



ADVOCACY COALITION FOR SUSTAINABLE AGRICULTURE (ACSA)



STRATEGIC PLAN

2025 - 2030

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ACRONYMS

ACSA	Advocacy Coalition for Sustainable Agriculture
AU	African Union
BARMC	Board Audit and Risk Management Committee
BPC	Board Programs Committee
BRMC	Board Resource Mobilisation Committee
BTAC	Board Technical Advisory Committee
CEO	Chief Executive Officer
CSO	Civil Society Organization
DLG	District Local Government
EAC	East African Community
EU	European Union
FIA	Finance Intelligence Authority
GRFA	Genetic Resource for Food and Agriculture
ICT	Information and Communication Technologies
IFPRI	International Food policy Research Institute
IGA	Income Generating Activities
IITA	International Institute of Tropical Agriculture
IT	Information Technologies
JAPAR	Joint Agriculture Sector Annual Review
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MEL	Monitoring, Evaluation and Learning
M & E	Monitoring and Evaluation
MGLSD	Ministry of Gender Labor and Social development
MoES	Ministry of Education Services
MOH	Ministry of Health
MoU	Memorandum of Understanding
MLHUD	Ministry of Lands
MTIC	Ministry of Trade, Industry and Cooperatives

MWE	Ministry of Water and Environment
NARO	National Agriculture Research Organization
NDP	National Development Plan
NGO	Non-Governmental Organization
NOAP	National Organic Agriculture Policy
NUS	Neglected and Underutilised Species
OPM	Office of the Prime Minister
PGRC	Plant Genetic Resource Center
SHF	Small Holder Farmer
TIKA	Turkish Cooperation Agency
TOR	Terms of Reference
TOT	Training of trainers
TV	Television
UNADA	Uganda National Drug Authority
UNBS	Uganda National Bureau of Standards
URSB	Uganda Registration Service Bureau
USTA	Uganda Seed Traders' Association
VSLA	Village Saving and Loan Association

PREFACE

This Strategic Plan for Advocacy Coalition for Sustainable Agriculture covers the period of five years from 2025 – 2030.

It has been developed to capture the experiences and key frameworks developed in the course of implementation of the first ACSA Strategic Plan 2019 – 2023, which include ACSA Seed Advocacy Strategy 2022 – 2025, ACSA Advocacy for Change Training manual, June 2023 and ACSA Strategy for Food Security in Plantation Growing areas, in addition to a response to the changes in the Political and socio - economic framework conditions in which ACSA is evolving.

However, ACSA will continue to amplify the voices of Civil Society Organizations (CSOs) to effect change in Uganda's Agrarian Policy environment by ensuring that relevant policies and regulations that favor smallholder farmers in Uganda are enacted and implemented at different levels.

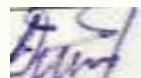
We believe that this Strategic Plan will contribute to the attainment of Uganda's policy and, legal and Institutional frameworks, which are stipulated in the National Development Plan (NDP) IV, National Agriculture Policy (NAP) 2013, National Organic Agriculture Policy (NOAP) 2019, Sustainable Development Goals (SGDs), Uganda Vision 2040, Draft National Agroecology Strategy and Genetic Resource for Food and Agriculture Policy, Parish Development Model among others.

My appreciation goes to Misereor Germany and its consultant Mrs. Josephine Beck-Engelberg for supporting the process of strategic plan development both technically and financially, in addition to the unwavering contribution to holistic development programs in Uganda.

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

Mr. Eustace Sajjabi

Chairperson – ACSA Board



ACKNOWLEDGEMENT

The Strategic Planning review process was commissioned by Misereor – Germany in September 2023. This was a highly consultative process that captured the views of the key stakeholders of ACSA in and outside Uganda that contributed to a valuable input. We appreciate the contribution and knowledge of the Board of Directors of ACSA under the its chairmanship together with ACSA staff, Member organizations, Line ministries (MAAIF, MLHUD, MGLSD, MTIC, MoES, MOH AND MWE), other collaborating networks and CSOs, and farmer representatives during the development process of the strategic plan. We are very grateful to Misereor consultant Mrs. Josephine Beck-Engelberg for the commendable work done in providing accompanying and technical support in the planning and development processes as a lead facilitator.

This Strategic Plan was developed based on a situation analysis and information generated through ACSA stakeholders, individual interviews and the Strategic Planning Retreat held in December 2023 and January 2024. The plan clearly stipulates the Vision, Mission and Strategic Objectives of ACSA for the period 2025 – 2030, which is guided by ACSA theory of change. The Strategic Plan further outlines the relevant strategies that are to be implemented to attain the strategic objectives of ACSA, which will ultimately guide the development of project proposals as well as the implementation of ACSA activities by its various member organizations.

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

Last but not least, the Strategic Plan is proposing a workable organizational structure that will be followed to operationalize Strategic Plan.

Ms. Nakasi Harriet

National Coordinator – ACSA Uganda



1.0 INTRODUCTION

This chapter introduces Advocacy Coalition for Sustainable Agriculture (ACSA), its mandate and legalities derived from its constitution.

1.1 About ACSA

ACSA is a legally registered national network of Civil Society Organizations working with smallholder farmers in Uganda.

ACSA was established in June 2007 following a study commissioned by Misereor on agrarian Trade policies among implementing Partners in Uganda. The study noted that many development partners had for long supported communities towards improving their livelihood through Sustainable Agriculture but with limited or no measurable change and impact. The study also highlighted the problem as national agrarian policies and regulations not working for the smallholder farmer to cause a sustainable change, having been developed for them but not with them.

Over the years, ACSA has grown from eight founding non-governmental organizations (core group members) to 29 CSOs including nine faith-based organisations, three networks, four farmers' associations and thirteen NGOs working in 46 districts of Central, Eastern, Lango, South Western, Western, Teso and West Nile Regions of Uganda.

The organization aims at increasing farmers' understanding of policy issues affecting them and together with them ACSA is pursuing advocacy to improve the agrarian policy environment for small holder farmers in Uganda.

MISSION, VISION AND VALUES



¹Legally registered under the laws of Government of Uganda (GOU) by URSB as Company limited by guarantee and an NGO under NGO bureau

²partners including: Caritas Kampala; Caritas Masaka Diocesan Development Organization (Caritas MADDO); Caritas Kabale; Hoima Caritas Development organization (HOCADEO); Rural Community in Development (RUCID); Agency for Integrated Rural Development (AFIRD); National Organic Agriculture Movement of Uganda (NOGAMU) and Participatory Ecological Land Use Management (PELUM).



- **Spirituality:** Putting God first in all we do.
- **Commitment:** All employees of ACSA are dedicated and committed to its vision, mission and objectives.
- **Empathy:** We must always understand, respect and encourage inclusiveness of our member organizations. We strive to treat all well.
- **Professionalism:** We embrace work ethics in service provision
- **Transparency:** We embrace honesty, truthfulness, accountability and integrity in all our engagements.
- **Love and care:** We love and care for one another, with strong commitment to smallholder farming communities, nature and biodiversity.
- **Equal participation:** We embrace inclusivity and continuously strengthen unity of purpose to amplify benefits . ACSA employs a non - discrimination principle in all her strategic interventions to ensure inclusion regardless of religion, political affiliation, gender and race. We embrace collective responsibility for efficient delivery of services.

ACSA's Slogan:

Collective Voices for Sustainable Development

Key Strategic Focus areas: ACSA is operating under seven key strategic focus areas namely;

- i. Advocacy and lobbying for agrarian policies, budgets and services,
- ii. Promotion of climate resilience, sustainable organic agriculture and agroecological techniques,
- iii. Research, Innovation and Dissemination,
- iv. Strategic partnership and alliances,
- v. Responsible consumption of healthy and indigenous foods,
- vi. Seed systems and Land use Management,
- vii. Institutional development.

1.2 How the Strategic Plan was Developed

The process of Strategic plan development included a number of stages and approaches with a comprehensive analysis of the institution environment using various tools like PESCTELEGE framework, SWOT and Stakeholder analysis to support the identification of key interventions to be undertaken by ACSA in the next five years as follows;

1.2.1 Pesctelege

PESCTELEGE is an acronym for Political, Economic, Social, Cultural, Technological, Legal, Ecological, Gender and Ethics. PESCTELEGE is a tool that analyses the external macro environment that impacts on an organisation and its wider industry as analysed in Annex 1:

1.2.2 SWOT Analysis of ACSA

SWOT analysis is a diagnosis tool that looks at both the internal and external factors that pose either an advantage or disadvantage in the present and future operations of an institution: This also Considers Organizational Core Elements (finance, personnel, know how), output, leadership, internal cooperation & communication, organizational structure and procedures, technical equipment, incentives and sanctions). This have been comprehensively analyzed in Annex 2.

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

The GA is charged with the responsibility of setting policies for ACSA. The General Assembly appoints the Board and the Board in turn appoints management. ACSA Board plays a fairly active role in guiding the organization's activities with a clear

³ Increased productivity, Improved team work, enhance motivation and Greater impact

understanding of roles and responsibilities. Although ACSA's structure is based on its membership approach, the implementation rate has been hampered by lack of adequate resources to achieve its role.

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

1.3.3 Stakeholder Analysis

Stakeholders are individuals, groups or institutions that may be affected by the strategic choices made by ACSA or can affect the outcome of the proposed strategies. In ACSA's context the key stakeholders are: Government and Statutory Institutions (MAAIF, MTIC, MLUD, OPM, UNBS, URSB etc.), Relevant Parliamentary Committees, Academia and Researchers (NARO, IFPRI, IITA, EPRC), Civil Society Organizations, Private Sector (seed companies, agrochemical suppliers, agro-input dealers and industry-based associations), Development Partners, Farmer Organizations/ Farmer Associations/ Cooperatives, Farmer Groups and Individual farmers. These have been analyzed with respect to their expectation from ACSA and ACSA's expectation from Stakeholder in Annex 3.

1.3 Analysis of the Policy and Legal Framework

This section introduces the current policy and legal framework and its impact for ACSA's work with respect to opportunities, challenges and strategic implications for the ACSA network.

1.3.1 Opportunities:

Opportunities in the Legal and Policy Framework at National Level

a. Alignment with Uganda Vision 2040

- Opportunity: Agriculture's prioritization in Vision 2040 as a driver of socioeconomic transformation resonates with ACSA's mission to empower smallholder farmers (SHFs). Promoting agroecology aligns with the goal of harnessing Uganda's environmental potential.
- Strategic Advantage: ACSA will leverage Vision 2040 to advocate for policies that support sustainable agriculture and SHF-driven economic growth.

b. National Development Plan (NDP)

Opportunity: NDP IV emphasizes inclusive and sustainable economic transformation, focusing on Increasing Value addition in Agriculture with special emphasis on increasing agro-processing along key agricultural value chains; Improving market access through certification, adherence to standards, traceability; Establishing export quarantine facilities and certification laboratories; Investing in appropriate post-harvest handling, storage and technology facilitates; Increasing financing for appropriate research for value addition; and Developing agricultural export processing zones and free zones. The above is well aligned with ACSA's commitment to sustainable agriculture, food security, agroecological innovations, and market development aligns well with these national priorities.

Strategic Role:

ACSA will position herself as key partner in achieving NDPIV's objective to sustainably increase production, productivity and value addition in agriculture by supporting smallholder farmers, enhancing value chain development, promoting organic and biodiversity conservation towards strengthening resilience in food systems.

c. Agro- Industrialization Program (AGI)

- Opportunity: The AGI program under NDP IV focuses on transforming smallholder farmers (SHFs) into business-oriented producers through increased productivity, value addition, and agro-processing. This aligns closely with ACSA's emphasis on enhancing market access, promoting value chains, and delivering market information services.
- Collaborative Potential: While the AGI program presents significant opportunities, many SHFs face challenges accessing its benefits due to limited capacity, finance, and infrastructure. ACSA will play a catalytic role in building farmer readiness, raising awareness, and facilitating linkages between SHFs and AGI platforms, ensuring inclusive participation and improved access to agro-industrial opportunities, especially for women, youth, and marginalized groups.

d. National Organic Agriculture Policy (NOAP)

- Opportunity: NOAP, NAS and GRFA emphasize Uganda's organic agriculture/agroecological and biodiversity potential. ACSA's work in agroecology and organic farming contributes directly to this policy.
- Strategic Positioning: ACSA will advocate for increased government support and incentives for preserving the genetic resources for food and agriculture and for extending organic farming and agroecology practices.

e. Parish Development Model (PDM)

- Opportunity: The PDM empowers local communities and parish committees to address agricultural needs. ACSA's focus on capacity building for member and farmer organizations aligns with the grassroots approach of PDM.
- Implementation Support: ACSA will help SHFs access and benefit from PDM programs through training and advocacy.

Opportunities in the Legal and Policy Framework at Continental Level

a. Comprehensive Africa Agriculture Development Programme (CAADP)

- Opportunity: CAADP's emphasis on agricultural transformation and food security aligns with ACSA's advocacy goals and focus areas.
- Continental Networking: ACSA will tap into regional partnerships under CAADP to amplify its impact and access resources.

Opportunities in the Legal and Policy Framework at Global Level

a. Sustainable Development Goals (SDGs)

- Opportunity: ACSA's interventions align with SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 13 (Climate Action), and others, providing a global framework to validate its efforts.
- Global Advocacy Leverage: ACSA will use SDG alignment to attract international funding and partnerships.
- Government Support to Climate Change Adaptation and Resilience Building: ACSA can advocate for sustainable agricultural practices as strategy to increase climate resilience of farming systems and advocate for increased government support for SHFs innovations as adaptation to climate change.

1.3.2 CHALLENGES

Challenges in the Legal and Policy Framework

a. National Agricultural Policy (NAP), 2013

- Challenge: The focus on commercialization may exclude smallholder farmers who lack access to finance and markets.
- Mitigation: ACSA needs to advocate for tailored interventions that balance commercialization with inclusive support for SHFs.

b. National Agricultural Extension Strategy (NAES)

- Challenge: Fragmented extension services require significant coordination and alignment among stakeholders, which may overwhelm ACSA's capacity.
- Strategic Response: ACSA will prioritize partnerships and advocate for harmonized extension systems to support SHFs effectively.

c. National Land Use Policy, 2014

- Challenge: Issues related to land rights, gender disparities, and tenure insecurity remain prevalent, especially for women farmers.
Focus Area: ACSA must intensify land advocacy efforts to ensure equitable access and control for SHFs, particularly marginalized groups in partnership with likeminded CSOs at different levels

d. National Seed Policy, 2018

- Challenge: Limited availability of high-quality seeds and inadequate seed sector coordination hinder productivity.
Strategic Action: ACSA will strengthen seed systems by facilitating partnerships and promoting awareness among SHFs about quality seeds as well as training them on local seed multiplication guided by the ACSA Seed Strategy 2022 – 2024.

e. NGO Regulatory Environment

- Challenge: Stringent compliance requirements for NGOs may limit ACSA's operational flexibility and advocacy capacity.
- Organizational Development: ACSA network should invest in institutional Capacity development (Governance and Statutory and National compliance) to meet legal and policy demands effectively.

1.3.3 Strategic Opportunities and Potentials of ACSA

- Resource Mobilization: Strategic engagement with frameworks such as the Nationally Determined Contributions (NDCs), Sustainable Development Goals (SDGs), the Comprehensive Africa Agriculture Development Programme (CAADP), and the National Organic Agriculture Policy (NOAP) offers ACSA opportunities to access global and regional funding. However, ACSA recognizes that not all frameworks fully reflect the priorities of smallholder farmers and agroecological systems. Therefore, in addition to alignment where relevant, ACSA will continue to advocate for the transformation and improvement of these frameworks to better support sustainable, inclusive, and resilient food systems.
- Policy Influence: ACSA's work with SHFs enables it to provide ground-level insights to inform and shape national policies.
- Capacity Building: Strengthening member organizations ensures sustained compliance, operational efficiency, and effective service delivery to smallholder farmers.

2.0 STOCK TAKING OF ACSA STRATEGIC PLAN 2019/2023: MAJOR MILESTONES, CHALLENGES AND RECOMMENDATIONS/LESSONS LEARNED

This chapter evaluates the implementation of the ACSA Strategic plan 2019/2023 and draws lessons learnt/conclusions for the next plan.

2.1 ACSA Milestones for the period 2019 - 2023

Table: 1: A snapshot into the strategic conclusion of achievements of ACSA's strategic Plan 2019-2023 - See Annex 7.8 for detailed Milestones

Strategic Objective	Strategic Conclusions
ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.	<ul style="list-style-type: none">Enhanced collaboration with influential stakeholders for policy influence at national and district levels.Increased resource allocation for continuous advocacy training and lobbying efforts across Uganda.Broadened stakeholder engagement to ensure wider participation in national and district policy processes, including budget allocations
ACSA member organisations (MO) have improved their capacity to access, generate and disseminate research and farmer-based innovation for evidence-based advocacy at local and national level	<ul style="list-style-type: none">Established partnerships with local and international donors to fund continuous research and documentation.Strengthened MOs' research skills to better integrate findings into policy advocacy.Prioritized resource allocation for consistent data communication and utilization across ACSA programs.
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	<ul style="list-style-type: none">Collaborations facilitated resource and capacity sharing, increase access to inputs and services by MOs, visibility as well as joint activity implementation for collectiveness of voice and for better impact.

Strategic Objective	Strategic Conclusions
Institutional capacity development	<ul style="list-style-type: none">Continuously looked out for policies that strengthen the networkDevelop a sustainable training fund to support ongoing staff and MOs' capacities on emerging trends, such as AI, digital advocacy and sustainable agricultureEstablished a robust follow-up mechanism to ensure MOs' capacity growth and sustained participation in advocacy.Developed income generating enterprises (Social enterprises to enhance ACSA and MOs' financial independence and resilience.Continued organizing regular review sessions to update MOs' skills and align them with ACSA's strategic priorities.

2.2 Major Lessons drawn from the last strategic planning period and how they shape the new Strategic Plan 2025 – 203

Table: 2: Lessons drawn from the Previous Strategic Planning Period 2019 – 2023

Major Lessons	How Lessons are shaping the new strategic plan
<ul style="list-style-type: none"> Advocating for contentious issues like land calls for partnerships with organizations that are strong in land advocacy 	<p>This has informed identification of new and relevant strategic partnerships for collective action. (in respect to prioritized issues like land advocacy)</p>
<ul style="list-style-type: none"> Positive competition among MOs can be a good tool for motivation, promoting innovativeness and peer to peer learning 	<p>ACSA will continue to promote positive competition for peer -to-peer learning to further enhance its impact</p>
<ul style="list-style-type: none"> Linkages for MOs to other value chain actors for certification, product development, incubation, packing, companies and markets to address commodity value chain challenges are beneficial and motivating especially to organizations without donor funding 	<p>ACSA will continue creating strategic linkages to ensure sustainability of MOs</p>
<ul style="list-style-type: none"> Equipment and services given to MOs should be accompanied by MoU with key stakeholders to avoid personalization Symposia / platforms bring diverse stakeholders together to enrich MO perspectives and to facilitate the up-scaling of innovations. 	<p>Recipients of equipment and services will sign a MoU to ensure that the rightful members benefit</p>
<ul style="list-style-type: none"> Exposure and exchange visits, have enriched farmers' experience and facilitated research and innovations Creative approaches facilitate addressing of National advocacy issues. 	<p>ACSA will continue organizing annual symposia to maximize benefits.</p>
<ul style="list-style-type: none"> Understanding your Niche helps you to be focused. Support trainings and accompaniment in IT increases technology adoption among MOs. 	<p>Exposure and exchange visits shall be employed to strengthen CSO-Student-Farmer linkages.</p> <p>ACSA has trained ToTs and mentors in advocacy as a strategy for strengthening advocacy initiatives at all levels in the next five years. ACSA will make sure that the ToTs and mentors will stay active in sharing their acquired competences.</p> <p>ACSA continues to pursue agrarian policy advocacy, while supporting MOs to strengthen their niche based on their comparative advantages.</p>
	<p>More emphasis will be put on IT technical backstopping to facilitate technological inclusion among MOs.</p>

2.3 Challenges Encountered in the Strategic Plan

Challenges	Mitigation measures
Increase in fuel prices led to high costs of activities.	Joint implementation of activities, while pooling resources together
Ukraine war has heavily impacted on the commodity supply and hiking of prices of agro-inputs.	Identified, documented and popularized farmer- led innovations in organic agro inputs
Limited technical and financial capacities of innovators to pursue further steps for approval and certification of their products by MAAIF and other relevant bodies	Identified partners to jointly upscale farmer innovations. Planning to establish an Innovation information Centre for ACSA
Slow response of some strategic partners to jointly pursue policy issues as they arise.	
Seed banks need clear guidance and regulations to guard against self-interests and promote collective or group interests	Engaged NARO and local governments to mainstream the support of seed banks for the benefit of the entire community
Limited awareness among MOs and SHFs of the funding requirements and modalities of the Parish development model	Enhancing public awareness about government programs through media sensitization
Some innovations have not been marketed because of lack of business strategies of MOs	This issue will be addressed by the innovators' platform



3.0 ACSA'S NEW STRATEGIC DIRECTION

3.1 Thematical Key Focus Areas.

In order for ACSA to attain its goal through accomplishing ACSA vision and mission, seven key focus areas have been identified, which will guide the implementation and fundraising for the five-year strategic plan period.

3.1.1 Advocacy and lobbying for agrarian policies, budgets and services

Engaging ACSA's stakeholders at various levels in policy and advocacy processes continues to require critical collective action that results in influencing the ever-changing agricultural policy environment for sustainable agriculture. ACSA will organize regular events and platforms to stimulate debate and deliberation on emerging policies and regulatory frameworks affecting smallholder farmers and their well beings. The major essence of lobbying and advocacy for such engagements, is for continuous update and change in approaches to ensure that the ever-changing policies work for the smallholder farmers in sustainable agriculture, agro ecology and organic agriculture. Therefore, ACSA will;

- Lobby development partners, agencies and government to increase funding for sustainable agriculture, agro ecology and organic agriculture in Uganda's agriculture sector, and, lobby financial institutions to avail financial inclusiveness to its MOs.
- Organize international, national, regional conferences and workshops for stakeholder deliberate critical issues agrarian policy and regulatory changes in agriculture sector.
- Organize opinion leaders, small holder farmers and other stakeholders to regularly strategize on agricultural policy and advocacy concerns.
- Support Policy review and ordinance/ bylaw development processes at national and local government levels to capture the community concerns.

3.1.2. Promotion of climate resilience, sustainable organic agriculture and agroecological farming systems

ACSA promotes climate resilient, sustainable organic agriculture, and agroecology to foster environmentally friendly and socially just food systems. By advocating for agroecological approaches, ACSA ensures the enhancement of healthy soils, water conservation, biodiversity, and supports chemical-free farming to protect ecosystems and human health. In addition, ACSA strives to support smallholder farmers to get sustainable access to quality inputs (seeds, organic fertilizer and pesticides) and to secure their

access to land. Through its network of CSOs, the organization empowers smallholder farmers with knowledge and resources to adopt sustainable practices while documenting success stories to influence policies that support agroecological transitions. ACSA also engages in policy advocacy, training, and community-based initiatives to promote climate-smart agriculture, ensuring that agroecology remains central to national agricultural strategies and contributes to climate resilient, productive farming communities.

3.1.3. Research, Innovation and Dissemination

ACSA's functions and roles is to undertake Research in collaboration with Academia and research institutions, document innovations and best practices to increase the stock of knowledge in order to devise new applications and techniques but also to back-up advocacy work.

This is basically supportive research on the various issues that affect sustainable agriculture along the commodity value chains, which include the emerging agrarian policy and regulatory issues, impact of climate change, and weather change patterns on sustainable agriculture and agroecology among others. This also includes supporting the documentation of farmer led innovations, good practices and success stories that responds to challenges in soil fertility management, pest and disease control / management, post-harvest handling and livestock health and feeding in an organic / agroecological farming system

ACSA also engages Member CSOs in research, documentation and the use of the knowledge in technology transfer among the smallholder farmers to inform the advocacy work of MOs and the secretariat at different levels as well as influence policy decision makers.

3.1.4. Network, Partnership Building and Strategic Linkages

ACSA's capacity to create partnerships and coalition building is vital for mobilizing political will, influencing policy makers and attracting financing programs. Through strong networks, partnerships and strategic linkages with various stakeholders nationally, regionally and internationally, ACSA and membership will leverage on its collective voice to created synergies among MOs and smallholder farmers, share ideas/ information and as well as combine efforts to more efficiently plan and implement joint advocacy campaigns.

3.1.5. Responsible consumption of healthy and indigenous foods (can you add a little of Kenya experience)

Advocacy for revitalization of the consumption of neglected and underutilized Species/ indigenous but nutritious, healthy and climate resilient foods at all levels is a key to their

preservation, conservation and multiplication. By engaging ACSA MO communities to identify those species with the associated socio- cultural community benefits, ACSA will collaborate with research institutions to have them characterized, stored in the National seed bank and popularized for the public consumption.

3.1.6. Seed systems and Land use management

ACSA promotes resilient seed systems and sustainable land use management to enhance food security and smallholder farmer resilience including plantation growing areas. It strengthens farmer-managed seed systems by conserving and multiplying indigenous, neglected and underutilised, climate-resilient seeds (including tubers) and advocating for farmers' seed sovereignty. In land use management, ACSA fosters agroforestry, crop diversification, and organic soil fertility practices to improve soil health, biodiversity, and climate resilience. Through policy advocacy and participatory land-use planning, ACSA ensures secure land tenure and sustainable agricultural productivity, supporting the transition to ecologically sustainable food systems, and also using the strategy for food security in plantation growing areas.

3.1.7. Institutional development

ACSA aims to strengthen institutional development and compliance by addressing human resource gaps through a staff audit and capacity enhancement. Governed by its General Assembly, which sets policies and appoints the Board and management committees, ACSA seeks to improve governance structures, align with statutory regulations, and enhance financial and operational accountability. Key initiatives include conducting a training needs assessment, implementing internal audits, and reinforcing compliance with labor laws, financial reporting, and NGO regulatory frameworks. These measures will enhance institutional effectiveness, transparency, and sustainability.

3.2. Objectives, Major Strategies and Activities/Actions

3.2.1 Strategic Objectives

- The capacities of ACSA staff and board in relevant areas are enhanced
- The external outreach and recognition of ACSA's work is improved
- ACSA is successful in fundraising and resource mobilization.
- ACSA's advocacy work is growing and successful at different levels
- ACSA approaches to support sustainable/ organic agriculture, consumption habits, marketing and resilience to climate change are interlinked

Linking Strategic Objectives to Thematic Key Areas

Enhanced Capacities of ACSA Staff and Board in Relevant Areas: ACSA prioritizes continuous professional development for its team to strengthen governance, strategic leadership, and technical expertise. Capacity building ensures that staff and board members are well-equipped to lead interventions across all thematic areas. This is linked to thematic area 7 of Institutional Development — Strengthened institutional capacity is critical for effectively managing programs and influencing policy and practice.

Improved External Outreach and Recognition of ACSA's Work: By amplifying ACSA's visibility and communication efforts, the organization builds credibility, influences public discourse, and garners support for sustainable agriculture.

Linked to Thematic Areas 1, 4, and 5:

- Advocacy and Lobbying (1): Outreach strengthens advocacy campaigns.
- Network and Partnerships (4): Visibility attracts strategic collaborations.
- Responsible Consumption (5): Public awareness supports behavior change towards healthy and indigenous food choices.

Successful Fundraising and Resource Mobilization: Sustainable financing enables ACSA to implement and scale programs that contribute to agroecology, advocacy, research, and farmer empowerment. This is linked to thematic areas 2, 3, 4, and 7:

- Sustainable Agriculture (2): Resources fund agroecological practices.
- Research and Innovation (3): Funds support evidence-based programming.
- Partnerships (4): Strong financial standing attracts allies.
- Institutional Development (7): Builds internal systems for accountability and growth.

Growing and Effective Advocacy at Multiple Levels: ACSA strengthens its voice in influencing national and subnational policies, promoting budgets and services that benefit smallholder farmers. This is linked to thematic areas 1, 6, and 2:

- Policy Advocacy (1): Direct alignment.
- Land Use and Seed Systems (6): Advocating for secure land rights and farmer-managed seed systems.
- Climate Resilience and Agroecology (2): Advocating for environmentally friendly agricultural policies.

Integrated Approaches to Sustainable Agriculture, Consumption, Marketing, and Climate Resilience: ACSA promotes holistic models that connect production, markets, consumer habits, and climate action for resilient food systems. This is linked to thematic areas 2, 5, and 6:

- Sustainable Agriculture (2): Promotes agroecological methods.
- Responsible Consumption (5): Encourages demand for healthy, local foods.
- Land Use and Seed Systems (6): Supports regenerative land management and indigenous seeds.

3.2.2 Objectives, Major Strategies, Actions and Targets

Table: 3: Discretion of Objectives, Major Strategies, Actions and Targets

Strategic Objective	Major Strategies	Actions	Targets
1. The capacities of ACSA staff and board in relevant areas are enhanced	Create opportunities for professional development of ACSA staff on emerging trends like digital advocacy	<ul style="list-style-type: none"> • Collaborate with skill-building initiatives • Utilise online professional training programmes • Facilitate peer-to-peer learning and exchanges at all levels • Partner with technical volunteer programmes within and outside Uganda (e.g., AGIOMUNDO, Horizont3000) 	<ul style="list-style-type: none"> • All staff trained in digital advocacy by 2029 • At least one (1) Peer to peer learning and exchanges held annually • Three (3) technical partnerships formalised by 2029
	Participate in leadership training programs (governance, succession planning, Institutional development etc.)	<ul style="list-style-type: none"> • Continuous profiling of capacity gaps • Ensure regional representation in Board and thematic committees to ensure inclusivity, diverse perspectives • Organize periodic mentorship in leadership through BTAC and other organizations 	<ul style="list-style-type: none"> • Annual capacity assessments completed by December each year • Fully constituted Board and committee cohorts (2025–2028 and 2028–2031) with representation from all four regions of Uganda • At least two (2) mentorship activities conducted for New ACSA board by 2029
2. The external outreach and recognition of ACSA's work is improved	Increase outreach campaigns to showcase ACSA's achievements	<ul style="list-style-type: none"> • Organize Symposium, student exchange platforms, seed fairs, exhibitions • Invite influential people (politicians, technical personnel, private sector investors etc.) to make a tour to showcase smallholder farmers achievements • Hosting national, regional international events / engagements 	<ul style="list-style-type: none"> • Organise at least one symposium, one student exchange platform, one seed fair, and one exhibition annually from 2025 to 2029 • A minimum of five (5) influential actors engaged through tours or field visits by 2029 • Host 3 national and 2 regional or international events by 2029

Strategic Objective	Major Strategies	Actions	Targets
	Build a distinct identity for ACSA: ACSA niche	<ul style="list-style-type: none"> Develop a comprehensive ACSA niche manual and style guide Foster an organizational culture Develop a ready pitch for ACSA and support all MOs to have pitches. 	<ul style="list-style-type: none"> ACSA niche manual and style guide finalised and disseminated Organisational pitch finalised and used in official communications. At least 75% of member organisations supported
	Enhance ACSA's presence on the media (including social media)	<ul style="list-style-type: none"> Train ACSA staff and MOs in the use of social media for imaging and external outreach. Design media packages for different stakeholders Continuously update ACSA website and social channels. Have designated staff to handle ACSA media imaging, outreach and publicity Continuously profile relevant emerging trends in technology for incorporation into activities 	<ul style="list-style-type: none"> All ACSA staff and MOs trained on social media use by 2029 Social media toolkit disseminated and adopted by 2029. ACSA website updated regularly with new content from 2025 onwards Dedicated media staff in place by 2025, with annual performance reviews. Annual reports on emerging media trends and their integration into ACSA's strategies by the end of each year
	Improve capacity in resource mobilization	<ul style="list-style-type: none"> Develop and implement an organizational fundraising strategy (including Local fundraising) Recruit an organizational fundraiser Cataloguing/ mapping resources of MOs (skills, funds etc.), SWOT analysis 	<ul style="list-style-type: none"> Fundraising strategy completed and approved by 2025, with annual reviews Fundraiser recruited and in place by end of 2025. Resource mapping and SWOT analysis completed for 100% of MOs by the end of 2025.

Strategic Objective	Major Strategies	Actions	Targets
		<ul style="list-style-type: none"> • Package planned activities/ change initiatives for funding requests • Profile fundraising strategies and practices in Uganda and beyond • Follow-up and enrol with Wilde Ganzen and Change the game academy for capacity development • Develop guidelines on how to share resources in the network • Periodic Link-up with expert fundraisers (like Benazir) to share best practices • Integrate training on IT systems, digital advocacy, and AI into project proposals (Misereor and others) 	<ul style="list-style-type: none"> • Complete an annual report profiling at least 5 fundraising strategies and practices from Uganda and other countries by 2029. • Finalise and distribute resource-sharing guidelines to all MOs by the end of 2029. • At least 2 workshops/webinars held annually with expert fundraisers. • At least one proposal with integrated IT, digital advocacy, and AI components submitted
	Develop high-quality IEC (Information, Education, and Communication) materials to support ambassadorial efforts:	<ul style="list-style-type: none"> • Develop relevant messages for IEC materials • Continuously identify theme-based Ambassadors for ACSA and furnish them with information • Enhance communication channels to ensure timely dissemination and updates (regular newsletters, online platforms) 	<ul style="list-style-type: none"> • Develop and finalise at least 5 theme-based IEC materials annually. • Identify and onboard at least 1 new ambassador per year, and provide them with relevant IEC materials within one month of their appointment. • Publish and distribute a monthly newsletter (Issue trackers, Monthly agriculture information outlooks, etc) and update ACSA's online platforms at least twice a week

Strategic Objective	Major Strategies	Actions	Targets
3. ACSA is successful in fundraising and resource mobilization.	Establish partnerships with local and international donors for funding (continuous research and documentation)	<ul style="list-style-type: none"> Participate and tap into regional and international partnerships (CAADP, EU, AU, EAC, World bank etc.) to amplify ACSA impact and access resources Continuously undertake partnership profiling to align concepts with the trends Sign funding agreements with new donors to ensure sustained research outputs and policy documentation. Undertake Joint effort in resource mobilisation, attracting pool and consortium funding, sub granting according to guidelines Matching funds with international funding agencies Foster peer to peer learning South to North and South to South 	<ul style="list-style-type: none"> Participate in at least one high-level regional or international partnership forums annually. Produce and update an annual partnership profiling report. Sign at least 3 new funding agreements with donors directly supporting both research outputs and policy documentation efforts by the end of 2029. Join or initiate at least 2 pooled or consortium funding arrangements, with at least one sub-granting initiative operational by the end of 2029. Establish at least 2 matching fund arrangements with international funding agencies by the end of 2029. Facilitate at least 3 South–South or South–North peer learning exchanges by the end of 2029
4.	Develop resilience strategies to handle donor fatigue, global emergencies and fluctuations.	<ul style="list-style-type: none"> Develop and continuous review organisational reserve policy Lobby partners to contribute annually to ACSA reserve fund for sustainability of activities 	<ul style="list-style-type: none"> Finalise and adopt an organisational reserve policy by 2025, with annual reviews conducted through to 2029.

Strategic Objective	Major Strategies	Actions	Targets
		<ul style="list-style-type: none"> and creation of social enterprises Develop a pool of consultants to support Misereor MOs in developing resource mobilisation strategies 	<ul style="list-style-type: none"> Secure annual financial contributions from at least 3 partners to ACSA's reserve fund by 2029, earmarked to support core activities and initiate at least one social enterprise. Establish a pool of at least 5 vetted consultants by 2026 to support Misereor MOs in developing tailored resource mobilisation strategies
Use SDG alignment and adaptation measures to climate change to attract international funding and partnerships		<ul style="list-style-type: none"> SDGs and climate change should be aligned with ACSA thematic areas and be included in messaging Submit project proposals aligned with relevant SDGs to international funding agencies to secure funding. 	<ul style="list-style-type: none"> All ACSA project proposals and messaging developed in this period are aligned with relevant SDGs. Submit at least one project proposal annually, aligned with SDGs, to international funding agencies, securing funding for at least 2 projects by the end of 2029.
Help SHFs access and benefit from PDM and other relevant government programs through training and advocacy.		<ul style="list-style-type: none"> Educate MOs and their SHFs on leveraging government programs and local funding opportunities. Provide to MOs technical accompanying service to Local government 	<ul style="list-style-type: none"> Train MOs in all ACSA sub-regions on PDM and related programmes by 2026, with annual refresher sessions thereafter focusing on emerging trends and programme updates

Strategic Objective	Major Strategies	Actions	Targets
<p>Strengthen internal compliance systems to attract donor funding</p> <p>Work towards the establishment of ACSA permanent home.</p> <p>Develop institutional social enterprises to support ACSA's financial sustainability.</p>	<p>Strengthen internal compliance systems to attract donor funding</p> <p>Work towards the establishment of ACSA permanent home.</p> <p>Develop institutional social enterprises to support ACSA's financial sustainability.</p>	<ul style="list-style-type: none"> Develop a compliance review mechanism to ensure adherence to donor requirements and financial sustainability. <ul style="list-style-type: none"> Acquire land and initiate construction of a permanent office. <ul style="list-style-type: none"> Identify viable social enterprises within and outside ACSA membership Recruitment of at least one (1) specialized staff member to strengthen resource mobilization and social enterprise. Launch at least three revenue-generating social enterprises Make Use of opportunities that support Start up social enterprises at different levels Develop promotional IGAs as ACSA / T-shirts, cups , Products 	<ul style="list-style-type: none"> Provide technical accompanying support to at least 75% of ACSA MOs by the end of 2029 Develop and implement a compliance review mechanism by 2026, and have it fully operational by 2029. <ul style="list-style-type: none"> Acquire land and initiate construction of ACSA's permanent office building by 2029. <ul style="list-style-type: none"> Identify at least 3 viable social enterprise opportunities and have them operationalised. Recruit a specialized staff member for resource mobilization and social enterprises by 2026. Launch and operationalise 3 revenue-generating social enterprises by 2029. Leverage at least 2 startup support opportunities for social enterprises by 2027. Develop and launch at least promotional IGAs (e.g., T-shirts, cups, and other products)

Strategic Objective	Major Strategies	Actions	Targets
5. ACSA's advocacy work is growing and successful at different levels	Leverage Vision 2040 to advocate for policies supporting sustainable agriculture, agroecology, climate resilience (including farmer seed systems), market access, value addition, SHFs' land rights (including plantations and extractive industries), and SHF-driven economic growth	<ul style="list-style-type: none"> Participate in National, regional and international policy and legislative engagements to input into ongoing processes. Produce Comprehensive advocacy position papers and policy briefs highlighting the integration of Vision 2040 goals with sustainable agriculture, agroecology, Organic agriculture, Climate Change, and SHF empowerment. 	<ul style="list-style-type: none"> Participate in at least 3 national, regional, and international policy and legislative engagements annually, with active input into policy processes by 2029. Produce advocacy position papers and policy briefs on at least 80% of all agriculture-related emerging issues and policies annually from 2025 to 2029, covering sustainable agriculture, agroecology, climate change, and SHF empowerment.
	Push for the recognition of smallholder farming systems by the Ugandan government	<ul style="list-style-type: none"> Increase spaces for smallholder farmers to engage and dialogue and showcase what they have and what they know Document and disseminate SHFs Model farmers, best practices and success stories widely. 	<ul style="list-style-type: none"> Facilitate at least 2 national or regional platforms annually from 2025 to 2029, where smallholder farmers can engage, dialogue, and showcase their practices. Publish and disseminate an annual magazine featuring success stories, best practices, and model farmers from 2025 to 2029, with a focus on smallholder farming systems.

Strategic Objective	Major Strategies	Actions	Targets
	Increase/secure land access for marginalized SHFs	<ul style="list-style-type: none"> Conduct awareness campaigns, Campaign for legal reforms, strengthen partnerships with land-rights organizations Advocate for women's land rights/ vulnerable groups and inheritance reforms 	<ul style="list-style-type: none"> Organise at least 3 national or regional awareness campaigns annually from 2025 to 2029, focusing on land access and rights for marginalized smallholder farmers (SHFs) Advocate for at least 3 legal reforms annually from 2025 to 2029, focusing on improving land access and security for marginalized SHFs. Establish at least 3 new partnerships with land-rights organisations by 2029 to collaborate on and access initiatives for SHFs. Advocate for at least 2 policy changes annually from 2025 to 2029, focused on improving women's land rights and inheritance reforms.
	Advocate for Public Private partnerships for increased funding and resource pooling to support SHFs	<ul style="list-style-type: none"> Profile public and private partners that support SHFs in and outside Uganda. Generate MoUs with PPPs 	<ul style="list-style-type: none"> Profile relevant public and private partners once and make annual reviews of the profiles from 2025 to 2029. Generate and operationalise at least 5 MoUs with PPPs by 2029.
	Implement the ACSA advocacy strategy for food Security in	<ul style="list-style-type: none"> Develop packages for project proposals to submit to different donors Identify and sign MOUs 	<ul style="list-style-type: none"> Develop and finalise at least 3 project proposal packages for 3 different donors by 2029.

Strategic Objective	Major Strategies	Actions	Targets
	Plantation growing areas	with Partners to implement the strategy	<ul style="list-style-type: none"> Sign and operationalise at least 4 MOUs with partners by 2029 to implement the food security advocacy strategy in plantation growing areas.
	Establish community seed systems supporting SHFs to access, multiply, conserve and exchange indigenous seed.	<ul style="list-style-type: none"> Support the establishment and popularization of community Seed banks and seed business of indigenous seeds Advocate for the prioritization of indigenous seed systems and NUS in government research Advocate for increased government support and prioritisation of Community seed systems, organic farming and agroecology practices, and Neglected and Underutilized Species.(NUS). 	<ul style="list-style-type: none"> Support at least 5 ACSA MOs to establish and launch community seed banks by 2029. Engage relevant stakeholders to influence inclusion of indigenous seed systems and at least 3 NUS in government research initiatives by 2029. Secure a government policy commitment supporting community seed systems, agroecology, and NUS by 2029.
	Communities are informed and participate in	<ul style="list-style-type: none"> Conduct awareness campaigns, Campaign for legal reforms, 	<ul style="list-style-type: none"> Conduct at least one awareness campaign in all areas where ACSA MOs are faced with extractive industries on legal reforms affecting SHFs by 2029. Get into at least one agreement with companies undertaking extractive industry in areas of ACSA MOs by 2029.

Strategic Objective	Major Strategies	Actions	Targets
6. ACSA approaches to support sustainable/ organic agriculture, consumption habits, marketing and resilience to climate change are interlinked	ACSA positions itself as a key partner in delivering NDP IV goals by facilitating agricultural transformation and resilience building.	<ul style="list-style-type: none"> Participate in policy dialogues, budget discussions, and national agricultural strategy meetings to advocate for agroecological and sustainable farming practices. Collaborate with ministries like MAAIF and other key actors to co-develop policies and programs that support smallholder farmers. Conduct and share research, case studies, and success stories demonstrating the impact of agroecology on food security, climate resilience, and rural livelihoods 	<ul style="list-style-type: none"> Participate in at least 6 national and regional engagements advocating for agroecological and sustainable farming practices by 2029 Contribute to the development or revision of at least 2 policies or programmes with relevant ministries by 2029. Publish and disseminate at least 5 case studies or research outputs on agroecology and resilience by 2029.
	Create programs to motivate youth to pursue agricultural careers.	<ul style="list-style-type: none"> Organize Youth-focused agricultural training/ mentorship/ volunteer programs and campaigns that inspire increased participation of young people in farming as a viable career choice. Establish and support a knowledge-sharing platform for students, CSOs and farmers Digitalisation of agriculture value chains, using mobile applications 	<ul style="list-style-type: none"> Conduct at least one national youth-focused training or mentorship initiative annually until 2029. Launch and maintain one interactive knowledge-sharing platform for youth, CSOs and farmers. Support development or uptake of at least one agriculture-based mobile application by youth per region by 2029.

Strategic Objective	Major Strategies	Actions	Targets
		<ul style="list-style-type: none"> Collaborate with academia to support student farmer outreach programs, peer to peer learning 	<ul style="list-style-type: none"> Partner with at least three academic institutions on youth outreach and learning programmes by 2029.
Promote ICT and AI usage in agriculture to reduce transaction costs		<ul style="list-style-type: none"> Train MOs and SHFs in the use of digital tools, AI, and ICT platforms to optimize farming practices, in order to reduce costs, and 	<ul style="list-style-type: none"> Train MOs and SHFs in digital agriculture tools, AI applications, and ICT platforms in all ACSA sub-regions.
Promote financial inclusion for SHFs, such as access to microfinance, and advocate for reduced interest rates on loans for SHFs.		<ul style="list-style-type: none"> Promote financial literacy of SHF and advocate for affordable credit for SHFs through microfinance programs and policies Support institutional development of SHF - organizations (Cooperatives, VSLA and associations) to facilitate their access to agriculture credit and services 	<ul style="list-style-type: none"> Train at least 70% of SHFs in financial literacy across all ACSA MOs by 2029. Facilitate the establishment or strengthening of at least 20 SHF organisations (Cooperatives, VSLAs, associations) by 2029
Encourage research and development initiatives in indigenous, sustainable, agroecological, and organic agriculture; value chain and market development; food systems and nutrition.		<ul style="list-style-type: none"> Undertake collaborative research programs with academia and research institutions to generate actionable solutions, leading to improved practices, enhanced food systems, and strengthened value chains and consumption patterns of NUS and indigenous foods 	<ul style="list-style-type: none"> Conduct at least 5 collaborative research programs by 2029, focusing on NUS, indigenous foods, and sustainable agricultural practices.

Strategic Objective	Major Strategies	Actions	Targets
	<p>Align ACSA programmes with agrarian policies and strategies that support smallholder farming systems, such as the National Organic Agriculture Policy (NOAP), the National Agroecology Strategy (NAS), the National Bioeconomy Policy, the National Seed Policy, and policies on food and nutrition, land use, and climate change.</p>	<ul style="list-style-type: none"> Participate in the review, formulation of agrarian policies and strategies to safeguard the interests and inclusion of SHFs Integration of ACSA programs with key national and global agricultural policies, ensuring alignment with strategic objectives. 	<ul style="list-style-type: none"> Contribute to the review and formulation of all agrarian policies that come up, ensuring SHFs' interests are included. 100% alignment of ACSA programs with relevant national and global agricultural policies
	<p>Promote climate - resilient agricultural practices.</p>	<ul style="list-style-type: none"> Advocate for policies and practices that increase the adoption of sustainable and agroecological farming techniques among SHFs, enhancing productivity and sustainability in the face of climate change. Promote the circularity of agroecological interventions 	<ul style="list-style-type: none"> Contribute to the adoption of agroecological practices among at least 100% of SHFs. introduce and implement circular agroecological practices in at least 60% of ACSA MOs by 2029.

Strategic Objective	Major Strategies	Actions	Targets
	Promote the conservation, multiplication and consumption of indigenous foods and NUS	<ul style="list-style-type: none"> • Create awareness about indigenous foods and NUS • Document and disseminate the indigenous knowledge in use and consumption of indigenous foods and NUS • Organize platforms for sharing, exchange and peer to peer learning about indigenous foods and NUS • Support innovations towards value addition and consumption of indigenous foods and NUS • Advocate for natural food fortification using NUS • Campaign towards mindset change in consumption habits and nutrition in schools 	<ul style="list-style-type: none"> • Conduct at least 5 awareness campaigns on indigenous foods and NUS by 2029 across ACSA MOs. • Document and disseminate at least 10 food chain recipes based on indigenous knowledge by 2029. • Facilitate at least one annual platform for sharing and peer learning on indigenous foods and NUS until 2029. • Support at least five innovations in value addition and consumption of indigenous foods and NUS by 2029. • Influence the development of a national guideline or programme that incorporates NUS for food fortification by 2029. • Conduct awareness campaigns in at least 30 schools where ACSA MOs operate, promoting NUS and healthier food consumption habits by 2029.

Strategic Objective	Major Strategies	Actions	Targets
	Promote cross-regional collaboration with other Southern African countries on sustainable, agroecological, and organic agriculture initiatives.	<ul style="list-style-type: none">Strengthened partnerships and collaborative efforts across regions, fostering knowledge-sharing and innovations of sustainable agricultural practices.	<ul style="list-style-type: none">Establish and strengthen at least three cross-regional partnerships on sustainable agriculture with Southern African organisations by 2029.

4.0 IMPLEMENTATION

4.1 Introduction

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

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

4.2 Governance, Coordination and Management

The success in implementing of this Strategic Plan requires a good governance, coordination and management structure. According to the ACSA Memorandum and Articles of Association, the established governance organs include; General assembly, Board of Directors, Secretariat ACSA Member Organizations, Stakeholders, Networking partners and Affiliates. Annex 4 provides a proposed ACSA organization structure that is responsible for the governance, management and implementation of the Strategic Plan.

4.2.1 Partners' Forum/ Annual General Meeting

The General Assembly (Partners' Forum/ Annual General Meeting) is composed of all ACSA member organisations as defined by ACSA Memorandum and Articles of Association and membership Policy. The General Assembly meets annually with a representation of one member per organization. The Strategic plan is implemented by the secretariat and member organizations by aligning their activities while other likeminded networking partners are brought on board by ACSA secretariat when needed during the implementation.

4.2.2 Board of Directors

The Board of Directors comprises of 7 elected representatives from ACSA MOs and any co-opted technical person as deemed necessary, ACSA membership, Stakeholders, Affiliates and networking partners will be coordinated by the National Coordinators a representative of management on the Board.

The BOD is charged with providing overall guidance on the development and implementation of the ACSA Strategic direction stipulated in the strategic plan; supervises the secretariat staff; reviews and approves the annual workplan and budget as well the annual report; approves the agenda of the Annual General Meeting (AGM); acts as ambassador for ACSA and proposes and approves new members.

4.2.3 Board Committees

ACSA has four working committees that contribute to the implementation of the overall Strategy of the network. Members are drawn from the BOD plus co-opting members to support the missing competencies within the respective committee. The committees are as follows: Board Technical Advisory Committee (BTAC), Board Programs Committee (BPC), Board Resource Mobilization Committee (BRMC), and Board Audit and Risk management Committee (BARMC).

The committees convene at least biannually (BTAC and BARMC) and Quarterly (BPC and BRMC) and the functioning of these committees is supported by the Secretariat (organizing meetings, elaborating meeting agenda with co-facilitators, providing guidance on activities and outcomes matching with members' needs, drafting minutes) and functions as a bridge between the Board committees and the Board.

4.2.4 ACSA Secretariat

ACSA secretariat has been in place since 2007 and was initially hosted by Caritas Kampala till the organization became autonomous in 2019 with a rented office at Nsambya estates.

The Secretariat is composed of the following; a National Coordinator who is also in charge of Strategic Partnerships, Program Officer Policy and Advocacy, Monitoring, Evaluation and Learning Officer, Research, Innovation & Documentation officer, GIS/IT and Knowledge management Officer, Accountant/ Administrative Assistant and Social enterprise management Manager (see organizational structure in Annex 4)

The Secretariat is coordinating the implementation of the strategic plan, backstopping the Board of Directors, supporting the different Board committees and undertaking daily operations of the ACSA. All activities of the ACSA Strategic Plan will be carried out in collaboration with ACSA Member Organisations, Stakeholders, Networking partners and Affiliates. Other relevant Stakeholders at different levels will be engaged and these include; Likeminded CSOs, Local government, Line Ministries, and government agencies. On the hand, ACSA will be affiliated to national regional and international organisations who share similar objectives lastly ACSA will build partnerships with donors and networks for complementarity.

4.3 Risk Management

ACSA recognizes that the implementation of this Strategic Plan may face several risks that could affect its success. Risk management is therefore a critical aspect of our strategic thinking and planning. ACSA must remain alert to the risks it must take to gain and sustain a competitive advantage, as well as those it must mitigate or avoid to protect its credibility, operational integrity, and long-term sustainability.

Some of the key risks likely to affect ACSA during the strategic period include:

Donor Fatigue and Declining External Support: One of the most significant risks is the potential decline in funding due to donor fatigue, shifting global priorities, or economic constraints faced by traditional donors. Long-time supporters may not be able to continue providing the same level or type of support in the future. This could severely limit program implementation and organizational stability.

Mitigation: ACSA will diversify its funding base by strengthening local fundraising capacities, developing strategic partnerships, initiating income-generating ventures, and exploring alternative financing mechanisms such as philanthropic networks and corporate social responsibility (CSR) funding.

Timely Availability of Resources: Delays in the disbursement of funds, procurement of materials, or receipt of technical assistance can hinder planned activities and affect impact delivery.

Mitigation: Strengthen financial and operational planning, establish reserve funds, and improve coordination with donors and suppliers.

Policy and Regulatory Environment: Changes in government policy or tightening of regulations related to civil society operations, land use, or agriculture could restrict ACSA's operating environment or advocacy space.

Mitigation: Maintain active policy engagement, build alliances with like-minded organizations, and continuously monitor the legal and policy landscape.

Organizational Capacity Limitations: ACSA's growing portfolio and geographic reach may outpace internal human and technical capacity, potentially affecting program quality and delivery.

Mitigation: Invest in continuous capacity development for staff, systems strengthening, and partner engagement frameworks.

Reputational Risk: Miscommunication, perceived bias, or failure in accountability mechanisms could harm ACSA's public image and stakeholder trust.

Mitigation: Uphold transparency, strengthen governance structures, and maintain ethical standards and quality control.

Political and Security Instability: Insecurity or political unrest in parts of Uganda may disrupt field operations or limit access to target communities.

Mitigation: Undertake regular security assessments, maintain flexible implementation

Environmental and Climate Risks: Climate variability poses a serious threat to agriculture and food systems, which are core to ACSA's mission. Droughts, floods, and other extreme weather events can undermine community resilience and project outcomes.

Mitigation: Integrate climate adaptation strategies and promote agroecological practices across all interventions.

Technological and Data Management Risks: Reliance on outdated systems, weak cybersecurity, or poor data handling may result in operational inefficiencies or data breaches.

Mitigation: Upgrade digital infrastructure, provide staff training in ICT and data protection, and adopt secure platforms for information management.

Stakeholder Misalignment or Conflicts: Diverging priorities among implementing partners, local governments, or communities may slow down progress or create friction.

Mitigation: Promote inclusive planning, transparent communication, and collaborative decision-making frameworks.

programme execution and delivery of products and services (“value for money”); as well as functionality of implementation procedures and systems.

4.4 Crosscutting Issues

4.4.1 Strategic Communication

This is very critical to the implementation of the Strategic plan and a Communication Strategy set out to guide the organization to effectively convey specifically targeted messages, goals and values to key audiences to achieve identified objectives as well as amplification of the voices of the Member organisations. This strategy is well aligned with ACSA vision and mission, which includes but not limited to building support for a particular policy or initiative, shaping public opinion, or managing a crisis. This focuses on the following objectives;

- Create public awareness of the existing and emerging key challenges in agriculture, and the vital connection between agriculture and economic development.
- Secure stakeholders' commitments, to specific actions (e.g., policy implementation, policy changes, program expansion, better service delivery etc.) within the agriculture sector and line ministries.
- Facilitate MoUs between strategic partners (District Local Governments - DLGs, CSOs) and donors, outlining increased financial or in-kind contributions towards agrarian policy and budget advocacy.
- Generate media placements (radio, print, online) about the agrarian policy and budget advocacy, with a specific focus on reaching smallholder farmers and rural audiences.

4.4.2 Combating Gender Inequalities

Land tenure and access to farmland: ACSA will address the divergent land tenure systems and overlapping land rights that have impacted negatively on different gender and on long-term investments in the agriculture sector. Especially facilitating women's access to land as well as control of the use of land. It will try to break the barriers of inequalities in land ownership and land use due to gender-based constraints that women and FHHs face.

Involvement in Agricultural Activity: It will address traditional concepts of gender roles and responsibilities between male and female tasks in agriculture by seeking to install a balance between men and women and their involvement in cash crop and food crop production

Land Holding: Land is regarded not merely as a factor of production, but first, and foremost, as the medium which defines and binds social and spiritual relations within and across generations. Land thus remains highly volatile and a political issue and its control continues to be a critical factor in Uganda's development. One of the objectives of this strategic plan is to work on the gender barriers hindering women's access to cultivatable land as compared to men.

Gender responsive policy processes: ACSA will try to influence the policy formulation, planning and budgeting processes in the agriculture sector to foster gender responsiveness in setting priorities and budget allocations in the sector.



5.0 FINANCING PLAN OF THE STRATEGIC PLAN

Introduction

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

5.1 Funding Plan

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

5.2 Funding Sources

Adequate and timely implementation of the Strategic plan calls for a clear fundraising strategy to generate the desired financial resources. ACSA will use different fundraising strategies:

- Collaborate with local, national and international actors who may facilitate access to funds
- Insist on the payment of Membership fees,
- engage in joint implementation of projects and activities with networks and CSOs;
- Invest in social enterprises from sale of MOs
- Cell innovations and ICT materials.



5.3 A Description of ACSA Strategic Objective and sources of funding

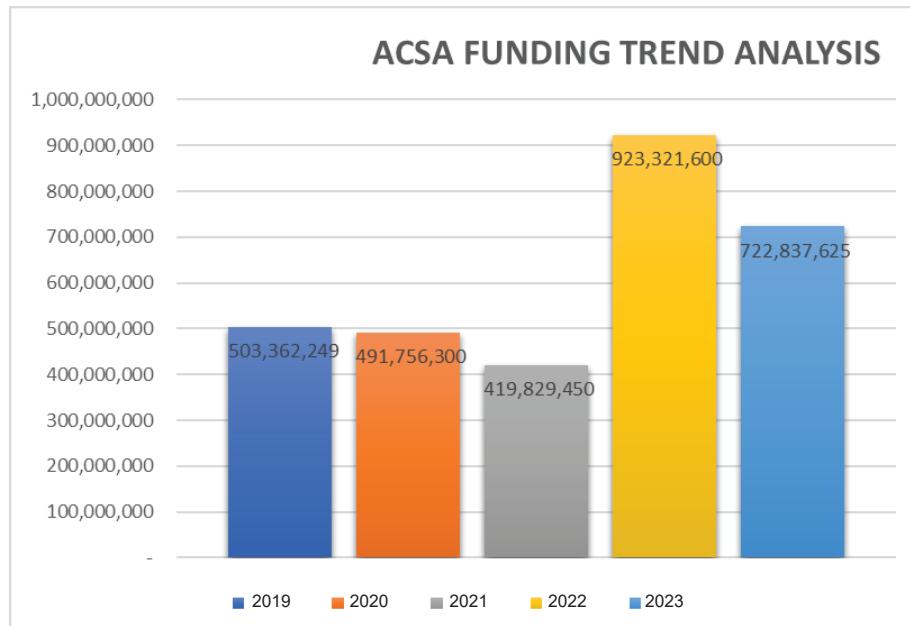
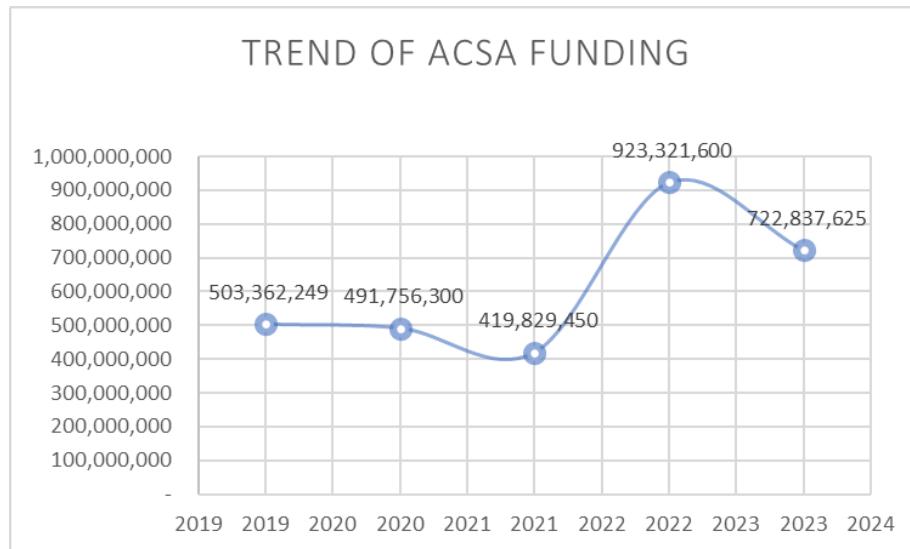
Table 4: A description of ACSA Strategic Objective and sources of funding

NO.	Strategic Objective	Required funding Ug. Shs)	Sources of Funding
1	The capacities of ACSA staff and board in relevant areas are enhanced	980,000,000	Grants Membership subscription Partnerships with ACADEMIA Joint activities Consultancies Social enterprises
2.	The external outreach and recognition of ACSA's work is improved	550,000,000	Grants Membership subscription Partnerships with ACADEMIA Joint activities Consultancies Social enterprises
3.	ACSA is successful in fundraising and resource mobilization.	550,000,000	Grants Membership subscription Partnerships with ACADEMIA Joint activities Consultancies Social enterprises
4.	ACSA's advocacy work is growing and successful at different levels	1,500,000,000	Grants/ Project funding Membership subscription Partnerships with ACADEMIA Joint activities Consultancies
5.	ACSA approaches to support sustainable/organic agriculture, consumption habits, marketing and resilience to climate change are interlinked	1,650,000,000	Grants – No partners to support this Membership subscription Partnerships with ACADEMIA Joint activities Consultancies Social enterprises
	Total	5,230,000,000	

5.4: ACSA Funding Trend

The figure below illustrates the trend of ACSA funding over a period of five years in previous strategic plan.

Figure 1: ACSA funding trend



Notes:

- A drop in income in 2020 and 2021 was due to the effects of COVID lockdown and restrictions.
- The increase in incomes from 2021 to 2022 was due to increase in activities after the start of the New Phase in 2022 and additional income from UMU/ ACALISE Partnership.
- The year 2023 indicates a period of stability after the acquisition of capital assets



6.0 MONITORING, EVALUATION AND LEARNING(MEL)

Introduction

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

6.1 M&E System

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

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

6.1.1 Monitoring

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

6.1.2 Reporting

Monitoring reports at department level and unit level will comprise:

A narrative strategic plan implementation report plus a summary table that will be developed and filled annually.

Contents of the narrative report will include, but not to be limited to;

- The approved plan objectives and their target indicators at the relevant levels;
- Approved results, to the respective strategic objectives
- Achievements in terms of targets, the deviations in the planned targets and activities.
- Constraints in the implementation of the Strategic Plan and any internal and external factors, which have affected implementation.
- Proposed remedial actions and the proposals for solving the problems faced indicating clearly the planned activities to be carried out in the next period (Semester and academic year depending on the nature of the report)
- There will be two reports per annum, one covering the first part of the year and the second one covering the second part of the year.

6.2 Evaluation and Learning

Advocacy Coalition for Sustainable Agriculture (ACSA) is committed to work in a periodic reflective manner on how the network supports advocacy initiatives in general in amidst of changing social, political and economic environment. Therefore, the MEL will capture the emerging issues in the course of 5 years, support the evolvement of the network and identify potential risks ahead of time.

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

7.0 ANNEXES

7.1 Annex 1: PESCTELEGE Analysis of External Environment

Factors	Implications	ACSA Strategy
Political Factors		
Politicization of government programs	Hinders implementation of government programs.	Civic education. Raise awareness among MOs about government programs. Advocate for coordinated public sector interventions and increased funding for agriculture.
Refugee influx	Increased labor availability. Increase spread of diseases like Ebola etc.	Advocate for communities to make use of the abundant labor Collaborate on health awareness campaigns in refugee areas.
Multiple elections	Disruption of agriculture activities	Advocate for policies ensuring agricultural continuity during election cycles.
Conducive security environment	Attracts foreign direct investment in the agriculture sector.	Leverage security environment for foreign investments in agriculture.
Available transparency initiatives & institutions to fight corruption	Communities encouraged to play the whistleblower role. Decentralise initiatives for communities to engage	Capacity building of MOs & SHFs in whistleblowing. Advocate for the support towards decentralisation of transparency initiatives.
High public sector expenditure & interventions	Opportunity to redirect funds towards the productive sector.	Support lower-level budget advocacy for efficient resource allocation.
Uncoordinated public expenditure	• Poor funding of the agricultural sector (less than 10% of GDP).	• Strengthen advocacy for stable funding sources and continuity in policy.
Shrinking civic space and increased compliance requirements for CSOs	• Risk of funding cuts from donors and development partners.	Strengthen internal compliance systems to manage funding cuts effectively.

Factors	Implications	ACSA Strategy
Economic Factors		
Poor working conditions	Increased competition.	Advocate for better working conditions for SHFs.
Rising public debt burden	Reduces allocative efficiency to relevant sectors like agriculture	Build capacity in Local resource mobilisation
Inflation & food price volatility.	Markets not working for SHFs hence affecting their incomes and livelihoods	Advocate for internal saving and lending & SHF-friendly credit facilities with low-interest loans.
Rising public debt burden	Reduces allocative efficiency to relevant sectors like agriculture	Build capacity in Local resource mobilisation
Inflation & food price volatility.	Markets not working for SHFs hence affecting their incomes and livelihoods	Advocate for internal saving and lending & SHF-friendly credit facilities with low-interest loans.
Inadequate financing in the agriculture sector and limited SHFs inclusiveness in the financial sector	Low and uncompetitive productivity levels. Lack of working capital for start ups and upscaling of enterprises.	Advocate for increased investment and financing in agriculture. Promote financial inclusion for SHFs, such as access to microfinance.
Stringent regulation and compliance requirements for agricultural products	<ul style="list-style-type: none"> • Constraints on exports and reduced foreign currency inflow. • Inability of farmers to access external markets 	<ul style="list-style-type: none"> • Work with regulatory bodies to simplify and subsidize compliance processes for SHFs.
Low investment in value addition of agricultural commodities	<ul style="list-style-type: none"> • Negative impact on foreign exchange inflow. • Low returns to agriculture enterprises. 	<ul style="list-style-type: none"> • Promote value addition initiatives, especially in agroecology.
High input costs due to taxation	<ul style="list-style-type: none"> • Expensive commodities, reducing competitiveness. 	<ul style="list-style-type: none"> • Lobby for tax reduction and exceptions on agricultural inputs.
High interest rates on borrowing	<ul style="list-style-type: none"> • Increased production costs. 	<ul style="list-style-type: none"> • Advocate for reduced interest rates on loans for SHFs.

Factors	Implications	ACSA Strategy
Increasing tax on mobile money transactions	<ul style="list-style-type: none"> Reduced cash inflows. 	<ul style="list-style-type: none"> Initiate and support policies that reduce tax burdens on mobile transactions.
Limited use of ICT communication platforms	<ul style="list-style-type: none"> High transaction costs. Exclusion from online markets 	<ul style="list-style-type: none"> Promote ICT usage in agriculture to reduce transaction costs and increase market options.
High inflation rates and volatility of foreign exchange market	<ul style="list-style-type: none"> Increased production costs Increased costs for imports and exports. 	<ul style="list-style-type: none"> Promote strategies to counter inflation's impact on agricultural input costs. Support local input production to reduce reliance on imports.
Regional economic blocking Corruption	<ul style="list-style-type: none"> Need for harmonization of trade policies. Donors withdrawing funding <ul style="list-style-type: none"> Reduced resources for research and knowledge sharing. 	<ul style="list-style-type: none"> Advocate for harmonized regional trade policies for agriculture. Develop diversified funding strategies and foster local partnerships.

Social/Cultural Factors

• Rising HIV/AIDS prevalence	<ul style="list-style-type: none"> Family disruptions and increasing household Labor requirement. 	<ul style="list-style-type: none"> • Promote integrated health and agricultural programs targeting youth and families.
Women demanding inheritance rights and increasing land conflicts	<ul style="list-style-type: none"> Lack of clear guideline for land access, control and utilisation for women in agriculture production. Risk of land tenure insecurity for SHFs. 	<ul style="list-style-type: none"> Advocate for women's land rights and inheritance reforms. Integrate land tribunal for conflict and dispute resolution for land tenure security.
Increasing population rate	<ul style="list-style-type: none"> Availability of Labor resources Strain on resources. 	<ul style="list-style-type: none"> Promote value chain approach to sustainable farming practices that absorb the increasing population.
Poor infrastructure	<ul style="list-style-type: none"> impedes agricultural activities. 	<ul style="list-style-type: none"> • Advocate for improved rural infrastructure.
Male dominance in agriculture	<ul style="list-style-type: none"> Limited registered land transactions and access to resources for women. 	<ul style="list-style-type: none"> Promote gender-inclusive policies in agriculture.

Factors	Implications	ACSA Strategy
Technological Factors		
Continuous use of rudimentary tools	<ul style="list-style-type: none"> Reduced production efficiency. 	<ul style="list-style-type: none"> Promote access to modern tools and training for SHFs.
High costs of modern agricultural equipment	<ul style="list-style-type: none"> Increased barrier to technological advancement. 	<ul style="list-style-type: none"> Advocate for reduced taxes and exceptions on agricultural machinery and equipment.
ICT compliance for detecting fake agro-inputs	<ul style="list-style-type: none"> Enhances quality control through community policing and AI. 	<ul style="list-style-type: none"> Promote the use of ICT and AI to detect and regulate agro-input quality.
Limited access to IT in rural communities and a need for adequate skills among SHFs	<ul style="list-style-type: none"> Hinders innovativeness and adaptation of existing technologies. Essential for leveraging technology effectively. 	<ul style="list-style-type: none"> Expand access to IT for rural communities and SHFs. Provide training programs on agricultural technologies.
Expanding ICT usage	<ul style="list-style-type: none"> Facilitates data analysis and communication. 	<ul style="list-style-type: none"> Implement training programs to improve ICT skills among SHFs.
Increased technological research and development	<ul style="list-style-type: none"> Drives innovation in agriculture. 	<ul style="list-style-type: none"> Encourage and support research and development initiatives in agroecology.
Global pressures for adopting unfamiliar technologies (e.g., GMOs)	<ul style="list-style-type: none"> Can lead to conflicts with traditional farming practices. Reduction of biodiversity 	<ul style="list-style-type: none"> Promote research on sustainable and culturally accepted agricultural technologies. Enact laws for biodiversity conservation
Legal Factors		
Public order management bill	<ul style="list-style-type: none"> Constraints on expression and operation of NGOs/CSOs. 	<ul style="list-style-type: none"> Engage in advocacy to ensure CSOs can operate freely.
Increasing financial regulations on and compliances e.g. FIA for Anti-terrorism and anti-money laundering bills	<ul style="list-style-type: none"> Increased compliance costs. 	<ul style="list-style-type: none"> Strengthen compliance systems within ACSA and member organizations.

Factors	Implications	ACSA Strategy
Stringent NGO/CSO registration processes	<ul style="list-style-type: none"> • Limits organizational capacity and emergence of new CSOs. 	<ul style="list-style-type: none"> • Advocate for flexible and simplified NGO registration processes.
Insurance policy in agriculture	<ul style="list-style-type: none"> • Risk management and cost implications for farmers. 	<ul style="list-style-type: none"> • Promote agricultural insurance programs.
Supportive Policies NOAP, NAS, GRFA e.tc	<ul style="list-style-type: none"> • Provides a favourable environment for the promotion of agroecology, Sustainable and organic farming standards. 	<ul style="list-style-type: none"> • Align ACSA programs with the National Organic policy.
Poor enforcement of agricultural input quality regulations	<ul style="list-style-type: none"> • Increases prevalence of counterfeit inputs. 	<ul style="list-style-type: none"> • Advocate for stronger enforcement of quality standards for agro-inputs.
Rationalisation / Merging of agencies with Mother ministries	<ul style="list-style-type: none"> • Streamlining regulatory frameworks. • Efficient utilisation of resources • Reduced duplication of services 	<ul style="list-style-type: none"> • Monitor and engage in the process to ensure favourable agricultural regulations and transition.
External regulation & Directives on agriculture production and export	<ul style="list-style-type: none"> • Disrupts production value chains and demotivates SHFs due to inability to comply 	<ul style="list-style-type: none"> • Educate farmers on the regulations and prepare them to comply

Ecological Factors

Deforestation and wetland degradation	<ul style="list-style-type: none"> • Leads to biodiversity loss, soil erosion and climate change. 	<ul style="list-style-type: none"> • Advocate for sustainable land use and reforestation programs.
Poor waste disposal	<ul style="list-style-type: none"> • Contributes to environmental degradation and menace to public health. 	<ul style="list-style-type: none"> • Promote waste management programs in at all levels.

Factors	Implications	ACSA Strategy
Climate change related impacts and natural disasters like landslides, floods, locusts	<ul style="list-style-type: none"> Affects agricultural productivity and community safety. Alters agricultural output and pest dynamics. 	<ul style="list-style-type: none"> Develop disaster preparedness strategies for affected communities. Promote climate-resilient agricultural practices for SHFs.
Gender Factors		
Changing family farming roles	<ul style="list-style-type: none"> Encourages collaboration among family members in agriculture. 	<ul style="list-style-type: none"> Promote inclusive farming practices and gender equality.
High female participation in agriculture (70%)	<ul style="list-style-type: none"> Boosts food production and household incomes. 	<ul style="list-style-type: none"> Support programs that enhance women's roles in agriculture.
Ethical Factors		
Collusion of traders and officials in allowing fake agro-inputs	<ul style="list-style-type: none"> Results in low productivity and increased poverty levels. 	<ul style="list-style-type: none"> Strengthen regulatory oversight and advocate for accountability in agro-inputs trade.



7.2 ANNEX 2: SWOT ANALYSIS OF ACSA

Category	Strengths (S)	Strategies to Enhance Strengths
Input (Finance, Personnel, Know-how)	Reliable donor funding; Competent staff and management team; Expertise in advocacy, research, and value chains.	Enhance resource mobilization strategies; Conduct training for staff and board; Create opportunities for professional development.
Output	Established capacity for exhibitions. Strong advocacy outputs like manuals, policies, and strategies. Capacity development of MOs	Increase visibility and dissemination of outputs; Strengthen partnerships for wider reach and adoption of outputs.
Leadership	Strong Board of Directors and Secretariat; Functional governance structures.	Conduct leadership training programs; Promote participatory decision-making processes for increased effectiveness.
Internal Cooperation & Communication	Well-defined organizational structure; Strong collaboration among Member Organizations (MOs).	Improve internal communication channels; Organize regular meetings and workshops for/among MOs to share knowledge. (self-organized peer to peer learning)
Organizational Structure and Procedures	Functional policies (e.g., Procurement, Gender, Environmental); Compliance with statutory obligations.	Regularly review and update policies; Streamline procedures to align with best practices and emerging trends.
Technical Equipment	Adequate infrastructure for exhibitions and advocacy activities.	Invest in advanced IT systems/programs for efficiency (M&E, Marketing and compliance adherence); Provide training to staff on effective use of technical resources.
Incentives and Sanctions	Established internal policies for operations and conduct. Established Motivation measures like member of the month etc.	Develop clear reward and sanction mechanisms to maintain accountability, active membership and motivation.

Category	Opportunities (O)	Strategies to Enhance Opportunities
Input (Finance, Personnel, Know-how)	Long-term partnerships with donors and development partners; Access to vocational institutions for skill enhancement.	Strengthen partnerships with donors; Collaborate with institutions for skill-building initiatives.
Output	Growing markets for organic products; Increasing demand for sustainable agriculture practices.	Explore and develop markets for organic products; Enhance capacity-building efforts for sustainable agriculture of MOs in Seed systems and Participatory Guarantee Systems (PGS) for organic certification, PGS, market and value chain integration, Agroecological practices and climate resilience, Business and financial management for sustainable enterprise growth.
Leadership	Presence of national organic policies that align with ACSA's mission.	Engage actively in policy advocacy to influence and benefit from favourable organic agriculture frameworks.
Internal Cooperation & Communication	Platforms (Budget, agroecology, Markets, Food safety) for engagement and policy advocacy.	Leverage platforms to strengthen collaboration among MOs and enhance collective advocacy efforts.
Organizational Structure and Procedures	Opportunities for regional integration via economic blocks / regional markets (e.g., COMESA, EAC).	Promote cross-regional collaboration on sustainable agriculture initiatives.
Technical Equipment	Advances in ICT facilitating agricultural innovation. (Value addition, agro-input production, quality assurance and certification, consumer protection sensors)	Invest in modern ICT tools and technologies for data management and agricultural practices.

Category	Opportunities (O)	Strategies to Enhance Opportunities
(Incentives and Sanctions) Institutional Environment: ACSA's positioning in the landscape of actors	Recognition of ACSA's role in promoting sustainable agriculture.	Promote ACSA's achievements to attract further collaboration and funding opportunities.
Category	Threats (T)	Strategies to Overcome Threats
Input (Finance, Personnel, Know-how)	Changing donor priorities, Market volatility affecting organic product sales and undeveloped agroecological markets for MOs and SHFs products.	Diversify funding sources; Develop resilience strategies to handle market fluctuations.
Output	Potential changes in policies that could hinder operations.	Continuously monitor policy changes and engage in proactive advocacy.
Leadership	External pressures and competition from other CSOs in the same field.	Strengthen leadership roles in partnerships and build a distinct identity for ACSA.
Internal Cooperation & Communication	External factors (Politics, non-compliances and operations in Silos) affecting coordination among MOs and other stakeholders.	Build resilient internal communication systems to mitigate external disruptions.
Organizational Structure and Procedures	Increased compliance requirements for NGOs/CSOs.	Enhance compliance capacity and streamline processes to adapt to new regulations.
Technical Equipment	Limited AI and IT based technological support for handling social media-based advocacy	Partner with technology providers to improve access to modern equipment and training.
Incentives and Sanctions	Limited participation and contribution/ compliance of membership and board to ACSA code of conduct, Memorandum and Articles of Associating and board Charter	Institute strong mechanism of membership compliance monitoring and penalty systems.

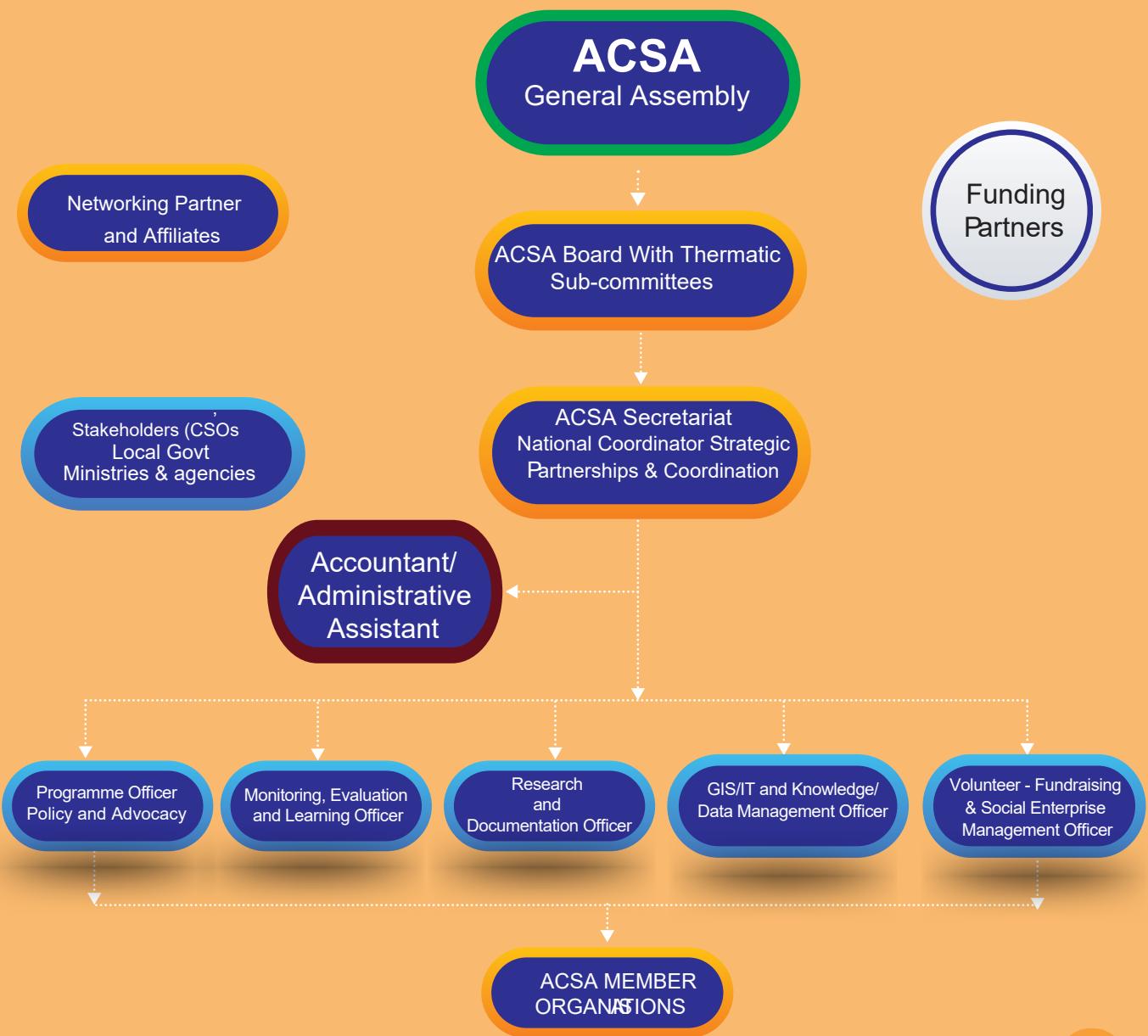
7.3 ANNEX 3: PRESENTS A SUMMARY OF THE STAKEHOLDERS AND THEIR RESPECTIVE EXPECTATIONS

Stakeholders	Expectation from ACSA	ACSA Expectation from Stakeholder
Government and Statutory Institutions (MAAIF, MTIC, MLUD, OP M, UNBS, URSB etc.)	<ul style="list-style-type: none"> • Good governance • Compliance with statutory laws and regulations • Quality service delivery • Increase visibility of ACSA through collaboration, partnerships, and network • Promote joint promotional activities 	<ul style="list-style-type: none"> • Formulation of policies for sustainable agriculture • Provide enabling policy and regulatory environment • Facilitate ACSA activities • Adequate funding for the agricultural sector • Implement agricultural policies • Support new technology and variety releases • Monitor and evaluate agricultural activities • Support infrastructure development • Control diseases and pests
Relevant Parliamentary Committees	<ul style="list-style-type: none"> • Good governance • Contribution to policy and budget formulation for sustainable agriculture • Influence behavioural change in communities 	<ul style="list-style-type: none"> • Support development of favourable agrarian policies • Facilitate fair distribution of government resources • Popularize government development programs
CSOs	<ul style="list-style-type: none"> • Promotion of new technologies among local communities • Popularize certification standards • Education on environmental management • Build partnerships for sustainable agriculture 	<ul style="list-style-type: none"> • Support formulation of sustainable agriculture policies • Financial support and contribution to ACSA activities • Enforce budgetary increases for agriculture • Provide technical advice
Academia and Researchers (NARO, IFPRI, IITA, EPRC)	<ul style="list-style-type: none"> • Support community capacity building • Support evaluation models for sustainable practices 	<ul style="list-style-type: none"> • Establish collaborative relationships supporting ACSA's mandate • Organize workshops and conferences

Stakeholders	Expectation from ACSA	ACSA Expectation from Stakeholder
Academia and Researchers (NARO, IFPRI, IITA, EPRC)	<ul style="list-style-type: none"> Support community capacity building Support evaluation models for sustainable practices Participate in publications and research Train smallholder farmers (SHFs) 	<ul style="list-style-type: none"> Establish collaborative relationships supporting ACSA's mandate Organize workshops and conferences Enhance public-private partnerships in research and information dissemination
Private Sector (seed companies, agrochemical suppliers, agro-input dealers and industry-based associations)	<ul style="list-style-type: none"> Promote certified standards Inform about price changes Popularize new technologies Promote value addition 	<ul style="list-style-type: none"> Adhere to sound business policies Provide training on product use Provide literature supporting product quality Network for joint advocacy in policy change
Civil Society Organizations	<ul style="list-style-type: none"> Collaborate on advocacy initiatives Mobilize resources for SHFs Build SHF capacity 	<ul style="list-style-type: none"> Strengthen partnerships for successful advocacy
Development Partners	<ul style="list-style-type: none"> Accountability for funds Effective coordination for access to services Value for Money 	<ul style="list-style-type: none"> Provide support and funding for ACSA programs Offer strategic guidance for effective service delivery
Farmer Organizations/ Farmer Associations/ Cooperatives	<ul style="list-style-type: none"> Use acquired techniques profitably Increased production capacity Market support provisions 	<ul style="list-style-type: none"> Mobilize resources from funders Provide research and information dissemination Document innovations
Farmer Groups	<ul style="list-style-type: none"> Mobilize resources from funders Provide a platform for fundraising and advocacy 	<ul style="list-style-type: none"> Use ideas and techniques gainfully Networking and collaborations
Individual farmers	<ul style="list-style-type: none"> Mobilize resources from partners Create linkages for community development 	<ul style="list-style-type: none"> Gainfully use acquired ideas and techniques Experiment with best practices

Stakeholders	Expectation from ACSA	ACSA Expectation from Stakeholder
Media	<ul style="list-style-type: none"> • Mobilize through partnerships • Publicity for agriculture programs 	<ul style="list-style-type: none"> • Disseminate news and information • Build ACSA's image and reputation • Facilitate market linkages
Religious & Cultural Leaders	<ul style="list-style-type: none"> • Service delivery • Publicity platform • Fundraising support 	<ul style="list-style-type: none"> • Engage in pro-poor advocacy • Involve organizational leaders in advocacy
Local Government	<ul style="list-style-type: none"> • Encourage MOs to establish MOUs • Involve in monitoring activities • Participate in planning and budgeting conferences 	<ul style="list-style-type: none"> • Registration of MOs and their groups • Compliance with laws • Formulation of bylaws to support policies

7.4 ANNEX FOUR: ORGANOGRAM OF ADVOCACY COLITIONFOR SUSTAINABLE AGRICULTURE (ACSA)



7.5 ANNEX FIVE: ACSA LOGICAL FRAMEWORK FOR ACSAS

PROJECT PLAN 2025-2030

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
1. The capacities of ACSA staff and board in relevant areas are enhanced	<ul style="list-style-type: none"> • Create opportunities for professional development of ACSA staff on emerging trends like digital advocacy • Participate in leadership training programs (governance, succession planning, Institutional development etc.) 	<ul style="list-style-type: none"> • Staff and board trained in IT systems, digital advocacy, and AI. • ACSA staff and board trained in leadership and governance skills strengthened. • Succession plans developed for key positions. • ACSA staff trained in institutional development and project management. 	<ul style="list-style-type: none"> • Number of staff trained on IT systems, digital advocacy, and AI. • Number of staff and board members completing leadership and governance training. • Succession plan developed and implemented. • Percentage increase in the use of technology in ACSA projects. • Number of improvements in institutional frameworks and governance structures. 	<ul style="list-style-type: none"> • Sustainable funding for capacity-building activities. • Active participation from staff and board. • Access to qualified trainers and updated training resources. • Continued support from partners and donors.
2. The external outreach and recognition of ACSA's work is improved	<ul style="list-style-type: none"> • Increase outreach campaigns to showcase ACSA's achievements • Build a distinct identity for ACSA: ACSA niche • Enhance ACSA's 	<ul style="list-style-type: none"> • Outreach campaigns organized to showcase ACSA's achievements through symposiums, seed fairs, exhibitions, and student exchange 	<ul style="list-style-type: none"> • Number of awards and accolades received for ACSA's contributions to agriculture and community empowerment. • Number of new policies or 	<ul style="list-style-type: none"> • Availability of funding for outreach and branding activities. • Strong partnerships with media outlets and key stakeholders. • Willingness of policymakers,

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
	<ul style="list-style-type: none"> presence on the media (including social media) Improve capacity in resource mobilization Develop high quality IEC (Information, Education, and Communication) materials to support ambassadorial efforts: 	<ul style="list-style-type: none"> platforms. National, regional, and international events hosted to strengthen visibility. Influential stakeholders (e.g., politicians, technical personnel, private investors) engaged through field tours and showcases. A comprehensive ACSA brand manual and style guide developed. Media presence enhanced through social media, website updates, and targeted media packages. Staff and MOs trained in social media use and external outreach. Organizational fundraising strategy 	<ul style="list-style-type: none"> investments in smallholder farming resulting from ACSA's outreach. Percentage increase in brand recognition, measured by the number of media mentions, new social media followers, and audience engagement on key platforms. Number of media articles, interviews, and news segments published or aired about ACSA initiatives. Percentage increase in online engagement (website visits, social media interactions, newsletter sign-ups) and local fundraising contributions (donations, pledges). 	<ul style="list-style-type: none"> private sector actors, and the community to be engaged. Availability of skilled personnel for media management, branding, and fundraising. Sustained interest from donors and partners in supporting ACSA's initiatives.

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
3. ACSA is successful in fundraising and resource mobilization.	<ul style="list-style-type: none"> Establish partnerships with local and international donors for funding (continuous research and documentation) Develop resilience strategies to handle donor fatigue, global emergencies and fluctuations. Use SDG alignment and adaptation measures to climate change to attract international funding and partnerships Help SHFs access and benefit from PDM and other relevant government programs through training and advocacy. Support lower - level budget advocacy for efficient resource 	<ul style="list-style-type: none"> Established partnerships with local and international donors (e.g., CAADP, EU, World Bank) for funding. Continuously align project proposals with donor trends and SDGs. Developed and implemented strategies to manage donor fatigue and ensure sustainability. Strengthened internal compliance systems to meet donor funding requirements. Acquire land and initiate construction of ACSA's permanent office. Launched 	<ul style="list-style-type: none"> Number of new donor partnerships established annually. Percentage increase in the number of project proposals aligned SDGs Successfully funded Number of MOs and SHFs accessing government programs and funding. Percentage increase in compliance with donor requirements. Percentage completion of ACSA's permanent office construction. Number of revenue-generating social 	<ul style="list-style-type: none"> Continuous availability of funding for partnership activities. Strong relationships with potential and existing donors. Market conditions that support the creation of social enterprises. Ongoing support from government programs and agencies. Skilled personnel available to manage compliance, fundraising, and social enterprises. Sustained donor interest and support for

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
	<ul style="list-style-type: none"> • allocation Strengthen internal compliance systems to attract donor funding • Work towards the establishment of ACSA permanent home. • Develop institutional social enterprises to support ACSA's financial sustainability. 	<p>social enterprises to support ACSA's financial sustainability.</p> <ul style="list-style-type: none"> • Provided technical support to MOs and SHFs to 	<p>enterprises established and their contribution to ACSA's overhead costs.</p>	ACSA initiatives.
4. ACSA's advocacy work is growing and successful at different levels.	<ul style="list-style-type: none"> • Leverage Vision 2040 to advocate for policies supporting sustainable agriculture, agroecology, climate resilience (including farmer seed systems), market access, value addition, SHFs' land rights (including plantations and extractive industries), and 	<ul style="list-style-type: none"> • Advocated for policies supporting sustainable agriculture, agroecology, climate resilience, market access, and SHFs' land rights through Vision 2040. • Participated in national, regional, and international 	<ul style="list-style-type: none"> • Number of national, regional, and international policy engagements participated in annually. • Number of policies integrating sustainable agriculture and agroecology goals by 2027. 	<ul style="list-style-type: none"> • Availability of funding and political will to support advocacy initiatives. • Strong partnerships with stakeholders in policy, land rights, and extractive industries. • Willingness of government and private

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
	<ul style="list-style-type: none"> SHF-driven economic growth Push for the recognition of smallholder farming systems by the Ugandan government Increase/secure land access for marginalized SHFs Advocate for Public Private partnerships for increased funding and resource pooling to support SHFs Implement the ACSA advocacy strategy for food Security in Plantation growing areas Establish community seed systems supporting SHFs to access, multiply, conserve and exchange indigenous seed Communities are informed and participate in decision making and benefit sharing in areas with extractive industries 	<ul style="list-style-type: none"> policy engagements. Produced and disseminated position papers and policy briefs on sustainable and organic agriculture. Advocated for the recognition of smallholder farming in Ugandan government policies. Secured land access for marginalized SHFs, focusing on women's land rights. Promoted Public-Private Partnerships (PPPs) to support SHFs. Implemented ACSA's food security strategy in plantation growing areas. Promoted community seed systems and advocated for government 	<ul style="list-style-type: none"> Percentage increase in recognition of smallholder farming needs in national agricultural policies. Number of marginalized SHFs who gained secured land access through advocacy. Number of ACSA MOs that entered into PPPs for improved service delivery to SHFs. Percentage of ACSA MOs implementing food security strategies in 	<ul style="list-style-type: none"> sector to engage with ACSA's advocacy. Continuous support from MOs and SHFs in advocacy efforts. Effective collaboration with organizations focused on smallholder farming, land rights, and community empowerment. Access to technical expertise to implement advocacy strategies.

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
<p>5. ACSA's approaches to support sustainable/organic agriculture, consumption habits, marketing, and resilience to climate change are interlinked.</p>	<ul style="list-style-type: none"> • ACSA positions itself as a key partner in delivering NDP IV goals by facilitating agricultural transformation and resilience building. • Create programs to motivate youth to pursue agricultural careers. • Promote ICT and AI usage in agriculture to reduce transaction costs and improve efficiency. • Promote financial inclusion for SHFs, such as access to microfinance, 	<p>prioritization of indigenous seed systems. Advocated for communities affected by extractive industries, ensuring fair compensation and benefit-sharing.</p> <ul style="list-style-type: none"> • ACSA positioned itself as a key partner in national agricultural transformation initiatives aligned with NDP IV goals. • Motivated youth to pursue agricultural careers through training, mentorship, and volunteer programs. • Established a knowledge-sharing platform for students, CSOs, and farmers. • Digitalized agricultural 	<ul style="list-style-type: none"> • Number of national and regional initiatives where ACSA was recognized as a key partner in agricultural transformation. • Percentage increase in youth participation in agriculture due to ACSA's youth programs. • Percentage increase in SHFs accessing affordable credit through ACSA's advocacy. • Percentage increase in NUS and 	<ul style="list-style-type: none"> • Political will and funding for advocacy and program implementation. • Support from academic institutions and research organizations. • Willingness of stakeholders to engage in digital and ICT initiatives. • Market conditions conducive to financial inclusion for SHFs. • Collaboration from government bodies in formulating relevant policies.

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
	<ul style="list-style-type: none"> and advocate for reduced interest rates on loans for SHFs. Encourage research and development initiatives in indigenous, sustainable, agroecological, and organic agriculture; value chain and market development; food systems and nutrition. Align ACSA programmes with agrarian policies and strategies that support smallholder farming systems, such as the National Organic Agriculture Policy (NOAP), the National Agroecology Strategy (NAS), the National Bioeconomy Policy, the National Seed Policy, and policies on 	<ul style="list-style-type: none"> value chains through mobile applications and collaborations with academia. Trained MOs and SHFs on digital tools, AI, and ICT to optimize farming practices. Promoted financial inclusion for SHFs through microfinance and advocated for reduced interest rates. Supported financial literacy for SHFs and facilitated access to agriculture credit. Collaborated on research to improve indigenous, sustainable, agroecological, and organic agricultural practices. 	<ul style="list-style-type: none"> indigenous food production and consumption due to ACSA's research and awareness efforts. Number of SHF policies influenced by ACSA's advocacy and programs. Percentage increase in the adoption of sustainable farming techniques among SHFs due to ACSA's promotion of climate-resilient practices. Percentage increase in the consumption of indigenous foods and NUS due to ACSA's awareness campaigns. 	<ul style="list-style-type: none"> Interest and participation from regional partners in cross-border initiatives.

ACSA Objectives	Strategies	Outputs	Output indicators	Important Assumptions
	<p>food and nutrition, land use, and climate change.</p> <ul style="list-style-type: none"> • Promote climate-resilient agricultural practices. • Promote the conservation, multiplication and consumption of indigenous foods and NUS • Promote cross-regional collaboration with other Southern African countries on sustainable, 	<ul style="list-style-type: none"> • Contributed to agrarian policy formulation, ensuring alignment with national strategies. • Advocated for the adoption of climate-resilient agricultural practices among SHFs. • Promoted the conservation and consumption of indigenous foods and NUS. • Strengthened cross-regional collaborations in Southern Africa for sustainable 	<ul style="list-style-type: none"> • Number of cross-regional collaborations and partnerships in sustainable agriculture that ACSA participated in. 	





7.6 ANNEX SIX: IMPLEMENTATION PLAN FOR ACSA YEAR 2025– 2030

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
1. The capacities of ACSA staff and board in relevant areas are enhanced	Create opportunities for professional development of ACSA staff on emerging trends like digital advocacy	Collaborate with skill-building initiatives	√						ACSA Secretariat
		Utilise online professional training programmes							ACSA Secretariat
		Facilitate peer-to-peer learning and exchanges at all levels	√	√	√	√	√	√	ACSA Secretariat
		Partner with technical volunteer programmes within and outside Uganda (e.g., AGIOMUNDO, Horizont3000) Integrate training on IT systems, digital advocacy, and AI into project proposals (Misereor and others)	√	√	√	√	√	√	ACSA Secretariat GIS/IT and Data/information Management Officer
		Continuously profile relevant emerging trends in technology for incorporation into activities	√	√	√	√	√	√	GIS/IT and Data/information Management Officer
	Participate in leadership training programs (governance, succession planning,	Continuous profiling of capacity gaps	√	√	√	√	√	√	
		Organize periodic mentorship in leadership through BTAC and other organizations							ACSA Secretariat /BTAC

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2022	2022	2022	2022	2022	2023	
			2025	2026	2027	2028	2029	2030	
2. The external outreach and recognition of ACSA's work is improved	Increase outreach campaigns to showcase ACSA's achievements	Organize Symposium, student exchange platforms, seed fairs, exhibitions	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		Invite influential people (politicians, technical personnel, private sector investors etc.) to make a tour to showcase smallholder farmers achievements	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		Hosting national, regional international events / engagements	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	Build a distinct identity for ACSA: ACSA niche	Develop a comprehensive ACSA niche manual and style guide	✓						ACSA Secretariat
		Develop a ready pitch for ACSA and support all MOs to have pitches.	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		Foster an organizational culture	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	Enhance ACSA's presence on the media (including social media)	Train ACSA staff and MOs in the use of social media for imaging and external outreach.	✓	✓	✓	✓	✓	✓	ACSA Secretariat GIS/IT Officer
		Design media packages for different stakeholders	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		Continuously update ACSA website and social channels.	✓	✓	✓	✓	✓	✓	IT Officer
		Have designated staff to handle ACSA media imaging, outreach and publicity	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	Improve capacity in resource mobilization	Develop and implement an organizational fundraising strategy (including Local fundraising) Recruit an organizational fundraiser	✓	✓	✓	✓	✓	✓	National Coordinator

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
	Develop high-quality IEC (Information, Education, and Communication) materials to support ambassadorial efforts:	Develop relevant messages for IEC materials	√	√	√	√	√	√	ACSA Secretariat
		Continuously identify theme-based Ambassadors for ACSA and furnish them with information	√	√	√	√	√	√	ACSA Secretariat
3. ACSA is successful in fundraising and resource mobilization.	Establish partnerships with local and international donors for funding (continuous research and documentation)	Participate and tap into regional and international partnerships (CAADP, EU, AU, EAC, World bank etc.) to amplify ACSA impact and access resources	√	√	√	√	√	√	Fundraising & Programs
		Continuously undertake partnership profiling to align concepts with the trends	√	√	√	√	√	√	ACSA Secretariat
		Sign funding agreements with new donors to ensure sustained research outputs and policy documentation.	√	√	√	√	√	√	ACSA Secretariat
	Develop resilience strategies to handle donor fatigue, global emergencies and fluctuations.	Develop and continuous review organisational reserve policy	√	√	√	√	√	√	ACSA Secretariat
		Lobby partners to contribute annually to ACSA reserve fund for sustainability of activities and creation of social enterprises	√	√	√	√	√	√	ACSA Secretariat
	Use SDG alignment and	SDGs and climate change should be aligned with ACSA thematic areas and be included in	√	√	√	√	√	√	National coordinator,

Strategic Objective		Major strategies	How to achieve this? /Actions		Time Frame				Person Responsible		
					2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
	adaptation measures to climate change to attract international funding and partnerships	messaging								Programmes officer policy and advocacy	
		Submit project proposals aligned with relevant SDGs to international funding agencies to secure funding			✓	✓	✓	✓	✓	✓	National Coordinator
	Help SHFs access and benefit from PDM and other relevant government programs through training and advocacy.	Educate MOs and their SHFs on leveraging government programs and local funding opportunities.			✓	✓	✓	✓	✓	✓	ACSA Secretariat
		Provide to MOs technical accompanying service to Local government			✓	✓	✓	✓	✓	✓	ACSA Secretariat
	Support lower-level budget advocacy for efficient resource allocation	Train and engage MOs to participate in local government budgets processes that focus SHFs' needs, especially for service delivery, ordinance/ bylaws, community seed systems, sustainable and agroecological farming.			✓	✓	✓	✓	✓	✓	National coordinator, Programmes officer policy and advocacy,
	Strengthen internal compliance systems to attract donor funding	Develop a compliance review mechanism to ensure adherence to donor requirements and financial sustainability.			✓	✓	✓	✓	✓	✓	BARMC, National Coordinator, Accountant / Finance officer

Strategic Objective	Major strategies	How to achieve this? /Actions							Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
	Work towards the establishment of ACSA permanent home.	Acquire land and initiate construction of a permanent office.	√	√					ACSA Secretariat
	Develop institutional social enterprises to support ACSA's financial sustainability.	Identify viable social enterprises within and outside ACSA membership	√	√					ACSA Secretariat
		Recruitment of at least one (1) specialized staff member to strengthen resource mobilization and social enterprise.	√						ACSA Secretariat
		Launch atleast three revenue-generating social enterprises	√	√	√	√	√	√	ACSA Secretariat
		Make Use of opportunities that support Start up social enterprises at different levels	√	√	√	√	√	√	ACSA Secretariat
4. ACSA's advocacy work is growing and successful at different levels	Leverage Vision 2040 to advocate for policies supporting sustainable agriculture, agroecology , climate resilience (including farmer seed systems), market access, value addition, SHFs' land rights (including plantations and extractive industries),	Participate in National, regional and international policy and legislative engagements to input into ongoing processes.	√	√	√	√	√	√	National coordinator, Programmes officer policy and advocacy,
		Produce Comprehensive advocacy position papers and policy briefs highlighting the integration of Vision 2040 goals with sustainable agriculture, agroecology, Organic agriculture, Climate Change, and SHF empowerment.	√	√	√	√	√	√	National coordinator, Programmes officer policy and advocacy,

Strategic Objective	Major strategies	How to achieve this? /Actions						Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0
	and SHF - driven economic growth							
	Push for the recognition of smallholder farming systems by the Ugandan government	Increase spaces for smallholder farmers to engage and dialogue and showcase what they have and what they know Document and disseminate SHFs Model farmers, best practices and success stories widely.	√	√	√	√	√	ACSA Secretariat, Member Organizations & other stakeholders
	Increase/secure land access for marginalized SHFs	Campaign for legal reforms,	√	√	√	√	√	ACSA Network and other Stakeholders
		Conduct awareness campaigns,	√	√	√	√	√	ACSA Secretariat & Member Organizations
		Strengthen partnerships with land-rights organizations	√	√	√	√	√	National Coordinator
		Advocate for women's land rights/ vulnerable groups and inheritance reforms	√	√	√	√	√	ACSA Secretariat
	Advocate for Public Private partnerships for increased funding and resource pooling to support SHFs	Profile public and private partners that support SHFs in and outside Uganda.	√	√	√	√	√	National Coordinator
		Generate MoUs with PPPs	√	√	√	√	√	National coordinator, Programmes officer policy and advocacy, MOs

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
	Implement the ACSA advocacy strategy for food Security in Plantation growing areas	Develop packages for project proposals to submit to different donors	✓	✓	✓	✓	✓	✓	National Coordinator
	Establish community seed systems supporting SHFs to access, multiply, conserve and exchange indigenous seed.	Identify and sign MOUs with Partners to implement the strategy	✓	✓	✓	✓	✓	✓	ACSA Secretariat & Member Organizations
		Support the establishment and popularization of community Seed banks and seed business of indigenous seeds	✓	✓	✓	✓	✓	✓	ACSA Secretariat & Member Organizations
		Advocate for the prioritization of indigenous seed systems and NUS in government research	✓	✓	✓	✓	✓	✓	ACSA Secretariat, Member Organizations & other stakeholders
		Advocate for increased government support and prioritisation of Community seed systems, organic farming and agroecology practices, and Neglected and Underutilized Species (NUS).	✓	✓	✓	✓	✓	✓	ACSA Secretariat, Member Organizations & other stakeholders
	Communities are informed and participate in decision making and benefit sharing in areas with	Conduct awareness campaigns,	✓	✓	✓	✓	✓	✓	ACSA Secretariat, Member Organizations & other stakeholders
		Campaign for legal reforms,	✓	✓	✓	✓	✓	✓	ACSA Secretariat Member

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible	
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0		
Communities are informed and participate in decision making and benefit sharing in areas with extractive industries		Conduct awareness campaigns,	√	√	√	√	√	√	√	ACSA Secretariat, Member Organizations & other stakeholders
		Campaign for legal reforms,	√	√	√	√	√	√	√	ACSA Secretariat, Member Organizations & other stakeholders
		Reach agreements with companies undertaking extractive Industry	√	√	√	√	√	√	√	ACSA Secretariat, Member Organizations & other stakeholders
		Advocate for fair compensation and livelihood restoration and support for displaced SHFs' communities or households.	√	√	√	√	√	√	√	ACSA Secretariat, Member Organizations & other stakeholders

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2022	2023	2024	2025	2026	2027	
5. ACSA approaches to support sustainable/ organic agriculture, consumption habits, marketing and resilience to climate change are interlinked	ACSA positions itself as a key partner in delivering NDP IV goals by facilitating agricultural transformation and resilience building.	Participate in policy dialogues, budget discussions, and national agricultural strategy meetings to advocate for agroecological and sustainable farming practices.	✓	✓	✓	✓	✓	✓	ACSA Secretariat, Member Organizations & other stakeholders
		Collaborate with ministries like MAAIF and other key actors to co-develop policies and programs that support smallholder farmers.	✓	✓	✓	✓	✓	✓	ACSA Secretariat, Member Organizations & other stakeholders
		Conduct and share research, case studies, and success stories demonstrating the impact of agroecology on food security, climate resilience, and rural livelihoods	✓	✓	✓	✓	✓	✓	ACSA Secretariat
	Create programs to motivate youth to pursue agricultural careers.	Organize Youth-focused agricultural training/ mentorship/ volunteer programs and campaigns that inspire increased participation of young people in farming as a viable career choice.	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		Establish and support a knowledge-sharing platform for students, CSOs and farmers	✓	✓	✓	✓	✓	✓	ACSA Secretariat
		Digitalisation of agriculture value chains, using mobile applications. Collaborate with academia to support student farmer outreach programs, peer to peer learning	✓	✓	✓	✓	✓	✓	ACSA Secretariat

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
	Promote ICT and AI usage in agriculture to reduce transaction costs and improve efficiency.	Train MOs and SHFs in the use of digital tools, AI, and ICT platforms to optimize farming practices, in order to reduce costs, and improve access to markets.	√	√	√	√	√	√	ACSA Secretariat
	Promote financial inclusion for SHFs, such as access	Promote financial literacy of SHF and advocate for affordable credit for SHFs through microfinance programs and policies Support institutional development of SHF-organizations (Cooperatives,	√	√	√	√	√	√	ACSA Secretariat, Member Organizations
	Promote ICT and AI usage in agriculture to reduce transaction costs and improve efficiency.	Train MOs and SHFs in the use of digital tools, AI, and ICT platforms to optimize farming practices, in order to reduce costs, and improve access to markets.	√	√	√	√	√	√	ACSA Secretariat
	Promote financial inclusion for SHFs, such as access to microfinance, and advocate for reduced	Promote financial literacy of SHF and advocate for affordable credit for SHFs through microfinance programs and policies Support institutional development of SHF - organizations (Cooperatives, VSLA and associations) to facilitate their access to agriculture credit and services	√	√	√	√	√	√	ACSA Secretariat, Member Organizations

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
	interest rates on loans for SHFs.								
	Encourage research and development initiatives in indigenous, sustainable, agroecological, and organic agriculture; value chain and market development; food systems and nutrition.	Undertake collaborative research programs with academia and research institutions to generate actionable solutions, leading to improved practices, enhanced food systems, and strengthened value chains and consumption patterns of Neglected and Underutilized Species (NUS) and indigenous foods	√	√	√	√	√	√	ACSA Secretariat, Member Organizations
	Align ACSA programmes with agrarian policies and	Participate in the review, formulation of agrarian policies and strategies to safeguard the interests and inclusion of SHFs	√	√	√	√	√	√	National Coordinator, Programmes officer
	Promote ICT and AI usage in agriculture to reduce transaction costs and improve efficiency.	Train MOs and SHFs in the use of digital tools, AI, and ICT platforms to optimize farming practices, in order to reduce costs, and improve access to markets.	√	√	√	√	√	√	ACSA Secretariat,

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame	Person Responsible
			2022-2025	2022-2025
	Promote financial inclusion for SHFs, such as access to microfinance, and advocate for reduced interest rates on loans for SHFs.	Promote financial literacy of SHF and advocate for affordable credit for SHFs through microfinance programs and policies. Support institutional development of SHF-organizations (Cooperatives, VSLA and associations) to facilitate their access to agriculture credit and services	✓✓✓✓✓✓	ACSA Secretariat, Member Organizations
	Encourage research and development initiatives in indigenous, sustainable, agroecological, and organic agriculture; value chain and market development; food systems and nutrition.	Undertake collaborative research programs with academia and research institutions to generate actionable solutions, leading to improved practices, enhanced food systems, and strengthened value chains and consumption patterns of Neglected and Underutilized Species (NUS) and indigenous foods	✓✓✓✓✓✓	ACSA Secretariat, Member Organizations
	Align ACSA programmes with agrarian policies and	Participate in the review, formulation of agrarian policies and strategies to safeguard the interests and inclusion of SHFs	✓✓✓✓✓✓	National Coordinator, Programmes officer

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2022	2023	2024	2025	2026	2027	
			2022	2023	2024	2025	2026	2027	
			5	6	7	8	9	0	
	Align ACSA programmes with agrarian policies and strategies that support smallholder farming systems, such as the National Organic Agriculture Policy (NOAP), the National Agroecology Strategy (NAS), the National Bioeconomy Policy, the National Seed Policy, and policies on food and nutrition, land use, and climate change.	Participate in the review, formulation of agrarian policies and strategies to safeguard the interests and inclusion of SHFs	✓	✓	✓	✓	✓	✓	National Coordinator, Programmes officer policy and advocacy
		Integration of ACSA programs with key national and global agricultural policies, ensuring alignment with strategic objectives.	✓	✓	✓	✓	✓	✓	National Coordinator
	Promote climate-resilient agricultural practices.	Advocate for policies and practices that increase the adoption of sustainable and agroecological farming techniques among SHFs, enhancing productivity and sustainability in the face of climate change. Promote the circularity of agroecological interventions	✓	✓	✓	✓	✓	✓	ACSA Secretariat, Member Organizations & Other stakeholders

Strategic Objective	Major strategies	How to achieve this? /Actions	Time Frame						Person Responsible
			2 0 2 5	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	2 0 3 0	
Promote the conservation, multiplication and consumption of indigenous foods and NUS		Create awareness about indigenous foods and Neglected and Underutilized Species (NUS)	√	√	√	√	√	√	ACSA Secretariat, Member Organizations
		Document and disseminate the indigenous knowledge in use and	√	√	√	√	√	√	ACSA Secretariat, Member
		Organize platforms for sharing, exchange and peer to peer learning about indigenous foods and NUS	√	√	√	√	√	√	ACSA Secretariat, Member Organizations
		Support innovations towards value addition and consumption of indigenous foods and NUS	√	√	√	√	√	√	ACSA Secretariat, Member Organizations & other stakeholders
		Advocate for natural food fortification using NUS	√	√	√	√	√	√	ACSA Secretariat, Member Organizations
		Campaign towards mindset change in consumption habits and nutrition in schools	√	√	√	√	√	√	ACSA Secretariat, Member Organizations & Other stakeholders

7.7 ANNEX SEVEN: ACSA THEORY OF CHANGE

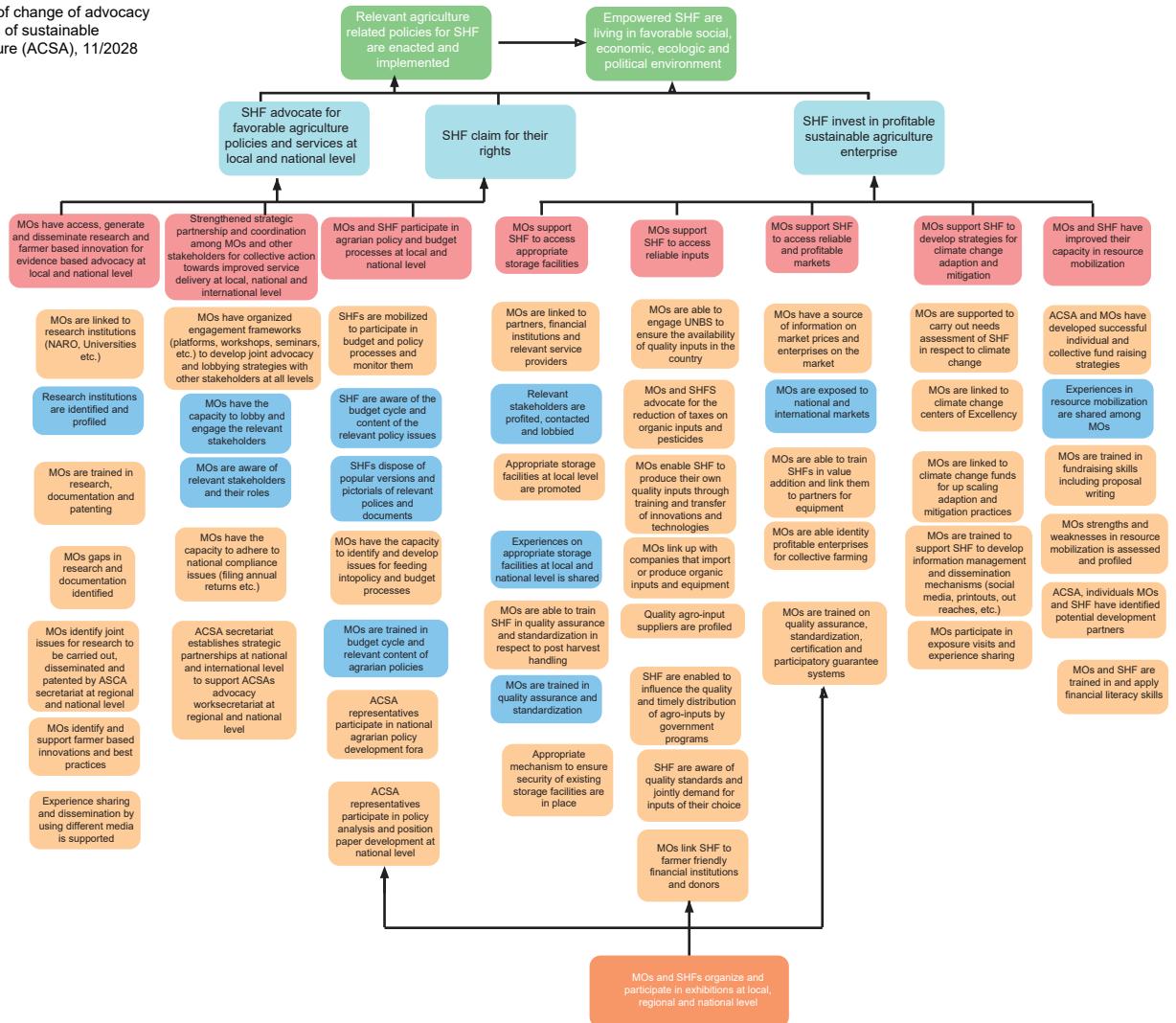
The ACSA Theory of change is based on the following strategies and approaches that are embedded in ACSA Objectives outputs and activities;

The ACSA secretariat and Boards' Capacities are enhanced in relevant areas to effectively implement and supervise activities of the network.

- The ACSA network has developed and implemented clear strategies for external outreach and visibility.
- ACSA secretariate and member organizations are sustaining their activities and organizations though successful fundraising and resource mobilization.
- ACSA's advocacy work is growing and successful at different levels.
- ACSA Member organization's (MOs) together with SHFs and their respective local governments are undertaking effective advocacy for SHFs friendly agrarian policies and budgets at all levels.
- ACSA has developed and implemented approaches to support sustainable/ organic agriculture, consumption habits, marketing and resilience to climate change are interlinked.

GRAPHICAL PRESENTATION OF THEORY OF CHANGE

Theory of change of advocacy coalition of sustainable Agriculture (ACSA), 11/2028



7.8 ANNEX EIGHT: A SNAPSHOT INTO THE ACHIEVEMENTS, SHORTCOMINGS AND STRATEGIC CONCLUSION OF ACSA'S STRATEGIC PLAN 2019 -2023

Strategic Objective	Milestones (Achievements and Shortcomings)	Strategic Conclusions
<p>ACSA member organizations (MO) and smallholder farmers influence the agrarian policy and budget processes at local and national level.</p>	<p>Achievements:</p> <ul style="list-style-type: none"> Completed the capacity building and mentorship of MOs in advocacy, which led to the development of ACSA Seed Advocacy strategy 2022-2025 So far 9 out of 29 Member Organizations have taken up seed systems implementation namely: UYDNET, MDMFO, Caritas Mbarara, Caritas Developed ACSA Seed Advocacy Strategy (2022–2025). Launched and disseminated ACSA Advocacy for Change Manual (2022). Increased involvement, participation and support for Agrarian Policy and strategy processes at National level for: National Agriculture Extension, National Agroecology, Vanilla and Horticulture strategy development, Genetic Resource for food and agriculture, GMO Bill, Organic bill, Aflatoxins Campaign spearheaded, Successful anti GMO campaign, Program review, High level meetings (Legislators), Fast tracking the Value addition strategy etc. 	<ul style="list-style-type: none"> Enhance collaboration with influential stakeholders for policy influence at national and district levels. Increase resource allocation for continuous advocacy training and lobbying efforts across Uganda. Broaden stakeholder engagement to ensure wider participation in national and district policy processes, including budget allocations

Strategic Objective	Milestones (Achievements and Shortcomings)	Strategic Conclusions
	<p>Act, 2024 and The Diary Industry (Amendments) Act, 2024.</p> <ul style="list-style-type: none"> • Policy Briefs and Position papers development: 9 Policy Briefs and position papers have been developed on various thematic areas: Aflatoxins in Uganda , CSOs budget positions, Food security situation in Uganda, the New Germany foreign policy for Africa, Effect of the world bank decision to halt new public financing to Uganda with respect to the agriculture sector, 2024, EU directive, The Joint Agro-Industrialization Program Annual Review (JAPAR) in Response to • Conducted budget analysis training for MOS and engaged all MOS in district-specific budget advocacy • Policy Popular Versions: 6 Policy Popular versions were developed: The Animal Feeds Act 2023, The Contract Farming Bill 2024, The Competition Act, 2023, The Veterinary Practitioners' Act, 2023, The National Coffee (Amendments) the MPS FY 2023/24, May 2023, A brief on FY 2023/24 Uganda's Tax Bills and their Potential implication to Stallholder Farmers, June 2023. • A draft advocacy strategy for food security in plantation growing areas has been developed • A pool of 25 ACSA trainers and mentors in advocacy is in place • Visibility of ACSA: Increased visibility and recognition of ACSA at different levels: ACSA Sits on various technical working groups including the National extension strategy Development, National Agroecology Strategy Develop 	

Strategic Objective	Milestones (Achievements and Shortcomings)	Strategic Conclusions
	<p>ment (NAS), GRFA policy development, the National Vanilla Multistakeholder Platform, Horticulture Platform, CSBAG Budget advocacy platform</p> <ul style="list-style-type: none"> • Developed budget agriculture specific analysis for 9 Agro-industrialization budget guides for FY 2024/25 for Hoima, Mayuge, Mbarara, Arua, Mukono, Buikwe, Kikuube, Fortportal, and Wakiso District Local Governments • Increased engagements with district local governments and have initiated MOUs with three local Governments (Mayuge, Mpigi district and Wakiso). • Increased engagements with MAAIF as follows: Closer relationship and collaboration with MAAIF and the MOU is in pipeline, Requested by MAAIF to nominate a Representative of innovators on NAS, Engaged MAAIF on SEED, GRFA, NAS, Certification and Innovation Platform, student research exchange • Increased access to organic fertilizers and pesticides: Linked innovators to MAAIF department of certification and of the four innovators that have Initiated the process of certification, Wonders Foliar Fertilizer (Gardener's egg) and Blackoff fertilizers have been certified by the ministry. <p>Shortcomings:</p> <ul style="list-style-type: none"> • Limited impact on national budget allocations due to insufficient lobbying power. • Incomplete advocacy strategies in some districts due to resource constraints. • Limited funding for advanced training on emerging challenges in advocacy and governance. 	

Strategic Objective	Milestones (Achievements and Shortcomings)	Strategic Conclusions
<p>ACSA member organisations (MO) have improved their capacity to access, generate and disseminate research and farmer-based innovation for evidence-based advocacy at local and national level</p>	<p>Achievements</p> <p>Studies and Publications:</p> <ul style="list-style-type: none"> • Profile of Actors in Uganda's Pluralistic Seed Sector a Core Element for Resilient Seed Systems; • Assessment on the Status of Uganda's Seed Subsector since the Launch of the Uganda National Seed Policy (2018); • Understanding the Knowledge Gap in Relation to Uganda's Land Sub-Sector with Respect to Planning Implementation and Law Enforcement.; • Documentation and Publicizing of Stumbling Blocks and Enablers in Implementation of Organic Agriculture Value Chains in Uganda, • Seed characterisation exercise among ACSA Member organizations countrywide who are into seed conservation business. • Advocacy for change training manual • IMO guide • A profile for agroecology related research under UMU/ACALISE since inception <p>Stakeholders Knowledge Platforms: a CSO, Farmers and Student platform was established and so 2 platforms have been held successfully at UMU bringing together various stakeholders of the agriculture value chain</p> <p>MOs Thematic platforms: Established 2 platforms for innovators and Seed activities to enhance experience sharing among ACSA MOs and PGRC</p>	<ul style="list-style-type: none"> • Establish partnerships with local and international donors to fund continuous research and documentation. • Strengthen MOs' research skills to better integrate findings into policy advocacy. • Prioritize resource allocation for consistent data communication and utilization across ACSA programs.

Strategic Objective	Milestones (Achievements and Shortcomings)	Strategic Conclusions
	<p>Student's research and peer to peer learning visits: Organized 3 at AFIRD, KULIKA, UYDNET focusing on strengthening food systems, urban agriculture and best practices of agro-ecology</p> <p>Annual National Organic Research and Innovation symposium: Conducted 3 successful 6th , 7th and 8th events where new Innovations were launched as follows: Wonder (gardener's Gold) New Tephrocide Acaricide, Black Solder Fly Larvae (BSFL,) Coffee Ground Fertilizer, KF 99, and Milk weed biologicals. Acquired the Patent Rights for BSFL from URSB</p> <p>Patent Rights: Achieved patent gazettement for Black Soldier Fly Larvae.</p> <ul style="list-style-type: none"> • 250 farmers' best practices and success stories documented • Extensive media (Radio, TV and newspaper) engagement over 225 on various themes including Budget, organic and agroecology, value chains, value addition, seed and government supported programs for smallholder farmers. <p>Shortcomings:</p> <ul style="list-style-type: none"> • Limited research funding for broad dissemination. • Difficulty in maintaining continuous innovation 	

Strategic Objective	Milestones (Achievements and Shortcomings)	Strategic Conclusions
<p>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</p>	<p>Achievements</p> <ul style="list-style-type: none"> ACSA CSOs collaborating: To support research in value chain and cost benefit analysis of indigenous chicken, lung fish, bee keeping to promote their conservation, multiplication and consumption, while also supporting the development of a Sustainable Frame Work Report for Production and Marketing of Agroecological Agrifood Products. ACSA embassy cooperation: Acquired value addition equipment from TIKA-including; Hatcheries, Juice Packing Machine, Maize Threshers, Solar Dryers and distributed to (BICODA, MDMFO, SODI, HEAR INTERNATIONAL, P&V,) MOs. ACSA Church development actors Collaboration: Partnered with CIDSE and organized a 1week workshop for church and non-church actors in East-Africa to support advocacy for women's land rights. Partnership with AGIAMONDO on North to South technical cooperation ACSA and other National and international partners' cooperation: Other partnerships being pursued are with, CBI, Rwenzori Rare Earth mineral company and Global landscape forum, Agroecology Coalition Shortcomings: During this period the engagements have not resulted into long term partnerships but one-off activities, hence no continuity of engagements. 	<ul style="list-style-type: none"> Collaborations facilitate resource and capacity sharing, increase access to inputs and services by MOs, visibility as well as joint activity implementation for collectiveness of voice and for better impact.

Strategic Objective	Milestones (Achievements and Shortcomings)	Strategic Conclusions
Institutional capacity development	<p>Achievements</p> <ul style="list-style-type: none"> Quarterly Board and Board committee meetings 6 Organizational policies were developed as follows: ACSA Beneficiaries Protection Policy, 2024; ACSA Environmental Policy, 2024; ACSA Procurement Policy 2024; ACSA Fraud & Corruption Policy 2024; ACSA Communication Strategy 2024; and ACSA Transport Policy 2024 Policy documents under review as follows: ACSA Strategic Plan; ACSA Financial Manual; ACSA Board Manual; ACSA Board and staff Code of Conduct ACSA NGO Operational Permit was renewed for the next 5 years ACSA and MOs' institutions strengthened in compliances, governance, M&E, resource mobilization, IT, and advocacy and emerging trends. <p>Shortcomings:</p> <ul style="list-style-type: none"> Limited funding for advanced training on emerging challenges in advocacy and governance Limited continuity in income-generating initiatives due to funding constraints. Insufficient follow-up mechanisms for sustained MOs' engagement post-training. 	<ul style="list-style-type: none"> Continuously look out for policies that strengthen the network Develop a sustainable training fund to support ongoing staff and MOs' capacities on emerging trends, such as AI, digital advocacy and sustainable agriculture Establish a robust follow-up mechanism to ensure MOs' capacity growth and sustained participation in advocacy. Develop income generating enterprises (Social enterprises to enhance ACSA and MOs' financial independence and resilience. Continue organizing regular review sessions to update MOs' skills and align them with ACSA's strategic priorities.

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