



**GLOBAL COFFEE
PLATFORM**

for a sustainable coffee world














COUNTRY PLAN 2017: UGANDA

#GCPMA16



VISION2020 PRIORITIES AND NATIONAL STRATEGY PRIORITIES



Vision2020 SDG's	 1 NO POVERTY	 2 ZERO HUNGER	 4 QUALITY EDUCATION	 5 GENDER EQUALITY	 6 CLEAN WATER AND SANITATION	 8 DECENT WORK AND ECONOMIC GROWTH	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	 13 CLIMATE ACTION
	No poverty	Zero hunger	Quality education	Gender equality	Clean water & sanitation	Decent work	Responsible Production	Climate Action
Identified as national priority								
National Sustainability Curricula	Harmonized extension materials developed and endorsed by the Ministry of Agriculture (MAAIF). Training materials piloted with public and private extension service in 9 districts (6 in 2015 and additional 3 planned for 2017 after 2016 baseline). Focus now on evaluation and revision of material content to inform institutionalizing the curriculum through extension services to have country-wide implementation.							
National Platforms	The Uganda Coffee Platform established in 2006 to support the Coffee Production Campaign, now realigning its focus on increased export targets under the National Coffee Strategy 2040, Plan for 2016/17-2020/21. The Platform is governed by a National Steering Committee (NSC) at national level and District Steering Committees (DSCs) at district level.							



ACTIVITIES IN THE NATIONAL STRATEGY



KEY ACTIVITIES	OUTCOMES	VISION2020 Workstreams	VISION2020 SDGs
Capture of knowledge and lessons learning throughout program. Active member outreach and identifications of their needs	Design and production of materials sharing history, process, challenges and successes in Uganda Membership Engagement	National Platform National Sustainability Curriculum	FOCUS AREAS
District Coffee Extension Pilot (DCEP) learning, revision and institutionalisation for national roll-out	Institutionalisation and national rollout of a standard coffee extension training of trainers model to disseminate the harmonised coffee extension knowledge		
Evaluation of the harmonised coffee extension materials (one year in)	Providing evidence for decision making on formal institutionalisation the harmonised coffee extension curricula and subsequent standardised message development		
Continued and strategic support for the next phase of the Uganda National Coffee Platform life cycle	Harmonised multi-sectoral engagement to support implementation of the National Coffee Strategy 2040, Plan for 2016/17 to 2020/21.	Economic viability of coffee farming	Zero hunger, no poverty, climate action, gender equity and water



GCP/VISION 2020 PRIORITIES

Priority 1: a well-informed and coordinated Ugandan Coffee Platform

Priority 2: a standard coffee extension model for Uganda with institutionalization and national roll-out by 2020

Priority 3: evaluation and update of the harmonized coffee extension materials

Priority 4: membership engagement

PRIORITY 1: A WELL-INFORMED AND COORDINATED UGANDAN COFFEE PLATFORM CURRENT STATUS

The Uganda Coffee Platform was established 2006 to coordinate the address of key challenges in the Ugandan coffee sector: initially the Coffee Production Campaign aimed at increasing coffee volumes for export, and more recently broadened its focus on the four pillars (Production and Productivity, Quality and Value Addition, Market Development and Intelligence, and Institutional Development and Accountability) of the National Coffee Strategy 2040 Strategic Plan 2016/17-2020/21, which was approved in July 2015. Public-private sector commodity platforms are now required under Uganda's Agricultural Strategy.

The Coffee Platform in Uganda is the oldest and most advanced commodity platform in Uganda, and the oldest coffee platform across the GCP countries. It is therefore essential that support for the continued expansion and growth of the platform is maintained. The platform operates through a National Steering Committee that comprises a voluntary multi-stakeholder group representative of the Government of Uganda line ministries, departments, and agencies, local governments, private sector associations, farmers' organizations, research institutions, and development partners.

45 (of the 91 coffee-growing districts in total) District Steering Committees (DSCs) exist with a similar constitution at the decentralized local government level to coordinate the implementation of coffee-specific initiatives and to provide feedback to the steering committee at national level. Progress of the platform is reviewed and key milestones are agreed and shared at Annual Stakeholder Meetings. The implementation of the National Coffee Strategy, along with ambitious government-accelerated targets for coffee exports from the present 3.6m to 20m bags by 2020, requires, more than ever, harmonized multi-sectoral engagement to support and drive the transformation of Uganda's coffee sector.

Key constraints

Effective and multi-sector coordination remains poor in Uganda, with limited resources available to set up robust and efficient structures and processes to provide for effective resource sharing and harmonization of activities at the national and district levels. A decentralized government model leads to a complex, multi-layered, and fragmented structure, with multiple stakeholder groups at various levels of understanding and awareness, which hinders effective harmonization, accurate and consistent communication to farmers, cost-effective monitoring and evaluation, and coordination mechanisms. The Uganda Coffee Platform is moving into a second phase of its lifecycle and requires renewed efforts and increased investment to ensure a smooth transition to a more impactful and credible force that leads dynamic change and the transformation of the Ugandan coffee industry.

Activities proposed

Activity 1.1

Strengthen the platform's structure and processes (building expertise in effective public-private sector engagement, good governance, and efficient coordination mechanisms) and technical advocacy capacity in areas such as climate change, financial literacy, gender and youth, etc., through regional field-learning visits for platform members, annual GCP platform learning visits, access to a global online knowledge hub and access to trade and business linkages (Coffee Trade Federation of Europe, etc). (Monthly meetings, inter-meeting follow-up and communications, stakeholder database management, general information sharing with members, coordination and mobilization for industry events, presentations and keynote speeches at regional and international events, and sharing of learning from successes obtained in other countries.)

Activity 1.2

Make connections beyond traditional development partners to source new streams of resource innovations in the Ugandan coffee sector. (Through regional and international visits identify potential partners and areas of synergy.)

Activity 1.3

National Steering Committee and District Steering Committee linkages (sharing of national dialogue updates, gathering district feedback, and providing for district presentations at the national level.).

Activity 1.4

Strengthening visibility of the Uganda Coffee Platform with the government of Uganda and key industry stakeholders to increase its credibility as a forceful multi-stakeholder advocacy mechanism (VIP stakeholder meetings/dialogue, policy brief development, regular parliamentary engagement, key speaker attendances at key agricultural events.)

PRIORITY 2: A STANDARD COFFEE EXTENSION MODEL FOR UGANDA WITH INSTITUTIONALIZATION AND NATIONAL ROLL-OUT BY 2020

Current status

Under the Uganda National Coffee Strategy 2040, plan for 2016/17-2020/21, objective 4 states: establish a strong coffee-specific extension capacity that meets prevailing industry requirements. The Uganda MAAIF/Directorate of Extension was established mid-2014, and the Agricultural Extension Policy and Strategy for the next five years completed mid-2016 and is awaiting formal government approval.

To contribute to the UCDA and MAAIF coffee-specific extension provision, IDH/SCP through Café Africa Uganda implemented a District Coffee Extension Pilot (DCEP) project in six initial pilot districts in 2015, with an additional three districts undergoing a baseline in 2016 as a precursor for similar training activities in 2017. The DCEP model is based on a set of harmonized coffee extension materials (National Coffee Curricula), consisting of eight modules on establishing and maintaining coffee farms, pest and disease control, harvest and post-harvest handling of coffee, coffee as a business, environment and climate change, and social responsibility. A 2016 evaluation of DCEP in the six districts, which is due to be complete in the final quarter of 2016, will inform improvements in the DCEP implementation in the additional three districts in 2017, and contribute to learning and continued dialogue taking place with MAAIF and UCDA on the potential institutionalization of the model across all 91 coffee-growing districts.

Key constraints

Even with increased government employment of new extension staff, there remains insufficient effective coffee specific-extension support to an estimated 1.7 million smallholder coffee farming households across the 91 coffee-growing districts in Uganda. The DCEP pilot program, although successful considering preliminary feedback from the evaluation of the first six districts, barely touched the surface of the problem. In addition to DCEP dissemination of coffee-specific extension knowledge among extension workers and community-based facilitators, Uganda needs to find mechanisms for faster and increasingly consistent dissemination of the harmonized coffee extension knowledge directly to farmers through multiple channels in order to reach more farmers and reach them faster.

Activities proposed

Activity 2.1

Sharing of the District Coffee Extension Pilot (DCEPII) evaluation findings and platform review of the DCEPIII model updates.

Activity 2.2

DCEPIII (additional three districts) roll-out. Sharing of baseline with stakeholders and conducting DCEP training in three more districts.

Activity 2.3

Engagement with MAAIF and UCDA about formal institutionalization of the harmonized coffee extension knowledge and the training of trainers model.

Activity 2.4

Capturing knowledge and learnings throughout program.

PRIORITY 3: EVALUATION AND UPDATE OF THE HARMONIZED COFFEE EXTENSION MATERIALS

Current status

The present harmonized coffee extension materials have now been in use for more than a year. Fragmented and informal feedback is received by the Coffee Platform through UCDA Regional Coffee Extension Officers, MAAIF Extension Workers, and ongoing DCEP engagement within the six pilot districts. MAAIF has expressed a wish for a formal evaluation on how the material has been received and where updates or revisions might be necessary to strengthen the coffee-specific message. In addition to the DCEP evaluation, which focuses on the implementation of the training of trainers model using the harmonized coffee extension material knowledge, there is a need for specific evaluation of the materials.

Ultimately there is a need for continuous review of training materials to ensure the content remains relevant, accurate, and updated. Eventual institutionalization of the materials and DCEP as an implementation model, we hope, will see a regular material review institutionalized. In the meantime it is necessary to conduct evaluation in order to contribute to a strengthened DCEP model for national roll-out, as well as to ensure relevant, accurate, and updated information is shared during the 2017 activities in the three new districts. There is an urgent need to support and quicken the expansion of knowledge from the harmonized coffee extension agronomist and extension worker training with a series of communications/products/messages that focus on up-to-date and researched information about agreed key areas of focus, such as: pests and diseases, climate change, financial literacy, gender and youth, and other cross-cutting issues.

Standardized messages to various audiences (farmers, local leaders, district officials, consumers, etc.) by standardized channels (radio, TV, market announcements, district farmer engagements, other regular district memoranda and announcements, etc.) disseminated concurrently during the coming years are needed to expand the knowledge base of already informed audiences, and inspire uninformed audience segments to become more knowledgeable.

Key constraints

Currently there is no budget available within MAAIF or UCDA for a formal review of and ultimate production and sharing of the harmonized coffee extension materials. However, a review is urgently needed to correct and update information that is currently disseminated, and to demonstrate continuous development of materials to ensure its content remains relevant and accurate. The harmonized coffee extension materials offer one level of standardized knowledge that informs training of otherwise generic agronomists and extension workers, who subsequently go on to work with community-based facilitators closer to smallholder farmers. Where possible, the materials were developed with graphical images to provide easier access to the information to smallholder farmers, who are often illiterate or speak multiple local languages but not English (the language in which the materials were produced). While the harmonized coffee extension knowledge is now disseminated by the first set of DCEP-trained agronomists and extension workers, this is across a limited area of only six (soon nine, after the 2017 training) of the 91 coffee-growing districts in Uganda. A formal evaluation of the harmonized coffee extension materials will contribute to further understanding of what key messages and pieces of information might be more broadly disseminated through innovative communication channels.

Activities proposed

Activity 3.1

Evaluation of the harmonized coffee extension materials, including identification of behavioral change communication messages, methodologies, and channels for increasingly direct farmer communications.

Activity 3.2

Stakeholder orientation and dissemination of updated materials and verification of standardized communications.

Activity 3.3

Message dissemination by all stakeholders.

PRIORITY 4: MEMBERSHIP ENGAGEMENT

This will be done in coordination with the East Africa Manager of GCP.

Activities proposed

Activity 4.1

Regularly engage with members and activate and support new members.

Activity 4.2

Coordinate/provide support to partners, service providers, and projects.

Activity 4.3

GCP representation at key meetings/events and identification of other opportunities for engagement.

Activity 4.4

Coordinate and facilitate communications (including translations) between secretariat and members, and where applicable, between members and National Platforms and National Platforms and the Global Platform.