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# FOREWORD

A farmers’ organization serves a specific purpose and is an artificial social unit. It is planned, deliberately structured, constantly and deliberately reviews its performances and restructures itself accordingly.

Engaging in farming as a business calls for regular and timely adjustments both at organization and farmer level to cope with the ever changing socio-economic, physical and environmental phenomenon if the enterprises in agriculture have to move and keep pace with the dynamics therein. Eg. Market competition, managing production plus marketing dynamics, climatic change etc.

New socio-economic developments do come along with new challenges and opportunities. The need for strategic planning to respond to such challenges and tap into the opportunities cannot be over emphasized.

Cognizant of the above scenarios, TRI-Africa has always deliberately formulated a strategic plan which is 5 years duration and is constantly reviewed/revised. It is against the above background that this time round, we do present this strategic plan- Revised 2016-20120 to act as guidance for our institutional and programme work.

TRI-Africa as an organization has a vision and mission as well as values for which it stands. Realizing these important elements of the organization cannot be possible unless a plan of action is formulated and a plan of action must be guided by clearly laid down strategies.

Strategic planning calls for active and conscious participation of all stakeholders at all times and levels. People’s participation is not automatic; it requires deliberate actions of sensitization, mobilization, training, follow up/monitoring and evaluation. All these and others must be laid down in the strategies.

All these and others must be laid down in the strategic plan in order for the organization to realize outputs and eventually outcomes.

As the saying goes, “any development programme, if not engendered in endangered”. As such TRI-Africa s programmes shall always be carefully thought out particularly by mainstreaming the cross cutting development issues of Gender, HIV/AIDS and Environment.

Farmers, sometimes (if not always), do operate in a rather volatile environment characterized by the challenges of the afore mentioned cross cutting issues, as well as other physical/natural, socio-economic dynamics eg. The recent oil discovery, climatic change, competing forces of supply and demand for inputs and market for outputs + the establishment of 10 million hectare irrigation maize project in Kenya etc. in such circumstances successful gains to farmers can only be meaningfully achieved if they have a guiding frame work within which they operate; **a strategic plan**.

At this juncture, I take the humble pleasure of thanking all those stakeholders who have steered TRI-Africa to the present level since it was formed, the hurdles and other challenges notwithstanding. Indeed TRI-Africa has grown into the current credible farmers’ Association that it is today due to their invaluable contribution to the organization over the years. TRI-Africa shall forever remain indebted to them.

Signed by,

**Thomas**

**Executive Director**

#

# ABBREVIATIONS /ACRONYMS

|  |  |
| --- | --- |
| AGM | Annual General Meeting |
| AIDS | Acquired Immune Deficiency Syndrome |
| BM | Business Manager |
| BOP | Best Operating Practices |
| CODNET | Community Driven Network. |
| CBO | Community Based Organization |
| OEB | Organization Executive Board |
| ED | Executive Director |
| DFA | District Farmers’ Association |
| EAC | East African Community |
| ERI | Enhancing Rural Innovations |
| FPR | Farmer Participatory Research |
| GAL | Gender Action Learning |
| GDP | Gross Domestic Product |
| GNP | Gross National Product |
| GO/GFP | Gender Officer/Gender Focal Person |
| HIV | Human Immuno Virus |
| L&A | Lobby and Advocacy |
| LED | Local Economic Development |
| LG | Local Government |
| M&E | Monitoring and Evaluation |
| MAFFACO | Masindi Fruit Farmers’ Company |
| MAIF | Ministry of Agriculture Animal Industry and Fisheries |
| MFI | Micro Finance Institution |
| MOU | Memorandum of understanding |
| NAADS | National Agricultural Advisory Services |
| NARO | National Agricultural Research Organisation |
| NGO | Non Government Organization |
| NRM  | Natural Resources Management |
| OPW | Operation wealth creation |
| PAED | Participatory Agro-Enterprise Development |
| FGEC | Farmer group Executive Committee |
| PHH | Post Harvest Handling |
| PO | Programmes Officer |
| PPP | Public Private Partnership |
| PUFCO | Pakanyi United Farmers’ Cooperative |
| PWDs | People with Disabilities |
| PWLA | People Living with Aids |
| SACCOs | Savings and Credit Cooperative Society |
| SWOT | Strengths Weakness, Opportunities, Threats |
| UIA | Uganda Investment Authority |
| UNBS | Uganda National Bureau of Standards |
| UNFFE | Uganda National Farmers’ Federation |
| VSLA | Village savings and loan association. |

# BACKGROUND AND INTRODUCTION

TRI-Africa started in 2021 with only 5 members (founder)but has since grown to now over 1000 registered members spread throughout the greater Masindi i.e. (Masindi, Kiryandongo and Buliisa districts).

TRI-AFRICA is a farmer owned community based organization. At its inception and registration in 2021, it had membership in the current greater Masindi which by then comprised of the districts of Masindi, Buliisa and Kiryandongo.

It is an active member of the Community Driven Network (CODNET) in Masindi.

TRI-AFRICA was formed with the overall objective of uniting farmers and agricultural related organizational stake holders for the improved agriculture production. The objective was in respect of the then prevailing issues such as lack of leadership, unity, organized markets for both farm inputs and outputs technical guidance in farming.

Individual farmers are organized in farmer groups at Village level. Each village is headed by a Village executive committee (VEC).

The farmers have also formed thedevelopmentorganizationsievillagesavingsandloanAssociations(VSLA's),functional commodity groups (eg women groups, youth groups, and other organization development). They also form affiliate groups are registered with TRI-AFRICA as a way of enabling them to access the services and resources which TRI-AFRICA provides.

TRI-AFRICA is headed by the District Executive Director (DED),who is Employed basing on merit to the standard of the professionality and experience regardless of his Religious,Age, Tribal/Ethnicity, Gender and physical fitness.

In April, TRI-Africa in partnership with aXiom Zorn uganda conducted an assessment of the farmers status in Masindi. The findings described the farmers as being subsistence oriented, technically poor,income and food insecure, market illiterate, lacking capital and unorganized. This assessment helped to give strategic direction in efforts to address the identified challenges in providing technical knowledge and skills in farming/agriculture. At the time, access to remunerative markets and food insecurity were observed as a key strategic challenge for the members.

As a community based organization, TRI-Africa voluntarily operates its activities through projects and programmes with internal support from membership fees and other self generating activities like an owned tractor as well as development partners. For instance, the profiling programme by aXiom Zorn uganda.We have also been actively good participants in extension and documentary setup for the Uganda Coffee Development Authority (UCDA) Throughout the district.By the help of TRI-AFRICA owned tractor we have managed to help extended Agricultural mechanisation at a reduced fee to out farmers for better and increased Agriculture production.In the need to equip our farmers, our field staffs are encouraged to opt the Enabling Rural Innovation(ERI) which helps to bring all relevant stakeholders on board including market chain actors and facilitates open information sharing, building trust and confidence, and fostering business links for almost all the value chains across the region.

It builds farmers’ skills and cohesion among farmers.

It also involves linking farmers to agro-friendly microfinance services and insurance for chosen enterprises.

aXiom Zorn has been one of the key deal in building TRI-Africa capacity for improved technical and extended service delivery – e.g provision of first class hand phones to aid in ICT development in Agricultural development, the district admins have also provided us space for accomodations in order to cub the rent fares since we are just a growing body. Under a signed MOU, aprivate partner has also managed to lend out to us a fully equipped tractor machine to help improve mechanisation to our farmers. Stationary, furniture and digital cameras are some of the owned equipments owned by TRI-Africa.We currently posses no Mortovehicles and mortocycles but always rent out in times of fields and also use privately owned ones by our staff.

To enhance sustained implementation of its activities, TRI-Africa has endeavoured to empower her staff with lobbying and advocacy skills to later on transfer such skills to farmers so they can effectively advocate for their issues and for increased involvement in Local Economic Development (LED).

At the same time, TRI-Africa recognizes the fact that mainstreaming of cross cutting issues is a prerequisite for sustainable development. As such TRI-Africa always mainstreams the following crosscutting issues in all its programmes / activities:

* Gender
* HIV / AIDS
* Natural Resources / Environment.
* Guidence and councling to school going children.
* Pandemic outbreaks
* Business trainings
* Local leadership trainings.
* Awareness on land issues to mention but afew.

TRI-Africa strategics Plan 2021to 2025 its formation and implementation after realizing the need for incorporating the emerging opportunities related to the oil discovery in the Albertine region. The new developments were by then related to TRI-Africa's mandate in view of the enormous increase in the demand for agro-products, particularly food due to the oil exploitation and envisaged oil refinery in the region. This was because there arose many people settling in the area who were involved in the oil Industry and in providing various other services that were required. This development led to the emergence of large scale different grades and types of food products consumer institutions.

Along the way in the implementation of the 2020 – 2025 TRI-Africa Strategic Plan, new development partners and Programmes have come up. Key among them have been:

* The local government
* CODNET
* aXiom Zorn in conjunction with centenary bank.
* Private individuals

TRI-Africa reserves the right to revise it's plan given the fact that it's capacity and position in the Agricultural development and environment concern is dynamic and baseless either positively or negatively but only where call for agency is needed , involvement of all stakeholders in development

# 1. Vision

A united and empowered farming community of greater Masindi.

# 2. Mission

To lobby and advocate for farmers’ rights and interests, promote sustainable and efficient production and linkage to remunerative markets.

# 3. TRI-Africa Strategic challenges

1. Weak farmers’ **voice** with limited capacity to lobby and advocate for their needs and rights.
2. **Inadquate** agricultural advisory and financial services coupled with **weak linkages** to other relevant service providers.
3. **Insuficient** resources**like information, infrastructure and finance for effective service delivery.**
4. **Weak** linkages of farmers to renumerative markets.
5. Gender issues, pandemics,HIV/AIDS & Environmental concerns.
6. Poor post harvest handling knowledge and skills and technologies coupled with weak linkage to remunerative markets.
7. Inadequate value addition knowhow and equipments.
8. Government policies that greatly affect the sector we the implimentors inclusive.

## 4. Strategy

Empower farmers and farmer groups in greater Masindi to take advantage of the expanded food market opportunities in the region to improve on their livelihood for sustainable development

# 5. Strategic objectives

The strategic objectives of the existing strategic plan were reorganised and reformulated. The revised strategic objectives and their key expected result areas are as follows:

1. **To unite and strengthen farmers**

 **and their structures in order to have a common and stronger voice in lobbying and advocating for their needs and rights**

* 1. A united and strengthened farmer membership
	2. Interests and concerns of members are adequately represented and advocated at district and national level
1. **To provide appropriate agricultural advisory and financial linkage**

 **to other relevant service providers, for member farmers / farmer groups and other clients for sustainable production (incl. food security)**

* 1. Farmer groups equipped with knowledge and skills in improved agronomic practices so as to increase farm output
	2. Farmer groups adopt appropriate farming technologies to improve on quality and farm output
	3. Farmer groups capable of accessing appropriate financial services and are able to invest in their farming activities
	4. Farmer groups are capable of accessing quality farm in-puts and other appropriate services
	5. Farmers HHs are equipped with knowledge and skills to produce enough food to eat throughout the year
	6. Farmers HHs have been equipped with skills in quality food preparation and preservation methods
1. **To mobilize and generate resources**

 **required annually for effective and sustainable service delivery (e.g. for the provision of technical advisory services, the business wing, strengthening management and leadership, and networking activities of the organisation)**

* 1. Strategic direction participative reviewed, amended and operationalised, and organisational structure aligned
	2. Empowered, dedicated and knowledgeable leadership for association / subsidiary organisations
	3. Empowered, well-informed and involved membership
	4. Strong, well-motivated and qualified human resources according to needs of association / subsidiary organisations
	5. Effective systems of management, accountability and control maintained
	6. Conducive working environment maintained
	7. Productive external relations, promotion of association and its activities
	8. Increased and diversified resource mobilisation for the association / subsidiary organisations
	9. Professional, profitable business wing established
	10. Programme financial resources properly managed and accounted for
1. **Provide and link farmers to remunerative markets**

 **and support them to meet the demanded quality, quantity and supply time schedules consistently**

* 1. Farmer groups equipped with knowledge and skill to identify and access remunerative markets
	2. Farmer groups capacity built to access and utilise market information (farmers are aware of their markets and different dynamics)
	3. Farmer groups equipped with knowledge and skills in PHH and quality standard requirements
	4. Farmer groups have increased their production volumes and can consistently supply the identified markets throughout the year

**5) Integrate cross-cutting issues.(Gender,HIV/AIDS,andNaturalResourcesManagement(NRM))intoallTRI-Africa'sactivities**

Genderresponsivefarmermembers

HIV/AIDSenlightenedmembers

 TRI-Africamemberspracticingsustainableagriculturalpractices

1. **Weather information and season predictions.**

 Through radio talk shows we have managed to seasonally equip farmers with weather information.

 Information about season changes ie false rains, prolonged droughts etc.

1. **Introduction to climate smart Agriculture in consideration to all value chain**

 **Example of value chains promoted**

Maize

Soyabean

Rice

Beans

Sim sim

Coffee

Piggery

Poultry

Agroforestry

# 6. Shared Values

* Transparency & accountability
* Equitability and inclusiveness
* Active participation (ownership, involvement)
* Effectiveness/efficiency
* Responsiveness
* Honesty and Integrity
* Teamwork
* Time consciousness
* Consistent quality consciousness
* Creativeness and innovation

# 7. Mandate

* To unite all farmers of Greater Masindi (different categories, e.g. smallholders, commercial farmers) under one umbrella to lobby and advocacy for their interests and rights
* To provide appropriate agricultural advisory and financial services (trainings, demos, exchange visits, savings- and credit facilities) and consultancy services
* To further strengthen farmer groups to develop into secondary associations (and eventually into cooperatives) for better commercialisation of selected enterprises
* To link farmer members to appropriate service providers (e.g. for micro-finance, inputs and outputs)
* To build the capacity of farmer groups for proper post-harvest handling and quality standards and to provide remunerable markets and market linkages
* To champion cross-cutting issues like Gender, HIV/AIDS, and Natural Resources Management (NRM)

# 8. Core Competences Required in TRI-Africa

* Mobilization of farmers and farmer groups
* Training of farmers
* Agricultural advisory and consultancy services
* Financial services management
* Market identification and linkage
* Market and marketing information (collection and dissemination)
* Agro-enterprise development
* Coordination
* Networking, partnering
* Value addition
* Seed supply chain management
* Resource mobilization
* Implementation of programmes funded by government and other development partners
* Lobbying and advocacy
* Formation of specialized organisations

(Note: There is need for capacity building in L&A, Natural Resources Management and Agri-business)

# 9. Situation Analysis

# SWOT Analysis

**Part 1:** Gauging the general strength of the organisation – using “STRONG” gauge.

|  |  |  |
| --- | --- | --- |
| **ASPECT**  | **STRENGTHS** | **WEAKNESSES**  |
| S – Strategy / Strategic Plan  | * Existence of comprehensive strategic plan.
* Skilled (knowledgeable personnel / staff to operationalise the strategic plan.
* A youthful administrative structure that is knowledgeable and physical able
* Regular reviewsof strategic plan to match with current situations.
* Strategic plan shared / owned by all stake holders.
* A chance for all stakeholders to take part in decision making in implimenting the plan.
 | * Weak implementation of the strategic plan.
* Limited input by some stakeholders during formulation and implementation of strategic plan.
* In adequate resourcess to fully operationalise the strategic plan.ie finance, infrastructure human resource etc
 |
| T – Training for knowledge & skills  | * Qualified skilled personnel.
* Availability of trained staff & members of organisation.
* Training materials ie tillage equipments different agro chemicals etc
 | * No training policy in place.
* A lot of capacity gaps / training needs among staff and members.
* Inadequate resources for regular and timely trainings.
* High rate of staff turn over mainly those trained / qualified.
* Few training equipments
 |
| R – Resources & Resources mobilisation  | * Donor confidence in the organisation.
* Qualified personnel to do fundraising and project proposals for funding.
* Presence of business plan.
 | * Donor dependency syndrome.
* Inadequate financial resources.
* Weak internal controls and records management.
* High operational costs.
* Weak governance structure and system of the business wing.
 |
| O – Organisation  | * Existance of functional structures e.g administrative body
* Team work & Team building among staff, management & members.
* Established & credible organisation with competitive edge.
 | * Weak appraisal system for staff performance.
* Weak public relations desk / office for the organisation.
* Focus is more on activities rather than results.
 |
| N – Networking  | * Youthful Skilled manpower in Advocacy, lobbying, networking, & communication.
* Availability of equipment & Technology to ease networking internet / computers, smartphones.
 | * Some staff not skilled in computer internet applications.
* No central place for cyber operations.
 |
| G – Gender / Gender mainstreaming  | * Existance of Gender policy.
* Gender responsive plans / programs.
* Gender aware staff
 | * Gender imbalance in staffing.
* No Gender focal person.
* No M&E mechanism for gender main streaming.
 |

The second part of the SWOT Analysis (Strengths and Weaknesses) was based on the 7-M method, which looks at managing of:

* Money, Man, Materials, Methods, Messages, Markets, Moments.

The third part of the SWOT Analysis (Opportunities and threats) was based on assessment of the following 6 main environmental factors:

* Political/legal, Macro-economic, Social-cultural, Technological, Environmental,

Industrial.

**PART 2 – Strengths and Weaknesses**

|  |  |  |
| --- | --- | --- |
| **Aspect**  | **Strengths** | **Weaknesses** |
| 1. **MONEY**

**Managing (planning, organizing, coordinating & controlling) the Financial Resources**  | * Financial discipline & controls
* Economic size of projects or ventures
* Appropriate investment in fixed assets
* Capacity for adequate/ timely mobilization of financial resources
* Presence of strategic business plan
* Donor confidence/funding
* Improving membership mobilization and subscription
* Fundraising drive
 | * Limitations in operationalisation of a Strategic plan leading to not having access to leverage/loans)
* TRI-Africa has not yet reached break-even point (point at which no profit or losses are realized
* High operational costs
* Inadequate financial resources
* Inadequate financial planning, costing & cash flows
* Inadequate internal controls and audits
* Inadequate records management system
* Ineffective debt-collection mechanism
* Inadequate financial resource mobilization to run sustainably
* Donor dependency syndrome
 |
| 1. **Manpower Management (planning, organizing, coordinating & controlling) of Human Resources**
 | * Qualified and skilled personnel
* Good labour relations
* An effective system of handling of labour problems
* A functional recruitment policy that favours inclusion of all groups of people.
* Appraisal system developed and functional
* A functional Human Resource Manual
* Team building and motivation events
* A well streamlined farmer leadership structure
* Committed and focused/ visionary and amiable leadership
 | * No indicators/targets for appraising staff performance un-operational
* Limited creativity and innovation amongst staff
* Attitude focused on activities rather than results
* No public relations office
* Weak sectoral committee members
* The selection of committee members of different sectoral committee is not based on skills and competences in that particular field
* The business wing does not have a technical people on the advisory board
* No accountabilities: performance and output
* There insufficient technical team to direct the business wing.
* Lack of board of Directors manual.
* The board lacks those strong personal elements as movers and shakers of issues.
 |
| 1. **MATERIALSManagement (planning, organizing, coordinating & controlling) of materials (inputs)**
 | * Proper inventory management ie office
* Asset policy
* Office, transport and value addition equipments
* Capacity for utilization of its machines /equipment
 | * TRI-Africa doesn’t enjoy low cost of inputs because it is lacking properly documented business plan
* Unavailability/ irregular supply of critical raw materials and/or other inputs due to insufficient data availability and non functional ground root structures
* Limited land for expansion
* Some assets and equipments are redundant/idle
 |
| 1. **METHODS**

**Management (planning, organizing, coordinating & controlling) of methods (operations management)**  | * Best Operating Procedures (BOP) (professionalism)
* Innovation and creativity (use of tailored approach to community outreach) – ERI
* Good production/service processes (avoid obsolete technology)
* Adequate mechanism of maintenance & replacement of its machines (tools/logistics)
* Good quality operation and controls (products/services)
* Low production wastages

Low cost of production  | * Implementation of asset policy
 |
| 1. **MESSAGESManagement (planning, organizing, coordinating & controlling) of information**
 | * Good networks & strategic alliances
* Good public relations; corporate social, & environmental responsibility
* Effective communication (right media)
* Assistance received in setting up a M&E system for all the association’s activities
* Dissemination of tailored messages to the public
 | * No sound Management Information Systems & Business Intelligence
* Little cultural orientation towards business🡪 more business / income focus
* Not properly institutionalized the business strategies – i.e. business plans not in place; key stakeholder not aware of strategic direction
* Not all stakeholders have fully internalized the PM&E system
* Limited information sharing among stakeholders
 |
| 1. **MARKETS**

**Management (planning, organizing, coordinating & controlling) of marketing** | * A variety of the customers/ (many customers/ clients/members)
* Well-positioned itself to serve a particular section of customers/clients
* A variety of well developed and packaged products
* Good customer care/service
* Strategically located to tap local and international markets
* Goodwill that is being utilized to promote her products
* Diverse products for a wide range of markets
 | * No clear/ coordinated marketing strategies for her products
* Inadequate estimation of demand of its products/services
* No good sales team/marketers
* Inadequate specialization in enterprises where the association has a competitive edge
* Lack of flexibility to deal with production fluctuations (e.g. overproduction may result in poor market / bulky stocks; low prices)
* Limited coordination among the members
 |
| 1. **MOMENTSManagement (planning, organizing, coordinating & controlling) of time (i.e. moment management)**
 | * Professional workers/ staff
* No cost overruns resulting from delays in getting licenses and permissions
* Being the only one of its kind in the greater Masindi
* Strategically located in agricultural area
* Well accepted by farmers
* Legally registered
* Readily availability manpower
* New projects
 | * Staff are not adequately committed to deadlines
* Inadequate planning of all its undertakings
* Time wasters (e.g. unnecessary visitors,
* Improper planning for the available manpower
 |

**PART 3 – Opportunities and Threats**

The assessment was based on specific opportunities and threats related to the development of the oil industry in the Albertine Region.

|  |  |  |
| --- | --- | --- |
|  | **Opportunities** | **Threats** |
| **1. Political- legal environmental factors** (e.g. stability of the government, taxation policies, foreign trade regulations/ relations, social welfare, policies, political atmosphere/ security, etc.) | * Support from development partners
* Government support through infrastructure development, health sector, etc.
* Political atmosphere / security enables stable production
* Private sector led economy policy of the government builds farmers' capacity
* Financial support to farmers
* No tax on agric inputs / exports
* Existence of financial links and value chain linkages in production, processing, storage and marketing of value added products and services
* Availability of advanced technology (low production costs)
* Good investment environment to open up more business units
* Good/stable environment to mobilise farmers
 | * Liberalization of economy (East African Community Customs Union); market is very competitive and unstable; products are poor; poor gov't policies as to global trade; stiff competition from countries with competitive advantages; different countries with different implementation strategies
* World financial crisis
* Political instability in the neighbouring countries
 |
| **2. Macro-economic developments and trends**(e.g. inflation & interest rates, exchange rates/ currency fluctuations, GDP/GNP trends, income distribution/money supply, business cycles, unemployment, disposable income, etc) | * Availability of qualified people to hire cheaply (creating job opportunities)
* More members are involve in value addition (more earnings; more employment; more competitive in market)
* Availability of wider scientific technologies (EAC, world … PPP, private sector)
* Donors/partners willing to work with the organization
* Emerging markets as a result of oil discover
* Existing infrastructure to handle farmers marketing problems
* Many smallholders willing to work
* Wider markets base both local, national, regional and international
* Quality control and assurance mechanisms for export market
* Introduction of irrigation systems for increased productivity, staggered production and diversification of crops
* New investments due to oil discovery
* Afforestation to reduce on land degradation
 | * High cost of farming business in the country
* High cost of mechanisation and low price of agro products
* High interest rates
* Inflation, currency exchange rate fluctuations, price fluctuations, declining incomes
* Loss of confidence in CBO's; disgruntled farmers decampaigning the CBO'S
* Duplication of activities by other partners
* Land reclamation and migration schemes may result in soil erosion / loss of soil fertility
* Neighbouring countries have superior agric production standards
* Eviction of people on land due to new investments.
* Kenyans establishment of 10 million hectare irrigated maize farm.
 |
| **3. Social-cultural factors**(e.g. gender roles, education levels (demographics), age-groups (aging vs. youthful societies), religious, ethnical (racial/tribal) & other value issues – diversity vs. uniformity, attitudes to work/leisure, social mobility, fashion, tastes, & preferences etc.) | * Correct gender balance (rate: 50/50); organisation involves males/females equally in programmes
* Bigger professionalization provides bigger labour chances
* Availability of youth population to provide for energetic work force
* New product development which goes with attitude change, consumer rights, protection and habit change
* Cultural social values (voluntarism) helps the organization to minimize its operations
* Population increase to boost the demand for produce
* Availability of products which are preferred by the greatest percentage of population
* Increasing literacy
* Recruit young cadres into its workforce
* Favourable climate can increase on production and productivity
* Introduction of events by the organization e.g. leisure activities (drama tours, etc.) whereby the farmers will relax their minds and learn more
 | * Most people in Uganda prefer leisure to work; time wasting
* Aging of farmers (youth has poor attitude towards agric)
* HIV/AIDS and other diseases
* Gender role imbalance (culture)
* Risk of insecurity/theft of produced products
* Uneducated/unskilled class without jobs
* High female illiteracy rate
* Labour mobility may reduce on production.
* Social evils may increase in the area
* Out breaks of pandemics ie COVID-19.
 |
| **4. Technological trends and developments** (e.g. Gov’t spending on research & dev’t, Gov’t & industrial focus on techn. effort, new technological discoveries/ innovations & dev't rate, speed of technological transfer, rates of obsolescence, etc.) | * New technologies help reduce costs, improve crop productivity and combat new diseases
* More emphasis on value addition
* Research decentralization (use participatory research policy)
* TRI-Africa has very good working relationship with research institutions
* Lobby from Government and NGOs for industrialization
* Emergency of industrial parks
* Introduction of irrigation systems, solar etc.
* Farmers have access to information at grass roots (e.g. use of phones and radios
* Organization as an apex can act as a link between farmer groups and Government
* Organization can be transformed and strengthened to replace the current Operation wealth creation (OPW) roles
* Availability of lower sub-committees (FGEC and group) to be in direct touch with the farmers
* Public private partnership (act that will soon allow NARO to end non-partisan
 | * Some new technologies are expensive and out of reach to smallholders
* Technological trend requires immediate scaling up of processing (or else outcompeted)
* Farmers adoption rate of new technologies and info is low due to inadequate knowledge leading to resistance
* Research policy changing without involving the implementers and its poor enforcement
* Increased cases of fake inputs
* Land fragmentation may hinder new technology application
 |
| **5. Environmental Developments & trends** (e.g. global warming, physical/natural environmental protection laws & “pressure” groups/ advocacy/movements, waste disposal/ management, energy consumption rates, global concerns & movements on environment, etc.) | * Organisations involved in tree planting
* Partners willing to promote biogas e.g. Kitara Heritage Dev’t Agency
* Increased demand of organically produced products.
* International community cooperation in funding initiatives for climate change concerns
* New programs like rural electrification
* Adoption of wind and solar system for affordable energy
* Some farm bi-products / waste can be turned into animal fodder
* Land reclamation on swamps, rivers, lakes putting into consideration environment requirements
* Construction of valley dam schemes
* Adoption high yielding varieties that mature quickly and resist diseases
* Land use act, wetland protection act
* Booming tree business help soil conservation
* Funding possibilities through corporate social responsibilities
 | * Deforestation leading to climatic changes affecting production / productivity
* Gov't may not finance global warming concerns; pressure groups may be suppressed
* Rural electrification is not forthcoming; cost of power is increasing
* General poor understanding of and responsibility for environmental issues (short-term thinking), e.g. poisoning water bodies due to poor chemical application/ industrialization
* Occurrence of new diseases / pests
* Legislation and enforcement of environmental protection laws are weak and not effective
* Insufficient funds to tame environmental changes
* Land shortage and fragmentation
* Farmers/members abandoning farming enterprises
* Oil production in the region will lead to environmental pollution
 |
| **6. Industrial competitive environment** (e.g. rivalry among competing firms; potential entry of new competitors; potential development of substitute products; bargaining power of suppliers; & bargaining power of consumers, etc.) | * Wide market outreach (big quantities; diversified product; branded products; more market connections/contracts; external markets)
* Free market pricing system (segregative / monopolistic); world market prices (standard prices); stable prices
* Open mobilisation of increased number of smallholders who are ready to produce
* Strategic location which attracts many opportunities in the area
* Good collaboration with existing development partners
* Availability of qualified and experienced staff in the labour market
* High bargaining and negotiating power by the organization (use competitive advantage)
* MFIs ready to give loans
* Liberal economy
* East African common market
 | * High competition (from profit making organisations; from other farmer groups; from middlemen, from big companies directly contracting farmers; from outside because of open borders (EA Common Market)
* Cheap subsidized commodities (synthetic or artificial products) may kill small household farmers’ initiatives
* Investors (foreign and local) likely to exploit farmers
* The high demands of quality, quantity and consistency of produce
 |

# STAKEHOLDERS ANALYSIS

| **Key Stakeholders:** | **What is expected from them** | **What they expect:** |
| --- | --- | --- |
| **Owners:** |  |  |
| * Farmers (registered members) of Greater Masindi District
 | To elect leaders and set strategic direction, to subscribe, be actively involved in Madfa’s programs, information sharing | Quality services and development (Appropriate/ timely extension services; linkage to markets, other farmers, and service providers; value addition, L&A, information dissemination), transparency and accountability, cooperation, inclusion |
| **Beneficiaries:** |  |  |
| * Farmers of Greater Masindi District of different categories and status (both members and non-members)
 | Members: adoption of new technologies and as aboveNon-members: To consume services; collaboration/networking; potentially become members | As above |
| **Supply chain members:** |  |  |
| * Farmers & farmer groups
 | Ownership and commitment, production, involvement, demand for services, information sharing, united | Appropriate services, information sharing, linkage to service providers, quality agro-inputs at affordable prices, market linkage, value addition,  |
| * Subsidiary organizations (e.g. Seed Co., Agro-business, Madfa Sacco)
 | Provision of resources for the organization. appropriate quality services/ products at affordable prices/ conditions for the members; fulfil the organizationvision | Provide strategic direction, coordination, harmonisation, technical services, organised target group, linkages, collaboration, good working environment, recognition |
| * Other MFIs (Sacco’s, banks)
 | Provide agro-friendly financial services to farmers (loans; trainings); harmonization with organizational programs | Provide organised clientele; information sharing, recognition, honest,  |
| * TRI-Africa staff
 | Implementation TRI-Africa activities, create and uphold a good image for TRI-Africa commitment, discipline, cooperation, innovation | Fair and timely remuneration, recognition, clear direction, a favourable working environment, capacity building |
| * Buyers of Tri-Africa services/products and of members’ produce
 | To consume services; pay remunerative prices, collaboration/ networking, commitment, honest, information sharing | Quality/ quantity and timely services/products at competitive prices, feedback, organised production and marketing from members, good relations |
| * Input suppliers/dealers, e.g. Agro-input dealers
 | Provision of high quality products at wholesale price, networking, collaboration, information sharing, appropriate/ friendly packaging | To procure inputs in bulk, feed back, prompt payment, linkages |
| * Development Partners (e.g CODNET, aXiom, local government etc )
 | Provide funds, technical assistance, collaboration and linkages, uphold the organization vision mission and values,  | Good implementation according to agreed work plan and budget; team work; timely reporting and accountability/ transparency, recognition |
| * Agro-facilitators (transporters, processors, e.g. our tractor partner.)
 | Quality services at fair charges; commitment (agreements), honesty, information sharing, collaboration  | Good returns; timely payment; commitment, honesty, information sharing, collaboration |
| * Other stakeholders (Build Africa, Action Aid, Child Fund, Taso,USIA UNBS etc.);
 | Collaboration, harmonised plans, cooperation, networking and linkages, L&A, information sharing | Information sharing, networking, supplemental service provision, recognition |
| * Local Government (Operation wealth creation (OPW), Production Sector)
 | Complement programs for effective LED; favourable working environment and policies, information, collaboration, capacity building, linkage, | Supplement appropriate service delivery to farmers; information sharing (reports); involvement in planning (bringing in farmers' needs), accountable |
| * Research institutions (e.g. Bulindi, Namulonge, etc.)
 | Advice on, generation of and share appropriate technologies and information | Collaboration, information sharing, apply/ promote the new technologies, recognition |
| **Regulators:** |  |  |
| * Government (local/central; MAAIF; Min. of Trade & Tourism; Gov’t experts)
 | Favourable public goods (e.g. roads, electricity, security, health services, policies), recognition, information, collaboration | Good citizenship; contribute to Development, recognition |
| * Financial controllers (auditory management)
 | transparency; audited books of accounts and proper financial reports, capacity building | Transparency/ accountability, cooperation |
| **Interest groups:** |  |  |
| * Vulnerable groups, e.g. youth, women, PWD, elderly and children.
* Environmentalists
 | Full involvement and integrated participation in TRI-Africa's programmes; understanding, collaboration | To respect their interests, integrate their concerns, inclusion (e.g. through appropriate technologies and preferential treatment), L&A for their rights/ needs |
| **Community:** |  |  |
| * Public (consumers; sympathisers; potential target group; disgruntled ex-members)
 | Harmonious relationship;Source for markets / membership, information sharing, positive attitude towards the TRI-Africa | Corporate social responsibility;Information / sensitization (through demos, FFS, media); improved service delivery; TRI-Africa to be exemplary/ethical; creation of employment |

# MARKET ANALYSIS

The market analysis is here made after scanning through the various key players / stakeholders in the relevant aspects of Agriculture and related fields. The key players involve; Producers, Traders, Processors, and Consumers. The different agro enterprises, location, quantities per season plus the trend have all been analysed as shown below:

1. **Producers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Commodity/****Commodities** | **Location** | **Quantities****(per season)** | **Trend** |
| 1. Gukwatamanzi farmers cooperative
 | Maize and beans | Labongo parish |  | Fairly increasing |
| 1. MAFFACO
 | Mangoes | Albertine area |  | Increasing  |
| 1. TRI-Africa farmers
 | Maize, soya beans, rice, fruits, milk, beef, cassava, beans, sunflower, simsim | Greater Masindi |  | Increasing  |
| 1. Asiili farms
 | Maize and soyabean | Kiryandongo |  | Highly increasing |
| 1. Uganda Prisons
 | Maize | Bwijanga |  | Constant  |
| 1. Mukwano
 | Sunflower, soya bean, livestock | Masindi, Kiryandongo |  | Increasing  |
| 1. Kinyara
 | Sugarcane  | Masindi |  | Increasing  |
| 1. Kijunjubwa Coop Society
 | Dairy | Masindi |  | Increasing  |
| 1. Ogwente Farm
 | Dairy | Masindi |  |  |
| 1. Kimina Beekeepers
 | Honey | Masindi |  | Increasing |
| 1. Biiso United BeeKeepers

(BUBA) | Honey | Buliisa |  | Increasing |
| 1. Bunyoro avocado growers cooperative
 | Hass ovacado | Masindi, kiryandongo and Hoima |  | Increasing |
| 1. BOMIDO
 | Vegetables, mushrooms | Masindi |  | Increasing |
| 1. KSGL
 | Sugarcane | Masindi |  | Increasing  |
| 1. Bunyoro Growers Coop Ltd
 | Livestock | Masindi |  | Decreasing |
| 1. Alliance, continental tobacco
 | Tobacco |  |  |  |

1. **Traders**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Commodity/****Commodities** | **Location** | **Market share** | **Trend** |
| 1. Aguda traders
 | Maize, beans | Masindi kyatiri |  | Increasing  |
| 1. Agro-vet farmers
 | Maize soyabean | Masindi |  | Increasing  |
| 1. Agro-business
 | Maize, soya beans, rice, beans, groundnuts, tree nursery seedlings,  | Masindi |  | Constant/ limping |
| 1. Nasecco Seed, Masindi seed,syova seed Co.
 | Maize, soya beans, rice, beans, groundnuts, chemicals, fertilizers | Masindi |  | Increasing |
| 1. Kijunjubwa Cooperative
 | Milk | Masindi |  | Increasing |
| Bagada distillery | Mangos, pineapples, | Masindi |  | Increasing  |
| 1. Malaika Honey
 | Honey | Biiso |  | Increasing |
| 1. Tree nurseries
 | Tree seedlings | Masindi, Buliisa, Kiryandongo |  | Increasing |

1. **Processors**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Commodity/****Commodities** | **Location** | **Market share** | **Trend** |
| 1. Agrovet
 | Maize | Masindi |  | Increasing  |
| 1. Arise and shine millers
 | Maize | Masindi |  | Increasing  |
| 1. Songora maize millers
 | Maize | Masindi |  | Increasing |
| 1. Kyahurwa
 | Maize | Masindi |  | Increasing  |
| 1. Other small millers
 | Maize, cassava,  | Masindi |  | Increasing  |
| 1. Kiryandongo sugar works ltd
 | Sugar | Kiryandongo |  | Increasing |
| 1. Kinyara Sugar Works Ltd
 | Sugar and organic fertilizer | Masindi |  | Increasing |
| 1. Maganjo Grain Millers
 | Maize, soya bean | Kampala |  | Increasing  |
| 1. East Africa Basic Foods
 | Maize, soya bean | Kampala |  | increasing |
| 1. Mt. Meru Millers
 | Sunflower, soya bean | Lira |  | Increasing  |
| 1. Mukwano
 | Soya, sunflower and maize | Lira, Kiryandongo |  | Increasing  |
| 1. Nyati Millers
 | rice | Hoima |  | Increasing  |
| 1. Asiili farms
 | Maize  | Masindi  |  | Increasing  |

1. **Potential large scale consumers / consumer organisations**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Commodity/****Commodities** | **Location** | **Quantities** | **Trend** |
| 1. Schools and other institutions
 | Maize, beans, rice, beef cassava | Masindi/ Uganda |  | Increasing |
| 1. Hotels/ restaurants
 | Rice, beans, milk, beef, bananas, cassava etc | Masindi |  | Increasing  |
| 1. Tullow, TOTAL, and CNOOC camps
 | All foodstuffs | Albertine |  | Very increasing |
| 1. Kinyara Sugar Woks Ltd
 | All foodstuffs | Masindi |  | Increasing  |
| 1. Army barracks
 | All foodstuffs | Masindi |  | Increasing  |
| 1. Police training school, Kabalye
 | All foodstuffs | Masindi |  | Increasing  |
| 1. Public
 | All foodstuffs | Greater Masindi |  | Increasing |

# 10. STRATEGY

TRI-Africa's strategy for the period 2020-2025 is premised on the foregoing situation analysis. The strategy is designed to help TRI-Africa remain focused on the objectives which are in response to their strategic challenges, as well as the key result areas and corresponding activities to enable achievement of the objectives.

**Empower farmers and farmer groups in greater Masindi to take advantage of the expanded food market opportunities in the region to improve on their livelihood for sustainable development**

# 11. STRATEGIC OBJECTIVES AND EXPECTED RESULTS

**Objectives**

1. **To unite and strengthen farmers and their structures in order to have a common and stronger voice in lobbying and advocating for their needs and rights**

**Expected Results:**

* 1. A united and strengthened farmer membership
	2. Interests and concerns of members are adequately represented and advocated for at district and national level.
	3. Farmer group involvement into producer and marketing cooperatives.
1. **To provide appropriate agricultural advisory services and linkage to financial services and other relevant service providers, for member farmers / farmer groups and other clients for sustainable production (incl. food security)**

**Expected Results:**

* 1. Farmer groups equipped with knowledge and skills in improved agronomic practices so as to increase farm output
	2. Farmer groups that have adopted appropriate farming technologies to improve on quality and farm output
	3. Farmer groups accessing appropriate financial services and are able to invest in their farming activities
	4. Farmer groups accessing quality farm in-puts and other appropriate services
	5. Farmers HHs equipped with knowledge and skills to produce enough food to eat throughout the year
	6. Farmers HHs equipped with skills in quality food preparation and preservation methods
1. **To mobilize and generate resources required annually for effective and sustainable service delivery (e.g. for the provision of technical advisory services, the business wing, strengthening management and leadership, and networking activities of the organisation)**

**Expected Results:**

* 1. Strategic direction participatively reviewed, amended and operationalised, and organisational structure aligned
	2. Empowered, dedicated and knowledgeable leadership for association / subsidiary organisations
	3. Empowered, well-informed and involved membership
	4. Strong, well-motivated and qualified human resources according to needs of association / subsidiary organisations
	5. Effective systems of management, accountability and control maintained
	6. Conducive working environment maintained
	7. Productive external relations, promotion of association and its activities
	8. Increased and diversified resource mobilisation for the association / subsidiary organisations
	9. Professional, profitable business wing established
	10. Local Economic Development enhanced (LED)
	11. Programme financial resources properly managed and accounted for
1. **Provide and link farmers to remunerative markets and support them to meet the demanded quality, quantity and supply time schedules consistently**

**Expected Results:**

* 1. Farmer groups equipped with knowledge and skills to identify and access remunerative markets
	2. Farmer groups capacity built to access and utilise market information (farmers are aware of their markets and different dynamics)
	3. Farmer groups equipped with knowledge and skills in PHH and quality standard requirements
	4. Farmer groups have increased their production volumes and can consistently supply the identified markets throughout the year
1. **Integrate cross-cutting issues [Gender, HIV/AIDS, and Natural Resources Management (NRM)] into all TRI-Africa's activities**

**Expected Results:**

* 1. Gender responsive farmer members
	2. HIV/AIDS enlightened members
	3. TRI-Africa members practicing sustainable agricultural practices

# 12. Logframe

**Strategic Objective 1: To unite and strengthen farmers and their structures in order to have a common and stronger voice in lobbying and advocating for their needs and rights**

| **EXPECTED RESULTS (outcome level) /****ACTIVITIES** | **OUTPUT /****INDICATORS** | **MEANS OF VERIFICATION** | **ANNUAL TARGET** | **RESP. ACTOR** | **ASSUMPTIONS/REMARKS** |
| --- | --- | --- | --- | --- | --- |
| **2022** | **2023** | **2024** | **2025** | **2026** |
| * 1. **A united and strengthened farmer membership**
* Group mentorship
* Training and capacity building
* Internal savings, networks & linkages
* Membership recruitment
 |  |  |  |  |  |  |  |  |  |
| * + 1. Mobilize and sensitize communities to join TRI-Africa
 | **#** of update members | Membership registerReportsAttendance lists | 2,000 | 5,000 | 10,000 | 15,000 | 20,000 | OD/IS Officer | Funds availability for both sensitisations and mass media and to pay for IT annual license This could be carried out along with other activities. |
| * + 1. Facilitate farmer groups in VSLA methodology
 | **#** of groups trained # of sessions organised  | Attendance lists List of VSLA group Reports of individual VSLA performance  | 500 | 600 | 700 | 800 | 1,000 |  | Groups are in place Target trainees respond  |
| * + 1. Facilitate networks & linkages for FGs
 | # of partners identified  | Lists / Names of partners  | 5 | 5 | 5 | 3 | 3 | Marketing specialist  | Identified partners positively respond  |
| * + 1. Facilitate the farmer groups to carryout needs assessment using participatory diagnosis
 | # of groups facilitated | Attendance listsReports | 100 | 200 | 500 | 10,00 | 1,500 | PO | Farmers are able to come up with their needs.Funds available |
| * + 1. Strengthen/ train the farmer groups in group dynamics, leadership, constitution making, communication and conflict resolution
 | # of groups trained/ strengthened | Attendance listsReportsList of active groups with constitution, meet regularly, democratic leadership, active enterprise | 600 | 700 | 800 | 850 | 1,000 | PO | Availability of funds |
| * + 1. Mobilize and strengthen TRI-Africa Farmer groups into forming SFGAs
 | # of SFGAs formed | Attendance listsReportsList of SFGAs | 50 | 75 | 100 | 150 | 200 | PO | Funds availableFarmer groups ready to come together |
| * + 1. Facilitate FGAs to evolve into cooperatives
 | # of registered cooperatives  | List of active cooperatives  | 3 | 3 | 3 | 3 | 3 | PO | SFGAs respond to the need  |
| * 1. **Interests and concerns of members are adequately represented and advocated for at all levels**

**Strategies:*** Training & capacity building
* Institute a lobby & advocacy policy
* Review organisation structures
 | **# of interests and concerns of members represented and advocated for at all levels** |  |  |  |  |  |  |  |  |
| * + 1. Develop and review organizational lobby and advocacy policy
 | Policy document developed and reviewed# policy review meetings conducted | Policy documentMinutesReports | 1 | 1 | 1 | 1 | **1** | OD/IS Officer |  |
| * + 1. Conduct a situation analysis to identify lobby and advocacy issues
 | # of issues identified | List of issuesReportsAttendance lists | 1 | 1 | 1 | **-** | 1 | OD/IS Officer | The farmers are capacitated to give their lobby and advocacy issues. |
| * + 1. Identify strategic lobby and advocacy networks/partners
 | # lobby and advocacy partners identified | List of partners and their contacts | 2 | 2 | 2 | 2 | 2 | OD/IS Officer | Partners are ready to work together |
| * + 1. Conduct lobby and advocacy meetings (Parish, sub-county and district)
 | # of lobby and advocacy meetings conducted | Attendance listsMinutesReports | 54 | 6 | 6 | **9** | - | OD/IS Officer | Funds available |
| * + 1. Establish lobby and advocacy platforms/ structures (Parish, sub-county and district)
 | # of platforms formed | List of platforms formedReports | 54 | - | - | **-** | - | OD/IS Officer | Funds available |
| * + 1. Capacitate farmer structures with lobby and advocacy skills(group level, lobby committees, PECs,)
 | # of trainings carried  | Attendance listsReports | - | 54 | - | - | 54 | PO | Funds available |
| * + 1. Capacitate MADFA board, staff and board of subsidiary companies with lobby and advocacy skills
 | # of trainings carried out | Attendance listsReports | 1 | - | - | - | 1 | ED | Funds available |
| * + 1. Exchange visits / study tours
 | # of study tours conducted  | List of participants and reports  | - | 1 | - | 1 |  | ED | Participants take part in the study tours  |

**Strategic Objective 2: To provide appropriate agricultural advisory and financial services and linkage to other relevant service providers, for member farmers / farmer groups and other clients for sustainable production (incl. food security)**

|  |  |  | **2022** | **2023** | **2024** | **2025** | **2026** |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| * 1. **Farmer groups equipped with knowledge and skills in improved agronomic practices so as to increase farm output**

**Strategies:*** Sensitisation
* Demonstrations
* Training & capacity bilding
* Collaboration with any financial institutionand Seed Company
* Linkage & networks with NARO
 | **# of groups equipped with knowledge and skills in improved agronomic practices so as to increase farm output.** |  |  |  |  |  |  |  |  |
| * + 1. Train farmer groups in improved farming technologies, Integrated Soil Fertility Management, and soil and water conservation practices
 | # of groups trained  | Attendance listsReports | 400 | 600 | 750 | 800 | 900 | PO | Funds available |
| * + 1. Facilitate farmer participatory research in relation to market requirements
 | List of issues for research # of FPR demos set | Attendance listsReports | 100 | 150 | 200 | 250 | 300 | PO | Funds available |
| * + 1. Facilitate establishment of farmer field schools
 | # of FFS establishedA FFS curriculum developed | Attendance listsReportsFFS curriculum doc | 100 | 100 | 150 | 150 | 200 | PO | Funds available |
| * + 1. Train staff, board and farmers including the farmer facilitators in PM&E and form monitoring committees at target group levels.
 | # of trainings carried out# of monitoring committees formed# of farmer facilitators trained  | Attendance listsReports | 100 | 150 | 200 | 200 | 150 | PO | Funds available |
| * + 1. Train staff, board and farmers including the farmer facilitators in self performance assessment
 | # of trainings carried out# of farmer facilitators trained  | Attendance listsReports | 100 | 150 | 200 | 200 | 150 | PO | Funds available |
| * + 1. Conduct regular follow ups and mentoring to the farmer groups
 | # of follows conducted# of mentoring sessions conducted | ReportsAttendance lists | 600 | 600 | 750 | 800 | 900 | PO | Funds available |
| * + 1. Organise field days
 | # of field days organised | Reports | 24 | 24 | 24 | 24 | 24 | AGA | Funds available |
| * 1. **Farmer groups that have adopted appropriate farming technologies to improve on quality and farm output**
 | **# of farmers that have adopted appropriate farming technologies to improve on quality and farm output.****# of demos on PHH carried out**  |  |  |  |  |  |  |  |  |
| * + 1. Train farmer groups in appropriate post-harvest handling techniques, storage and value addition
 | # trainings carried out# participants attended | ReportsAttendance lists | 300 | 400 | 500 | 600 | 800 | PO | Funds available |
| * + 1. Train farmer groups in quality responsive production and control measures/ standards
 | # trainings carried out# participants attended | ReportsAttendance lists | 300 | 400 | 500 | 600 | 800 | PO | Funds available |
| * + 1. Train farmer groups in water conservation & .appropriate irrigation skills
 | # trainings carried out# participants attended# demos carried out  | ReportsAttendance lists | 500 | 750 | 1000 |  |  | PO | Funds available |
| * + 1. Link farmers groups to other organisations to access value addition technologies
 | # groups linked | List of groups linkedList of organisations that provide value addition technologiesReports  | 100 | 200 | 300 | 350 | 400 | BM | Farmers willing and able to take on value addition technologies |
| * 1. **Farmer groups accessing appropriate financial services and are able to invest in their farming activities**
 | **# of farmer groups accessing appropriate financial services and are able to invest in their farming activities** |  |  |  |  |  |  |  | Funds available |
| * + 1. Train board, staff and farmer facilitators in internal savings and credit
 | # of trainings carried out | Attendance listsReports | 1 | - | 1 | - | 1 | PO | Funds available |
| * + 1. Train farmer groups in internal savings and credit
 | # of groups trained# of farmers that attended | Attendance listsReports | 300 | 400 | 450 | 500 | 550 | PO | Funds available |
| * + 1. Facilitate the farmer groups to start internal savings and credit
 | # of farmer groups that carry out internal savings# of members saving | ReportsGroup minutesAttendance listsSavings register | 300 | 400 | 450 | 500 | 550 | PO | Funds available |
| * + 1. Link the farmer groups to finance institutions
 | # of groups linked # of groups that utilise services of the financial institutions# of institutions linked to# of members accessing the services | List of groups linkedList of financial institutions linked toList of members accessing the services | 600 | 700 | 800 | 900 | 1,000 | PO | Farmers willing and agree to the terms of the financial institutionsThe institutions willing to service the farmers’ needs |
| **2.4 Promote agriculture enterprise diversification into high value enterprises like beans, rice, sun flower, G/Nuts etc that have assured markets compared to maize** |  |  |  |  |  |  |  |  |  |
| * + 1. Collaborations with Mukwano AK fats Fats and Oil fats (U) ltd – Kiryandongo farm, a member of Mukwano group of companies to secure farmers’ contracts for sun flower.
 | # of meetings & planning sessions organised |  |  |  |  |  |  |  | Stakeholders cooperate |
| * + 1. Farmer sensitisation about diversification and cost benefit analysis of possible new enterprises.
 | # of sensitisation meetings organised # attendance lists  |  |  |  |  |  |  |  | Funds available Stakeholders respond  |
| * + 1. Conduct farmer training in the new enterprises.
 | # of farmers trained  |  |  |  |  |  |  |  | Farmers respond to the training sessions.Farmers adopt the new technologies / enterprises. |
| * + 1. Support cooperatives in land preparation and post harvest handling equipment for service provision to members
 | # of cooperative / members supported  |  | 10 | 10 | 10 | 10 | 10 | 10 | Funds are sustainably available  |
| * 1. **Farmer groups accessquality farm in-puts and other appropriate services**

**Strategies:*** Capacitate the farmers access and identify good companies to supply quality seeds & other farm inputs
 | **# of groups accessing quality farm inputs and other appropriate services** |  |  |  |  |  |  |  | Farmers respond to the training sessions.Farmers adopt the new technologies / enterprises. |
| * + 1. Identify existing in-put suppliers
 | # of input suppliers identified | List of identified input suppliers | 10 | - | - | - | 3 | BM | Only those with quality inputs will be listed. |
| * + 1. Train farmer groups in required standards, use, safe handling and management of agro-inputs (including counterfeits)
 | # of farmer groups trained# of participants attended | Attendance listsreports | 300 | 500 | 600 | 600 | 700 | PO | Funds available |
| * + 1. Link farmer groups to registered Company for quality inputs
 | # of farmer groups linked# of members accessing quality input from the suppliers# of suppliers transacting business with the farmers/ farmer groups | List of linked groupsList of farmers accessing the inputsList of suppliers providing the service | 200 | 300 | 400 | 500 | 600 | BM | The two parties willing to carry out business in a cordial environment |
| * 1. **Farmers HHs equipped with knowledge and skills to produce enough food to eat throughout the year**
 | **# of households equipped with knowledge and skills to produce enough food to eat throughout the year.** |  |  |  |  |  |  |  |  |
| * + 1. Sensitize on food security, nutrition values and hygiene of different food stuffs among farmer households
 | # of HHs sensitized on food security, nutritional value and hygiene# of radio talk-shows broadcast# of members attending the sensitizations | Attendance listsReportsList of issues on food securityRecorded radio presentations | 360 | 360 | 400 | 400 | 500 | AGA | Funds available |
| * + 1. Train farmer groups in recommended agricultural practices for stable food crops (orange fleshed sweet potato, Irish potatoes, cassava) and legumes (beans and G/nuts)
 | # of groups trained # of members that attended the trainings | Attendance lists Reports | 300 | 300 | 400 | 450 | 400 | PO | Funds available |
| * + 1. Train Farmer groups in improved production of fresh fruits & vegetables (kitchen gardens/backyard) in an environmentally friendly manner.
 | # of groups trained # of members that attended the trainings | Attendance lists Reports | 300 | 300 | 400 | 450 | 400 | PO | Funds available |
| * + 1. Set up demos at the centre levels for kitchen gardens/ backyard gardens.
 | # of demos set# of members that attended the demos | ReportsAttendance list | 100 | 150 | 200 | 250 | 300 | PO | Funds available |
| * + 1. Linking farmers to tree Nursery for tree & fruit planting materials
 | # of groups linked  |  | 300 | 350 | 400 | 450 | 500 |  | The groups respond and take action  |
| * 1. **Farmers HHs have been equipped with skills in quality food preparation and preservation methods**
 |  |  |  |  |  |  |  |  |  |
| * + 1. Train farmers and set up demos on proper processing, preservation and preparation of foodstuffs
 | # of groups trained # of members that attended the trainings | Attendance lists Reports | 120 | 200 | 250 | 300 | 400 | PO | Funds available |
| * + 1. Train farm groups in postharvest handling and storage technologies of food crops
 | # of groups trained # of members that attended the trainings | Attendance lists Reports | 100 | 150 | 200 | 200 | 250 | PO | Funds available |
| * + 1. Set up food storage demos for specific food security strategies (beans, millet, and cassava).
 | # of demos set# of members that attended the demos | ReportsAttendance list | 45 | 45 | 30 | 30 | 25 | PO | Funds available |
| * + 1. Facilitate successful farmers to share their experiences and successes with other farmers/groups to increase learning.
 | # of farmers facilitated# of groups that have shared experience with the successful farmers | ReportsAttendance listsFinancial records | 50 | 80 | 90 | 100 | 120 | PO | Funds available |
| * + 1. Conduct follow-ups to monitor / mentor food security and nutrition activities at group level
 | # of monitoring visits conducted# of mentoring sessions conducted# of issues arising from mentoring sessions and monitoring visits | ReportsAttendance lists List of issues that arose from the visits made | 500 | 750 | 1000 |  |  | PO | Funds available |

**Strategic Objective 3: To mobilize and generate resources required annually for effective and sustainable service delivery (e.g. for the provision of technical advisory services, the business wing, strengthening management and leadership, and networking activities of the organisation)**

| **EXPECTED RESULTS (outcome level) /****ACTIVITIES** | **OUTPUT /****INDICATORS** | **MEANS OF VERIFICATION** | **ANNUAL TARGET** | **RESP ACTOR** | **ASSUMPTIONS/REMARKS** |
| --- | --- | --- | --- | --- | --- |
| **2022** | **2023** | **2024** | **2025** | **2026** |
| * 1. **Strategic direction participative reviewed, amended and operationalised, and organisational structure aligned**

**Strategies:*** Consultative meetings
* Literature review sessions
 |  | Copy of strategic plan & organisation structure  |  |  |  |  |  |  |  |
| * + 1. Hold pre-strategic planning sessions with all stakeholders
 | # of planning sessions held# of members that have attended the planning sessions | ReportsAttendance lists | 45 | 45 | 45 | 45 | 45 | OD/IS Officer | Funds available |  |
| * + 1. Review and share the strategic plan and organisational structure
 | Strategic plan and organisational structure reviewed and sharedReviewed document in place | ReportAttendance listReviewed document | 1 | 1 | 1 | 1 | 1 |  |  |
| * 1. **Empowered, dedicated and knowledgeable leadership for association / subsidiary organisations**

**Strategies:*** Sensitisation
* Training & capacity building
* Consultative meetings
* Trajecting and coaching
 | # of leaders trained  |  |  |  |  |  |  |  |  |
| * + 1. Carry out leadership training for Board, Advisory Committees of the Business Wing, VSLA's, group leaders and selected staff on chosen relevant leadership issues.
 | # of trainings carried out # of participants that have attended the trainings | ReportsAttendance lists | 2 | 2 | 2 | 2 | 2 | OD/IS Officer | Funds available |
| * + 1. Perform leadership appraisals with Admin, PECs and group leaders and implement the outcomes of it.
 | # of leadership appraisals carried out# of outcomes from the appraisal process implemented | ReportsMinutes of board | 1 | 1 | 1 | 1 | 1 | ED |  |
| * + 1. Review all organisational policies (e.g. gender, HIV/AIDS, environment, youth, membership, volunteer)
 | # of organisational policies reviewedReviewed documents of the policies in place | Attendance listsReviewed documents | 1 | 1 | 1 | 1 | 1 | OD/IS Officer | Funds available |
| * + 1. Review and update organizational constitution and all other relevant leadership documents
 | Organisational constitution and other related leadership documents reviewed and updated  | Attendance listReportsReviewed and updated constitution and leadership related documents | 1 | 1 | 1 | 1 | 1 | OD/IS Officer | Funds available |
| * + 1. Hold regular scheduled board/ subcommittee meetings
 | # of meetings held | Attendance listMinutes of the meetings | 4 | 4 | 4 | 4 | 4 | OD/IS Officer | Funds available |
| * + 1. Conduct exchange visits / study tours
 | # of exchange visits/ study tours conducted | ReportList of participants | 1 | 1 | 1 | 1 | 1 |  |  |
| * 1. **Empowered, well-informed and involved membership**
 |  |  |  |  |  |  |  |  |  |
| * + 1. Sensitise, mobilise, recruit and retain membership
 | # of recruited and retained members | ReportsAttendance listsList of issues arose from sensitisationMembership register | 10,000 | 15,000 | 20,000 | 25,000 | 30,000 | OD/IS Officer | Funds available |
| * + 1. Carry out and analyse the needs assessment with farmer members
 | # of groups’ needs assessment carried out and analysed | List of needs assessed and analysedAttendance listReports | 100 | 100 | 150 | 200 | 200 | PO | Funds available |
| * + 1. Update membership database
 | Membership database and farmers’ topology updated | Membership database register | 1 | 1 | 1 | 1 | **1** | MIS Officer |  |
| * + 1. Conduct pre-AGM sessions with the target groups and hold AGM (annually)
 | Pre-AGM sessions with target groups conductedAGM held | Attendance listsReports | 1 | 1 | 1 | 1 | 1 | ED | Funds available |
| * + 1. Hold meetings with members at parish level for participating in organizational planning.
 | # of meetings held# of members attending the meetings | ReportsAttendance lists | 1 | 1 | 1 | 1 | 1 | O/IS Officer | Funds available |
| * + 1. Develop and review service package to members
 | # of services developed and reviewed  | Reviewed document  | 1 | 1 | 1 | 1 | 1 | PO & MIS officer | Funds available |
| * 1. **Strong, well-motivated and qualified human resources according to needs of association / subsidiary organisations**

**Strategies:*** Data analysis
* Needs assessment (organisation / staff)
 |  |  |  |  |  |  |  |  |  |
| * + 1. Review human resource manual and all other relevant HRM documents
 | Human resource manual and all relevant HRM documents reviewedA HRM document in place | ReportsAttendance listsHRM document | 1 | 1 | 1 | 1 | 1 | O/IS Officer |  |
| * + 1. Recruit, induct and appropriately remunerate the staff
 | # of staff recruited, inducted and appropriately remunerated | Staff registerReportsStaff payroll  | 20 | 25 | - | 30 | - | ED | Funds available to engage the necessary staff |
| * + 1. Conduct annual staff appraisals
 | Annual staff appraisals conductedStaff capacity gaps identified | Staff appraisal sheetsReports Lists of staff capacity gaps | 1 | 1 | 1 | 1 | 1 | ED | Staff are free to give in ideas and outcomes of the appraisals upheld. |
| * + 1. Conduct staff training and mentoring to fill identified capacity gaps.
 | Staff training and mentoring conducted | Attendance listreports | 1 | 1 | 1 | 1 | 1 | ED | Staff are trained and mentored in the identified capacity gaps through the appraisal |
| * + 1. Hold regular staff and management meetings
 | Staff and management meetings regularly held | Minutes of the meetingsAttendance list | 30 | 30 | 30 | 30 | 30 | ED | These are and should always be held  |
| * 1. **Effective systems of management, accountability and control maintained**

**Strategies:*** Training & capacity building
* Tooling & facilitation
* Feedback mechanism
 |  |  |  |  |  |  |  |  |  |
| * + 1. Review and share PM&E system with staff, Board and target group
 | # of review meetings | Attendance listReport Documented PM&E system | 28 | 28 | 28 | 28 | 28 | PO | Staff, Board & target groups comprehend the PM&E system  |
| * + 1. Conduct supervisory monitoring visits to the field
 | Supervisory monitoring visits conducted | ReportsAttendance lists | 4 | 4 | 4 | 4 | 4 | ED | Funds available |
| * + 1. Carryout data management (collection, cleaning, analysis, etc.) of target group and association activities
 | Data management carried out | ReportDatabase | 1 | 1 | 1 | 1 | 1 | MIS Officer | To be done concurrently with other association activities.Data is collected & managed accordingly. |
| * + 1. Prepare organisational annual budgets with the different farmer structure representatives
 | Organisational annual budgets prepared | Annual budgetary plans | 1 | 1 | 1 | 1 | 1 | FO | To be prepared annually including all the programmes MADFA implements |
| * + 1. Conduct organisational programme annual reviews
 | Organisational programme annual reviews conducted | ReportsAttendance lists | 1 | 1 | 1 | 1 | 1 | ED | To be reviewed annually for each of MADFA running programmes |
| * + 1. Annually update the Profiling tool
 | Profiling tool annually updated | Profile tool | 1 | 1 | 1 | 1 | 1 | O/IS Officer | An updated profiling tool is in place |
| * + 1. Review the organisation accounting system
 | Organisation accounting system reviewed | Accounting documents | 1 | 1 | 1 | 1 | 1 | FO | The accounting documents are all in place |
| * + 1. Review the financial guidelines and regulations (incl. procurement and assets)
 | Financial guidelines and regulations reviewed | ReportsReviewed guidelines and regulationsAttendance list | 1 | 1 | 1 | 1 | 1 | FO |  |
| * + 1. Establish and maintain a TRI-Africa management information system
 | MADFA management information system established and maintained | MADFA MIS document | 1 | 1 | 1 | 1 | 1 | MIS Officer |  |
| * + 1. Capacitate staff and board in management information systems.
 | # of trains carried out# of staff and capacitated | Attendance listReports | 1 | 1 | 1 | 1 | 1 | ED | To be done to all the staff as a capacity building for information management |
| * + 1. Design and maintain the TRI-Africa website, Facebook, emails and other communication channels.
 | MADFA website designed , operational and maintained | website | 1 | - | - | - | 1 |  | This is designed to publicise the organisation’s image and activities |
| * 1. **Conducive working environment maintained**

**Strategies:*** Needs assessment
* Resource mobilisation
* Consultations with stakeholders
 |  |  |  |  |  |  |  |  |  |
| * + 1. Acquire and maintain assets and equipment s
 | # of assets and equipments acquired and maintained | List of assets and equipmentsAsset and equipment policy |  |  |  |  |  | FO |  |
| * + 1. Provide for administrative expenses
 | Administrative expenses provided | Reports  | 12 | 12 | 12 | 12 | 12 | FO | These are for the day to day office running |
| * + 1. Streamline working systems
 |  |  |  |  |  |  |  |  |  |
| * 1. **Productive external relations, promotion of association and its activities**

**Strategies:*** Sensitisation
* Networking & linkages
 |  |  |  |  |  |  |  |  |  |
| * + 1. Establish Public Relations desk
 | Public relations desk established | Staff assigned that job | 1 |  |  |  |  | ED | One staff out of the current staffing will be assigned the duty to operate the public relations desk. |
| * + 1. Develop and implement the plan for promotion of the association image
 | Plan for promotion of the association image developed and implemented | Promotion plan | 1 | 1 | 1 | 1 | 1 | ED/ PRO | This will be headed by the one in the public relations desk |
| * + 1. Develop/ review TRI-Africa promotional materials (flyers, business cards, reflector jackets,publicity materials, press bulletins)
 | TRI-Africa's promotional materials developed/ reviewed | Promotional materials | 1 | 1 | 1 | 1 | 1 | PRO |  |
| * + 1. Open TRI-Africa's website Facebook emails and other communication channels
 | TRI-Africa website Facebook emails and other communication channels opened  | Website  | 1 | 1 | 1 | 1 | 1 | MIS officer | Availability of funds  |
| * 1. **Increased and diversified resource mobilisation for the association / subsidiary organisations**

**Strategies:*** Training & capacity building
* Consultative meetings
* Capacity needs assessment
* Lobying & advocacy
 |  |  |  |  |  |  |  |  |  |
| * + 1. Conduct refresher training of staff in resource mobilisation (fundraising, proposal writing)
 | Staff refresher training in resource mobilisation conducted | Attendance listReport  |  1 | - | - | - | 1 | ED |  |
| * + 1. Develop / review resource mobilisation strategy
 | Resource mobilisation strategy developed/ reviewed | Developed/ reviewed strategyReportAttendance list | 1 | 1 | 1 | 1 | 1 | O/IS Officer |  |
| * + 1. Carry out fundraising, proposal writing and donor sourcing (including government support)
 | Fundraising, proposal writing and donor sourcing carried out | Fundraising documentsAgreements | 1 | 1 | 1 | 1 | 1 | ED |  |
| * + 1. Review and implement the membership strategy
 | Membership strategy reviewed and implemented | Reviewed strategyAttendance listReport  | 1 | 1 | 1 | 1 | 1 | O/IS Officer |  |
| * 1. **Professional, profitable business wing established/ operationalised**
 |  |  |  |  |  |  |  |  |  |
| * + 1. Open up sale of shares in TRI-Africa companies to raise working capital
 | Sale of shares up to 20%  |  |  |  |  |  |  |  |  |
| * + 1. Carry out income generating activities by Business Wing (seed marketing, grain marketing, feed and grain milling, nursery, input shop, consultancy, financial services and supplies)
 | # of IGAs by the business wing carried out | Audit reportsBank statementsMonthly business statements | 2 | 2 | 2 | 2 | 2 | BM |  |
| * + 1. Annually review and apply MoU between association and the subsidiary organisations
 | MOU annually reviewed and applied | MOU document | 1 | 1 | 1 | 1 | 1 | ED | This will stipulate the working relations between the association and the subsidiaries |
| * 1. **Local Economic Development enhanced (LED)**
 |  |  |  |  |  |  |  |  |  |
| * + 1. Hold meetings with relevant stakeholders to identify and discuss the LED issues
 | # of relevant meetings with stakeholders # of stakeholders attended# of LED issues identified and discussed | ReportsAttendance listsList of LED issues | 2 | 2 | 4 | 4 | 2 | LED Officer |  |
| * + 1. Develop plan for LED
 | LED plan developed | Plan | 1 |  |  |  |  | LED Officer | This will be developed to address the LED issues identified |
| * + 1. Subscribe to relevant and functional networks and umbrella organisations (e.g CODNET,USIA etc
 | # of subscriptions to relevant and functional umbrella organisations made | Receipts | 5 | 5 | 3 | 2 | 2 | FO | To be done only to the viable organisations that are helpful the MADFA |
| * + 1. Attend PTC meetings (budget conferences and sectoral committees) at farmer and organisation level
 | # of PTC meetings attended at all district planning levels | Reports  | 4 | 4 | 4 | 4 | 4 |  |  |
| * + 1. Establish multi-stakeholder platforms
 | # of multi-stakeholder platforms established | ReportsList of stakeholders | 1 |  |  |  |  |  | The platforms will be set according to selected enterprise value chains |
| * + 1. Conduct data collection for the establishment of multi-stakeholder platforms
 | Data collection for the establishment of multi-stakeholder platforms conducted | ReportsQuestionnaires | 1 | 1 | 1 | 1 | 1 | PO |  |
| * + 1. Hold the multi-stakeholder platform meetings
 | # of multi-stakeholder platform meetings held | Minutes of meetingsList of participants | 4 | 4 | 4 | 4 | 4 | PO |  |
| * + 1. Participate in LED functions (shows, farmers’ days, ceremonies, e.t.c.)
 | # of LED functions participated in | ReportsAwards | 5 | 5 | 5 | 5 | 5 | PO | These could be within or outside the district |
| * 1. **TRI-Africa's financial resources properly managed and accounted for**
 | **Properly managed and accounted for financial resources** |  |  |  |  |  |  |  |  |
| * + 1. Capacitate relevant staff to manage the financial resources efficiently
 | # of staff capacitated to manage financial resources efficiently | Attendance listsReports | 10 | 10 | 10 | 10 | 10 | ED |  |
| * + 1. Prepare and submit monthly/ quarterly financial reports.
 | Monthly/ quarterly financial reports submitted | Reports | 12 | 12 | 12 | 12 | 12 | FO | The reports will be done separately to all the different programmes under the association |
| * + 1. Regularly review financial manual
 | Reviewed financial manual  | Copy of financial manual in place  | 1 | 1 | 1 | 1 | 1 | FO |  |
| * + 1. Carry out internal audit visits by the Audit committee
 | # of internal audit visits carried out | ReportsAttendance list | 4 | 4 | 4 | 4 | 4 | FO |  |
| * + 1. Carryout yearly external audits
 | yearly external audits carried out | Reports | 1 | 1 | 1 | 1 | 1 | FO |  |
| * + 1. Bank charges
 | Bank charges paid | Bank statement | 12 | 12 | 12 | 12 | 12 | FO | These are paid automatically through deduction by the bank in question |
| * + 1. Sensitize target group (TRI-Africa members, commercial farmers, CBOs/NGOs, LG) on opportunities for sharing in new markets due to upcoming oil industry
 | # of Tri-Africa members and target groups sensitized on opportunities for sharing in mew markets# of people sensitized# of sensitisation radio talk shows held# of issues arising from the sensitisations | ReportList of participantsList of issues | 1 | 1 | 1 | 1 | 1 | LED Officer |  |
| * + 1. Identify and select interested and capable suppliers to new markets
 | # of interested and capable suppliers indentified and selected | List of suppliers | 60 | 60 | 60 | 60 | 70 | LED Officer |  |
| * + 1. Train staff and target group in the required quality standards and quality control
 | # of staff and target groups trained in the required quality standards and quality control | Attendance listReports | 100 | 150 | 200 | 200 | 300 | PO | Funds available |
| * + 1. Establish collection centres at the grass root and a main collection centre in Masindi Municipality
 | # of collection centres established# of functional collection centres | List of centres | 100 | 120 | 150 | 150 | 100 | PO | Funds available |
| * + 1. Carryout monitoring of activity progress along the agro-supply chain
 | Activity monitoring carryout along the agro-supply chain# of monitoring rounds made | ReportsList of issues arising | 12 | 12 | 12 | 12 | 12 | LED Officer | Funds available |
| * + 1. Recruit relevant Business Wing staff and build their capacity to run all agro-supply chain activities
 | # of staff recruited | PayrollStaff listReports  |  |  |  |  |  | Executive Director | Funds available |
| * + 1. Build capital for investment in Business Wing
 | Business wing capital built | Books of accountsBank accountsAudit reports | 1bn | 1.5bn | 1.5bn | 2bn | 3bn | BM | Good business linkages and capital acquisition through plans and grants |

\*) All activities under this Expected Results will be done in collaboration with CODNET and other donor at large.

**Strategic Objective 4: Provide and link farmers to remunerative markets and support them to meet the demanded quality, quantity and supply time schedules consistently**

|  |  |  | **ANNUAL TARGET** | **RESP. ACTOR** | **ASSUMPTIONS/REMARKS** |
| --- | --- | --- | --- | --- | --- |
| **EXPECTED RESULTS (outcome level) /****ACTIVITIES** | **OUTPUT /****INDICATORS** | **MEANS OF VERIFICATION** | **2016** | **2017** | **2018** | **2019** | **2020** |  |  |
| * 1. **Farmer groups equipped with knowledge and skill to identify and access remunerative markets**

**Strategies:*** Sensitisation
* Training & capacity building
* Group mentorship
 | **# of farmer groups equipped with knowledge and skills to identify and access remunerative markets** |  |  |  |  |  |  |  |  |
| * + 1. Facilitate identification of all existing enterprises and establishment of marketing committees
 | # of groups facilitated to identify all existing enterprises# of marketing committees established | ReportsList of enterprises and committees | 100 | 150 | 200 | 250 | 300 | PO | Funds available |
| * + 1. Train the marketing committees to be able to perform their roles
 | # of marketing committees trained | Reports | 100 | 100 | 150 | 150 | 200 | PO | Funds available |
| * + 1. Train farmer groups in marketing basics including cost benefit analysis and determining the unit cost of production
 | # of farmer groups trained in marketing basics | ReportsEnterprise CBA | 100 | 100 | 150 | 150 | 200 | PO | Funds available |
| * + 1. Facilitate PMR reconnaissance
 | PMR reconnaissance facilitated | ReportList of markets and contacts | 1 | 1 | 1 | 1 | 1 | BM | Funds available |
| * + 1. Train the farmers in PMR, develop the tool and pre-test
 | # of farmers trained in PMRTool developed and pretested | Attendance listTool developed# of markets where tool is pretested | 50 | 50 | 50 | 50 | 50 | PO | Funds available |
| * + 1. Facilitate actual PMR and prepare the report
 | PMR facilitatedA report prepared | # of farmers involved in PMR# and list of markets where PMR is carried outReports  | 1 | 1 | 1 | 1 | 1 | PO | Funds available |
| * + 1. Facilitate enterprise selection
 | # of groups facilitate to select enterprises# of enterprises selected | ReportsList of enterprises selectedAttendance lists | 200 | 250 |  | 250 | 300 | PO | Funds available |
| * 1. **Farmer groups capacity built to access and utilise market information (farmers are aware of their markets and the different dynamics)**

**Strategies:*** Sensitisation
* Exchange visits & study tours
* IEC materials / methodologies
 | **# of farmer groups capacitated to access and utilise market information** |  |  |  |  |  |  |  |  |
| * + 1. Formalize marketing channels and business development services (BDS)
 | # of marketing channels and business development services formalized | ReportsContractsList of actors | 15 | 10 | 10 | 20 | 20 | BM | Farmers and BDS providers willing and ready to carry on with the roles in the marketing |
| * + 1. Train farmer groups in market intelligence, contract management, negotiation skills and bulk marketing
 | # of farmer groups trained in market intelligence, contract management, negotiation and bulk marketing | Attendance listsReports | 200 | 250 | 200 | 200 | 250 | PO | Funds available.The skills imparted are put in practice. |
| * + 1. Establish market information systems within the association and the target groups
 | Market information systems established within association and the target groups | Reports | 9 |  |  |  |  | PO | Funds available |
| * + 1. Link and hold regular input, MFI and BDS provider meeting
 | # of meetings with input, MFI and BDS providers held# of farmer groups linked with input, MFI and BDS providers | Reports Attendance lists  | 6 | 6 | 6 | 6 | 6 | BM | Fund available |
| * + 1. Facilitate formation of market information centres at sub-county level
 | # of market information centres formed# of farmer groups utilising the formed marketing information centres | Reports | 6 | 8 | 10 | 5 | 4 | PO | Funds available |
| * + 1. Organise regular radio market information broadcast
 | # of radio market information broadcasts made | Reports  | 52 | 52 | 52 | 52 | 52 | PO | Funds available |
| * 1. **Farmer groups equipped with knowledge and skills in PHH and quality standard requirements**

**Strategies:*** Sensitisation
* Group mentorship
* Training & capacity building
* Study tours & exchange visits
 | **# of farmer groups equipped with knowledge and skills in PHH and quality standard requirements** |  |  |  |  |  |  |  |  |
| * + 1. Establish the required different market quality standards for use for the various products
 | # of different market quality standards for the various products established | List of the standards | 5 | 6 |  |  |  | BM | Availability of the standards required |
| * + 1. Train farmer groups in appropriate post-harvest handling techniques, value addition and quality standards
 | # of farmer groups trained in appropriate post harvest handling techniques, value addition and quality standards | Attendance listsReports | 100 | 150 | 200 | 250 | 250 | PO | Funds available |
| * + 1. Train farmer groups in quality responsive production and control measures/ mechanisms
 | # of farmer groups trained in quality responsive production and control measures | Attendance listsreports | 100 | 150 | 200 | 250 | 300 | PO | Funds available |
| * + 1. Link farmer groups to Agro-processing service/equipment providers
 | # of farmer groups linked to agro-processing services/ equipment providers | Reports  | 100 | 100 | 150 | 200 | 250 | PO | Funds available |
| * + 1. Link farmers groups to other organisations to access value addition technologies and Agro-processing equipment
 | # of farmer groups linked and access value addition technologies and agro-processing equipment | Reports | 50 | 80 | 80 | 90 | 100 | PO | Funds available |
| * 1. **Farmer groups have increased their production volumes and are consistently supplying the identified markets throughout the year**

**Strategies:** * Demonstrations
* Training & capacity building
 | **# of farmer groups that have increased their production volumes and are consistently supplying the identified markets throughout the year** |  |  |  |  |  |  |  |  |
| * + 1. Train farmer groups in business record keeping
 | # of farmer groups trained in business record keeping | Attendance listsreports | 100 | 150 | 150 | 200 | 250 | PO | Funds available |
| * + 1. Train farmer groups in business planning, management, and action plan development
 | # of farmer groups trained in business planning, management, and action plan development | Attendance listsReportsFarmer business plans | 100 | 150 | 150 | 200 | 250 | PO | Funds available |
| * + 1. Train farmers in bulking and collective marketing
 | # of farmers trained in bulking and collective marketing | Attendance listsReports | 100 | 150 | 150 | 200 | 250 | PO | Funds available |
| * + 1. Facilitate farmer groups to carry out bulking and collective marketing
 | # of farmer groups facilitated to carry out bulking and collective marketing | Attendance listsReportscollecting centres list | 100 | 150 | 150 | 200 | 250 | PO | Funds available |

**Strategic Objective 5: Mainstream cross-cutting issues (Gender, HIV/AIDS, and Natural Resources Management (NRM)) into all MADFA’s activities**

| **EXPECTED RESULTS (outcome level) /****ACTIVITIES** | **OUTPUT /****INDICATORS** | **MEANS OF VERIFICATION** | **ANNUAL TARGET** | **RESP. ACTOR** | **ASSUMPTIONS/REMARKS** |
| --- | --- | --- | --- | --- | --- |
| **2016** | **2017** | **2018** | **2019** | **2020** |
| * 1. **Gender responsive farmer members**

**Strategies:*** Participatory planning sessions
* Sensitisations
* IEC techniques / methodologies
 |  |  |  |  |  |  |  |  |  |
| * + 1. Review and implement the MADFA gender policy
 | A Madfa gender policy reviewed and implemented | A reviewed gender policyReports  | 1 | 1 | 1 | 1 | 1 | GA | Madfa gender policy is adhered to & implemented  |
| * + 1. Mobilise and organise youth as a young farmer league in the Association
 | # youth mobilised  | Lists of youth groups / members  | 1500 | 2500 | 300 | 3500 | 4000 | PO | The youth respond to the need |
| * + 1. Mobilize, sensitize and train MADFA board, staff and farmers including the farmer facilitators and modal families in gender mainstreaming
 | # of board, staff and farmers mobilized, sensitized and trained in gender mainstreaming | ReportsAttendance lists | 100 | 150 | 200 | 250 | 300 | GA | The target groups put in practice the skills acquired  |
| * + 1. Mentor staff, farmer facilitators and modal families in gender mainstreaming
 | # of staff, farmer facilitators and modal families mentored in gender mainstreaming | ReportsAttendance lists | 46 | 46 | 46 | 46 | 46 | GA &GO | Funds available |
| * + 1. Mobilise, sensitise and train the youths in their selected farming and entrepreneurial enterprises.
 | # of youths mobilised, sensitised and trained in their selected farming and entrepreneurial enterprises | ReportsAttendance lists | 1,000 | 1,500 | 1,500 | 2,000 | 2,000 | GA | Funds available |
| * + 1. Identify and analyse gender sensitive issues with the farmer groups using the Gender Action Learning (GAL) tools
 | # of gender sensitive issues identified and analysed using the Gender Action Learning (GAL) tools | List of issuesReport | 10 | 10 | 8 | 8 | 5 | GA |  |
| * + 1. Develop and distribute gender related materials to the farmer members
 | # of materials developed and distributed to the farmer members | Samples of materialsList of materials | 10,000 | 10,000 | 10,000 | 15,000 | 15,000 | GA | Funds available |
| * + 1. Create gender mainstreaming partnerships.
 | # of gender mainstreaming partnerships created | List of the partnerships | 5 | 5 | 5 | 2 | 2 | GA |  |
| * + 1. Monitor gender responsive activities in the community
 | # of monitoring activities made# of gender monitoring activities monitored | ReportsAttendance listsList of activities monitored | 6 | 6 | 6 | 6 | 6 | GA & GO | Funds available |
| * + 1. Conduct gender stakeholders’ meetings
 | # of meetings conducted# of stakeholders attended the meetings | Attendance listsReportsList of stakeholders | 1 | 1 | 1 | 1 | 1 | GA | Funds available |
| * 1. **HIV/AIDS enlightened members**

**Strategies:*** IEC materials
* Sensitisation
* Training & capacity building
* Networks & linkages
 | **# of HIV/AIDS enlightened members** |  |  |  |  |  |  |  |  |
| * + 1. Review and implement HIV/AIDS policy
 | HIV/AIDS policy reviewed and implemented | A reviewed HIV/AIDS policyReports  | 1 | 1 | 1 | 1 | 1 | GA | All MADFA activities should integrate HIV/AIDS during implementation |
| * + 1. Mobilize and conduct HIV/AIDS awareness campaigns (prevention, protection and nutrition)
 | # of HIV/AIDS awareness campaigns mobilised and conducted | ReportsAttendance lists | 4 | 4 | 4 | 4 | 4 | GA | Target groups respond to the campaigns  |
| * + 1. Create / maintain HIV/AIDS control and prevention partnership
 | # of HIV/AIDS control and prevention partnership created | Reports | 5 | 7 | - | - | - | GA | Willingness of partners to cooperate & share ideas |
| * 1. **MADFA members practicing sustainable agricultural practices**

**Strategies:*** Sensitisation
* Training & capacity building
* Networks & linkages
* Demonstrations
 | **# of MADFA members practising sustainable agricultural prices** |  |  |  |  |  |  |  |  |
| * + 1. Develop and implement NRM policy
 | NRM policy developed and implemented | An NRM policyReports  | 1 |  |  |  |  | OD/IS Officer | NRM policy is developed and implemented.  |
| * + 1. Integrate and mainstream sustainable agricultural practices in all MADFA activities
 | # of sustainable agricultural practices integrated and mainstreamed in all MADFA activities | List of practicesReports  |  |  |  |  |  | PO | NRM mainstreamed in Madfa activities |
| * + 1. Conduct monthly monitoring visits in the community
 | # of monitoring visits carried out in the community | All MADFA activities should integrate gender issues during implementation | 12 | 12 | 12 | 12 | 12 | PO | The concerned stake holders do the monitoring  |
| * + 1. Network with partners dealing with environmental conservation
 | # of partners dealing with environmental conservation networked with | List of networksReports  | 7 | 5 |  |  | 8 | PO | Development Partners are willing to cooperate  |
| * + 1. Train farmers/ groups in sustainable environment management/ utilisation (i.e. energy cook stoves, tree planting, waste management and disposal, rain water harvesting e.t.c)
 | # of farmer groups trained in sustainable environment management / utilisation. | Attendance listsReports  | 150 | 250 | 300 | 300 | 350 | PO | Farmers / groups are responsive and adapt the technologies |