



**YOUNG FARMERS'
FEDERATION OF UGANDA**
Shaping the future of farming.



STRATEGIC PLAN 2024-2028



November 2024

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A close-up photograph of tea leaves, showing vibrant green, serrated leaves and buds. The background is softly blurred, creating a sense of depth. The lighting is bright and natural, highlighting the texture of the leaves.

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List of Acronyms:

AHA	Andreas Hermes Academy.
COMESA	Common Market for Eastern and Southern Africa.
COP	Conference of Parties.
DFA	District Farmers' Association.
DYFA	District Young Farmers' Association.
ICT	Information Communication Technology.
KCCA	Kampala Capital City Authority.
MAAIF	Ministry of Agriculture Animal Industry and Fisheries.
MP	Member of Parliament.
NARO	National Agriculture Research Organization.
NGO	Non-Government Organization.
NCDC	National Curriculum Development Centre.
NNGO	National Non-Government Organization.
NRM	Natural Resources Management.
NSSF	National Social Security Fund
NYAP	National Youth Advocacy Platform.
PELUM	Participatory Ecological Landuse Management
PWDs	People with Disabilities
SMEs	Small and Medium Enterprises.
UNFFE	Uganda National Farmers' Federation.
UNFCCC	United Nations Framework Convention on Climate Change
UN	United Nations
UNHS	Uganda National Household Survey
UNYFA	Uganda National Young Farmers' Association.
USD	United States Dollar.
UBOS	Uganda Bureau of Standards.
URA	Uganda Revenue Authority

Foreword:



Welcome to UNYFA's strategic plan 2024-2028, a handbook to describe how we intend to work as young farmers' of UNYFA (together with our partners) to deliver what's required of us in the next 5 years. This strategic plan is a contribution from the members of the UNYFA board, secretariat, partner representatives and other well-wishers in the agribusiness space.

In this plan, we put forward our achievements, reflections and lessons learned from the previous strategic plan performance as we progress to the new edition. Key in this is putting up a nationwide structure with governance, amplifying our voice and interests through advocacy, exposing and broadening youth horizons, in addition to making several collaborations both international and national in the past years, with hopes of attracting further partnerships.

As we envision to have holistically transformed youth in agriculture for a sustainable economy, UNYFA has continued to impact the lives of the young farmers country wide through its initiatives like; workshops, agribusiness tours and national agricultural show. The federation has successfully had representation in the six regions country wide and at an international stage especially through the World Farmers Organization (WFO) and German Farmers' Association (DBV).

I thank all our partners; Federal Ministry for Economic Cooperation and Development (BMZ), Ministry of Agriculture Animal Industry and Fisheries (MAAIF), United Nations Food and Agriculture Organization (FAO), Schorlemer Foundation of the German Farmers' Association (DBV), Andreas Hermes Akademie and TRIAS, Solidaridad

and our mother body UNFFE plus other numerous stakeholders who have had a big hand in our development process but the struggle is still on. We are ready to have you all on our path to success.

My final message for the new strategy we are unfolding, is a challenge for all of us to become more involved especially using this as our guide and work towards the growth of the agribusiness sector in youth. As we do it, it's not just a question of giving more, but rather a question of giving more of ourselves to be part of the processes. Then we shall all win. The plan focuses on 5 key thematic areas namely; food, nutrition and income security, advocacy, market access, linkage and networks, environment conservation and institutional capacity. These are in line with our 2030 Sustainable Development Goals (SDGs) and we hope as we shape the future of farming we can contribute significantly to their wishes and aspirations for a better globe.

Remember to follow and engage with us on all our digital platforms for more information about UNYFA and other opportunities. We would like to hear from you as well, kindly give us feedback.

<https://unyfa.org/>

Thank you for taking time to read this document and guiding us wherever possible.

President's Message



Welcome to UNYFA's Strategic Plan 2024-2028.

As we embark on this new journey, we're reminded that the world's population is projected to reach 9.7 billion by 2050, with Africa accounting for over half of this growth. This presents both opportunities and challenges for young farmers, who are critical to ensuring global food security and sustainable agriculture.

As we look to the future, we recognize that youth in agriculture face several challenges, including limited access to land, credit, technology, and education. To address these challenges, we must foster a conducive environment that supports young farmers, promotes innovation, and encourages sustainable practices.

The strategic plan outlines five key thematic areas: food, nutrition, and income security; advocacy; market access, linkage, and networks; environment conservation; and institutional capacity. These areas will guide our efforts to transform the lives of young farmers across Uganda.

I invite you to join us on this journey, as we work together to create a more sustainable future for agriculture. Together, we shall achieve greatness.

Thank you for your support

Richard Semwanga
President, UNYFA

Meet Our Board Members

A team of passionate leaders committed to advancing agriculture, driving innovation, and fostering a vibrant agribusiness community.



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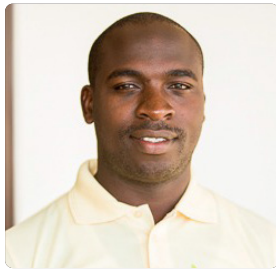
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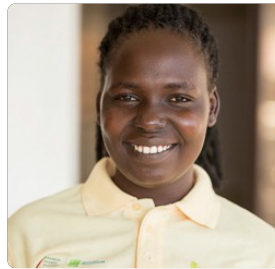
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- 1 *Semwanga Richard**
President
- 2 *Ariaka Vincent**
Vice President
- 3 *Ogolo Brian**
General Secretary
- 4 *Namaganda Betty**
Treasurer
- 5 *Atukwasa Martin**
Publicity Secretary
- 6 *Awor Sarah**
Committee Members (Female)
- 7 *Chelimo Bashir**
Committee Members (Male)
- 8 *Akuonzi Joel**
Life Member
- 9 *Denis Kabiito**
Ex officio / CEO

Introduction:

This strategic plan 2024 – 2028 was developed to guide UNYFA programme implementation in the next five years. The plan is intended to uplift the social-economic situation of young farmers in Uganda through strengthening their District Young Farmers' Associations (DYFAs) deliver on their mandate to their members and to the surrounding communities.



Background:

The Young Farmers' Federation of Uganda (UNYFA) is an umbrella organization for the Agro- based youth in Uganda. It was established in 2016 as a youth wing under the Uganda National Farmers' Federation (UNFFE). UNYFA strives to have a "holistically transformed youth in Agriculture for a sustainable economy". This is loomed through mobilizing youth and strengthening them with a major focus on Professionalization; Advocacy; Education and Training; Networking and Services. UNYFA targets agro-based youth in rural areas, in schools and those out of school/institutions between 12 to 39 years of age. It operates countrywide with over 35,000 individual youth under 70 member associations spread in six regions of Uganda and it is a fully-fledged organization and duly incorporated by laws of Uganda with registration number 80020000478713. UNYFA envisages herself as the strongest Young Farmers' Organization in Uganda, with a well laid young farmers' owned structure that emanates from grass root to the apex (Village to National level).

UNYFA programmes are coordinated by a secretariat team based in Kampala which periodically liaises with other district offices in implementing the specific and general programme interventions. With support of development partners, UNYFA will continue to mobilize and empower youth in agriculture for social-economic development.

Rationale & Process of developing the Strategic Plan 2024-2028:

this second strategic plan for five years 2024 -2028 for UNYFA seeks to shape the direction of the organization. Organizations periodically review their performance and continuously scan through their operating environment as one of the good institutional development practices. Through this, they identify critical emerging issues that can guide their strategic direction and actions within the medium- and long-term period. Cognizant of the changes in the environment, the strategic plan development process took a consultative approach using tools such as SWOT and PESTEL. Building on the achievements of past strategic plan, the organization will position itself in the next five years to uplift the situation of young farmers in "mind" and actions through linkages and networking, food, nutrition and income security, advocacy and institutional development.

The Planning Process:

As already noted, the process of developing this strategic plan was highly involving. It drew participants/delegates from six District Young Farmers Associations, entire UNYFA board led by the president and the entire secretariate team led by the Chief Executive Officer (CEO).

In summary below were the steps followed in developing the strategic plan;



Develop the strategy;

Vision, Mission, Core Values, Thematic Areas, Goal & Strategic Objectives

Establish the plan;

Strategic Interventions, Activities and Budgeting

Who We Are?

Our Niche: UNYFA is an umbrella body for young farmers in Uganda started in 2016 and launched in June 2017 as a duly incorporated member-based organization, with a registration number 80020000478713 under section 18(3) of Companies Act 2012. In next five years, UNYFA will continue to target Youth initiatives, DYFA and School Agriculture clubs¹. A youth led and founded entity, UNYFA has over 72-member associations which are District Young Farmers Associations, Youth Agro-based initiatives and school agricultural clubs, totalling to over 41,000 individual young farmers (15,990 females and 25,010 males). UNYFA is driven by the desire to have a holistically transformed youth in agriculture for a sustainable economy. The federation operates countrywide in six regions namely: West Nile; Northern; Far Eastern; Eastern; Central and Western Region. UNYFA's target age group are youth between 12 to 39 years who are rural and/or urban Agro-based and young farmers in and out of school/Institutions. After discussions among delegates, it was agreed the Vision and Mission be maintained.

The values were harmonized into four (4) abbreviated as TACI as seen below;

■ **Our Vision:**

A holistically transformed youth in agriculture for a sustainable economy.

■ **Mission Statement**

To mobilize & empower youth in agriculture for social-economic development.

Core Values:

Teamwork

UNYFA recognizes the essence of human resource a key **asset** in its development endeavours. The staff together with management and the board will continue to foster teamwork in all organizational work.

Accountability (Transparency)

We promote interventions and social investments that are prudent and aim to deliver the greatest positive change for the greatest number of young Farmers with transparency and accountability. UNYFA, inter alia, depends on grants funding, hence accountability and transparency in all UNYFA's work are emphasized.

Commitment (Sacrifice)

UNYFA management treasures dedication in successful completion of all her work. The **enthusiasm of staff at coordination office, District Young Farmers Association and board** will continuously be exercised throughout the five years. UNYFA throughout the five years will **endeavour** to serve its target group diligently without hesitation. Service above fear and favour nor discrimination of any sort will not be practiced for the betterment of the organization and the people it serves.

Inclusion (Equity for All)

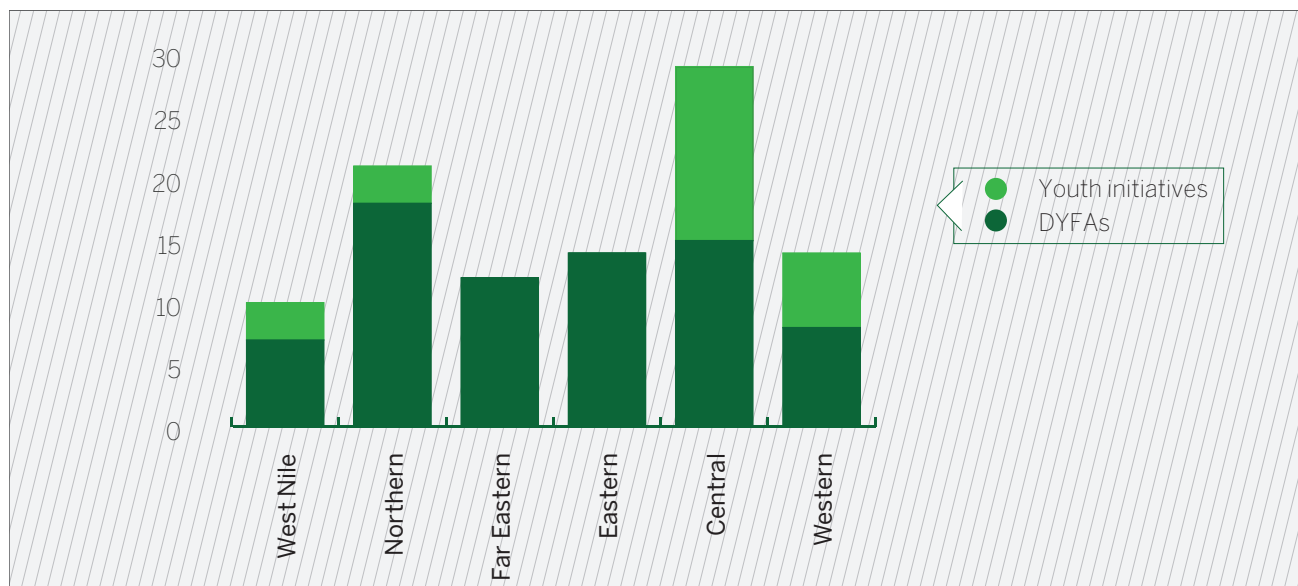
UNYFA believes in giving services in a fair manner regardless of gender, religion, age, sex or economic status. We will continue providing equal access to opportunities and resources for people aged 12-39 years who might otherwise be excluded or marginalized, including those who have physical or intellectual disabilities and members of other minority groups including the underprivileged. We value individuals in their own right and given the care and support they deserve at all times.

Performance Highlights in the Previous Strategic Plan 2018-2022:

From the secondary sources consulted regarding work done in the past five years of the old strategic plan for 2018-2022, below were some of the achievements presented under their respective thematic areas;

Operational coverage: The federation successfully established her roots in the six regions with representation in each region. This enabled her mobilize the youth in those regions for farming as a business, agri-business events, advocacy, among other domains of change. Below is the disaggregation of UNYFA's reach through 74 District Young Farmers Association (DYFA) and 24 youth initiatives in the past years;

No.	Region	Entity	
		District Young Farmer Associations (DYFAs):	Youth initiatives:
1.	West Nile	7	3
2.	Northern	18	3
3.	Far Eastern	12	0
4.	Eastern	14	0
5.	Central	15	14
6.	Western Region	8	6
Total		74	24



Through the above structures, UNYFA ably made a Countrywide mobilization of youth in agribusiness, did Capacity Building Trainings; (CET)- Corporate Entrepreneurship Training, (BAT)- Business Altitude training, (FACT)- Farmers Advocacy and Capacity Training, (ERI)- Enabling Rural Innovations and Building climate Resilience Training, Farm Succession/Continuity trainings among other trainings and learning events.

Caption: Young agripreneurs at Farmacy Farm, Kiteezi during the 10th Agri-business tour 2024



Agritourism: Since 2017, UNYFA kept on organizing two Agribusiness Tours every year, with the main rationale being the need to expose passionate farmers to various agricultural ventures across the country. The tours offered an array of activities, central among which was learning how food in its diversity is grown and prepared (from garden to the table). We also offered the same services to international visitors and travellers.





Digital age (Growth in ICTs):

Findings revealed UNYFA has established and utilizes digital platforms to include FOVL, social media platforms, websites, office telephone, email among others. A communication department was established that manages all these on-line communications. Relatedly, the organization has established working relations with digital service providers to include; Famunera, Agri-share and Ezy-Agric. These enhanced youth access to agro-inputs and e-extension services. Although the exact number of youths that have accessed E-extension services was not provided, but based on respondents, over 2000 youth across the six regions of Uganda have benefited from these platforms. However, amidst the above achievement, there is still low utilization of ICT to fundraise for the organization. And where it has happened, no additional funds have been

attracted towards organizational operational budget beyond task specific expenses/expenditures. Notably, some youths (core target group) are unable to access smart technologies partly due to affordability.

Developments at coordination office:

Besides the original single office in 2018, the organization has also acquired space for one extra office and a board room. These were furnished with Office Tables & Chairs, equipment such as Printer, computer and fast speed internet of fiber connection. This has improved the performance of staff team in executing the day-to-day activities and created more space to accommodate the staff and Board Members. And although the UNYFA home is not yet achieved, the above is a critical milestone in any organizational growth and development.

Acquisition of accounting software:

In 2019 UNYFA Accounts Department with support of Agriterro was equipped with an accounting software of Quick Books. The accountants were also trained on how to use it. The software is under use as all organizational transactions entered and reports are being retrieved by the accountants. Since then, finance and accounting systems have improved.

Growth in staffing: During the past strategic plan period, the UNYFA coordination office witnessed an impressive growth in staffing from 3 staff in 2017, to 7 in 2018 and to 11 staff in 2022. This gesture signifies some level of organizational growth and improved capacity to deliver and fulfill its mandate. Staff members also acquired skills and knowledge on financial management where the organizational internal controls were strengthened.

Favorable policy environment for youth and Government will.

UNYFA developed and presented 4 policy position papers to the commissioner-policy; office of the President/ Cabinet. These include; one on access to agriculture credit, access to agriculture markets, access to agricultural extension services and on Climate change. There were engagements with Ministries, Department and Agencies for instance MAAIF focusing on youth issues along agriculture value chains. At local governments, there has been integration of youth into district boards and commissions for example in Kanungu district unto the coffee steering committee. Lobbying for farm inputs from government Operation Wealth Creation (OWC), NARO and State House. To amplify the youth voice through advocacy, UNYFA joined advocacy umbrella organizations like the National Youth Advocacy Platform (NYAP). Such organizations have created spaces for youth to advance their issues to primary duty bearers.

Increased awareness of UNYFA brand (National Young farmers' umbrella):

There was growth in recognition of the first umbrella organization of youth in agribusiness in Uganda. Through networking events like the youth agri-business tours, participating in national agriculture shows, national youth symposium, annual general meetings and the young farmers international exchange programme UNYFA brand

awareness has increased. This brand has not only contributed to youth empowerment but its steadily attracting crucial national and International Partnerships with government ministries like Ministry of Agriculture Animal Industry and Fisheries (MAAIF), United Nations Food and Agriculture Organization (FAO), Schorlemer Foundation of the German Farmers' Association (DBV) and international NGOs like TRIAS. Through these partnerships the organization has conducted international exchange programs since 2019, held exchange learning visits between DYFAs and agro-tours for youth. Over 10,000 youth have benefited in these partnerships across the six regions of Uganda.

Towards social justice in Uganda, driven by inclusive and sustainable family entrepreneurship worldwide.

The DGD program is a tripartite arrangement between UNYFA, TRIAS and Andreas Harmes Akademie (AHA). The program is for 5-years (2022-2026) with an overall outreach of empowering and supporting 1000 young Agripreneurs within their agribusiness enterprises and further foster their competitiveness within the agribusiness space through Lobby and advocacy. Project areas, Central, West Nile, and Rwenzori region. In the last period of the outgoing strategic plan, these were some of the accomplishments under the above program;

Leadership and governance

consultation meeting: The Governance and Leadership Consultation Meeting took place at the national level, facilitated by the CEO of Tunado. The UNYFA board, secretariat management, and a select group of members were consulted on the governance of UNYFA and its effectiveness in representing members from a bottom-up approach. Additionally, the meeting aimed at identifying weaknesses, strengths, opportunities, and threats that have emerged since the organization's inception. The ideas and recommendations generated were intended to help UNYFA strengthen its leadership and governance structure as the organization continues to mature.

Consultation Meeting at Grass root with the DFA and DYFA:

Amidst efforts to strengthen the organizational structure and reaffirm membership, two meetings were conducted to assess the relationship between the DFA and DYFA, evaluate their working dynamics, and explore opportunities for improvement. Additionally, the aim was to gain a deeper understanding of grassroots membership and reaffirm their commitment at the district level. These meetings took place in Masindi and Zombo.

In Zombo, the DYFA and DFA structures were closely aligned. The President of the DYFA served as the youth coordinator on the DFA board, and a dedicated Youth desk was established at the secretariat to oversee DYFA

activities. Although fewer activities were directly managed through the DYFA due to the predominant focus on activities from the national level to the secretariat, the DYFA actively participated in DFA activities, especially those targeting the youth, and was regularly consulted.

On contrary, in Masindi, the DYFA structure faced challenges. The DYFA is not registered at district level and the new membership is not even recognized by the youth coordinator at the secretariat. There was a need for remobilization, which was conducted in the last quarter of the year. Youth members were consulted on their willingness to become part of the Youth structure, and later this year they will elect new membership using the statutory instruments developed by the national secretariat to be used by all members registering at the starting level. These templates can be adapted. Later, an MOU will be drafted between the DFA and the DYFA to legalize their relationship.

Basic entrepreneurship

training and roll-out: Out of 502 profiled individuals, 420 agripreneurs were trained in basic entrepreneurship skills. This training occurred at the community level following an intense 3-day residential workshop conducted by the TOTs. The participants received

instruction on fundamental concepts of entrepreneurship, including understanding what an entrepreneur is, conducting market surveys, selecting enterprises, budgeting, pricing, and an introductory session on how to draft a bankable business proposal. The TOTs effectively disseminated this information to the members over two days.

Exposure learning visit: 45 young farmers (27 females and 18 males) were exposed to various areas by the end of December 2023. Additionally, 22 rural women were supported to travel to Germany for an exchange visit with German rural women, while 22 young farmers were supported to participate in the International Young Farmers Exchange Program in Germany. Moreover, 7 young farmers were supported to attend the National Agriculture Show in Jinja for a duration of 2 days.

International Day for Rural

Women: UNYFA, in partnership with GIZ, organized the second edition of the International Day for Rural Women 2023 in Uganda. The event took place on the 17th of October 2023 at the Goethe Zentrum in Kamukya. More than 78 participants attended the event, including representatives from the German Embassy and the Country Representative from the GIZ office in Kampala. Five outstanding women were

recognized and awarded with post-harvesting equipment to support their businesses.

Climate Change Awareness

Campaign: Amidst the crises of climate change, UNYFA organized a climate change awareness campaign that included the printing of 200 copies of Climate Smart Agriculture practices pocket materials. These materials are intended to raise awareness about the adverse effects of climate change, its causes, and how communities/agripreneurs can adapt to it. Furthermore, a radio talk show was organized at the national level to sensitize the masses about the damages caused by climate change and the role farmers can play in mitigating these effects. The key message conveyed was that youth are the caretakers of tomorrow. Additionally, UNYFA attended COP-28 in Dubai, where one of our project managers represented the voice of young people from Uganda. He participated in several dialogue meetings, representing the challenges faced by young farmers and the efforts made by youth to mitigate these challenges. The reports for the YouLead Summit (**YOULEAD SUMMIT 2023 HELD IN NAIROBI KENYA FROM [20TH \(1\).docx](#) and COP-28 ([Cop- 28 report.docx](#))**) for more information.

Networking:

New Partnerships for resource

mobilization: Findings revealed some fundraising efforts through the new partnerships. For example, about establishing UNYFA home, Mr. David Spies –a German young farmer together with UNYFA initiated a fundraising stream for UNYFA home (Demonstration Farm & Training center). The secretariat and Mr. David came up with a wine brand name called “Roots and Wind Love Wine” with a background story of spreading love and togetherness between Ugandan and German young farmers. They jointly produced a video about the wine together which is on all UNYFA platforms to aid the fundraising events. Relatedly, is the UNYFA-Afriport initiative. With signing of a Memorandum of Understanding

(MoU) a market linkage with Afriport International an export company dealing in coffee, avocados, sesame, soya beans were established. This partnership is looking at enabling young farmers access the international market and be trained in post-harvest handling technologies.

International Young Farmers' Exchange Program (IYFEP)

5 years: UNYFA together with Schorlemer Foundation of the Germany Farmers' Association begun the International Exchange Program partnership. The Program is for all young farmers in Uganda and Germany who would want to have exposure and further understanding of global farms and food systems and it is supported by the Federal Ministry for Economic Cooperation and

Development (BMZ). For the last five years, the IYFEP program has and still promotes education, training and exposure among young farmers through hands-on experience and cultural integration between Uganda and Germany. Thus far, 93 Ugandans have directly been impacted by the program, while 43 German interns have been to Ugandan farms for an exposure of their lifetime. Project areas. Country Wide. Through the ABC competition that was organized for the fourth cohort, the program saw three young farmers benefit with cash prizes of 3000 Euros, 2000 Euros, and 1000 Euros for Laura Nakigozi, Tom Gashali and James Bakkabulindi respectively. With the money, they were able to boost productivity at their farms.

Professionalization:

UNYFA structures established and functioning strongly:

At national level, 60 monthly management meetings were held entire 5 years and 48 weekly meetings per year were held at secretariat. Majority of these were held physically, however with the outbreak of Covid-19 in 2020 and part of 2021, they went virtual. Notably, due to distances and inadequate funding, District Young Farmers' Association (DYFAs) rarely meet, instead of quarterly meetings, they have held averagely 2 meetings per year. Reporting specifically by Secretariat has been periodical

taking a frequency of quarterly and annual. However, at district and group levels, report writing culture is still wanting and needs improvement. Last but not least, funds at secretariat have been raised standing at 99% donor funds and 1% membership at national level. However, at District and Group level the funds are still low.

Effective decision making for organizational performance:

Generally, management undertakes operational decisions yet the Board undertakes strategic decisions and provides

oversight. Any decision that requires endorsement by the supreme body is presented to the General Assembly during the annual General meeting. However, implementation of some decisions after approval is still a challenge at regional level because many regional offices are not fully functional, yet those that are active due to running projects, interests of the development partners supersede the institutional preference.

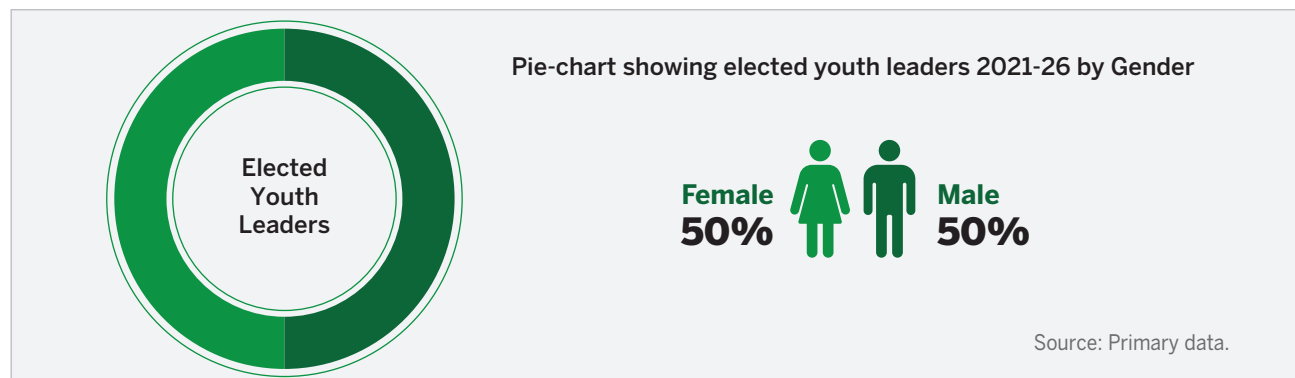
Advocacy:

Youth utilize the available spaces to raise their issues to duty bearers: In this period of review, findings revealed UNYFA has joined strategic platforms like the NYAP to pursue their advocacy agenda. Although, respondents did not adduce evidence of the NYAP advocacy agenda unto which UNYFA contributed to, having an MOU was a good gesture of amplifying the youth voice/issues through advocacy. Additionally, 10 youth from DYFAs in recent elections held in March 2021 became councilors at parish, sub county and district councils. However, there is need for UNYFA and its regional structures to deliberately position themselves to utilize advocacy spaces by preparing position papers for local government planning and budgeting processes. Additionally, in future, UNYFA should develop an advocacy strategy, disseminate it among structures and train at least the leadership structures in advocacy.

Table 1: Status of youth leaders elected at District & Sub counties:

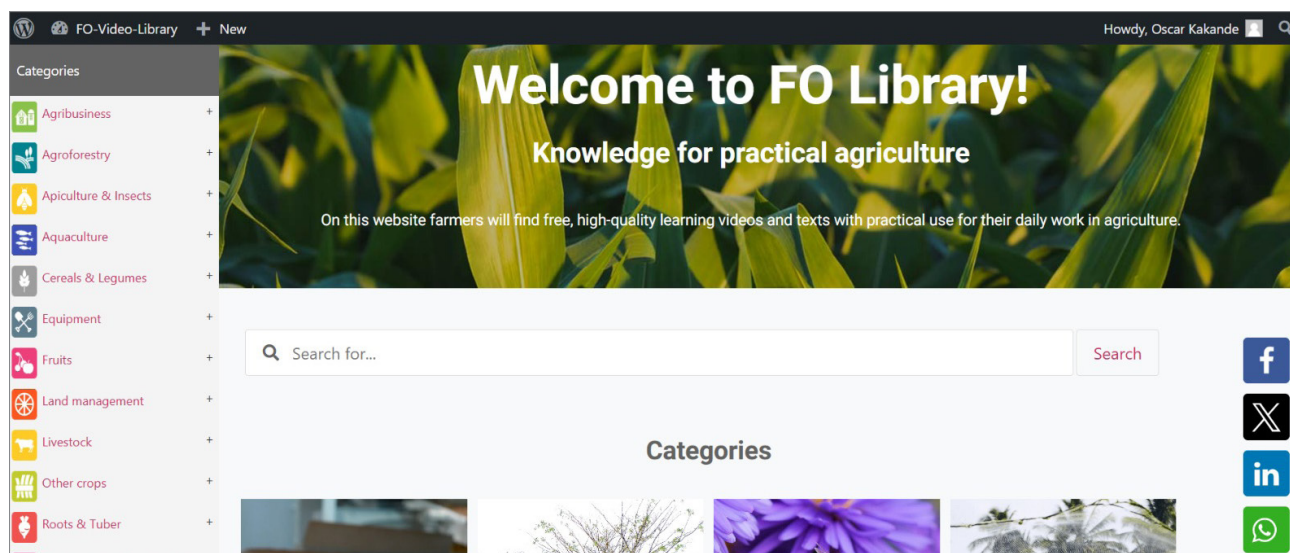
No.	Name	Political Office 2021- 2026	Geographical Area
1	Kasirye Kayi	Chairperson	Busia District
2	Kalayango Hillary	District Youth Chairperson	Buyende District
3	Akello Joyce	District female Youth councilor	Kiryandongo district
4	Chebet Sarah	Speaker	Kirk subcounty, Kween District
5	Edward Baharagate	Speaker	Kiryandongo Sub County, Kiryandongo district
6	Nasirumbi Bridget	Female youth councilor	Busia District
7	Adumu Jesca Draga	Chairperson Youth	Olivu Subcounty, Maracha district
8	Ariaka Vincent	Youth Councilor	Maracha District
9	Namaganda Betty	Youth Councilor	Iganga District
10	Buyinza Abdul	Councilor	Iganga District

Increased youth involvement/participation in policy and legislative processes affecting them. The starting initiative is for rights holders (Young farmers) to first know the government planning and budget cycle. During the period under review, as noted in table 1 above, 10 youths were elected into political officers. These had a strong backing of their respective groups and DYFAs constituencies. Specifically, those that were elected in their councils as Speakers have a higher influence towards youth agenda over other leaders. However, there is need for deliberate strategies to increase youth active participation in these processes. Inevitably is the need to strengthen feedback mechanisms by elected political leaders to their DYFAs for the benefit of youth in the long run. Social contracts between DYFAs and all candidates can be initiated during elections to influence the youth advocacy agenda in advance.



Education & Training:

The Farmer Organization Video Library (FOVL): The FOVL is a digital platform that is geared towards helping farmers in the modern-day era to gain easy access to information regarding agriculture, anytime, anywhere, instantly. The platform is up and running with over 4500 videos for various stages of agricultural value chains being sourced monthly, edited, and translated into Luganda, Swahili and French languages, and uploaded for farmers to better their farming practices. Users can access the FOVL platform via <https://unyfa.fo-library.org/>, register for an account, and go right ahead.



Youth derive their livelihood from activities they engage in along agriculture value chains. Respondents attested trainings and exposure learning visits were held in the review period. However, despite of their occurrence, the adoption level was very low. Besides, although the target was 20,000 youth, even data on actual participants in the learning events was scanty. According to 2018 and 2019 UNYFA annual reports, an estimated 9,218 youth through 11 education, training and networking events benefited. These among others continue deriving their livelihoods from agriculture value chains they engage on. The five favorable value chains are; tomatoes, passion fruits, cabbages, leafy vegetables and Apiary.

Table 2: Participation in selected periodical events:

YEAR: 2019			
Selected event	Nature of event	No. of participants	Purpose/Theme
FACT (Farmer Advocacy Communication Tool) Training	Capacity building	5 Staff members and 20 Young Farmers Leaders	Strengthening advocacy capacity of grassroots level
Agribusiness Modeling and Coaching for Farmer Organizations	Capacity building	20 young farmers were trained by AHA International	Skilling in Agribusiness modeling with a touch of agro-processing, branding, market and coaching
UNYFA-AHA Workshop on Market Linkages & Roles + Responsibilities of UNYFA & Members,	Capacity building	17 participants from 10 District Young Farmers Associations	Real life practical experience sharing as it was done on a farm with various enterprises providing best learning cases
UNYFA- COMESA Business Council	Awareness raising	30 UNYFA members from DYFAs such as Sembabule, Masaka and Rakai	Creation of awareness about COMESA Business Council Digital Financial Inclusion project that targets youth in East and Southern Africa which comes with numerous

			market linkages, business cooperation, social platforms, local sourcing partnership platforms that UNYFA members can tap into.
The 4th and 5th UNYFA Agribusiness Tour June & November 2019,	Networking	38 participants, 14 from Central region, 1 from Northern region, 3 from West-Nile, 5 from Far East region and 2 from Western region, 6 international participants and 7 participants from the Coordination office	"Be Bold for Agricultural Change, Champions keep playing until they get it right" "Lets farm to feed the world, create employment and earn a living",
National Youth Symposium	Networking	500 youth involved in farming, Agricultural scholars / researchers, development partners and other key players in the agricultural sector. The	It aimed at creating a platform where youth table their challenges and engage in constructive dialogue that ignites the exchanging of ideas, innovations and opportunities to foster youth participation in the green gold sector (Agriculture).
YEAR: 2018			
Selected event	Nature of event	No. of participants	Purpose/Theme
Farmer Entrepreneurship Training (BJUS International)	Capacity building	18 UNYFA TOTs were introduced to Farmer Entrepreneurship Training	Empower trainees with knowledge and skills of sustainable agricultural enterprise development
Development of communication strategy and services	Policy development	15 young farmers' leaders	Acquisition of skills and establishment of UNYFA Communication Strategy and Service as a product.
Mobilization and Sensitization of Youth	Awareness raising	Over 8000 individual youths have been mobilized and sensitized about team work and farming as a business	The mobilization and sensitization exercise focused on establishing strong or revamping youth in agribusiness groups across the country.
The National Youth Symposium On Agribusiness 2018	Networking	The event convened 500 youths from all regions of Uganda	The National Youth Symposium was themed; "Youth in Agribusiness: for income generation and job creation" bringing on table challenges and opportunities for small and medium Enterprise (SMEs), Non-Government Organizations (NGOs), Civil Society Organization (CSOs), schools, Youths and other Agro related partners.
Agribusiness Excursions	UNYFA support services	The two excursions convened 55 individual young farmers from District Young Farmers' Associations and youth agro-based organizations	The tours brought together young farmers from different regions of Uganda and outside to gain exposure to various agricultural value chains, farming cultures, experience sharing, knowledge/ skills transfer & learning, and exploring fun in farming.

Support Services:

Farm Succession: UNYFA, together with their partners the Andreas Hermes Academia with funds from the Germany Federal Ministry of International Cooperation, implemented a farm succession project/generation next project which saw the development of a site-specific training manual that can be used to train farmers and their farming families how they can start a farm succession program within their farming families.

Utilization of development initiatives: Trainings and exchange visits helped the youth to acquire knowledge and skills in good agriculture activities. Relatedly, the organized youth in groups increased access to funding from other NGOs for example Masaka district.

Market access & value addition (Effective & Psychomotor behavioral changes): UNYFA has built confidence among young farmers through its activities and apparently young farmers can stand independently without peer influence. Additionally, Youths have acquired skills of value addition to minimize on the challenge of price fluctuations for example young farmers in Mubende purchased cassava slicer to reduce on the flooding on the market. Relatedly, UNYFA exposed young farmers to markets through its activities like the AGMs, trade shows, Farmunera, among others.

Farmers have acquired advanced farming technology through acquisition of machines like planters, combined harvesters. For instance, during 2019 National agricultural show, they bought farmers' handheld power tools from STHIL Company from Germany. Youths also managed to broaden their activities and they have availed employment opportunities to their fellow youths. Through dissemination of information, youths were able to get genuine information via magazines, newsletters, social media platforms, online video competition etc.

Environment And Biodiversity:

Developed the Climate change and adaptation strategy 2022: Young Farmers Federation (UNYFA), together with its partners TRIAS and AHA, developed this strategy with climate smart actions that could be incorporated in the new strategic plan of UNYFA to guide the organisation on what activities/interventions can be implemented to deal with climate related risks and how they can be mitigated. Broadly through the strategy, UNYFA will strengthen, Biodiversity conservation endeavours, climate change mitigation practices and agro-ecological interventions.

UNYFA members undertake climate change mitigation practices. The member DYFA's planted trees, and on average 5050 trees were planted based on response from the mid-term review sample. Against a target of 12,000 trees, this translates into 42% performance.

Additionally, Member DYFA carried out activities that mitigate climate change and conserve the environment, these included; Regional exchanges that were sponsored by UNYFA in Partnership with Agriterro. These exchanges enabled members to learn from each other in line with climateSmart Agriculture. As elucidated by a representative from APAC who went to Lira DYFA at Aler farm to learn more about Climate Smart Agriculture practices.

Relatedly, members of the DYFA acquired knowledge about proper waste management for instance, recycling of plastic, use bio-gas, and use of briquettes. Fish Farming was also adopted to protect bio-diversity within some DYFA's like Kanungu near swampy Areas. Based on the above, it's evident that UNYFA members conserved the environment.



CONTEXTUAL ANALYSIS:

The Young Farmers' Federation (UNYFA) in the next five (5) years will consolidate the attained achievements and work towards achieving its mission of mobilizing and empowering youth in agriculture for social-economic development. Using a value-based management approach, she will strengthen her internal systems and structures to ably reach out to her customers (internal and external) for a holistically transformed youth in agriculture for sustainable economy. Hence this section presents an analysis of the Strengths, Weaknesses, Opportunities and Threats within UNYFA's internal operating environment. It also presents an overarching analysis of the external environment politically, Economically, Socially, Technologically and legally.

Analysis of the Organizational Internal Environment:

strength:

UNYFA has a team of

competent Staff and leaders:

Appointed by the general meeting unto the organizational board, UNYFA leaders are reputable. Staff are qualified with good years of experience enabling them to serve the internal and external customers diligently.

Visibility within the agriculture space:

There is increased visibility of UNYFA within the public associating it to an emerging lead player on youth works along agriculture value chains. The International Exchange Programme for instance has grown the organizational brand to regional recognition where there active DYFAs and

nationally. Affiliation to World Farmer Organizations, National Youth Advocacy Platform (NYAP) especially within the advocacy space.

Affiliation to UNFFE: UNYFA

being affiliated to Uganda National Farmers' Federation (UNFFE) as a young farmers' wing gives it permanency in her way of work and service delivery.

Organizational structures

in place: UNYFA has well established structures currently anchored amongst the DFAs. There is a Coordination office in Kampala that handles the day to day organizational managerial, operational and compliance issues.

Impacting projects: In the past five (5) years, UNYFA has had impactful projects for youths. For instance, for the last five years, the International Young Farmers' Exchange Program (IYFEP) program has and still promotes education, training and exposure among young farmers through hands-on experience and cultural integration between Uganda and Germany. So far, 93 Ugandans have directly been impacted by the program, while 43 German interns have been to Ugandan farms for an exposure of their lifetime. Many of these youth upon returning to Uganda, their lives did not stay the same, they greatly improved attributed to their months of stay in Deutschland.

National coverage: UNYFA enjoys national coverage through the DYFAs and youth initiatives spread in all regions of Uganda. This unique structure will enable them to continue attracting support from well-wishers so as to change lives of youth in Uganda.

Opportunity:**Favorable Policies, strategies and public programmes:**

Despite the shrinking civic space, all hope is not lost. There a number of policies that enable UNYFA to implement her projects and programme. For instance, the third National Development Plan (NDPIII) 2020/21 - 2024/25, under Human Capital Development (Pg 165-178), government planned for the youth.

Programmes like the Youth Livelihood Fund and Parish Development model (PDM) target improving youth livelihoods as well. Agro-industrialisation programme where UNYFA core contributions to national development lies, 30% of the Parish Revolving Fund (PRF) is for youth.

Willingness of development partners to support youth:

Since the inception of UNYFA, there has been an observed willingness of development partners to support it being a young farmer organization. There a number of Memorandum of Understandings (M.O.U) signed between partners and UNYFA. These are with: TRIAS, DLV, AHA-GIZ, Schorlemer Stiftung, Agriterro, Farm Africa, FAO, Solidaridad. These organizations have supported UNYFA to where it is today. This is shown in the way they funded the interventions UNYFA implemented in the past 5 years under the old strategic plan.

Weaknesses:

Weak DYFA's: There still exists DYFAs with weak governance, weak systems and management structures and hence dysfunctional.

Donor Dependency due to inadequate funds to cover all organizational work;

Over 85% of UNYFA source of funding is from donor sources. Although DYFAs are mandated by constitution to remit annual subscriptions, some are not able to do so yet they expect a service.

High youth expectations, handout syndrome & Mindset change: Some youth have high expectations from UNYFA, increasing their dependency and once expectations are not met, they lose trust. Besides, there is some sort of dormancy associated with the weak DYFAs. This yields to low or no member mobilization, participation in DYFAs events. Given the challenges of the time where youth want quick wins say from gambling/sports betting but may be hard to realize from agri-businesses retards their active involvement for livelihoods improvement.

Threats:

Pandemics: Any outbreak of pandemics like Covid-19 that occurred in 2020 and continued to 2022 led to loss of lives, stalled work for over a year and indeed disrupted lives. This post Covid- 19 era full of Volatility, Uncertainty, Complexity and Ambiguity

(VUCA) has to be planned for well to successfully implement the strategic plan in the next five (5) years.

Political instability: with the upcoming elections in 2026 where political parties are all preparing to assume presidency, political instability and violence may occur causing death of young energetic youth who are usually influenced by politicians to follow them, campaign for them and incite violence as it was in 2021 presidential elections bid.

Competition from organizations dealing with youth: UNYFA in the next 5 years is likely to face stiff competition from fellow CSOs working with youth. Some of these in their approach are accustomed to giving handouts that creates

dependency. This compels some youth to leave DYFAs for quicker gains from short term/temporal ventures other than agri-businesses at their disposal.

Climate change effects: In the past two decades, Uganda has suffered eight major droughts affecting nearly five million people. In the same period, 18 major floods and four significant mudslides have displaced more than one million people, destroying infrastructure, disrupting markets, and cutting people off from social services. Several local and global studies on climate change confirm that it affects and will continue to affect Ugandans' lives and the country's economy with adverse consequences over time on different sectors such

as agriculture, health, and infrastructure among others if nothing is done to mitigate, combat and build resilience of those affected or contributing towards climate change.²

Implication of the SWOT

analysis to UNYFA: UNYFA should consolidate her strength, deal with her weaknesses, strive to maximize existing and emerging opportunities periodically but minimize threats. For instance, continue to pursue non restricted, non-conditional income streams/ sources thereby reducing on her dependency on development partners for rent, administration costs among others. Continuously engage youth to work hard, look at their lives beyond youthful age and interest many to join agriculture.

External Organisational Analysis (Pestel)

In every involvement, there are external factors that can affect the overall organization's strategy. The PESTEL frameworks were used to identify and understand such factors. This section gives an analysis on how Political, Economic, Social, Technological, Environmental and Legal factors can influence the performance of UNYFA in attaining her aspirations of the 2024 – 2028 strategic plan.

The Political Environment:

In accordance with the provisions of the constitution, inclusion of youth in leadership at national and local government levels has had some positive impacts in Uganda. The youth MPs also contributed to advocating for the Youth Venture Capital Fund worth UGX. 25 billion, aimed at supporting the growth of business ventures owned by youths. This venture helped some of the youth beneficiaries

to start up income generating projects hence reducing the unemployment rates of youth in the country. Despite this achievement, at local government level, the legislation by youth councilors has been inadequate in some regions due to issues of medium of communication. The mode of communication in most districts and sub county council meetings is English since it's the official language of Uganda. Hence the council resolutions as

well as budgets are documented in English language. This, however, has made it difficult for some councilors representing marginalized groups to present their issues effectively since they are not in position to express themselves very fluently in English. Therefore, they are merely engaged for purposes of realizing quorum and serving to rubber stamp the views of the elite legislators, and as such there is no value added in terms of influencing effective

planning, budgeting and decision-making processes to uplift their livelihoods.

Hence UNYFA in the next five (5) years should do some advocacy on effective participation of youth in planning and budget meetings right from villages to district level. In addition, issues of language barrier during legislation at the district and sub county level Councils. Councilors should be allowed to use the local dialects during deliberations in council meetings as well as interpretation of resolutions for the benefit and active participation of those that may not be in position to communicate effectively in the English language.

Relatedly, according to the Equal Opportunities Commission report (2023), it was found out that there is low level of awareness among vulnerable and marginalized groups as duty holders on their rights to equal opportunities and representation. Therefore, the youths, women, persons with disabilities and older persons especially at grass root level are unable to hold their representatives (duty bearers) accountable. The representatives of the marginalized and vulnerable groups do not regularly interface with their constituents. There is a communication gap across all levels of governance which has limited opportunities for youth, women, PWDs and older persons to adequately express views and concerns directly to their representatives. There is a perception that the MPs are

not bothered since they will not seek re-election as youth representatives due to age restrictions. Youth only meet their representatives during social events such as burials and that they members are never consulted on any of the decisions that were made concerning the community.

In the next five (5) years UNYFA should strengthen youth associations with citizen/public accountability tracking tools so as to demand for accountability from their members of parliament and councilors and as well as village leaders. Targeted should be programmes like the Parish Development Model, Micro-irrigation like U-Gift, implementation of annual district and sub county development plans among other Agro-industrialisation interventions.

The Economic Environment:

According to the UBOS (2022) Statistical Abstract, the working-age population has increased from 19.1 million (8.9 million males and 10.1 million females) in 2016/17 (citing the UNHS 2016/17) to 21.4 million (10.2 million males and 11.1 million females) in 2019/20 (citing UNHS 2019/20). In 2021, the working-age population shot to 23.5 million people (11.4 million male and 12.1 million female) (citing the National Labour Force Survey, 2021).

Unemployment interpreted as the share of the labour force in the ages of 15-24 without work but available for and seeking

employment, thus excluding the economically inactive population, such as the long-term unemployed or full-time students, youth unemployment was recorded at: 6.58 in 2022; 6.54 in 2021, 7.08 in 2020; and 5.57 in 2019 (Macro trends 26, 2023). It is evident that youth unemployment is higher than overall unemployment in the country.

The increase in unemployment rate in 2021 among the working population was a result of Covid-19 pandemic which made many of people to lose their jobs. For example, in the tourism sector, literature indicated that the rate of hotel occupancy fell from 80% to 20%. Further disaggregation by sectors indicated that the majority of the working population (over 60%) are located in the agriculture, forestry, and fishing industries (UBOS, citing the National Labour Force Survey (2022/25), UNHS 2016/17; 2019/20). This is followed by trade, accommodating over 10% of the working population (ibid). Other sectors are manufacturing; education; transportation and storage; construction; hotels, restaurants and eating places; and other services. The youth (aged 15-24) are more affected than other age groups for several reasons. They lack the right attitude to inspire entrepreneurial energy and appreciate a culture of personal savings and longer-term financial growth.

The Uganda Bureau of Statistics (UBOS) household surveys

indicate that about 50% of most Ugandan household wealth is held in the form of land and provides the majority of employment opportunities in the country. However, the majority of land owners do not have land titles to guarantee their security of tenure.

Government has made strides to reduce poverty level by designing various interventions. These include: the Youth Livelihood Programme (YLP), the Person with Disability Grants, youth capital venture, and the Uganda Women Empowerment Programme (UWEP), among others. Despite the successes of the interventions, the implementation of these programs continued to be characterized by a number of limitations. These include the following: i) the coverage of these interventions has been localized to a few parishes at a given time, ii) they have not been directly relevant to the country's industrialization and food security agenda, iii) they generally suffer from high administrative costs, and their services are relatively expensive for their intended beneficiaries. Due to these challenges, the government rolled out new programs such as Emyooga and the Parish Development Model, especially in rural areas, to foster inclusive growth, equalize opportunities for all regions and reduce income inequalities.

Parish Development Model:

On 26 February 2022, the Government of Uganda launched the Parish Development Model (PDM) as a delivery mechanism for transitioning 39% of households from a subsistence economy to a money economy. The PDM is a strategy by government aimed at organizing and delivering the public and private sectors out of poverty through the creation of employment opportunities at the lowest economic planning unit, which is the Parish. The PDM is the last mile strategy for service delivery by Government of Uganda to improve the incomes and welfare of all Ugandans at the household level. This intervention is an extension of the whole of Government approach to development as envisioned in the NDP-III. The PDM is prioritizing interventions across the production value chain in agriculture which will create opportunities for wealth and job creation. The successful implementation of the model will eventually contribute to the Uganda Vision 2040 which envisions "a transformed Ugandan society from a peasant to a modern and prosperous country" and hence the realization of the third National Development Plan (NDP III) which prioritizes inclusive growth, employment and sustainable wealth creation at household level. To promote equity, the funding quotas for population

category were defined as follows: Women -30%, Youth- 30%, PWDs-10%, Elderly- 10% and others- 20%.

The Social Environment:

Labor Externalization program a government strategic initiative that facilitates the recruitment of Ugandan migrant workers to "decent employment opportunities and promotes the protection of their rights and welfare while in the countries where they are employed. By July 2019, the Ministry of Gender Labour and Social Development (MoGLSD) had negotiated and signed three bilateral labour management agreements with several governments, including that of the Kingdom of Saudi Arabia, the Hashemite Kingdom of Jordan and the United Arab Emirates. In Uganda, labour externalisation takes mainly three channels. These are: a) Licensed recruitment companies and as of July 2022, the Ministry had licensed 276 firms to externalise labour³¹. b) Individuals sourcing jobs: Many Ugandans go abroad independently, through friends or connections, searching for employment. The actual statistics are hard to establish, as travel reasons are often vague and not aligned to job searching. According to the report by the 2020 United Nations Department of Economic and Social Affairs (UNDESA), the estimated number of Ugandan migrant workers stood at approximately 781,440, of which 408,705 were females and 372,735 males.

When compared to a maid in Uganda, who is paid an average salary of USD 25 a month (UNHS, 2021), the salary for the same services in Dubai is about USD250, 10 times higher, which makes a lot of sense to travel abroad for work. It is important to note that in addition to creating job opportunities, the program is also a major foreign exchange earner for the country bringing in over US\$ 1.4 billion in form of remittances.

In spite of the benefits accruing to the government of Uganda in terms of job opportunities to the unemployed youth, foreign exchange, and revenue, the externalization of labor is marred with abuse of the migrant workers' rights due to inhumane treatment they are subjected to such as sexual abuse, denial of food, being overworked without rest among other rights violations. The situation was further exacerbated by the outbreak of the COVID-19 pandemic for the migrant workers that work and live in the Gulf Countries. Many were exposed to the coronavirus and eventually infected due to the unsanitary and crowded places of accommodation that they live in with limited initiative from their employers to protect their health, lack of protective gear for workers in the construction sector, loss of jobs for those in the tourism industry and finally, long working hours for the domestic workers without equitable compensation among others.³² This is happening even in countries

where the government of Uganda signed bilateral agreements and memoranda of understanding.

The Technological Environment:

Country wide there has been a fundamental shift in how traditional business operate and engage their customers and this has been through internet and mobile technology and the situation was worsened by the outbreak of Covid19 that created a paradigm shift which has influenced the level of competitiveness and efficiency however in Uganda Majority of the MSME have challenges in use and adopting to the new technologies. This is because of the high cost of internet that vulnerable persons cannot afford and the limited network coverage, Equal Opportunities Commission (2023).

The government rolled out the new Lower Secondary Education Curriculum (LSC) in a phased-out approach starting in February 2020 with Senior one (1) student. 90 National Facilitators, 1600 Master Trainers and 20,000 teachers of senior one (1) were trained. An average of 4-5 Teachers from each school, both Government aided and Private were trained and a total of 6020 schools (both Gov't & Private) received syllabi books distributed by NCDC between October to December 2019, (NCDC 2023). According to an official from NCDC, the new curriculum was introduced

to improve on the quality of education at secondary level. The old curriculum was producing graduates with inadequate and or no practical skills to meet the demands in the labor market. He further mentioned that the need to review the curriculum was overdue since it had not been revisited from the time the colonial education system was introduced.

Schools across the country have responded positively to the new competency-based lower secondary school curriculum that incorporates vocational aspects of learning as the country moves away from theory-based teaching. The new lower secondary curriculum fits well in the paradigm shift as demonstrated in the skilling Uganda programme. However, a lot more needs to be done by the Government to enable equitable access to the programme to all learners in the country

Ministry of ICT has reduced the tax rate charged on mobile data. This will enhance the uptake of information by youth which UNYFA can capitalize on to increase viewership on the FOVL. Emergency of new media is enhancing communication broadly, but however is enhancing misuse of information. New social media platforms like Tiktok, Zoom, X formally Twitter etc for enhanced communication and information sharing in the new normal of post Covid-19 era.

The Legal Environment:

New laws like and bills such as Contract Farming bill once passed into law seek to position young farmers as suppliers of produce. The changing Ugandan policy framework which brings into play new laws such as the anti-

homosexuality law threatens the donor funding interests in Ugandan development agendas agriculture inclusive. The opportunity for UNYFA is to find alternative hybrid approaches to generate incomes. Computer

misuse Act Amendments 2022. Signing of the anti-gay bill into law has attracted financial penalties like withdraw of the World Bank financial support. This will impact on the donor support opportunities available.

Sustainable Development Goals (SDGs).

The global overarching framework to equitably address the needs of the current and future population is the 2030 Agenda for Sustainable Development. At the heart of this Development Agenda are 17 SDGs to which 193 UN Member States including Uganda agreed to pursue a sustainable future. This global agenda is centred on sustainable inclusive growth and development which calls for the promotion of equal opportunities for all in all spheres of life as a key strategy to the realisation of the global dream of leaving no one behind.



The Beijing Declaration and Platform for Action, 1995.

This Declaration inspired Uganda to formulate its Gender Policy and the National Action Plan on Women. This global agenda emphasizes the full and equal participation of women in political, civil, economic, social and culture life at the national and international level, and the eradication of all forms of discrimination on the grounds of sex.

The African Youth Charter, 2006.

The second key objective of the Charter is to ensure the constructive involvement of youth in the development agenda of Africa and their effective participation in the debates and decision-making processes in the development of the continent. The Charter sets out a framework to enable policy makers to mainstream Youth issues in all development policies and programmes. It thus provides a legal basis for ensuring Youth presence and participation in government structures and forums at national, regional and continental levels.

Maputo Protocol on the Rights of Women in Africa.

The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, also known as the Maputo Protocol on Women's Rights, provides comprehensive rights for women and girls in Africa. The Protocol guarantees extensive rights to women, including the right to take part in the political processes, to social and political equality with men, improved autonomy in their reproductive health decisions, and an end to harmful traditional practices such as female genital mutilation, among others. It covers a broad spectrum of civil, political, economic, social, cultural, and environmental rights and is considered one of the most progressive human rights instruments globally.

The Public Finance Management Act, 2015.

On 23rd February 2015, the government of Uganda strengthened its commitment to realize equal opportunities in planning and budgeting by introducing the Public Finance Management Act, 2015 (PFMA), whose implementation commenced on 06th March 2015. The PFMA provides three sections on compliance with gender and equity requirements and these are;

- Section 9(6)(a) and (b); Section 9(6) provides that, the Minister shall,

in consultation with the Equal Opportunities Commission, issue a certificate; (a) certifying that the Budget Framework Paper (BFP) is gender and equity responsive; and (b) specifying measures taken to equalise opportunities for women, men, persons with disabilities and other marginalised groups.

- Section 13(11) e (i) and (ii); Section 13 (11) (e) provides that a certificate shall be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission (i) certifying that the budget is gender and equity responsive; and (ii) specifying the measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups. Section 13 (15) g (i) and (ii);
- Section 13 (15) (g) provides that a certificate shall be issued by the Minister responsible for Finance in consultation with the Equal Opportunities Commission; (i) certifying that the policy statement is gender and equity responsive; and (ii) specifying measures taken to equalise opportunities for men, women, persons with disabilities and other marginalised groups.

UNYFA STRATEGIC DIRECTION 2024-2028:

Our Focus:

In the next five (5) years, UNYFA will focus on changing the lives of youth holistically through food, nutrition and income security, increasing their access to markets, advocacy, strengthening linkages and networking as well as environmental conservation. Diversification of income sources will be supported for youth to earn income especially from agri-businesses, re-invest it and meet their household necessities. Hence this strategic plan has been developed aligned to youth needs and aspirations.

What we will do:

In the next five (5) years, UNYFA will implement actions aimed at increasing availability of tasty, nutritious food diets amongst the targeted youth households throughout the year. Strengthen targeted households to raise more income from both on and off farm agri-based ventures including bulking marketable volumes of their products, undertake policy and practice for implementing youth friendly policies and laws by duty bearers at all levels (International, regional, national & Local governments), strengthen networking with like-minded organizations, financial and market linkages. Promote environment conservation practices and enhance UNYFA institutional development for better service delivery sustainably.

Where we will work:

UNYFA will continue working nationally targeting youth ranging between 12 to 39 years of age across six (6) regions of Uganda namely; Central, Western, Northern, Eastern, Far East and West Nile.

How we will work:

UNYFA will employ a number of strategies and working approaches as seen below;

Community Mobilization and awareness creation is part of the empowerment and capacity building. UNYFA shall be rational in ensuring that the DYFAs are made aware of the affairs that affect them. The acquisition of information shall be towards ensuring that members mobilize themselves to cause change and transform the status-quo. The members shall be made aware of the policies and government programs to enable them participate meaningfully in their development.

Partnerships, Networking and Collaboration; UNYFA shall leverage on existing collaborations and partners to build resilient communities that are coordinated, vibrant and committed to maximizing available resources and expertise. As such UNYFA will enter into strategic alliances and coalitions.

Farmer Institutional development; In order to achieve the intended results, UNYFA will work with DYFAs as community outreach structures. The stimulation of agricultural entrepreneurship through farmer organizations, associations and cooperatives is currently considered as an important approach towards agricultural development. Farming Institutional development is one such approach that focuses on strengthening through joint action, learning, innovation including Information Communication Telecommunication (ICT) and linkages among stakeholders and joint advocacy.

Sustainability – UNYFA will ensure integration of sustainability strategies in all her programming across the various strands right from the financial sustainability to sustaining the positive results achieved over time. Emphasis will be put on the use of local resources and leveraging on existing innovation including (ICT) to

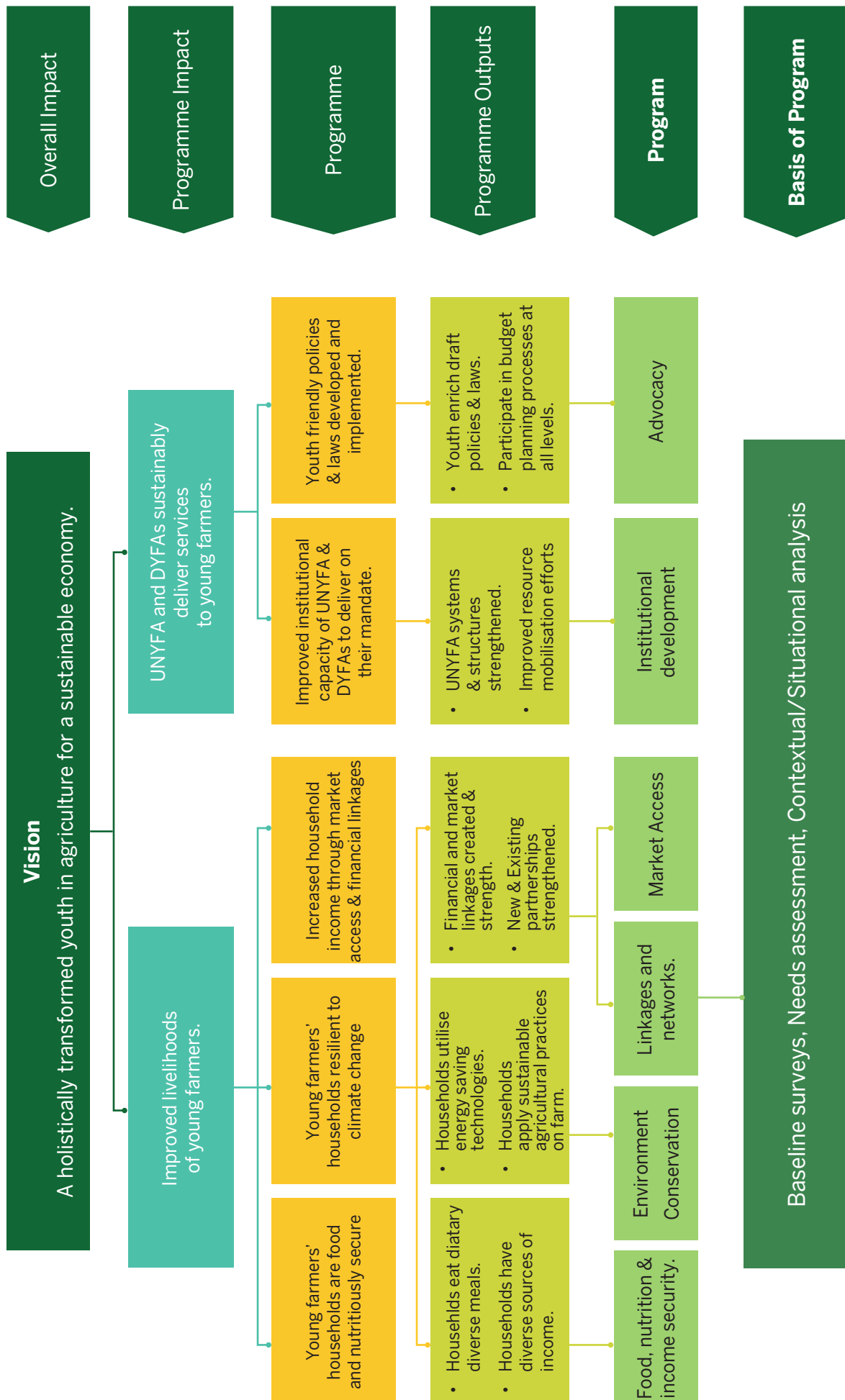
minimize short-term actions that have no direct impact.

Resource mobilization will be a key strategy targeting solicited and unsolicited, conditioned and unconditioned sources. This will take a form of grant writing, organizing periodical events to raise necessary resources with targeted amounts and services. In addition, UNYFA will map out from her surrounding environment existing resources accessible for youth empowerment and transformation in their lives.

Research and innovation: UNYFA will partner with research institutions, accredited institutions and academic entities like universities to carry out research at the community level focused on environment conservation practices and scaling up what works. We will work with communities to promote indigenous knowledge and innovations in food and agriculture focusing on massive indigenous foods production by youth for marketing. Our approaches at the community level will integrate building resilience and promoting behaviour change for equitable and sustainable management of natural resources.

Theory of Change:

To contribute to the attainment of the overall desired impact of a holistically Transformed Youth in Agriculture for a sustainable economy, UNYFA will implement interventions aimed at creating and strengthening market and financial linkages so as to increase income security of youth households. In addition, she will increase food and nutrition security of the youth households to regularly eat nutritious meals with dietary diverse foods, mobilize and empower youth to carry out meaningful advocacy intended to increase youth participation in policy and legislative planning processes as well as implementation of processes outcomes/outputs in a manner intentioned to improve young people's livelihoods. Undertake environment conservation practices aimed to mitigating and adapting to climate change. To attain the above, UNYFA will strengthen her governance and management decision making function, systems and structures at coordination and DYFAs level, infrastructural development and inter-institutional linkages.



DOMAINS OF CHANGE /THEMATIC AREAS 2024-28:

1. Food, Nutrition and income security:

UNYFA in the next five (5) years shall focus on increasing nutritious food on the table among youth households throughout the year. As such she will mobilize youth through their DYFAs to acquire quality planting inputs purposely for food production and productivity. Youth will be trained on preparation and consumption of a balanced diet considering the households dietary diversity. And since 12 food groups are recommended by the guidelines for measuring household and individual dietary diversity (FAO 2010), young farmers' households will be supported to at least consume 9 food groups based on the findings of baseline surveys for different projects implemented within the five (5) years. More focus shall also be on Nutrition and Food Biodiversity defined as the diversity of plants, animals and other organisms used as food, covering the genetic resources within species, between species and provided by ecosystems (FAO, 2010). Hence focus under this domain of change will be having nutritious, safe and tasty food, with households eating dietary diverse meals of nine (9) to twelve (12) food groups and increasing income through diverse sources of income from on farm and off farm young farmers' enterprises. The specific objectives under this domain of change will be;

- To promote on and off farmer agri-business for increased income of UNYFA members.
- To ensure safe and nutritious food production & consumption.
- To increase youth access to knowledge on sustainable farming practices.

What we will do:

Specific Objective 1.1: To promote on and off farm agri-businesses for increased income of UNYFA members.

- Strengthen youth in financial literacy, and basic entrepreneurship skills.
- Build the capacity of DYFAs in records and financial management.
- Support youth to start and strengthen SMEs at household and DYFA level.
- Strengthen exposure learning through visits and interactive events.
- Initiate land rental options for youth (Male and female) without land to access land for agri-business undertakings.
- Promote nutritious livestock feeding for better farm output.

Specific Objective 1.2: To ensure safe and nutritious food production & consumption.

- Organize capacity building events for youth on food propagation, preparation and eating a balanced diet.
- Support DYFAs acquire good quality planting materials and genuine farm inputs.
- Support targeted households with food preservation/storage technologies and value addition.
- Promote technology transfer on post-harvest handling, pest management, water for production and integrated indigenous knowledge management.
- Hold food safety awareness meetings with other stakeholders Agriculture Training Institutions, Agencies, Researchers and Extension Officers.
- Undertake research on food safety and standardization.

Specific Objective 1.3: To enhance youth education on sustainable farming practices.

- Build the capacity of youth on agroecological practices seed multiplication of indigenous foods with traits of resilience to climate change.
- Orient youth on water conservation practices in the garden.
- Organize exposure learning events for youth to ecological land use management centres within and outside their regions of location/operation.
- Conduct trainings on trainings that promote sustainable production & Natural Resource Management

(NRM).

- Create awareness on safe and proper use of agrochemicals and fertilizers.
- Promote drought resistant seed varieties and animal breeds.

Key performance outcome indicators:

- % increase in incomes of targeted households.
- # of young farmers' households eating dietary diverse meals with over 9 food groups³.
- # of Youth applying sustainable farming practices on farm.

2. Advocacy:

UNYFA will mobilize youth to participate in budget planning and implementation processes at Parish, Subcounty, District and National level. Through their DFYAs, they will be supported to influence formulation and implementation of youth friendly policies and laws. In order to advance the Policy issues for Change, UNYFA will work with other like-minded Civil Society Organizations to advance targeted actions that can influence policy direction and decisions at National, Regional and Local levels. A separate Advocacy Strategy will be developed in light of this strategic plan to address the issues identified. The specific objectives of this domain of change are;

- To increase awareness of young farmers on policies and laws regulating the agriculture sector.
- To strengthen youth participation in government planning and decision-making processes.

What we will do:

Specific Objective 2.1: To create awareness of young farmers on policies and laws regulating the agriculture sector.

- Organize awareness events/campaigns for youth on policies and laws regulating agriculture.
- Reproduce popular versions of selected policies and laws.
- Sensitize youth on roles of leaders in respective levels-civic awareness.

Specific Objective 2.2: To strengthen youth participation in government planning and decision-making processes.

- Awareness about budget processes at local government.
- Awareness on Government process and procedures.
- Training of trainers among the young farmers in advocacy including development of position papers.
- Organize dialogues for youth with stakeholders like financial institutions, development partners, local governments etc.
- Support and strengthen advocacy thematic committees in all active DYFAs
- Subscribe to advocacy networks and participate in Lower Local government budget conferences.

Key performance outcome indicators:

- % of young farmers belonging to DYFAs that know the relevant policies and laws regulating agro-industrialisation programme - specifically agriculture sector.
- Youth annually participate in planning and budget processes from parish to district level.
- Young farmers periodically participate in spaces on policy formulation, change and implementation at all levels.

3. Market access:

One of the challenges faced by small holder farmers is access to markets. Many farmers regardless of enterprise struggle to market their produce since they tend to have low volumes moreover with compromised quality. For enterprises like maize, prices fluctuate so much that farmers are usually operating at a loss or just at breakeven point. In the next five years UNYFA will support young farmers to understand the market requirements and standards. Train them on bulking and collecting marketing through their DYFAs based on the three priority

enterprises each DYFA shall have chosen. Consequently, with their appreciation of bulking they will be linked to sustainable markets provided they maintain sizeable volumes continuously every season. UNYFA in collaboration with the Government and other stakeholders will play an essential role in addressing the specific constraints faced by farmers and maximizing potential for beneficial access to reliable and remunerative markets. The specific objectives under this domain are;

- To develop sustainable market structures and systems.
- To support development of quality products for marketing.

What we will do:

Specific Objective 3.1: To develop sustainable market structures and systems.

- Conduct Market research.
- Facilitate market development through profiling member enterprises.
- Establish marketing platforms and channels.
- Establish and strengthen marketing committees at DYFAs.
- Orient marketing structures on contract marketing, block farming and engaging off-takers.
- Establish a UNYFA shop.

Specific Objective 3.2: To support development of quality products for marketing.

- Conduct trainings on product development, branding and packaging.
- Support product certification, branding and packaging.
- Undertake youth capacity building on market requirements and standards.
- Strengthen DYFAs in value addition including establishing infrastructures for V.A.

Key performance outcome indicators:

- DYFAs establish linkages with different off-takers.
- DYFAs bulk and collectively market produce at better prices.

4. Linkages and Network:

Organizations are not islands, hence for them to survive, they should network. This justifies why inter-institutional linkages are key to any organization's function in reaching out to her clients/customers (Internal and external). In the next five years, UNYFA will strengthen her structures to consolidate existing networks and partnerships, pursue marketing and financial linkages for organizations growth and development sustainably. Specific objectives under this domain are;

- To facilitate access to affordable financial services
- To establish formal relations with networks of farmers and stakeholders for information flow

What we will do:

Specific Objective 4.1: To facilitate access to affordable financial services.

- Identify and profile financial institutions with affordable packages for the youth.
- UNYFA establishes MOUs with financial institutions.
- Capacity building of youth in financial literacy and financial security.
- Hold flagship events like dialogues for lobbying and advocating for accessible and affordable financing.

Specific Objective 4.2: To establish formal relations with networks of farmers and stakeholders for information flow.

- Conduct mapping and profiling of farmer networks, umbrella organizations and platforms.
- Sign MOUs with suitable/relevant networks.
- Meet required compliances and periodically subscribe to networks/umbrella organizations.
- Consolidate networks where UNYFA is already a member.

Key performance outcome indicators:

- Linkages with suitable/relevant financial institutions established.
- Youth access credit at affordable terms.
- Youth benefit from networks where UNYFA is member.

5. Environmental Conservation:

Smallholder Farmers (SHF) including youth are one of the most vulnerable groups to climate change, yet efforts to support farmer adaptation are hindered by the lack of information on how they are experiencing and responding to climate change. And yet young farmers among SHFs are the leading promoters of farm practices that derail environment conservation. Practices such as clearing trees for crop planting, applying herbicides indiscriminately, mixing herbicides with pesticides to apply as acaricides among other practices that are detrimental to the environment. Livelihoods and survival are adversely affected by Climate Change because of their direct dependence on climate and natural resources, relative poverty, and often poor access to support systems and safety nets. UNYFA will in the next five years focus more on promoting aspects of Bio-economy, promoting general adaptation and mitigation measures that are necessary, practical and appropriate in the different regions. Under this domain, the following will be the Specific objectives;

- To create awareness on climate change effects, adaptation and mitigations at all levels of UNYFA structures.
- To promote the use of clean energy technologies such as bio-gas, solar energy and energy saving stoves

What we will do:**Specific Objective 5.1: To enhance awareness and actions for dealing with climate change effects, adaptation and mitigations at all levels of UNYFA structures.**

- Organize awareness campaigns on climate change effects, adaptation and mitigation.
- Organize dialogues on the climate change effects among communities, adaptation & mitigation measures.
- Sensitize DYFAs on relevant policies and laws in climate change including Nationally Determined Contributions (NDCs) for Uganda.
- Carry out environmental conservation campaigns targeting at least 10,000 multi-purpose tree growing.
- Train participants on Climate change leadership.

Specific Objective 5.2: To promote the use of clean and renewable energy technologies such as bio-gas, solar energy and energy saving stoves.

- Promote use of clean energy for cooking (E-COCA stoves & briquettes making), lighting and value addition.
- Build youth capacity on Carbon financing approaches such as on-farm carbon sequestration opportunities.

Key performance outcome indicators:

- # of trees planted and grown by youths
- Youth appreciate the NDCs and the genesis of COPs/UNFCCC.
- Youth understand the country plans/ strategies for climate change adaptation and mitigation for further cascading down.
- # of youth biodiversity champions across the six regions of UNYFA operation.

6. Institutional development:

Organizational strengthening will be at the heart of UNYFA management and governance. Hence, UNYFA in the next five years will strive to put in place all missing organizational policies, comply with Uganda Registration Services Bureau (URSB), register with NNGO Bureau, financially comply with URA in filling all returns periodically, enhance staff capacity building, strengthen structures and systems, further inter-institutional

linkages and mobilize resources from different sources to have a home for UNYFA growth and sustainability. The specific objectives under this domain of change are;

- To sustain annual growth of 5 percent in financing
- To strengthen accountability and budget absorption
- To strengthen governance and operations structures and systems
- To strengthen and nurture strategic partnerships.

What we will do:

Specific Objective 6.1: To sustain annual growth of 5percent in financing for establish asustainability plan for UNYFA.

- Develop and implement resource mobilisation strategy for 2024 – 2028
- Regional campaigns to fundraise for the UNYFA home.

Specific Objective 6.2: To strengthen accountability and budget absorption.

- Conduct periodic institutional and project specific audits.
- Capacity building in good financial management system and practices.
- Establish and maintain a strong financial management system.
- Undertake periodic budget reviews and monitoring.
- Strengthen Financial reporting.

Specific Objective 6.3: To strengthen governance and operations structures and systems

- Organize quarterly competent and well-motivated staff.
- Strengthen administration and operations

Specific Objective 6.4: To Strengthen and nurture strategic partnerships.

- Develop & nurture strategic partnership with Ministries, Departments Agencies (MDAs), Private sector, Academia, Research Institutions and Donors.
- Participate in regional and global movements for youth.
- Strengthen Inter institutional linkages with like-minded CSOs.

Key performance outcome indicators:

- 5% annual budget growth rate
- Quality annual audit reports produced (adherence to internal controls, etc)
- Growth in UNYFA brand.
- UNYFA comply with statutory bodies and entities as required by law.
- AGMs held on time.
- Membership renewal and subscription paid.

CHANGE MANAGEMENT STRATEGIES:

Assumptions, Risks and Mitigation measures:

While the design outline is for five (5) years, UNYFA cannot anticipate every circumstance. It is worth highlighting the current significant assumptions and risks along with proposed mitigation measures to have a reference point. The most obvious assumptions and risks are linked to more immediate and concrete actions as outlined elsewhere in the document. The table below summarizes areas of concern and UNYFA's plan to address them. UNYFA will regularly revisit these assumptions with members/DYFAs representatives, allies and stakeholders to update their joint understanding of the context and ensure continuous monitoring and implementation of mitigation measures.

Assumptions, risks and mitigating measures to achieve UNYFA goals		
Assumptions/Risk	Current Mitigation Controls	Planned Mitigation Controls
UNYFA will be unable to secure sufficient funding to cover the program and support costs	» Budget revisions to analyse the funding situation. Participating in competitive calls for proposals	Developing and implementing resource mobilization strategy for 2024 - 2028
Non-Compliance: Failure to comply with the external regulations like filling with NGO Bureau, NSSF, URA, KCCA	» Timely filling	Need to be knowledgeable of new requirements
Emerging youth organizations who threaten UNYFA Core business	» Strengthening structures	Increase brand awareness.
Reputation risk International exchanges	» Proper screening of participants » Signed agreements and Code of conduct.	Manage expectations
Employee misjudgment Sexual relationships between staff and board	» Clear definition of roles and responsibilities of staff » Put in place the Anti- harassment policy & implement it	Capacity building of staff » Trainings » Workshops » Safeguarding policy Board charter
Shrinking civic space and restrictions on activities of civil society organizations	» Continuous monitoring of the political situation in all our areas of operation	» PELUM will remain non-political and internalize the provisions of the NGO Act and ensure compliance with all provisions.
Low participation, commitment and involvement of DYFAs in implementing activities of the strategic	» Engaging with members and involving them in joint activities	» Undertake Periodic assessments, Establish and strengthen Zonal coordination units and strengthen thematic committees
Low staff development leads to a low level of staff performance that will affect the quality of work and efficiency of implementing the SP	» Staff retention and motivation	» Targeted staff capacity building based on training needs assessment, exposure visits and career development
Potential non-compliance due to constantly changing procedures and communications from URA and the Ministry of Finance	» Close monitoring of taxation	» Monitor and assess changes in the regulatory framework to be up to date with requirements
Weak MEAL and Research processes lead to weak programs that cannot attract donors	» M&E Officer recruited; Programme evaluations are undertaken regularly	» Build capacity of staff and member organizations in MEAL, and strengthen M&E System
The outbreak of pandemics like COVID 19 holding operations and closing communities	» Continue working online and reduce community meetings	» Invest in ICT to provide a stronger capability for online and virtual interactions with stakeholders

Stakeholder Analysis and management:

STAKEHOLDER	HOW THEY INFLUENCE THE OPERATIONS	LEVEL OF INTEREST (High, Medium, Low)	LIKELY IMPACT ON INTERVENTIONS (High, Medium, Low)	LEVEL OF PRIORITY (High, Medium, Low)	STAKEHOLDER MANAGEMENT STRATEGY (Partner, Inform, consult & collaborate)
Primary Stakeholders					
Young farmers	Actively participating in the farming e.g. production of food.	High	High	High	Involve, empower and inform
Young farmers initiatives (DYFAs,	- Provide Membership - Direct target group - Mobilization of individual farmers	High	High	High	- Build team and capacity. - Amplify their voice in consideration of their interests.
UNYFA Board	Governance and oversight	High	High	High	Involve, empower, consult, inform.
UNYFA Secretariat	Management team that does the day-to-day activities of the federation	High	High	High	Involve, interest, and empower,
UNFFE	Provide Office space, DFA structure, technical backup and guarantee	High	High	High	Inform and collaborate
Development partners/ donors	- Provide financial resources - link to other development partners	High	High	High	Inform, consult and collaborate
Advocacy platforms like NYAP, PELUM,	Advocacy space and allies	High	High	Medium	Inform, consult and collaborate
Secondary Stakeholders					
Government (Ministries, Departments & Agencies) & Local Government	- Youth policy formulation, implementation and evaluation. - Youth skilling for employment. - Local government budget appropriation/ allocation to youth activities	High	High	Medium	Collaborate and consult

Performance Monitoring, Evaluation, Accountability and Learning:

This Strategic Plan will be implemented, monitored and evaluated in many ways, for learning and accountability. The relevant systems and processes in the projects/programs will contribute in this respect. For effective results tracking and reporting, a results-based M&E system will be developed and implemented in partnership with all DYFAs. Staff capacity will be built to ensure effective implementation, impact documentation and effective programming informed by our work.

The implementation of Monitoring Evaluation, Accountability and Learning (MEAL) will be planned and tracked in the Annual Operating Plans. These plans in subsequent years will build on the progress made each preceding year and be based on annual assessments, program reviews, research and feedback from DYFAs and farming communities.

Throughout the implementation of this plan, monitoring, evaluation, and learning will be a key focus. All program designs and re-designs, project proposals, and planning exercises will be guided by this Strategic Plan.

- A four-step process will be followed to review and evaluate the new Strategic Plan:
- Annual Program Reviews, done at the end of each financial year. Reviews will focus on progress attained and how this is contributing to the achievement of the overall goals as stated in this Strategic Plan. Reviews will focus on the six domains of change, crosscutting issues, drivers and enablers of change as detailed in the ToC. Information from reviews will inform the subsequent year's annual operating plan and will retrospectively contribute to the preparation of UNYFA's Annual Performance Report. Project evaluations and field performance reports will form part of the input for annual reviews.
- Mid-term Review to be undertaken during the third year of the Strategic Plan. The mid-term review will provide an opportunity for UNYFA staff and partners to reflect on related experiences and learn from program implementation. This exercise will particularly check whether the implementation of the Strategic Plan is on track, whether the results appear to validate the hypotheses in the Mission Statement, what progress has been made against the Goal and Strategic propositions for change, and what adjustments might be needed in the plan.
- End of SP evaluation. This will be done at the end of the 5th year evaluating the achievements of the 5 years against the targets set in this Strategic Plan. This evaluation will also make recommendations to inform the process and content of the subsequent Strategic Plan.
- Annual financial and technical audits. At the end of each financial year, audits will be done to assess the performance of program finances against achievements made in the program delivery, compliance with organizational and other financial standards, as well as progress in resource mobilization.

Complimentary to MEAL, UNYFA will develop a communication strategy aimed at creating a comprehensive network/database for distributing consistent, timely and tailored information related to the projects implementation and results. The communication strategy will be anchored on the creation of relevant information materials, utilization of innovative and complimentary communication materials to achieve and impact on target stakeholders and the general public, develop compelling narratives and case stories for justification of sustainable Agriculture Practices to key stakeholders, and organizing and participating in dissemination interventions of project results, extending cooperation, knowledge exchange and learning from relevant project actors.

Governance/Leadership Structure:

The implementation of this five-year Strategic Plan is largely dependent on the Governance and Leadership Structure of UNYFA. The Governance Structures drive the Strategic direction of the Organization through ensuring that there are effective management systems, policies and procedures in place to support the management team and staff on delivering on their mandate. UNYFA governance structure is constituted by

Annual General Meeting at the most supreme, usually held annually, then a Board of Directors as indicated in the diagram below. Then the Board of Directors oversees and monitors the actions of the secretariat (coordination office) who are responsible for the day-to-day management and implementation of the activities in the strategic plan. The secretariat (coordination office) coordinates with the DYFAs to implement the various projects and programs in the different districts.

FINANCING OF THE STRATEGIC PLAN 2024-28:

UNYFA shall place great importance on good stewardship of resources through accountability and transparency. Thus, a financial management and accounting system in place shall ensure that there is transparency, accountability and prudence in the administration of the financial resources of the Organization. The Board through its Finance and administration committee will not only oversee and guide on utilization of resources mobilized to support the implementation of this Strategic Plan, but also ensure proper accountability and Value for money.

Budgeting & Accounting:

Guided by a cash-based accounting system, UNYFA secretariat will develop and share annual operational plans and budgets with details of particular activities, outputs, targets and costing. These budgets shall strictly be in coherence with the strategic plan thematic areas and Strategic Objectives. These Annual Operational Plans and Budgets will be reviewed and approved by the Board before they are implemented.

Resource mobilization:

Effective implementation of this Strategic Plan will be largely dependent on resource mobilization efforts to support the different interventions herein. In order to guide the resource mobilization efforts, a detailed resource mobilization strategy will be developed and a resource mobilization committee will be constituted which will be responsible for mobilizing resources to finance the interventions in this strategic plan. This committee will work hand in hand with the Board to ensure that adequate resources are mobilized.

Financial Accountability and Reporting:

Financial reports provide a summary of the organization's income and expenditure and allow stakeholders to monitor its financial performance and position. UNYFA shall prepare financial reports periodically as required by the Board and partners /donors as per the signed grant agreements. Further, UNYFA shall prepare annual consolidated financial statements using applicable Financial Reporting Standards, in respect of all the funds received. UNYFA shall also give such other information as may be appropriate to indicate the financial position and shall maintain such accounts and records as are necessary to report to the Board and Partners.

IMPLEMENTATION PLAN AND BUDGET 2024-28

UNYFA Implementation Plan & Budget for the 2024 - 2028 Strategic Plan.

Thematic Areas & Activities:		Timeframe:				Total Budget (UGX)	Total Budget (USD)
Thematic area 1: Food, Nutrition and income security.		2024	2025	2026	2027	2028	
SO. 1.1: To promote on and off farm agri-businesses for increased income of UNYFA members.							
Activities							
a) Strengthen youth in financial literacy, and basic entrepreneurship skills.	25,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	50,000
b) Build the capacity of DYFAs in records and financial management.	16,000,000	28,000,000	30,000,000	32,000,000	32,000,000	32,000,000	37,297
c) Support youth to start and strengthen SMEs at household and DYFA level.	13,000,000	21,000,000	22,500,000	16,000,000	-	-	19,595
d) Strengthen exposure learning through visits and interactive events.	30,000,000	36,000,000	37,000,000	37,000,000	38,000,000	38,000,000	48,108
e) Initiate land rental options for youth (Male and female) without land to access land for agri-business undertakings.	-	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	129,730
a) Promote nutritious livestock feeding for better farm output.		50,000,000	60,000,000	60,000,000	60,000,000	60,000,000	62,162
SO. 1.2: To ensure safe and nutritious food production & consumption.							
Activities							
a) Organize capacity building events for youth on-food propagation, preparation and eating a balanced diet.	60,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	145,946
b) Support DYFAs acquire good quality planting materials and genuine farm inputs.		35,000,000	500,000,000	500,000,000	500,000,000	500,000,000	414,865
c) Support targeted households with food preservation/storage technologies and value addition.	-	-	2,800,000,000	1,400,000,000	1,400,000,000	1,400,000,000	1,513,514
d) Promote technology transfer on post-harvest handling, pest management, water for production and integrated indigenous knowledge management.	10,000,000	50,000,000	60,000,000	65,000,000	65,000,000	65,000,000	67,568
e) Hold food safety awareness meetings with other stakeholders - Agriculture Training Institutions, Agencies, Researchers and Extension Officers.	-	75,000,000	100,000,000	90,000,000	-	-	71,622

f) Undertake research on food safety and standardization.	-	60,000,000	-	-	-	60,000,000	16,216
S.O. 1.3: To enhance youth education on sustainable farming practices.							
Activities							
a) Build the capacity of youth on agroecological practices seed multiplication of indigenous foods with traits of resilience to climate change.	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	1,000,000,000	270,270
b) Orient youth on water conservation practices in the garden.	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000	135,135
c) Organize exposure learning events for youth to ecological land use management centres within and outside their regions of location/operation.	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	90,000,000	24,324
d) Conduct trainings on trainings that promote sustainable production & Natural Resource Management.	-	55,000,000	50,000,000	50,000,000	50,000,000	205,000,000	55,405
e) Create awareness on safe and proper use of agrochemicals and fertilizers.	10,000,000	15,000,000	15,000,000	15,000,000	15,000,000	70,000,000	18,919
f) Promote drought resistant seed varieties and animal breeds.		10,000,000	25,000,000	25,000,000	25,000,000	75,000,000	20,270
Sub total for thematic One (1)						11,473,500,000	3,100,946
Thematic Area 2: Advocacy.							
S.O. 2.1: To create awareness of young farmers on policies and laws regulating the agriculture sector.							
Activities							
a) Organize awareness events/campaigns for youth on policies and laws regulating agriculture.		27,500,000	27,500,000	27,500,000	27,500,000	110,000,000	29,730
b) Reproduce popular versions of selected policies and laws.		3,000,000		3,000,000		6,000,000	1,622
c) Sensitize youth on roles of leaders in respective levels-civic awareness.	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	62,500,000	16,892
S.O. 2.2: To strengthen youth participation in government planning and decision-making processes.							
Activities							
a) Awareness about budget processes at local government.	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	13,514
b) Awareness on Government process and procedures.	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	13,514

c) Training of trainers among the young farmers in advocacy including development of position papers.	-	50,000,000	-	-	50,000,000	13,514
d) Organize dialogues for youth with stakeholders like financial institutions, development partners, local governments etc.	10,000,000	30,000,000	30,000,000	30,000,000	130,000,000	35,135
e) Support and strengthen advocacy thematic committees in all active DYFAs	25,000,000	25,000,000	25,000,000	25,000,000	125,000,000	33,784
f) Subscribe to advocacy networks and participate in Lower Local government budget conferences.	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	4,054
Sub total for thematic area two (2)						598,500,000
Thematic Area 3: Market Access.						161,757
SO. 3.1: To develop sustainable market structures and systems.						
Activities						
a) Conduct Market research	-	70,000,000	-	-	70,000,000	18,919
b) Facilitate market development through profiling member enterprises	5,000,000	10,000,000	15,000,000	15,000,000	60,000,000	16,216
c) Establish marketing platforms and channels	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	10,811
d) Establish and strengthen marketing committees at DYFAs.	25,000,000	36,000,000	36,000,000	36,000,000	133,000,000	35,946
e) Orient marketing structures on contract marketing, block farming and engaging off-takers.	25,000,000	25,000,000	25,000,000	25,000,000	125,000,000	33,784
f) Establish a UNYFA shop.		55,000,000			55,000,000	14,865
SO. 3.2: To support development of quality products for marketing.						
Activities						
a) Conduct trainings on product development, branding and packaging.	0	32,500,000	32,500,000	0	65,000,000	17,568
b) Support product certification, branding and packaging.	25,000,000	25,000,000	25,000,000	25,000,000	100,000,000	27,027
c) Undertake youth capacity building on market requirements and standards.	15,000,000	25,000,000	25,000,000	25,000,000	115,000,000	

d) Strengthen DYFAs in value addition including establishing infrastructures for VA.	110,000,000	110,000,000	110,000,000	110,000,000	118,919
Sub total for thematic area three (3)					440,000,000
					1,203,000,000
Thematic Area 4: Linkages & Networks.					
SO. 4.1: To facilitate access to affordable financial services.-					
Activities		18,000,000			4,865
a) Identify and profile financial institutions with affordable packages for the youth.					
b) UNYFA establishes MOUs with financial institutions.	5,000,000	5,000,000	5,000,000	5,000,000	6,757
c) Capacity building of youth in financial literacy and financial security.	15,000,000	45,000,000	45,000,000	45,000,000	52,703
d) Hold flagship events like dialogues for lobbying and advocating for accessible and affordable financing.		28,000,000	30,000,000	30,000,000	31,892
SO.4.2: To establish formal relations with networks of farmers and stakeholders for information flow.					
Activities					17,297
a) Conduct mapping and profiling of farmer networks, umbrella organizations and platforms.		64,000,000			
b) Sign MOUs with suitable/relevant networks.	3,000,000	3,000,000	3,000,000	3,000,000	4,054
c) Meet required compliances and periodically subscribe to networks/umbrella organizations.	1,500,000	1,500,000	1,500,000	1,500,000	2,027
d) Consolidate networks where UNYFA is already a member.	700,000	700,000	700,000	700,000	946
Sub total for thematic area four (4)					446,000,000
					120,541
Thematic Area 5: Environment Conservation.					
SO. 5.1: To enhance awareness and actions for dealing with climate change effects, adaptation and mitigations at all levels of UNYFA structures.					
Activities					91,892
a) Organize awareness campaigns on climate change effects, adaptation and mitigation.		85,000,000	85,000,000	85,000,000	340,000,000
b) Organize dialogues on the climate change effects among communities, adaptation & mitigation measures.	60,000,000	100,000,000	100,000,000	100,000,000	124,324

c) Sensitize DYFAs on relevant policies and laws in climate change including Nationally Determined Contributions (NDCs) for Uganda.	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000	67,568
d) Carryout environmental conservation campaigns targeting atleast 10,000 multi-purpose tree growing.	-	100,000,000	100,000,000	100,000,000	100,000,000	400,000,000	108,108
e) Train participants on Climate change leadership.	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	80,000,000	21,622

SO 5.2: To promote the use of clean and renewable energy technologies such as bio-gas, solar energy and energy saving stoves.

Activities	30,000,000	75,000,000	80,000,000	80,000,000	80,000,000	345,000,000	93,243
a) Promote use of clean energy for cooking (E-COCA stoves & briquettes making), lighting and value addition.							
b) Build youth capacity on Carbon financing approaches such as on-farm carbon sequestration opportunities.	10,000,000	45,000,000	45,000,000	45,000,000	45,000,000	190,000,000	51,351
Sub total for thematic area five (5)						2,065,000,000	558,108
Thematic Area 6: Institutional Development.							

SO 6.1: To sustain annual growth of 5percent in financing for establish a sustainability plan for UNYFA.

Activities	25,000,000					25,000,000	6,757
a) Develop and implement resource mobilisation strategy for 2024 – 2028							
b) Regional campaigns to fundraise for the UNYFA home	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	20,270

SO 6.2: To strengthen accountability and budget absorption.

Activities	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	20,270
a) Conduct periodic institutional and project specific audits.							
b) Capacity building in good financial management system and practices.		25,000,000			25,000,000	50,000,000	13,514
c) Establish and maintain a strong financial management system.	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	13,514
d) Undertake periodic budget reviews and monitoring.	65,000,000	65,000,000	65,000,000	65,000,000	65,000,000	325,000,000	87,838
e) Strengthen Financial reporting.	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	6,757

SO 6.3: To strengthen accountability and budget absorption.

Activities	a) Organize quarterly Board meetings.	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	90,000,000	24,324
	b) Conduct annual Board monitoring	20,000,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	120,000,000	32,432
	c) Organize monthly Management team meetings.	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000	1,622
	d) Procure relevant assets for effective service delivery.	50,000,000	25,000,000	120,000,000	150,000,000	-	-	345,000,000	93,243
	e) Maintain an adequate competent and well-motivated staff.	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	600,000,000	162,162
	f) Strengthen administration and operations	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	300,000,000	81,081
SO. 6.4: To Strengthen and nurture strategic partnerships.									
Activities	a) Develop & nurture strategic partnership with Ministries, Departments Agencies (MDAs), Private sector, Academia, Research Institutions Donors.	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	17,500,000	4,730
	b) Participate in regional and global movements for youth.	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000	40,541
	c) Strengthen Inter institutional linkages with like-minded CSOs.	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	6,757
Sub total for thematic area six (6)									615,811
Grand Total		1,307,400,000	2,586,400,000	5,800,900,000	4,361,900,000	4,017,900,000	4,017,900,000	18,064,500,000	4,882,297

UNYFA MEMBERSHIP

The Federation operates countrywide in six regions namely:

» **West Nile**

7 District Young Farmer Associations

3 Youth initiatives

» **Northern**

18 District Young Farmer Associations

3 Youth Initiatives

» **Far Eastern**

12 District Young Farmer Associations

» **Eastern**

14 District Young Farmer Associations

» **Central**

15 District Young Farmer Associations

14 Youth initiatives

» **Western Region**

8 District Young Farmer Associations

6 Youth initiatives



YOUNG FARMERS'
FEDERATION OF UGANDA
Shaping the future of farming.

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