention strengthened grassroots capacity to push for increased and better-targeted public investment in sustainable agriculture. Through sustained dialogue, ACSA also intensified its engagement with District Local Governments, initiating formal Memoranda of Understanding (MOUs) with the authorities in Mayuge, Wakiso, and Mpigi. These MOUs are intended to institutionalize collaboration on agroecology promotion, farmer support, and policy advocacy, laying the groundwork for more structured and long-term partnerships at the district level.

Recognizing the growing threat of extractive industries to land tenure security and food systems, ACSA began engaging in land rights awareness and advocacy campaigns. In Mayuge District, ACSA facilitated dialogue between Rwenzori Company, affected communities, and local stakeholders to raise awareness of the implications of extractive activities on livelihoods, land use, and food security. At the national level, ACSA strengthened its collaboration with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). A formal MOU is currently under development to guide long-term cooperation. In recognition of ACSA's expertise in farmer-led innovation, MAAIF nominated ACSA to the National Agroecology Strategy (NAS) Innovators Platform. Additionally, ACSA facilitated the linkage of three local agroecological innovations; Gardener's Gold, Kulika Tephrosia Bio-Pesticide, and KF99 Foliar Fertilizer (including Jimusa Organic Foliar Fertilizer), to MAAIF's Department of Certification and inspection, leading to the initiation of their formal certification processes.



Mr. Martin Gottsacker -Africa Department Desk Officer handing over the Misereor annual calendar to ACSA National coordinator

In response to the growing need for financial sustainability among Ugandan NGOs, Misereor, in partnership with the Advocacy Coalition for Sustainable Agriculture (ACSA), organized a dynamic two-day Local Fundraising (LFR) capacity-building workshop from 3rd to 5th November 2024. Held in Uganda, the workshop convened 36 participants from 12 partner organizations, including AFIRD, Caritas Fort Portal, Caritas Hoima, Caritas Mbarara, Caritas Kampala, CIDI, FIAN Uganda, and Climate Justice Africa, among others. With expert facilitation from Mr. Martin Gottsacker and Ms. Jana Griefnow of Misereor, alongside the Uganda National NGO Forum (UNNGOF), participants engaged in sessions covering the LFR cycle, donor mapping, effective communication, social entrepreneurship, and the development of practical fundraising plans suited to the Ugandan context.

Building Self-Reliance Through Local Fundraising Capacity Development for Sustainable Civil Society Action



A two-day capacity-building workshop in Local Fundraising (LFR) for Misereor partners by Mr. Martin Gottsacker

This timely initiative represented a major stride towards reducing donor dependency by equipping civil society organizations with tools to mobilize local resources and strengthen community engagement. Drawing from international and local case studies, the workshop highlighted the value of local ownership, innovation, and sustainability. Participants emerged with not only improved fundraising strategies but also stronger inter-organizational networks for collaboration.



As a result of this workshop, participating partners developed concrete local fundraising strategies, with several organizations already initiating implementation. Some have gone further to establish social enterprise models as innovative revenue-generating avenues to support their core programs. Additionally, new approaches to donor diversification have emerged, including targeting high-net-worth individuals, engaging local businesses, and creating community-supported initiatives. These outcomes mark a significant step forward in reducing donor dependency and promoting organizational resilience. The workshop concluded with a vibrant networking session, reaffirming Misereor's commitment to nurturing self-reliant, community-rooted organizations that can more effectively respond to local needs and withstand fluctuations in external funding.

Misereor partners during Local Fundraising (LFR) workshop with Ms. Jana Griefnow of Misereor



The workshop concluded with a vibrant networking session, reinforcing Misereor's commitment to fostering self-reliant, community-rooted civil society organizations that are better equipped to respond to local needs and sustain their operations amidst shifting funding landscapes

VOICES TO ACTION:

Strengthening Member Capacity for Sustainable Agriculture Advocacy”



Awarding of certificates to the 2nd Cohort of Advocacy Training and mentorship

Face-to-Face Advocacy Training & Mentorship workshop at J-Frigth hotel



ACSA's year-long 2nd Cohort Advocacy Training and Mentorship for Member Organizations (MOs) provided a dynamic platform for MOs to identify and leverage their advocacy strengths.

From KULIKA's indigenous seed conservation work to Caritas Fort Portal's banana market stabilization efforts, and Equator and Caritas Kampala's market access initiatives, the organizations showcased impactful real-life stories of change.

MDMFO and PROMETRA also enriched the discussion with insights into product development and organic agriculture advocacy. This collaborative space fostered deep exchanges on challenges, strategies, and practical solutions, all crucial for long-term policy influence and community transformation.

The workshop also delved into cooperative marketing, youth involvement in agroecology, and the advocacy complexities of climate change and mineral exploration. Caritas Mbarara, SODI, RUCID, Hear International, and BICODA contributed case studies and actionable strategies that further enriched the discussions.

Participants honed skills in stakeholder mapping, message framing, and the use of evaluation tools to assess advocacy success—key elements for building sustainable capacity. The training concluded with a roadmap session, where organizations crafted actionable advocacy plans. With enhanced knowledge, new connections, and renewed energy, participants left empowered, ready to drive transformative change in their communities and beyond.

As a result of the training, a comprehensive plantation advocacy strategy was developed, which has been adopted by three member organizations: UYDNET, BICODA, and Caritas Lugazi, along with Caritas Hoima.

Caritas Lugazi has already taken the initiative to solicit funding for its implementation at Buvuma Island, marking a significant step forward in promoting sustainable agricultural practices and community-based advocacy efforts within the region.

This collaborative effort highlights the growing impact of the advocacy training and mentorship in driving actionable, region-specific strategies aimed at addressing key challenges in the agricultural sector.

Protecting Farmers' Rights and Strengthening Seed Sovereignty



Launch of BSLF Larvaerium by Mr. Isaac Walugembe- Deputy RDC -Buikwe district in Presence of UMU/ACALISE, ACSA at UYDNET.

As part of the Anti-GMO Campaign led by Caritas Uganda, the Advocacy Coalition for Sustainable Agriculture (ACSA) actively advocated for the protection of farmers' rights, indigenous seed systems, and agroecological alternatives. The campaign emphasized the importance of biodiversity, traditional knowledge, and seed sovereignty in building resilient, community-rooted food systems. ACSA's involvement underscored its enduring commitment to sustainable agriculture that prioritizes ecological integrity and local ownership. Through advocacy, public engagement, and alliance-building, ACSA amplified national voices resisting genetically modified organisms (GMOs), calling instead for policies and practices that safeguard Uganda's agricultural heritage.

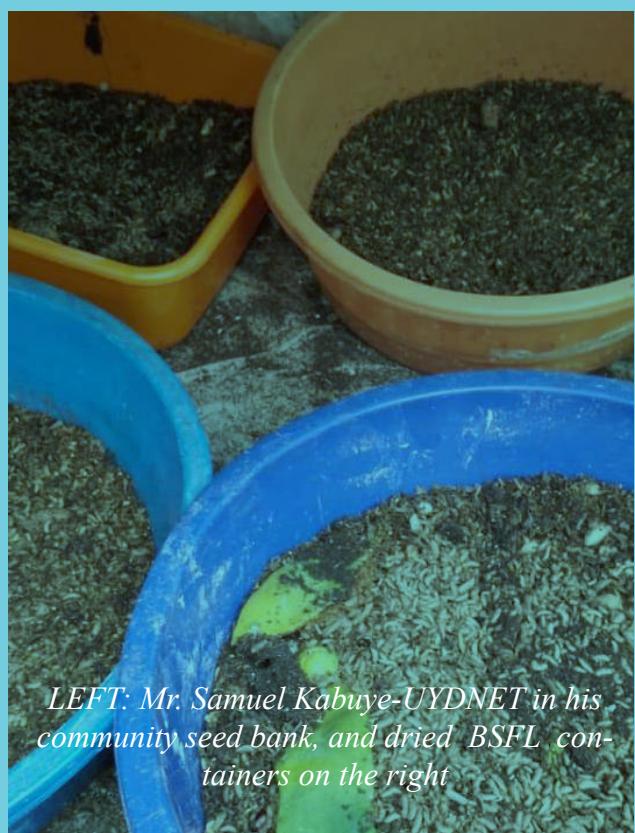
Complementing its advocacy efforts, ACSA implemented practical initiatives to strengthen farmer-managed seed systems and promote agroecological innovation. Key among these was the establishment and operationalization of three community seed banks, managed by the Uganda Youth Risk Development Network (UYDNET), Homeland Organics, and Kazo Farmers Association. In partnership with the National Agricultural Research Organisation (NARO) and the Buikwe District Local Government, ACSA officially launched two of these seed banks at UYDNET, with the Resident District Commissioner (RDC) of Buikwe officiating the event. These seed banks are instrumental in improving farmers' access to quality indigenous seeds and in conserving local genetic resources vital for climate-resilient farming.



Launch of a Community Seed Bank by Dr Mulumba John Wasswa of NARO and ACSA at UYDNET.

In support of organic agriculture, ACSA also facilitated the establishment of a Black Soldier Fly (BSF) larvae insectarium at UYDNET—an innovative solution for sustainable composting and the production of protein-rich feed for livestock. To further strengthen Uganda's seed value chain, ACSA collaborated with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to pioneer the development of the Seed Tracking and Traceability System (STTS), an important tool for enhancing seed quality assurance, transparency, and accountability. In a major milestone for local innovation, ACSA secured patent rights for the BSF larvae innovation through the Uganda Registration Services Bureau (URSB). This achievement not only recognized the innovation's originality but also positioned ACSA as a leader in advancing organic protein feed and circular economy solutions through waste-to-resource technologies. Collectively, these interventions reflect ACSA's strategic commitment to seed sovereignty, agroecological transformation, and farmer empowerment in Uganda's food system.

MAJOR OUTCOMES



LEFT: Mr. Samuel Kabuye-UYDNET in his community seed bank, and dried BSFL containers on the right



UMU/ACALISE students during their exchange to UYDNET farm

Enhanced Seed Security and Access: The establishment and launch of community seed banks—particularly the two at UYDNET—have significantly improved smallholder farmers' access to quality indigenous seeds. These banks are now actively conserving local crop varieties and distributing them to farmers during planting seasons, reducing reliance on commercial or hybrid seeds.

- **Strengthened Farmers' Capacity and Knowledge:** Through training and awareness-raising around the seed banks and the Anti-GMO Campaign, farmers have increased their understanding of seed rights, biodiversity conservation, and agroecological practices. This has empowered them to make informed choices and actively participate in preserving traditional seed systems.
- **Promotion of Sustainable Livelihoods:** The launch of the Black Soldier Fly larvae insectarium at UYDNET has introduced a low-cost, sustainable source of protein for animal feed and a method of organic waste management. This innovation is creating new income-generating opportunities for youth and farmers while contributing to circular farming systems.
- **Improved Seed Governance and Transparency:** Collaboration with MAAIF on the Seed Tracking and Traceability System (STTS) is laying the foundation for a more transparent and regulated seed value chain. Once fully operational, STTS will help monitor seed quality, origin, and distribution, boosting farmer confidence in the seed system.
- **Policy Influence and National Dialogue:** ACSA's active role in the Anti-GMO Campaign has amplified public discourse around farmers' rights, leading to broader civil society mobilization and increased scrutiny of GMO legislation in Uganda. It has also strengthened partnerships among CSOs, research institutions, and government agencies advocating for farmer-centric seed policies.



UMU/ACALISE students during their exchange to UYDNET community seed bank

Strengthening Indigenous Seed Systems and Scaling Grassroots up of Initiatives



A nationwide seed characterization exercise was conducted among ACSA member organizations engaged in indigenous seed conservation and exchange. This effort laid a strong foundation for a resilient, farmer-led seed system by documenting traditional seed varieties, preserving local knowledge, and guiding future programming to strengthen seed sovereignty at the grassroots. To deepen innovation capacity, ACSA established two transformative platforms:

1. Seed Platform – This convened ACSA Member Organizations and the Plant Genetic Resources Centre (PGRC) to assess and advance the establishment of community seed banks. The dialogue fostered strategic alignment, shared learning, and collective action toward strengthening indigenous seed systems.
2. 2nd Farmer–Student Innovation Research, Exchange Platform, and Exhibition – This dynamic forum brought together farmers, students, researchers, and civil society actors in a vibrant intergenerational learning space. The platform highlighted farmer-led innovations, agroecological research, and practical sustainable farming solutions, while nurturing mutual respect and co-creation.

These platforms have not remained at the national level, they are being actively replicated and adapted by member organizations such as UYDNET, Caritas Mbarara, KAZO, Homeland, and MDMFO, who have been supported with necessary equipment and knowledge to rolling out localized versions of seed banks, farmer–student research exchanges, and innovation showcases. Through this decentralized approach, ACSA’s vision for farmer-centered agroecological transformation is taking root across diverse communities, reinforcing local resilience, ownership, and sustainability.



ACSA National coordinator and the Vice chairperson with MOs after receiving seed moisture meters



SUCCESS

STORY

Caritas Mbarara: From Interest to Impact in Local Seed Production

Caritas Mbarara, a dedicated ACSA member, transformed farmer interest in seed production into a structured, community-led seed system. Initially, farmer groups in Ibanda and Mbarara were highly motivated but lacked the technical knowledge, tools, and institutional linkages to kick-start production.

“We had the passion but didn’t know where to start,” shared Atukwase Lawrence, Chairperson of Irimya Farmers Development Network.

Through ACSA’s technical and strategic support, Caritas Mbarara facilitated hands-on training in seed selection, post-harvest handling, and community seed banking. Exposure visits and a critical linkage with the Plant Genetic Resources Centre (PGRC-NARO) further enhanced the farmers’ capacity.

“After our training with NARO, we started producing high-quality seed and even engaged our district leaders effectively,” noted a member from Kicuzi Farmers Development Network.

By the second planting season of 2024, the Irimya group successfully produced 12 tonnes of certified bean seed. Their achievements attracted direct support from Ibanda District Local Government, which provided packaging materials, moisture meters, weighing scales, and official branding—and pledged to procure seed locally for public programmes.

To secure long-term sustainability, Caritas Mbarara obtained land from the Diocese of Mbarara in Nyamitanga to establish a community seed bank, a critical milestone in implementing the ACSA Seed Strategy and promoting local seed sovereignty.

This case is a powerful testament to how coordinated support and capacity building can turn farmer ambition into a thriving, locally anchored seed system.





3.1.2 Research & Farmer Innovations

Major Objective 2: ACSA member organizations (MO) have improved their capacity to access, generate and disseminate research and farmer-based innovation for evidence-based advocacy at local and national level

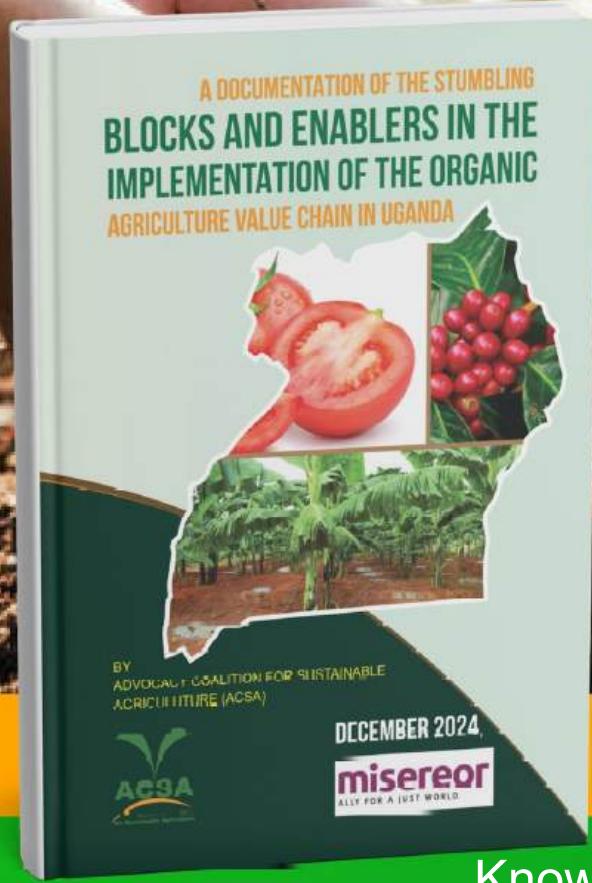
Expected Outcome

45% 45%

of MOs have identified and documented innovations and best practices.

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 Highlight for Objective 2:

Knowledge Generation, Research and Innovation 2024

In alignment with its commitment to evidence-based advocacy and informed decision-making, ACSA successfully conducted and disseminated two major research studies in 2024. These studies were designed to generate actionable insights, enhance member capacity, and contribute meaningfully to national discourse on sustainable and organic agriculture in Uganda.

1. Documentation of the Stumbling Blocks and Enablers in the Implementation of Organic Agriculture Value Chains in Uganda.

This study provided a comprehensive analysis of the systemic constraints and emerging opportunities for scaling organic agriculture in Uganda. Drawing from field data, stakeholder consultations, and experiences of ACSA members, the study assessed key barriers and facilitating factors along the organic value chain—from production to market access.

It evaluated the effectiveness of existing policy and regulatory frameworks, documented successful practices with potential for replication, and offered strategic recommendations for diverse stakeholders, including government institutions, civil society organizations, and development partners.

- Informed ACSA's national advocacy strategy and strengthened engagement with policymakers.
- Contributed to the development of policy proposals aimed at improving organic agriculture ecosystem.
- Increased awareness and dialogue on critical issues affecting the growth of organic agriculture, including certification systems, market development, and farmer support.
- Promoted evidence-based advocacy on organic consumption and the transition to agro ecological farming practices.

KEY OUTCOMES



Seed Characterization Documentation Exercise

The second study was a practical documentation exercise focused on seed characterization, carried out in collaboration with the National Agricultural Research Organization (NARO) and the Plant Genetic Resources Centre (PGRC). This field-based activity aimed to identify, describe, and record the unique traits of local and traditional seed varieties used by smallholder farmers. By applying scientific and participatory methods, the exercise enhanced the visibility of farmer-managed seed systems and contributed to the preservation of agro biodiversity. It also helped build farmer capacity in recognizing and managing resilient local seed varieties suited to their agro ecological zones.

KEY OUTCOMES

- Successfully documented and characterized a wide range of indigenous and traditional seed varieties in collaboration with NARO and the Plant Genetic Resources Centre (PGRC), generating detailed profiles for future reference, conservation, and scaling.
- Strengthened partnerships with NARO and PGRC in promoting on-farm seed conservation and the development of resilient, community-based seed systems.
- Enhanced the technical capacity of member CSOs in seed characterization, documentation, and conservation, reinforcing their role in preserving agro biodiversity.
- Improved linkages between community-level seed custodians and national research institutions, fostering collaboration and knowledge exchange.
- Provided critical data to inform advocacy for the recognition and protection of indigenous seeds within national seed policy frameworks.
- Contributed to national efforts to safeguard plant genetic resources and advance agro ecological transitions, emphasizing the centrality of farmer-managed seed systems in achieving climate resilience, food sovereignty, and sustainable agriculture.



RESEARCH & INNOVATION

All studies and publications were widely disseminated through stakeholder workshops, digital platforms, print publications, and key policy and advocacy forums. By grounding its programming in grassroots realities and best practices, ACSA strengthened its credibility as an evidence-driven coalition and amplified its influence in promoting a just and sustainable agricultural system in Uganda.

In 2024, ACSA further consolidated its role as a knowledge and innovation hub by producing and promoting research, publications, and field-based innovations that contribute to sustainable agriculture and food systems transformation.

KEY OUTCOMES

- Enhanced ACSA's visibility and influence in national policy spaces related to agro ecology, organic agriculture, and seed systems.
- Equipped member organizations with practical tools, knowledge, and networks for advancing sustainable agriculture.
- Provided a strong evidence base for advocacy and engagement with policymakers, donors, and the wider development community.
- Strengthened grassroots-led innovation and local knowledge systems for sustainable food and farming futures.

Strengthening Research in Value Chain Development Among Partners

As part of its commitment to evidence-based programming and value chain transformation, ACSA signed a Memorandum of Understanding (MoU) with Slow Food and CEFROHT to collaboratively conduct in-depth research and analysis on four priority agro ecological value chains. This partnership aimed to generate actionable insights to support smallholder farmers and promote sustainable market systems. Key outputs included:

- Indigenous Chicken Value Chain Analysis: A comprehensive cost-benefit analysis exploring the profitability, constraints, and potential for scaling indigenous poultry production among rural farmers.
- Lungfish Farming Value Chain Analysis: Research addressing sustainable aquaculture practices, input-output dynamics, and emerging market trends within the lungfish subsector.
- Beekeeping Value Chain Analysis: An in-depth study highlighting the ecological and economic value of beekeeping, focusing on its role in biodiversity conservation and rural income diversification.
- Sustainable Framework Report for Agro ecological Agrifood Products: This strategic report provided practical guidelines and policy recommendations for enhancing production systems and expanding market access for agro ecologically produced goods.

These studies not only informed ACSA's programming but also strengthened the capacity of member organizations to engage in participatory research, promote farmer-led value chain upgrading, and advocate for more inclusive and sustainable food systems

Capacity Development and Knowledge Sharing Platforms: Empowering Farmers Through Practical Learning: Exposure Visit to P&V Commodity Supplies



ACSA hosted a transformative exposure learning visit to P&V Commodity Supplies along the Muduumaa–Mityana Road, bringing together staff from member organizations and smallholder farmers from across Uganda.

ACSA MOs during exposure learning visit to P&V Commodity Supplies hosted by Mr. Vincent Sebukyu

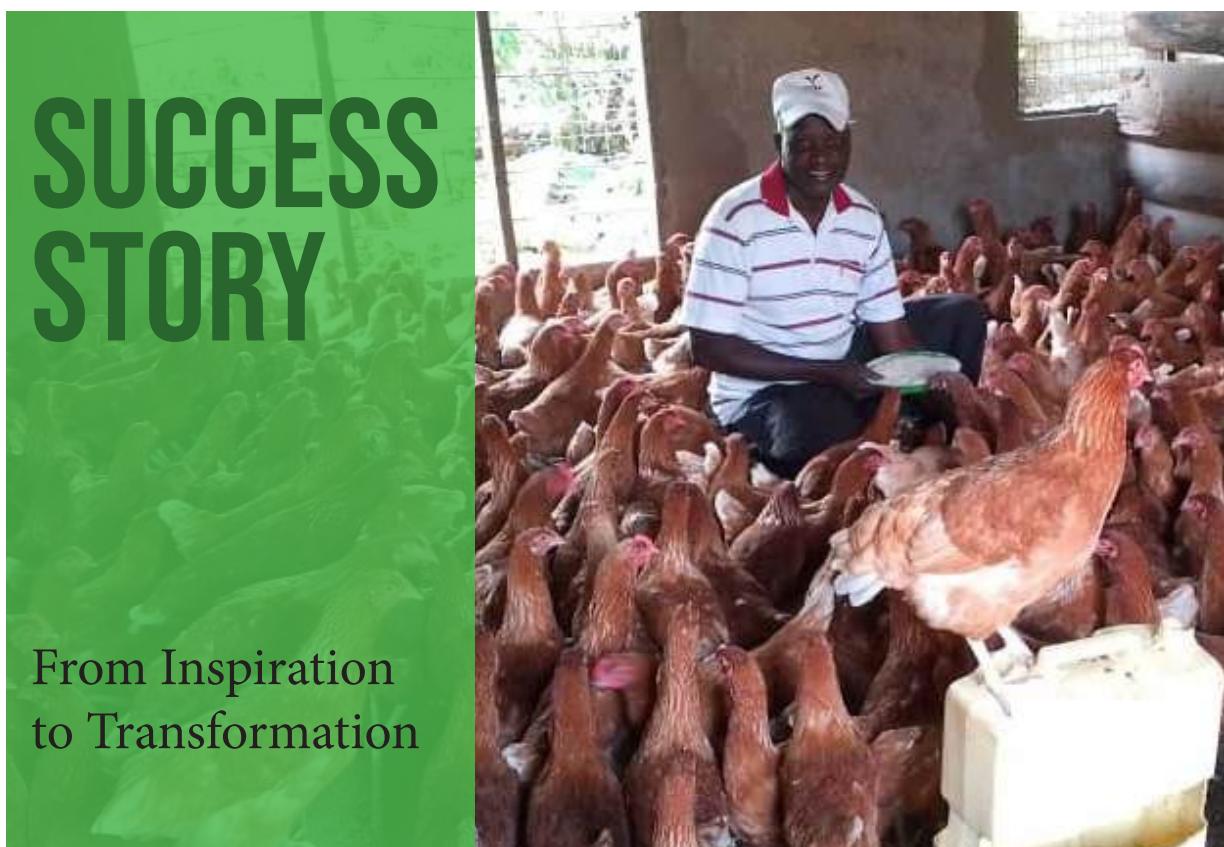
This dynamic field experience was designed to move learning beyond the conference offering participants hands-on engagement with real-world models of sustainable agriculture and agro ecological innovation. Exposure learning visits like this are vital tools for scaling agro ecological transformation, as they bridge the gap between theory and practice, ignite peer-to-peer learning, and foster the replication of context-relevant, successful farming models.

Throughout the visit, participants explored key thematic areas such as responsible wetland utilization, horticultural value chains, commercial piggery and poultry production, strategic farm planning, and integrated crop management. With expert guidance and live demonstrations, they witnessed first-hand how sustainability and profitability can go hand in hand. Farmers gained practical skills in balancing environmental conservation with income generation, particularly through wetland-based agriculture.

They also deepened their understanding of market trends and value chain dynamics. Most importantly, the experience sparked a renewed sense of confidence and motivation among participants—empowering them to return to their communities with fresh ideas, proven techniques, and a stronger commitment to advancing resilient, climate-smart farming systems. This visit stands as a testament to ACSA's commitment to building knowledge, sharing innovation, and driving grassroots change for a more sustainable agricultural future.

Key Impact of the Peer-to-Peer learning and Exposure Visits:

- ▶ Several ACSA member organizations have since replicated showcased wetland farming and integrated crop management practices within their project areas.
- ▶ Smallholder farmers adopted improved piggery and poultry production techniques, leading to increased household incomes.
- ▶ Participants established new market linkages and applied value addition strategies to boost the competitiveness of their produce.
- ▶ The visit inspired joint learning sessions and farmer field schools among CSOs to deepen agro ecological knowledge and peer exchange.



I want to sincerely thank ACSA for organizing the exposure learning visit to Mr. Vincent Sebukyu- P&V Commodity Supplies along the Muduumu–Mityana Road. That visit changed my life. Before the visit, I had no clear direction on how to scale up my farming. But when I saw how the farmers there had successfully integrated poultry, horticulture, and other enterprises in a sustainable and profitable way, I was inspired. I came back home with a burning desire to act and I did. I decided to start commercial poultry farming, and I now keep over 500 layer birds. Every day, I collect about 15 trays of eggs, and each tray sells at UGX 10,000. That gives me UGX 150,000 daily, and in a month, I earn around UGX 4.5 million. This is something I had never imagined before the visit.

What's even more exciting is that I'm using the poultry waste as organic manure in my 7-acre cocoa and coffee plantation. The results are impressive—the crops are thriving, the soil is healthy, and I no longer spend on expensive chemical fertilizers. It's a full cycle of profit and sustainability.

Catalyzing Innovation through the 8th National Annual Organic Research and Innovation Dissemination Symposium 2024.



Stakeholders during the 8th National Organic Research and Innovation Symposium with Sir Bob Sunday Focal Person Agroecology and Organic Agriculture MAAIF, Mr. Muzira Crop Inspection and Certification MAAIF and Dr. Musisi Wasswa of NARO guiding the innovators

Symposium: ACSA's Flagship Platform for Agro ecological Research and Innovation Breakthroughs

The 8th Annual National Organic Research and Innovation Dissemination Symposium, organized by the Advocacy Coalition for Sustainable Agriculture (ACSA), reaffirmed its position as Uganda's leading platform for advancing agro ecological innovation, peer learning, and stakeholder engagement. As ACSA's most influential annual event, the symposium brought together over 80 participants—including researchers, civil society organizations (CSOs), smallholder farmers, agro ecological entrepreneurs, and policymakers—to highlight farmer-led innovations and sustainable organic solutions that are transforming Uganda's agriculture.

A major highlight of the symposium was the unveiling of new, locally developed bio-inputs by ACSA member organizations, notably KF 99 by Uganda Youth at Risk Development Network (UYDNET) and bio-products from the Foundation for Milkweed Biologicals. These launches were enriched by experience-sharing from earlier innovators behind well-known products such as Tephrocide Acaricide, Black Off, Gardener's Gold, Kulika Tephrosia Pesticide, and Jimusa. These farmer-driven solutions address pressing challenges such as pest management, soil degradation, and the excessive use of synthetic chemicals—offering climate-smart, environmentally sustainable alternatives grounded in local knowledge.

In a significant policy milestone, the Ministry of Agriculture, represented by Mr. Fred Muzira from the Crop Inspection and Certification Department, officially announced the certification of Black Off and Gardener's Gold. This endorsement marks a critical step forward in validating the credibility and market potential of farmer-led organic innovations in Uganda's agricultural sector.



Innovations: KF99(UYDNET) , Foundation(Milkweed) that were launched in the Symposium 2024 and other innovations under incubation were exhibited.

KEY IMPACT

Mainstreaming of Organic Inputs: ACSA member organizations and farmer groups adopted and integrated products like KF 99 and Tephrocide into farmer training programs, extension services, and field demonstrations.

Policy Recognition: The certification by the Ministry of Agriculture boosted trust in farmer-led solutions, facilitating wider acceptance and commercialization.

Strengthened Collaboration: The symposium deepened multi-stakeholder engagement, reinforcing organic agriculture as a key strategy for building climate resilience and driving food system transformation in Uganda





In 2024, ACSA strategically leveraged multiple media platforms—including radio, television, and print—to promote agro ecological innovations and sustainable organic agriculture across Uganda. Through more than 30 themed productions such as televised talk shows on Bokedde TV, radio broadcasts on Akaboozi FM, and informative pull-outs in Bokedde newspaper, ACSA successfully disseminated critical knowledge on best practices in agro ecology. These features highlighted locally developed and impactful innovations such as Black Off, Gardener's Gold, Kulika Tephrosia Bio pesticide, Foundation Biologicals, and Tephrocide, effectively showcasing the potential of homegrown bio fertilizers and bio pesticides. The campaign reached a wide and diverse audience, including farmers, youth, women, policymakers, and community leaders—bridging key information gaps, inspiring uptake of sustainable practices, and generating significant public interest in organic agriculture and agro ecology.

ACSA's media engagements also served to amplify the voices and innovations of its 31 member organizations, raising grassroots success stories to national visibility and strengthening the advocacy for farmer-led solutions. By aligning its messaging with major government programs such as the Parish Development Model (PDM), Uganda Women Entrepreneurship Programme (UWEP), Youth Livelihood Programme (YLP), and the Micro scale Irrigation Programme (UgIFT), ACSA reinforced the relevance of agro ecological approaches within national development frameworks. This integration not only connected communities to vital support systems but also positioned agro ecology as a strategic pathway for achieving inclusive rural development, food sovereignty, and environmental sustainability in Uganda.





3.1.3 Networking and partnership building / Strategic Partnership and linkages

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% ► 24%

of MOs have participated in lobbying and advocacy activities both at national and local levels

of MOs had a MoU with service providers to supply quality products

Key Highlight for Objective 3

Strategic Partnerships:



High level National Stakeholders' Consultation meeting on the National Agroecology Strategy at Hotel Africana

POLICY ENGAGEMENTS AND ADVOCACY CONTRIBUTIONS IN 2024

In line with its mandate to influence a favorable agrarian policy environment, ACSA actively engaged in key national and district-level policy processes and advocacy initiatives throughout the year:

Contract Farming Bill 2023: ACSA actively participated in a multi-stakeholder engagement on the Contract Farming Bill 2023, alongside key civil society organizations including PELUM Uganda, AFIRD, FRA, ESAFF, Caritas Uganda, Farm Media, and Slow Food Uganda.

The consultative meeting, held at SKYZ Hotel in Naguru, aimed to consolidate civil society perspectives and develop a unified position on the proposed legislation. Participants critically analyzed the bill's provisions, highlighting opportunities and gaps, particularly in areas related to the protection of smallholder farmers, fair contractual terms, dispute resolution mechanisms, and enforcement of contracts. The engagement sought to strengthen civil society advocacy by ensuring that the bill promotes transparency, equity, and mutual accountability between farmers and agribusinesses, while safeguarding the rights and livelihoods of small-scale producers.



Joint CSO Press Conference: Integrating Agroecology in the CAADP strategy

National Agro ecology Strategy (NAS): ACSA participated in the NAS validation meeting organized by PELUM Uganda, where key components of the strategy were reviewed in preparation for submission to the Technical Policy Mechanism (TPM). Following this, the NAS was presented to the Permanent Secretary of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and relevant committee members. A few corrections were recommended, including the integration of additional departments within MAAIF. Comments on the NAS are currently pending validation at a MAAIF-organized border participation retreat. Notably, agroecology has also been integrated into the Comprehensive Africa Agriculture Development Programme (CAADP) strategy, marking a significant step towards institutionalizing agroecological approaches in national and continental agricultural frameworks

National Plant Genetic Resources for Food and Agriculture: ACSA supported and organized a consultative meeting with the PGRC team and like-minded CSOs to fast-track the development of the Draft National Plant Genetic Resources for Food and Agriculture.

Sugarcane Ordinance review process for Kikuube District Local Government



ACSA supported and facilitated a two-day stakeholder reflection and planning meeting on the sugarcane ordinance/bylaw in Kikuube District, at the District Headquarters in Kisambo. The meeting enhanced stakeholder understanding of the status and progress of bylaw development and implementation, and identified critical gaps requiring support. A review committee was formed, with ACSA as a member, to refine and harmonize the draft sugarcane bylaw. Similarly, in Mayuge District, ACSA supported the fast-tracking of the loading and offloading sugarcane bylaw. Additionally, the development of a food security bylaw is underway.

Sugarcane Ordinance review process for Kikuube District Local Government

Empowering Member Visibility and Market Access Through Strategic Exhibition Support.

ACSA supported member organizations such as BLACKOFF, EQUATOR COMMERCIAL, SODI, UYDNET, and CARITAS LUGAZI to participate in prominent national and regional exhibitions, including the Harvest Money Expo organized by Vision Group, the National Agricultural Show in Jinja organized by Uganda National Farmers Federation (UNFFE), and Caritas Week markets. These platforms enabled members to showcase and sell their products, promote their organizations, and expand their networks.



MOs attending to customers buying BlackOff fertilizer during exhibitions



Outcomes and benefits included:



- Increased visibility for member organizations and their agro ecological innovations.
- Expanded market access, with members securing new buyers and partnerships.
- Improved brand recognition, enhancing credibility and trust in their products.
- Knowledge exchange and learning through interaction with other exhibitors, buyers, and sector stakeholders.
- Income generation through direct product sales during the events.
- Opportunities for collaboration and scaling, with some members attracting interest from development partners and potential investors.

These engagements significantly contributed to strengthening members' market presence and building resilience through enterprise development.

SUCCESS STORY

Success Story – SODI: Strengthening Strategic Partnerships to Empower Smallholder Poultry Farmers – The Case of Ndugu Beekeepers and Poultry Farmers Group



In 2024, a strategic partnership involving the Advocacy Coalition for Sustainable Agriculture (ACSA), and the Turkish Cooperation and Coordination Agency (TIKA) yielded huge support for SODI farmer group(Ndugu Beekeepers and Poultry Farmers Group), a 31-member rural group with 30 active poultry farmers. The intervention aimed to address critical bottlenecks affecting the group's poultry production and feed processing operations.

The group had been constrained by the high cost and logistical challenges of sourcing day-old chicks from Kampala, over 20 kilometers away. The need for advance bookings, expensive transport, and high chick mortality during transit raised the cost per chick to UGX 3,800. Additionally, the absence of a maize sheller meant feed processing was labor-intensive and inefficient, limiting production and affecting feed quality. Through the partnership, ACSA facilitated the procurement of a 180-egg capacity hatchery and a high-performance maize sheller. Although the hatchery could not operate initially due to lack of electricity, the group mobilized internal resources and installed a solar power system, enabling local hatching using community-sourced fertile eggs. This intervention lowered chick production costs to UGX 1,200 and enabled farmers to increase their flock sizes from 100 to 150 birds. Alongside production improvements, the group enhanced its marketing approach by bulking eggs and securing a contract buyer who collects eggs weekly. This helped stabilize incomes and shield members from volatile market prices. The maize sheller also improved processing speed and cleanliness, with a soot and chaff outlet ensuring hygienic, high-quality grain for milling.

The machine's efficiency attracted farmers from nearby villages, who pay a service fee to use it, generating additional revenue for the group. According to Mr. Kanika Samuel, a senior member, the intervention reduced costs, improved chick survival, and drastically cut the time required for maize shelling from days to a few hours, transforming the group into a regional service point.

This success story highlights how strategic partnerships and resource linkages can drive transformation in grassroots farming enterprises. The group's reduced input costs, increased productivity, and growing service-based model reflect enhanced value addition, resilience, and readiness for future expansion, including plans to acquire a maize huller for feed production. Much appreciation and long live ACSA

3.1.4 Institution Capacity Development at MO And Secretariat Levels

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

EXPECTED OUTCOME

- Convened a successful general assembly for MOs in 2024
- A total of 5 systems, relevant policies and strategies are fully operational

Key High light for Objective 4

Strengthening Governance Structures and Accountability Mechanisms



ACSA Members during 2024 Annual Partners' Forum/AGM, at Hotel JFrigh

The 2024 Annual General Meeting (AGM) of the Advocacy Coalition for Sustainable Agriculture (ACSA) was successfully held on 28th June 2024 at Hotel JFrigh, Makerere Kikoni, under the inspiring theme “Fostering value addition, marketing of organic products and compliance to relevant requirements for income generation and job creation in Uganda.” The well-attended gathering brought together ACSA’s paid-up member organizations, BTAC members, and sector experts for a vibrant day of reflection, accountability, and strategic dialogue. Highlights of the meeting included the presentation of the 2023 performance and financial reports, the appointment of auditors for the new strategic plan cycle, and an engaging governance session where board members addressed key concerns from the membership.



*ACSA Chair in the middle, Mr. Patrick Baligeya
on the left with the best MOs of the year 2023*

A moment of celebration crowned the day as People and Views (P&V), led by Mr. Vincent Sebukyu, was honored as Best Member Organization of the Year 2023 in recognition of their exemplary grassroots engagement and contributions to sustainable agriculture. Kulika Uganda was also recognized as the first runner-up, applauded for its outstanding efforts in advancing farmer-focused sustainable agriculture and agro ecology initiatives.

Adding a progressive edge to the AGM was a capacity-building session on “Monetizing Social Media: Unveiling the Financial Potential of Your Network,” which equipped member organizations with innovative tools to amplify their digital presence and unlock new income streams. The successful AGM delivered several key outcomes: strengthened member capacities, reinforced transparency and trust in ACSA’s governance, approval of strategic resolutions, and deepened connections among members. The event concluded on a high note, with renewed energy and collectively resolved to scale up advocacy, enhance value addition, and create meaningful opportunities for smallholder farmers across Uganda’s agricultural landscape.

In 2024, ACSA demonstrated strong governance, accountability, and monitoring practices to enhance organizational effectiveness and impact. The Secretariat facilitated three regular meetings and one joint session with the Technical Advisory Committee (BTAC), ensuring strategic oversight and alignment. Additionally, eight specialized committee meetings were held, including two each under the Audit and Risk Management (ARMC), Programmes (PC), Resource Mobilization (RMC), and Technical Advisory (TAC) committees, to guide specific governance functions. Three key committees were facilitated and convened on a quarterly basis to provide continuous strategic input and support. To strengthen oversight at the grassroots level, monitoring visits were conducted to People and Views (P&V), enabling direct engagement with field staff and beneficiaries to assess project implementation and validate activities. ACSA also upheld transparency and financial integrity by conducting two biannual audits and one consolidated annual audit in accordance with internal policies and donor requirements. On the Monitoring and Evaluation front, three tools were developed to improve data tracking and performance measurement—focusing on land rights, Member Organization governance, and issue tracking.

Administrative Highlights – 2024

In 2024, ACSA made significant strides in strengthening its internal administrative systems to ensure smooth operations and organizational compliance. Three key organizational policies—ACSA Human Resource Policy 2024, ACSA Transport Policy 2024, and ACSA Child Protection Policy 2024 were finalized and adopted, reinforcing institutional governance, staff welfare, and safeguarding measures. Progress was also made in the development of additional policies, with four currently in draft form, including the ACSA Procurement Policy and the ACSA Fraud and Beneficiary Protection Policy, which are expected to be finalized in the next implementation cycle.

Operationally, ACSA successfully met its office space rent obligations for the entire year, ensuring a stable and functional working environment. The organization also fully covered the running costs of its vehicle and motorcycle fleet, including service, fuel, and insurance, which supported effective field operations and mobility. Administrative support was consistently maintained through the provision of essential utilities and services such as water, electricity, stationery, communication, and support staff facilitation. Additionally, ACSA maintained an active digital presence by regularly updating its website and social media platforms on a quarterly basis, helping to strengthen stakeholder engagement and visibility. These administrative achievements provided a strong backbone for program delivery and organizational growth throughout the year.

Follow up to MOs

In 2023, all ACSA member organizations received at least two visits from ACSA, with the exception of Pendo Africa (Hear International), ICS, and Kakunyu Parents Support Association, which received one visit from the M&E staff, and Caritas Fort Portal, which was not visited due to a clash of programs. The majority of organizations received more than two times in form of follow-up visits, technical support, and technical backstopping among others. Some visits were conducted by or with the national coordinator, providing enhanced support. Furthermore, ACSA is continually exploring avenues for continuous follow-up, resulting in increased use of communication technologies such as phone follow-ups, video calls, and other correspondence. This was purposive follow up of the visits to MOs which intended to provide valuable insights and firsthand experience on the ground in promotion of sustainable organic and ecological approaches.



ACSA Secretariat during Follow-up and accompanying visit to Caritas Hoima



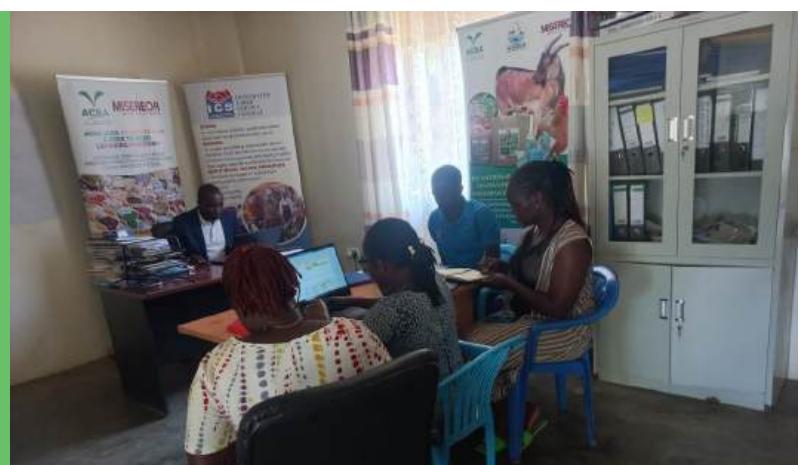
ACSA Secretariat during Follow-up and accompanying visit to Caritas Mbarara



ACSA Secretariat during Follow-up and accompanying visit to Caritas Kasese and Caritas Fortportal



*ACSA Secretariat during Follow-up
and accompanying visit to
PENDO Africa and ICS Arua*



Staff Capacity Building



Team of diplomats on their certificate awarding ceremony



National coordinator receiving her certificate

Three ACSA staff members underwent executive training in U.S. Foreign Policy to enhance their capacity to engage with and inform the policies of development partners. As a result, the National Coordinator contributed to the development processes of Germany's new Africa Policy and Denmark's Foreign Policy.

Misereor Accompanying Technical support and evaluation

Mid-Term Evaluation Summary: ACSA held a Mid-Term Evaluation in May 2024 conducted by Mrs. Josephine Beck-Engelberg under Misereor's consultancy to assess the extent of participation of ACSA MOs in the current project phase (August 2022–July 2025). Major focus was project activities and seed advocacy efforts and the evaluation, based on two key surveys, received a strong response from MOs, offering valuable insights into their achievements, challenges, and levels of engagement. The findings revealed active participation in influencing local agrarian policies and budget processes, especially through community engagements, policy dialogues, and radio shows. MOs also led impactful initiatives such as combating aflatoxin contamination in maize and supporting smallholder farmers with innovations in agroecology, seed banking, and value addition. To build on these gains, ACSA plans to enhance MO capacity through individual SWOT analyses, improved resource mobilization strategies, sub-granting procedures, and a virtual platform for knowledge sharing. Additional actions include strengthening internal training, international exposure readiness, and potentially hiring a Resource Mobilization Officer.

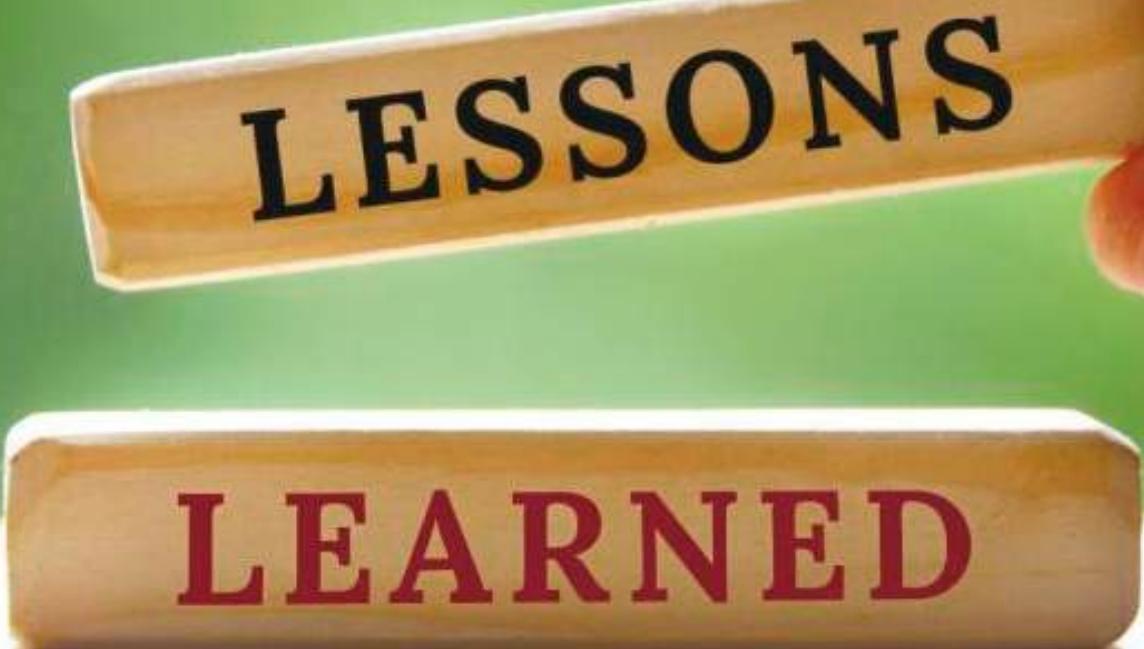


Midterm evaluation of ACSA network activities by M/s Josephine Beck-Engelberg

Peer-to-Peer Learning: The evaluation highlighted that while peer learning has been beneficial, most of these events have been centrally organized by the ACSA Secretariat. Recognizing the value of localized knowledge exchange, MOs committed to taking a more proactive role in initiating peer-to-peer learning—particularly with neighboring organizations. Plans are underway to enhance this approach by encouraging peer-led training, mutual support in areas such as bookkeeping, and leveraging social media for wider knowledge dissemination. These efforts aim to foster a more collaborative and self-driven learning environment within the coalition, empowering MOs to strengthen one another and enhance collective impact as well as generating the issues surrounding sugarcane growing and their root causes from community members.



M/s Josepine, ACSA MOs and the farming community on a visit to understand issues of plantation growing to inform the strategic planning process



- Inclusive Stakeholder Engagement Enhances Ownership: Involving a broader spectrum of stakeholders in the delivery and implementation of value addition equipment strengthens community ownership, fosters sustainability, and deepens local commitment.
- Strategic Partnerships Strengthen Advocacy: Partnering with more experienced organizations, especially on complex or sensitive issues, enhances the credibility, legitimacy, and effectiveness of ACSA's advocacy efforts.
- Multi-Stakeholder Collaboration Fuels Innovation and Scaling: Engaging diverse actors enriches learning processes and creates opportunities for scaling up farmer-led innovations and successful practices.
- Exchange Visits Deepen Practical Learning: Exposure visits and peer-to-peer exchanges provide hands-on experiences that inspire locally adapted innovations and enhance participatory research.
- Understanding Membership Enhances Program Relevance: Gaining deeper insight into the capacities, needs, and contexts of member organizations enables the development of more tailored, impactful, and relevant programs.
- Innovative Approaches Strengthen National Advocacy: Flexibility and creativity in advocacy strategies allow ACSA to remain responsive to emerging national policy issues and maintain a forward-looking agenda.
- Targeted Planning Leads to Effective Implementation: Clear identification of target audiences and thorough preparation are essential for the successful execution of activities and achievement of desired outcomes.
- Clarity of Organizational Niche Enhances Strategic Focus: Staying grounded in ACSA's core mandate of agroecological and policy advocacy ensures operational coherence and maximizes strategic impact.
- Funding Delays Underscore the Need for Diversification: Delays in donor disbursements highlight the urgency of diversifying funding sources to strengthen financial sustainability and reduce overdependence on limited streams.
- IT Support Facilitates Technological Adoption: Providing digital training and technical support improves the adoption and effective use of technology by Member Organizations, enhancing efficiency and communication.
- Digital Visibility Drives Engagement and Fundraising: A strong and strategic online presence has significantly increased ACSA's visibility, serving as a powerful tool for stakeholder engagement and resource mobilization.

3.3 Major Challenges Encountered By ACSA in 2024:

1. Limited Resource Base: Both ACSA and several of its member organizations operated under constrained financial and human resources, affecting effective implementation of planned activities.
2. Delayed Membership Subscriptions: Delays in the remittance of annual membership subscriptions reduced the financial capacity to support network-wide programs and engagements.
3. Capacity Gaps Among Members: Some member organizations continued to face challenges in internal management and operations, increasing ACSA's technical backstopping responsibilities and stretching its support systems.
4. Policy Engagement Setbacks: Key policy processes, such as the National Organic Agriculture Bill, NAS stalled due to the approaching political season, limiting momentum in policy advocacy and legislative engagement.
5. Reluctance to Certify Innovations and Products: Several MOs have shown reluctance to pursue certification for their agro ecological products and innovations. This lack of certification has significantly limited their ability to access broader and more profitable markets.
6. Low Market Recognition of Organic Products: In local markets, there remains limited consumer awareness and appreciation of organic products. This is compounded by the absence of standardized identification or labeling systems to distinguish these products from conventional ones.

4.0 ACSA Strategic Priorities and Future Plans for 2025 To 2030

ACSA's strategic direction for 2024 focuses on strengthening its institutional foundation, enhancing member engagement, diversifying resources, and leveraging partnerships to amplify its impact in agroecology and policy advocacy.

1. Strengthening Strategic Focus and Organizational effectiveness
 - Define Clear Participation Criteria: ACSA will establish and communicate specific guidelines for external engagements to ensure alignment with strategic priorities, optimize resource use, and manage stakeholder expectations.
 - Review and Refresh Membership Composition: An assessment of current member organizations will be undertaken to evaluate their activity levels and alignment with ACSA's mission. Inactive or non-compliant members may be replaced to ensure a vibrant, effective network.
 - Clarify and Streamline Service Requests: Standardized forms and operational guidelines will be introduced to streamline service requests from Member Organizations (MOs), improve efficiency, and enhance accountability for non-core services.
 - Institutional Capacity Profiling: An internal assessment of ACSA Secretariat staff will identify technical and functional capacities to inform targeted capacity-building efforts and improve overall performance.
 - Establish Internal Consultancy Unit: ACSA will launch a consultancy arm offering services in Monitoring & Evaluation (M&E), Policy Advocacy, IT, and Financial Management to both internal and external clients, boosting organizational sustainability and visibility.

. Expanding Resource Mobilization and Financial Sustainability

- **Diversify Funding Streams:** ACSA will develop and implement a comprehensive resource mobilization strategy targeting private sector actors, development partners, philanthropic foundations, and multilateral institutions to reduce dependency and improve sustainability.
- **Mobilize Resources for Permanent Premises:** The Secretariat will prioritize fundraising for the acquisition and development of permanent office premises to provide a stable, professional space for operations and stakeholder engagement.
- **Engage New Donor Partners:** Efforts will be intensified to identify and engage new funding partners. Tailored concept notes, partnership proposals, and consortium-building will be key tactics in attracting both restricted and flexible funding.
- **Establish Social Enterprises:** In amidst of changing donor priorities ACSA will embark on capacity building and linkages of the secretariat and membership to establish social enterprises for sustainability of members activities with or without external funding.

3. Enhancing Members Support and Capacity building

- **Technical Backstopping through Student Placement:** Internship and placement programs will be promoted in partnership with universities, enabling students to provide technical support to MOs while gaining practical experience.
- **Peer-to-Peer Digital Mentorship:** Stronger Member Organizations will mentor their peers in digital literacy, promoting the adoption of ICT tools for program delivery, communication, and advocacy.
- **Establish Transparent Equipment Distribution Guidelines:** ACSA will implement a merit-based and transparent system for distributing value addition and production equipment, ensuring accountability and maximizing impact.

4. Deepening Multi- Stakeholder and Strategic Partnerships

- **Expand Stakeholder Engagement:** Deliberate efforts will be made to include youth-led organizations, grassroots innovators, private sector actors, media, and other non-traditional players in ACSA's initiatives to promote inclusive dialogue and sustainable co-creation.
- **Strengthen University and Research Collaborations:** Existing MOUs with academic institutions will be expanded to support joint research, student engagement, innovation scaling, and technical support to MOs.
- **Conduct Strategic Partner Mapping:** A comprehensive stakeholder mapping exercise will be undertaken to identify relevant actors in agro ecology, food systems, climate resilience, and land rights, guiding targeted engagement and collaboration.
- **Joint Implementation with Strategic Partners:** ACSA will co-plan and implement advocacy campaigns and projects with CSOs, development partners, government agencies, and private sector actors, enhancing efficiency, visibility, and shared learning.

6.0 ACSA Partners

6.1 ACSA Networking Partners

Table 7: ACSA Networking Partners and the Key Areas of Collaboration

Name of Partner	Area of partnership and Collaboration
Agroecology Coalition (AEC)	Advocacy for ecological organic Agriculture at National and regional levels
Center for food and Adequate living Rights (CE-FROHT)	Food justice and Human Rights based approach to agrarian Advocacy local , national , regional and international levels
Civil Society Advocacy Budget Group (CSBAG)	Coordination of CSOs in related Budget advocacy and Policy Analysis at National and regional levels
CIDSE	Human rights under 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 and Advocacy
ETO Consortium	Policy 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	Engagements on Innovations and policies in soil related issues
IFOAM	Global engagements in ecological Organic Agriculture and Agro ecology
Network of Soil Biodiversity (NETSOB)	Global Soil Research and biodiversity Networking forum
Southern and Eastern Africa Trade Information and Negotiations (SEATIN)	Policy engagements Trade related issues at National, regional and International levels
Uganda National Chamber of Commerce (UNCC)	Networking and linkages for business Development and Marketing
Uganda Coalition for Sustainable Development (UCSD)	Monitoring government commitments on Climate change polices at National, regional and International levels
Uganda Forum for Agriculture Advisory Services(UFAAS)	Extension service coordination and harmonization
Uganda National Farmers Federation (UNFFE)	Coordination and harmonization of farmers' voices at national level
Uganda Organic Certification (UgoCert)	Linkages of MOs and farmers to local, regional and international Certification,

6.2 ACSA partners

6.2 Development

- Misereor (the Project major Donor)
- UMU/ ACALISE - Organic Agriculture Research support
- USAID Feed the Future Enabling Environment in capacity building and Institutional development
- Turkish Cooperation Agency – TIKA
- CIDSE – Women Land Rights
- Horizont 3000
- WoMin African Alliance

6.3 Line Ministries and Government Agencies

- Ministry of Agriculture Animal Industries and Fisheries (MAAIF)
- Ministry of Lands Housing and Urban development (MLHUD)
- 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)

7.0 Summary of Participation and Involvement of Members in ACSA activities at different levels

Milk#	ACSA MEMBER ORGANISATION	ACTIVITY
1	Agency for Integrated Rural Development (AFIRD)	✓
2	Bidhampola Farmers` Association	✓
3	Caritas Mbarara	✓
4	Caritas Hoima	✓
5	Caritas Kampala	✓
6	Caritas Kasese	✓
7	Caritas Fortportal	✓
8	Caritas Lugazi	✓
9	Caritas Masaka Diocesan Development Organization (MADDO)	✓
10	Equator Commercial Ltd	✓
11	GAHIYAFFAEA	
12	Pendo Africa	✓
13	Homeland Organics	✓
14	Integrated Child Service Consult (ICS)	✓
15	Kakunyu Parents Support Association for Children with Special Needs	✓
16	Kazo Mixed Farmers` Association (KAMIFA)	✓

	KULIKA Uganda	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Mityana- Mubende District Farmers`										
	Association (MMUDFA)	✓	✓	✓		✓	✓	✓	✓	✓	✓
	National Organic Movement of Uganda (NOGAMU)						✓				
	Participatory Ecological Land Use Management (PELUM)					✓	✓				
	People and Views (P&V)	✓	✓	✓	✓		✓	✓	✓	✓	✓
	Prometra Uganda	✓	✓		✓		✓	✓	✓	✓	✓
	MilkWeed Organicss						✓				
	Rural Community in Development (RUCID)	✓		✓	✓	✓		✓	✓		✓
	Skills Oriented Development Initiatives (SODI)	✓	✓	✓		✓	✓	✓	✓	✓	✓
	SULMA Foods LTD										
	Uganda Governance and Poverty Alleviation										
	Program (UGOPAP)	✓	✓	✓	✓		✓	✓	✓		
	Uganda Youth Development Network										
	(UYDNET)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

8.0 ACSA financial Overview 2024:

8.1 *Independent Auditor's Report*

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

Report on the Audit of the Financial Statements

Opinion

In our opinion, the accompanying financial statements present fairly in all material respects the financial position of ACSA as of 31st December, 2024 and of its financial performance and cash flows for the year then ended; and comply with the funding agreements provisions, NGO Act 2016, NGO Regulations 2017, the Companies Act Cap 106 and Generally Accepted Accounting Principles (GAAPs).

What we have audited

The financial statements of ACSA that we have audited are set out on pages 31 to 38 and comprise of:

1. Statement of financial position as at 31st December, 2024;
2. Statement of comprehensive income for the year ended 31st December, 2024;
3. Statement of changes in Fund Balances as at 31st December, 2024;
4. Statement of cash flows for the year ended 31st December, 2024; and
5. Notes to the financial statements, which includes a summary of significant accounting policies.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and Guidelines issued by the donor partners if any; and the Institute of Certified Public Accountants of Uganda. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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.

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 "National Coordinator's Annual 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 Those Charged with Governance - for the Financial Statements.

ACSA Board of Directors and Management are 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 Cap 106 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.

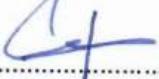
We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

As required by the Companies Act Cap 106, we consider and 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 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 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: 30 / June /2025



8.2 ACSA Audit Report and financial Statements for the year Ended 31st December, 2024

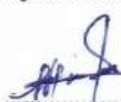
ACSA - Statement of Financial Position as at 31st December, 2024

Advocacy Coalition for Sustainable Agriculture (ACSA)
Audit Report and Financial Statements for the Year Ended 31st December, 2024

5.2 ACSA - Statement of Financial Position as at 31st December, 2024

	Note	2024	2023
		UShs	UShs
Assets:			
Non- Current Assets	7.1	28,968,750	71,012,764
Current Assets			
Cash and Bank Balances	7.2	12,560,697	118,378,727
Subscriptions Receivable	7.3	900,000	1,100,000
Investments in UAP (Institutional Reserve)	5.4	5,834,832	4,085,521
Prepayments	7.4	5,100,000	1,700,000
Total Assets		53,364,279	196,277,012
Fund Balances and Liabilities:			
Fund Balances:			
Accumulated fund Balances	5.4	(9,771,018)	88,067,532
Capital Grant	5.4	28,968,750	71,012,764
Institutional Reserve	5.4	22,181,547	16,346,715
Total fund balances	5.4	41,379,279	175,427,011
Liabilities:			
Accounts Payable	7.5	11,985,000	20,850,001
Total Fund Balances and Liabilities		53,364,279	196,277,012

These Financial Statements were approved by the Board on 27th June 2025; 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.

Funding Trend and share of individual activities of the total budget

Figure 2: ACSA Funding Trend for the Years 2021 to 2024

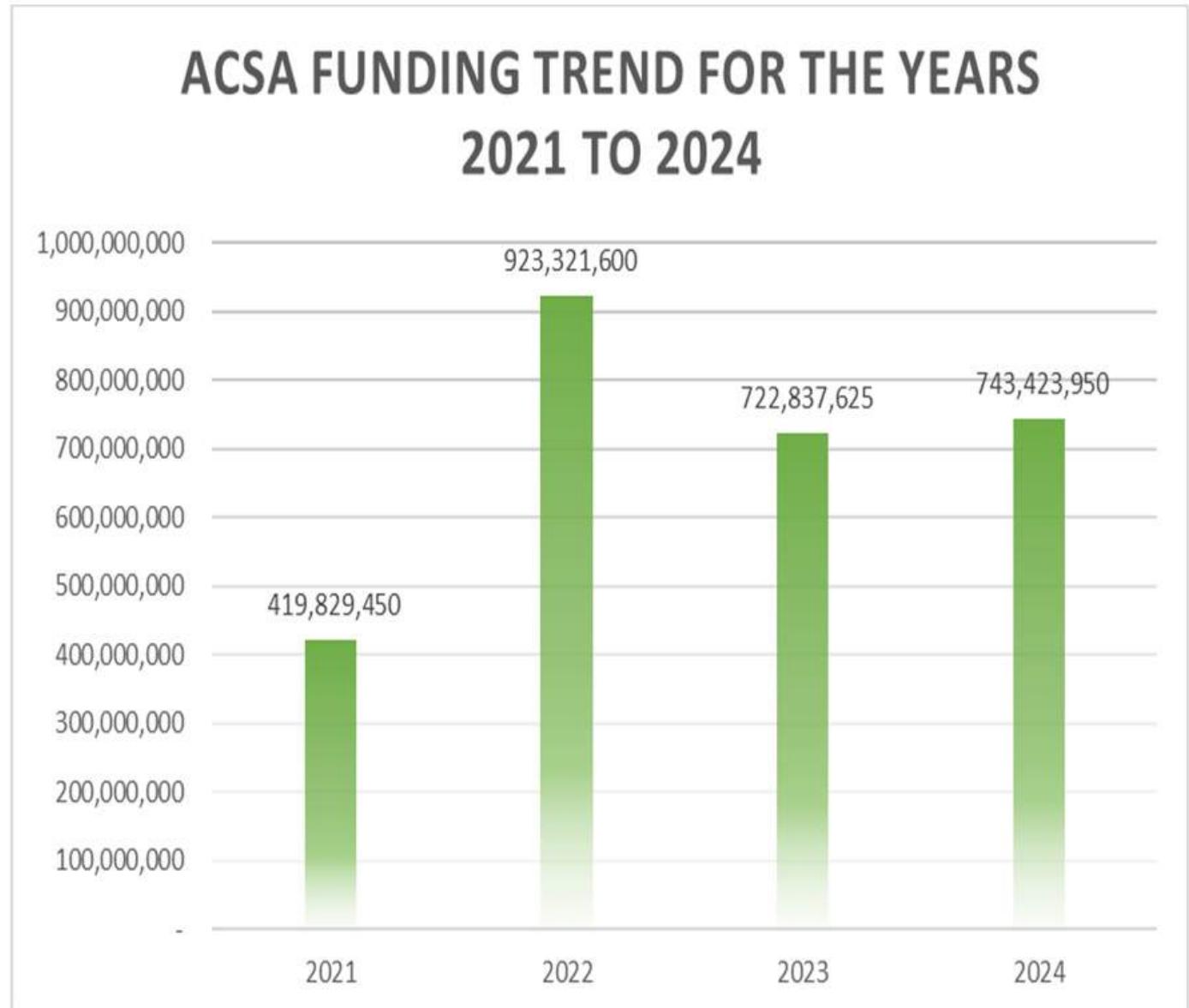


Figure 3: Share of ACSA Individual Activities of the Total Budget in 2024

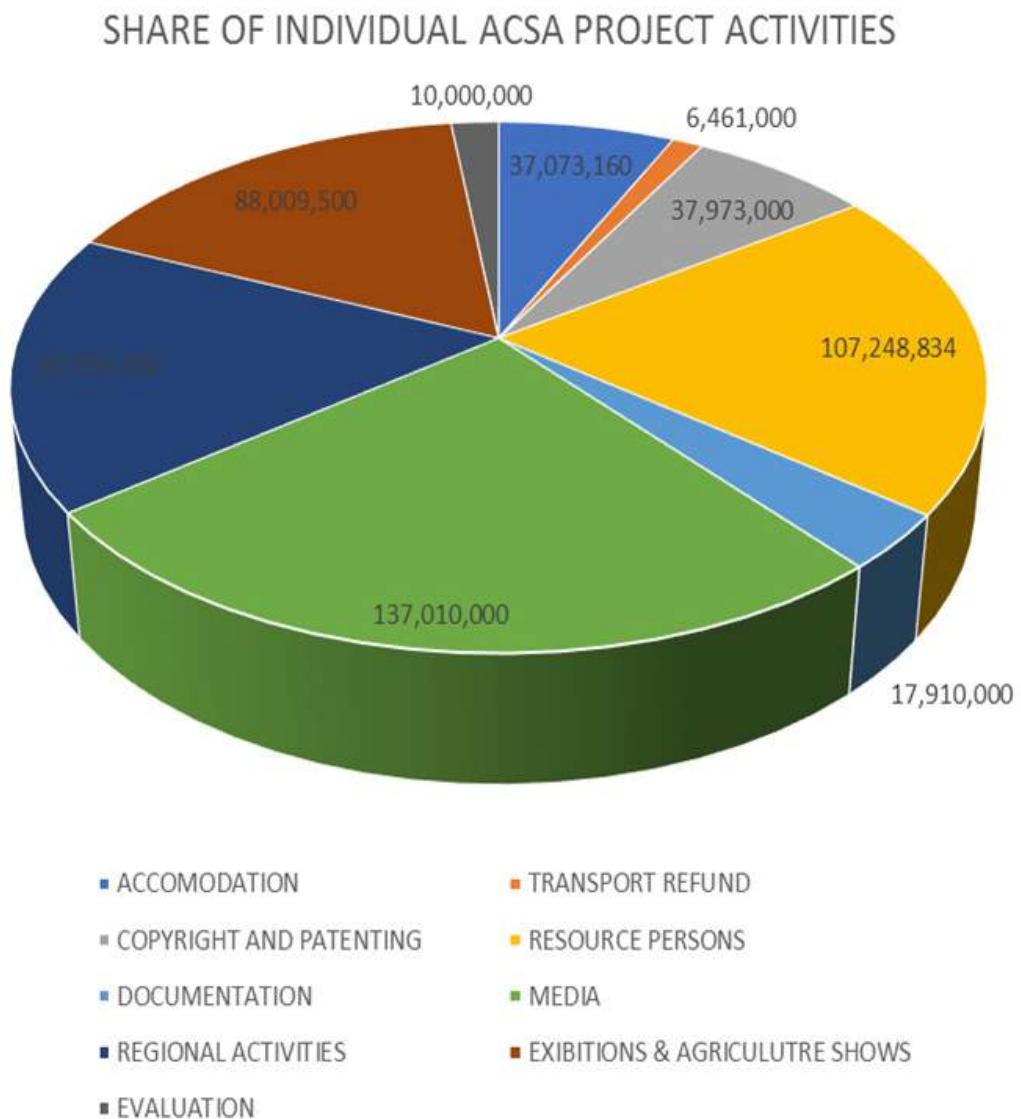
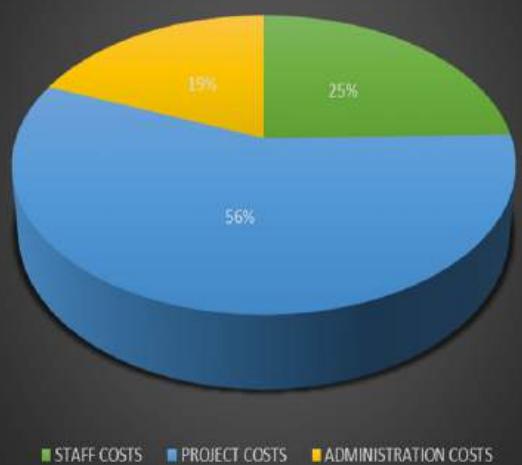


Figure 4: Breakdown of ACSA Total Budget in 2024

BREAKDOWN OF THE ANNUAL ACSA BUDGET



ACSA ANNUAL WORK PLAN FOR THE YEAR 2025

ACSA ANNUAL WORK PLAN FOR THE YEAR 2025						
S/N	Item	Jan- March 2025	April-July 2025	Aug-Sept 2025	Oct-Dec 2025	MO, ACSA STAFF & STAKEHOLDERS TO ENGAGE
	Project Activities					
	4.1 ACSA Member Organizations (MOs) and smallholder farmers advocate for sustainable, organic, and agroecological agriculture practices, equitable and sustainable land use rights, and climate resilience that foster local seed systems and responsible consumption of healthy and indigenous foods					
	4.1.1 Organize and support consultative meeting/conferences (budget& agrarian policies) for MOs and SHFs at local government level to identify funding gaps in the budget formulation, implementation and monitoring	√	√			All MOs, LGs , Secretariat , SHFs
	4.1.2 Facilitate national and regional policy analysis fora to identify funding gaps in agrarian policy formulation, implementation and monitoring	√	√	√	√	Selected MOs & LGs , Secretariat , SHFs , CSBAG and other Likeminded CSOs.
	4.1.3 Develop agriculture specific budget and policy analysis to inform local government policy and budget processes.,	√	√			Secretariat & Selected LGs
	4.1.4 Generate and disseminate ICE materials for advocacy messaging (flyers, reports, online resources) to MOs and SHFs to assist in their engagement with government decision-making.			√	√	Secretariat, Selected LGs, All MOs and SHFs
	4.1.5 Organise and participate in advocacy campaigns around key agricultural policy issues and budget decisions at the national and local government levels.	√	√	√	√	Secretariat, Selected LGs, All MOs, SHFs and Media
	4.1.6 Support MOs to conduct public outreach programs, such as local media, town hall meetings, to raise awareness about the importance of organic and ecological agriculture funding.	√	√	√	√	Secretariat , Selected MOs, Media
	4.1.7 Develop, translate, publish and disseminate popular versions of Policies, strategies, directives, ordinances and budget.	√	√	√	√	Secretariat, LGs, All MOs, SHFs and Media
	4.2.1 Facilitate MOs to organize community meetings between MOs, SHFs, and local governments to identify key issues and priorities, to collect input for drafting of ordinances/bylaw		√	√	√	Secretariat & Selected LGs, All MOs, SHFs
	4.2.2 Facilitate technical reviews of ordinances/bylaw with local governments and legal experts.		√	√	√	Consultant, Secretariat ,Selected LGs, Selected MOs, SHFs

	4.2.3 Organize stakeholder dialogues to disseminate popular versions of ordinances/bylaw formulation Facilitate collaborative workshops support the adoption of bylaw proposals.	√	√	√	√	Consultant, Secretariat , Selected LGs, Selected MOs, SHFs, Other stakeholders
	4.2.4 Support MOs to conduct public awareness campaigns to educate communities on the importance of supporting bylaw/ordinances that ensure climate resilience and sustainable agriculture.	√	√	√	√	Consultant, Secretariat, Selected LGs, Selected MOs, SHFs, Other stakeholders
	4.2.5 Facilitate ACSA, MOs and SHFs to Fastrack, monitor/ follow up the implementation of ordinances and bylaws at LG to assess their effectiveness in supporting organic agriculture/ agro-ecology practices.	√	√	√	√	Secretariat, Selected LGs, Selected MOs
	4.2.6 Engage Stakeholders (MOs, SHFs consumers, Middlemen, market vendors, hotel owners, local government etc.) for mindset change towards supporting the production, marketing, consumption and certification (PGS) of agroecological product value chains)			√	√	Secretariat, Selected LGs, Selected MOs, SHFs, Other stakeholders and product value chain actors
	4.3.1. Disseminating and popularise ACSA Strategy for Food security in Plantation growing areas	√	√	√	√	Secretariat , Selected LGs, Selected MOs, SHFs, Other stakeholders
	4.3.2. Empower and strengthen SHF/out grower-households to know and advocate for their rights (agriculture extension rights, children and women rights, sugarcane act etc.)			√	√	Secretariat, Selected LGs, Selected MOs, SHFs, Other stakeholders
	4.3.3. Engage district production officers/district technical persons to provide seeds and agricultural equipment for SHF-communities to enhance alternative profitable agricultural enterprises	√	√	√	√	Secretariat, Selected LGs, Selected MOs, SHFs, Other stakeholders
	4.3.4. Strengthen linkages among women's groups and their access to services and stakeholders that are available in their respective communities (land right activists, gender activists)			√	√	Secretariat, Selected LGs, Selected MOs, SHFs, Other stakeholders
	4.3.5. Develop and publish land tenure materials that highlight the impacts of land-use policies on food security in plantation areas			√	√	Secretariat, Selected LGs, Selected MOs, SHFs, Other stakeholders
	4.3.6. Train MOs and SHFs in plantation areas on land tenure laws, focusing on their rights to land and food security.			√	√	Secretariat, Selected MOs, and SHFs
	4.3.7. Organize dialogues between plantation workers, landowners, religious leaders and policy-makers to address conflicts over land-use practice in order to sensitize, mobilize and change attitudes (to include gender-based violence)			√	√	Secretariat , Selected LGs, Selected MOs, SHFs, Other stakeholders & Media

	5.1 Member organizations successfully support smallholder farmers, youth, and marginalized groups in accessing, generating, exchanging, and disseminating ICT-enabled, climate-resilient innovations and research information.					
	5.1.1 Train MOs and SHFs in participatory research and guarantee systems/ methods for organic /agroecology.			√	√	Secretariat, All MOs
	5.1.2 Document, Publish and disseminate successful scalable organic /agroecological on farm innovations, Model farmers and best practices of SHFs.		√	√	√	Secretariat, All MOs, Other Stakeholders
	5.1.3 Jointly support farmer-led field days and MO events that demonstrate scalable innovations, research findings and best practices in organic agriculture /agroecology.		√	√	√	Secretariat, All MOs, Other Stakeholders
	5.1.4 Produce bi monthly multimedia content (e.g., videos, infographics, podcasts) to document and disseminate organic/agroecological success stories (Radio, TV and Newspaper).	√	√	√	√	Secretariat, Selected MOs, & Media
	5.1.5 Support Press conference on policy issues, pronouncements and directives at national, regional and internation levels affecting SHFs		√	√	√	Secretariat, Selected MOs, LGs, SHFs,& Media
	5.1.6 Conduct 6 theme-based research in organic/ agroecology value chains and practices.			√	√	Secretariat, Selected MOs, LGs, SHFs,& other Stakeholders
	5.2.1 Organise and conduct annual Peer – to Peer learning visits for MOs and SHFs in commodity chain and value addition.			√	√	Secretariat and All MOs
	5.2.2 Support MOs to participate in regional and national expos/ events for linkages, markets and popularisation of organic/ agroecological products and technologies		√	√	√	Secretariat and All MOs
	5.2.3. Develop, Publish and disseminate market profiles and market information for organic /agroecological products for targeted / speciality market.	√	√	√	√	Secretariat and All MOs
	5.3.1 Facilitate annual farmer- CSO – researcher/ Academia collaborative platforms and linkages in and outside Uganda.				√	Secretariat, Selected MOs, LGs, SHFs,& Other Stakeholders
	5.3.2 Organize annual national organic agriculture innovation and research disseminate symposium for popularising, scaling up and validating findings.				√	Secretariat, Selected MOs, LGs, SHFs,& Other Stakeholders
	5.3.3 Develop an ICT-enabled knowledge-sharing and online platforms for MOs and SHFs to exchange research findings and innovations, market their organic / agroecological value-added products at national regional and international fair-trade markets			√	√	Secretariat, Selected MOs, LGs, SHFs,& Other Stakeholders

	5.3.4 Organise annual seed fairs and exhibitions to showcase Neglected and Underutilised (NUS) and Indigenous seeds and foods to influence adoption and consumption habits.		√			Secretariat, All MOs, LGs, SHFs, & Other Stakeholders
	5.3.5 Conduct digital literacy training for SHFs, youth, and marginalized groups, focusing on mobile phone usage for agricultural information.				√	Secretariat, All MOs & SHFs
	5.3.6 Hold theme – based meetings for ACSA MOs and SHFs for experience sharing and technical back stopping by MAAIF or any other relevant person (Seed, Innovators, commodity value chain etc.).			√	√	Secretariat, All MOs & SHFs
	6.1 The ACSA network (Member Organizations, and smallholder farmers), together with strategic partnerships and alliances, engages actively in shaping the small-scale farmers' policy environment and related emerging issues.					
	6.1.1 Develop, publish and disseminate advocacy policy briefs, position papers, policy alternatives and concept notes on policy budget related issues to inform national, regional and international processes in organic agriculture/ agroecology in favour of SHFs.	√	√	√	√	ACSA Secretariat, Selected MOs and other Stakeholders
	6.1.2 Partner with CSOs to support the fast-tracking, monitoring the implementation of agrarian policies/ Strategies/ government Programs (Genetic resource, Organic Agriculture, Agroecology, Nutrition, Land, Climate, Extension, NOAP, Seed, NDPIV, PDM, AGI) budgets & government program for accountability and ensure sustainable agricultural practices are funded.	√	√	√	√	ACSA Secretariat, Selected MOs and other Stakeholders
	6.1.3 Develop strategic partnerships and alliance for improved service delivery. collective action and sustainability e.g. local legal aid organizations to offer pro bono services for reviewing and drafting ordinances., human rights, land issues, extractives, fundraising etc.	√	√	√	√	ACSA Secretariat, Selected MOs and other Stakeholders
	6.1.4 Engage legislature, (Members of Parliament), judicial, government officials' and non-state actors to understand national issues and policies with a SHFs' perspective.	√	√	√	√	ACSA Secretariat, Selected MOs and other Stakeholders
	6.1.5 Organise and participate in joint policy formulation and review meetings (JAPAR, PWG, TWG etc.) with other stakeholder to inform policy processes. at national, regional and international levels.	√	√	√	√	ACSA Secretariat and Selected MOs and other Stakeholders
	6.1.6 Organise and Support ACSA Staff, MOs and SHFs to participate in policy processes and events (including workshop side events, Breakfast meetings) at national, regional and international levels.	√	√	√	√	ACSA Secretariat and Selected MOs

	6.2. Support Staff to participate and coordinate with international agrarian advocacy platforms and events to align local policy papers/ implementation with regional and global sustainable agriculture agendas (BIOFACH, COP, EAAC, CAADP etc.).	√	√	√	√	
	6.2.1 Develop proposals with partners for joint resource mobilization and implementation of theme – based agrarian policy advocacy activities at national, regional and international levels.	√	√	√	√	ACSA Secretariat and Selected MOs
	6.2.2 Co-implement with MOs agrarian policy and budget related organic agriculture /agroecology value chain projects.	√	√	√	√	ACSA Secretariat and Selected MOs
	6.2.3 Build alliances with local, national, regional and international donors and organize bi annual meetings with strategic partners (potential donors and partners in organic/ agroecology value chain) at national, regional and international levels.	√	√	√	√	ACSA Secretariat and Selected MOs
	6.2.4 Conduct capacity-building workshops for MOs on resource mobilization (including local resource mobilisation) and sustainability of organisations.			√	√	ACSA Secretariat and All MOs
	6.2.5 Develop frameworks for monitoring and evaluating the impact of collaborative projects with national stakeholders.			√	√	
	7.1: ACSA network (MOs and Secretariat) is strengthened in governance, compliance, advocacy, research, participatory decision-making, effective communication, staff retention, and accountability mechanisms for sustainability.				√	
	7.1.1 Conduct bi-annual capacity-building workshops in governance and compliance training and assessment workshops for ACSA staff, Board and MOs, focusing on regulatory frameworks and legal obligations.				√	ACSA Secretariat and All MOs
	7.1.2 Develop, publish and disseminate governance online compliance toolkits, including National compliance schedules, templates for audits and reporting			√	√	ACSA Secretariat and All MOs
	7.1.3 Develop and implement advocacy mentorship programs to improve organizational effectiveness and to support new membership (Caritas Kasese, Milk Weed and others).			√	√	ACSA Secretariat and Selected MOs
	7.1.4 Develop and review organisational policies for compliance as need arises.	√	√	√	√	ACSA Secretariat
	7.1.8 Conduct quarterly Board and staff MO Monitoring and evaluation follow up visits to track progress, identify gaps and register success stories for replication, peer – peer learning, sharing best practices in governance.			√	√	ACSA Secretariat and Board

	7.2.1 Hire a fundraiser staff to support the development of ACSA social enterprise for sustainability.			√		
	7.3.2 Organise a capacity building session for ACSA Network in social enterprise development and sustainability (feasibility studies to identify viable, business plans and operational strategies for ACSA's social enterprises)			√		ACSA Secretariat and All MOs
	7.2.2 Support the Identification and setting up a social enterprise venture for ACSA.				√	ACSA Secretariat and All MOs
	7.2.3 Annually Document, Publish and disseminate best practices of running a profitable social enterprise among MOs for scaling up and replication.				√	ACSA Secretariat and All MOs
	7.2.4 ACSA annually subscribes to relevant fora, platforms, networks and organisations.			√	√	Secretariat
	8.1 Selected Misereor Partners start experimenting viable business ventures to build-up successful social enterprises for local resource mobilization.					
	8.1.2 Communicate to the partners about the Programme and request for relevant Key documents and list participants.			√		Capital Solutions , Secretariat, and Selected Misereor
	8.1.3: Conduct a needs assessment among the 5 partners to identify critical needs that will guide the development of curriculum.			√		Capital Solutions , Secretariat, and Selected Misereor
	8.1.4: Conduct a 2-day tailored curriculum development workshop.			√		Capital Solutions , Secretariat, and Selected Misereor
	8.1.5 Conduct a 2-day SE master class for the 5 partner organizations				√	Capital Solutions , Secretariat, and Selected Misereor
	8.2.1 Facilitate the process of ideation and formulation of business strategies				√	Capital Solutions , Secretariat, and Selected Misereor
	8.2.2 Conduct a 2 days' workshop at individual partner organization for business plan tools development				√	Capital Solutions , Secretariat, Selected Misereor Partners
	8.2.3 Support the development and rehearsal of the pitch deck for each partner organization				√	Capital Solutions , Secretariat, and Selected Misereor Partners
	8.2.4 Work closely with each partner for a one-on-one mentorship and coaching based on the needs identified (5 sessions of 2 hours each – 25 sessions)				√	Capital Solutions , Secretariat, and Selected Misereor Partners
	10.1 Audit					
	10.1.1 Biannual Project Audit	√		√		Secretariat & Auditors
	10.1.2 Annual institutional Audit / Consolidated	√				Secretariat ,Auditors& BARMC

9.0 Glossary of pictures for 2024

A. Advocacy and lobbying



Multi stakeholder Policy Dialogue on Land Governance and on the right : the dialogue on the State of Food and Nutrition Landscape in Uganda



High-level breakfast meeting on the approval of the National Agroecology Strategy (NAS) and at the right was the 44th World Food Day Commemoration at Imperial Royale Hotel



Left: Kazo participating at Aflatoxin engagements, Right: ICS launch for the 3 years & 5 months Strengthening Civic Participation for Effective Accountability and Transparency in Public Sector project in Terego district.

B. Capacity Building of MOs/ Partners



Capacity-building training for the ACSA board, facilitated by the Board Technical Advisory Committee (BTAC) and Monitoring & Evaluation, Agripreneurship, and marketing strategies for agripreneurs by ACSA M&E Officer



Evaluation & Capacity Development workshop facilitated by Misereor consultants



ACSA staff with Misereor staff (Martin Gottsacker and Kathrin Schroeder) at ACSA offices during partners' monitoring visit in November 2024



Mrs. Jana Griefnow - Misereor Fundraiser during her visit at ACSA Offices

C. Research, Innovations Exchange and Dissemination



Study Validation meeting on developing a framework for the sustainability of agroecological production and marketing of agrifood products



Farm tour at UYDNET during the peer-to-peer learning visit



2nd Seed Diversity Fair & Peer-to-Peer Learning Platform (Left: Catherine Kiwuka giving an input, Right: PGRC inspecting seed exhibition)

D. MOs Activities



Left: SODI Collective marketing and sourcing of Animal feed at Nduugu poultry farmers group in SODI



Homeland Practical Indigenous Food festive (Chair ACSA and BTAC members visiting Stall and ACSA team to in solidarity with MOs)



A range of innovations supporting Organic and Agroecological Agriculture have been developed by ACSA MOs



Left: ACSA Staff officiating AFIRD pitching event in Mukono, Right: Prometra Staff engaging ACSA team during a follow up visit.



Left: KPSA using Bokashi innovation on Coffee, Right: DPO Buikwe talking the farmers during Farmers retreat in UYDNET



Left: Increasing farmers' access to Coffee planting materials at KAZO, Right: Milk Weed Biologicals laboratory



Left: Equator Best Start-up product on a stall in Italy, Right: Florence Kakande of equator presenting her product to prospective investors



Left: Community Dialogue meeting on Education and Food Security held at Bongova village, Arua District, Uganda, Right: Pendo Africa (PA) Staff Capacity building organized by Aga Khan Foundation at White Castle, Arua City, Uganda

E. Participation in exhibitions



ACSA MOs (SODI& MDMFO) during Exhibition at the Harvest Money Expo 2024 at Kololo independence grounds



Left: ACSA Staff making a presentation at the symposium during the National Agriculture Show 2024 . Right: UYDNET participating in World Food 2024 at Serere district



Left: AFIRD exhibition at Ndesse- Mukono , Right: ACSA Supported exhibition for BlackOff and SODI in Kituntu -Mpigi

F. Strategic partnerships and Networking



Left: Multi stakeholders' meeting on EUDR at Hotel Africana, Right: NAS High level Breakfast meeting at Fairway Hotel



ACSA and Resource Right Africa Participate in Corporate impunity Workshop 2024 in Mozambique with ACSA representative as a panelist



Left: GIZ Team pays a courtesy call at ACSA offices, Right: ACSA staff a panellist during joint Press conference on Integrating agroecology in CAADP



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Advocacy Coalition for Sustainable Agriculture, P.O. Box 21556, Kampala – Uganda, Plot 272,
Block 15 Kibuga, Nsambya Estate at House A16, Tel: 256 414670400 / 0772463220, Email:
acsu.ug@gmail.com, /info@acsu-ug.org, Website : www.acsa-ug.org