



YOUNG FARMERS'  
FEDERATION OF UGANDA

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2018/2022

STRATEGIC PLAN

# 2018 / 2022 STRATEGIC PLAN



YOUNG FARMERS'  
FEDERATION OF UGANDA

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## LIST OF ACRONYMS:

BTVET	- Business, Technical, Vocational Educational & Training.
DYFA	- District Young Farmers' Association.
GDP	- Gross Domestic Product.
HIV	- Human Immune Virus.
ICT	- Information Communication Technology.
LG	- Local Government.
NGO	- Non – Governmental Organization.
OTT	- Over-The-Top
UNCST	- Uganda National Council for Science and Technology.
UNDP	- United Nation's Development Programme
YoFACO	- Young Farmers Coalition of Uganda



# CHAPTER 1

## INTRODUCTION & BACKGROUND.

### ABOUT UNYFA

The Young Farmers' Federation of Uganda (UNYFA) formerly called Uganda National Young Farmers' Association, was established in January 2016 and launched in June 2017 as an umbrella body for young farmers in Uganda. UNYFA is driven by desire to have a holistically transformed youth in agriculture for a sustainable economy and an umbrella body for young farmers in Uganda. Its subsidiary organization to Uganda National Farmers Federation (UNFFE). UNYFA was established in January 2016 and launched in June 2017 with focus on the youth in agribusiness development. The organization targets youth between 12 to 39 years of age, agro based youth in rural areas, those in & out schools/ institutions.

In the Global project "one world without Hunger", AHA / DBV, focuses on strengthening of farmers Organizations in developing countries. AHA, with the financial support of the German Federal Ministry for Economic Cooperation and Development (BMZ) has tremendously contributed to the establishment of UNYFA since inception. The Akademie supports its partners by offering an exchange with German association experts, holding workshops and training courses and supporting targeted organizational development. Dialogue is held with potential partner organizations to establish concrete requirements. Development measures are chosen to suit individual needs. The focus is always on empowering the organization to develop and implement targeted solutions on its own. Currently, UNYFA implements its initial development activities through UNFFE structures which are the District Farmers Associations (DFAs) across six regions of Uganda namely: West Nile region; Northern region; Far East; Eastern region; Central region and Western region.



## MAP OF UGANDA SHOWING UNYFA'S AREA OF COVERAGE IN ALL THE SIX REGIONS



### RATIONALE FOR UNYFA'S STRATEGIC PLAN

UNYFA has not had a strategic plan since its start in 2015. However, like any organization the long-term desire is to streamline her future existence through a guiding document. This justified the development of this five-year strategic plan.

### PROCESS OF DEVELOPING THE STRATEGIC PLAN

Initially a three-day workshop involving coordination office staff, UNYFA representatives of



the executive committee, National executive committee members and UNYFA partner representatives was held. This workshop was held in Kampala at UNFFE offices in Nakasero on 13<sup>th</sup> to 15<sup>th</sup> December, 2017. Through group work they carried out an environment scan using SWOT and stakeholder analysis, a contextual analysis using the PESTEL analysis, reviewed the vision, mission and core values for final approval. Consequently, the strategic goal was also developed to effectively contribute to realization of the strategic direction. Under each thematic area, strategic objectives, strategies and actions were brainstormed. Later on six regional workshops were held to review and enrich the earlier developed strategic plan content during the central meeting.

## CHAPTER 2

### CONTEXTUAL ANALYSIS.

#### **MACRO ENVIRONMENTAL ANALYSIS**

Organizations do not exist in a vacuum. Each organization is set in a particular environment to which it is inextricably linked. This environment provides multiple contexts that affect the organization and its performance, what it produces, and how it operates (Nabli and Nugent, 1989). The concept of an enabling environment is key to understanding and explaining the forces that help shape the character and performance of organizations (Scott, 1995). Many development projects implemented within organizations either partially or fully fail because the intervention does not adequately address the enabling environment within which the organization operates (UNDP, 1993).

Organizations are open systems, and the external environment in which they operate is very important. Organizations need support from their environment if they are to survive and perform well. The environment is the key factor in determining the level of available resources and the ease with which an organization can carry out its activities. For example, poor macroeconomic policies lead to high interest rates, fluctuating currencies, and a host of conditions that make it difficult for some organizations to perform well.



The characteristics and quality of the environment—such as poor infrastructure in terms of roads, electricity and phone lines— also hinder performance. Thus, in assessing an organization, attention must be paid to economic, political, socio-cultural, environmental, demographic and technological conditions.

### **POLITICAL FACTORS:**

The Vision 2040 and the National Development Plan II 2015/16 -2019/20, aim to achieve Prosperity for Ugandans through **Job creation** and **inclusive development**. According to the Constitution of Uganda as amended 2000 and the affirmative policy, youth have 5 regional members of parliament. Upcoming election in 2021, youth form the majority of Uganda’ population, youth policy implemented and ministry of Gender, Labor and Social Development – Minister of state for youth, youth Livelihood programme did not yield to its expectations, corruption derailed it. The NAADS/ Operation Wealth Creation programme continued the distribution of tea, fruit and cocoa seedlings; beans, grain seed including maize, rice and sim-sim to over 3.7 million households. In addition, 15,500 households received improved breeding stock for poultry, goat, dairy and beef cattle (Budget Speech Report, 2018-19). Besides inputs distribution, the Directorate of Agriculture Extension is being strengthened annually and to date over 3000 extension officers out of the total 5000 targeted have been recruited to attain the desired extension/households ratio of 1:500.

### **ECONOMIC FACTORS:**

New taxes on mobile money, OTT tax, to increase the taxation base. Unemployment is still high especially among the youth, this exposes them to being utilized by politicians. Contribution of youth unto GDP is still low. BTVET & youth skilling programmes in apprenticeship/vocational skills. Opening of new factories e.g. on 1st November, 2018 at Namanve and launch of the Guangzhou Dong Song phosphate plant/Industrial park at Sukulu in Tororo that was commissioned in November 2018. Although employment is envisaged, due to low skilled manpower Ugandans especially Youth are likely to be casual laborers, but high paying jobs for foreigners’ esp. Chinese. This will be worsened with no minimum wage. The number of Ugandan employees in the formal sector aggregate an average annual growth rate of 6 per cent between 2010 and 2013 and the national unemployment rate declined from 11 per cent in 2013 to 9 per cent in 2017.<sup>1</sup>

.....  
1 The National Budget Speech report 2018 -19





## **SOCIAL FACTORS:**

Uganda's population is made up of different ethnic groups with unique customs and norms. These play a major role in shaping the behavior and ways of life of the people in the country. Lately, some of the traditional values have changed due to the integration of the people as a result of migration and/or intermarriages. Some cultural groupings are headed by traditional kings or chiefs who are not politically elected but have an indirect role in community governance and moral build up<sup>1</sup>. Emergency of Lesbianism, Gay, Bi—sexual & Transgender (LGBT) where youth are part, is increasing taking center stage along lines of material gains rather than a way of life. Many youths still see agriculture activities as less profitable hence leave it for adults/ aged, yet they eat food. Rural-Urban migration is rampant with majority of youth ending into the petty jobs like Bodaboda, loading/offloading, merchandise vending and sex trade more so by females. Cross generational sex involving men establishing sexual relationships with females especially ranging 15 to 20years. This latterly explains the increase in the HIV prevalence and incidence among youth.

## **TECHNOLOGICAL FACTORS:**

Technological innovations such as social media platforms (New media) like; you-tube, Twitter, WhatsApp, Face book, Instagram, among others have a high influence on youth. These have been so widespread with the emergency of smart phones, I-pads and notebooks. This has positively influenced inversion of Applications for data collection, advertisements, marketing, business transaction, etc. However, they have also impacted negatively on youth through high exposure to pornographic materials. Besides social media applications are increasingly consuming a lot of youth's time at the expense of productive work especially along agriculture value chains. In early to mid-2000s, Uganda witnessed the exposure to Genetic Engineering techniques that lead to Genetically Modified Organisms (GMOs). In 2000, the Cartagena Protocol was approved and Uganda ratified and approved it in 2001 where it also went ahead and approved the National Science and Technology Policy. In the same year (2001), the Ministry of Water and Environment approved the National Biosafety Framework (NBF). In June 2004, the UNCST circulated the Draft Policy on Biotechnology and Biosafety to very few purposively selected ministries for comments and in December 2005, the Draft Biotechnology and Biosafety Policy was presented to very few purposively selected stakeholders at Serena Hotel in Kampala.

.....  
1 National Population and Housing Census, 2014.



In 2007, the UNCST approved confined trials of GM cotton in Soroti district and Mubuku in Kasese district and in early 2008, it approved confined trials of GM bananas at the National Agricultural Research Laboratories, Kawanda. Since 2012 with the introduction of Biotechnology and Biosafety bill, 2012, to parliament by Ministry of Finance, Planning and Economic Development, CSOs and other stakeholders have called for a review of the bill from a promotional one to a regulatory bill, whose content that purely is on GMOs is reflected in the title. Following a number of events up to statehouse, the National Genetic Engineering & Materials (NGEM) Act, 2018 was passed by parliament after catering for most of the concerns raised by CSOs and the President of Uganda. For instance, the title of the Act now reflects its content. The Act waits for the President's Assenting.

### **ECOLOGICAL FACTORS:**

According to the National Development Plan II, the Environment and Natural Resources (ENR) sub-sector is responsible for ensuring rational and sustainable utilization, development and effective management of environment and natural resources for socio-economic development of the country. The sub-sector is composed of; Forestry, Wetland Resources Management, Meteorology, Environmental management and Climate Change. The ENR Sector Working Group (SWG) which includes a cross section of stakeholders with diverse skills and knowledge provide technical policy and advisory oversight to the subsector. High depletion of environment, ozone layer, indiscriminate cutting of trees among other eco-systems services have caused massive degradation and environment change. All this is done at expense of accumulating wealth, wood fuel and food. Emergency of industrial agriculture has caused untold suffering to the globe, Genetic engineering that led to birth of GMOs in early 1990s beginning in United States of America has led to increased chemical use, leading to cancer causing agents in food chains, loss of biodiversity, patents in food and loss of bee populations in Europe and South Africa. In Uganda as earlier noted, GMOs are still in confined trials wait for a regulatory law. Besides there is a wide misuse of chemicals by farmers manifested in spraying pesticides, fungicides' herbicides and other harmful chemical products. This is slowly leading to loss of bio-diversity, its degradation. This greatly affects sustainable development including realization of Sustainable Development Goals (SDG) which Uganda is party to, like the **Goal 13** on Climate Action (Take urgent action to combat climate change and its impacts) & **Goal 15** Life on Land (Protect, restore and pro-mote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss).



## **LEGAL FACTORS:**

There are a number of laws that have been passed and others still bills for instance; Public Order Management Act that seeks to regulate public gatherings especially of a political nature, Constitution of Uganda as amended 2000 which is the epitome of all municipal laws in Uganda, the National Genetic Engineering & Materials (NGEM) Act, 2018 that once signed by the President seek to officially legalize Genetic Engineering works in Uganda (GMO Field Trials and release), Climate Change bill, 2017 among other laws. However, there is a challenge of lack of minimum wage, leading to youth exploitation by some foreign investors employing them in casual/informal jobs even where some are skilled. Additionally, there is still ignorance of the laws on social wellbeing, consumer and land rights.



# INSTITUTIONAL ANALYSIS:

## ↳ EXTERNAL ANALYSIS

### A. OPPORTUNITIES

Opportunity	How UNYFA should exploit them
Big population of youth in Uganda (77% below age 39yrs).	<ul style="list-style-type: none"> <li>• Mobilize youth through her structures for social-economic development.</li> <li>• Support youth to understand the roles of political leaders they elect.</li> </ul>
Boom in ICT advancement	<ul style="list-style-type: none"> <li>• Utilize ICT to fundraise for UNYFA interventions.</li> </ul>
Existence of office space.	<ul style="list-style-type: none"> <li>• Utilize it for effective staff deployment.</li> </ul>
Existence of youth policies/ will of the government.	<ul style="list-style-type: none"> <li>• Utilize it for youth structure strengthening and fundraising.</li> </ul>
Availability of networks/allies to synergize in advocacy.	<ul style="list-style-type: none"> <li>• Exploit synergies for bigger advocacy results, nationally and internationally.</li> </ul>
UNYFA unique brand (National Young farmers' umbrella).	<ul style="list-style-type: none"> <li>• Let coordination office exploit the uniqueness of UNYFA brand to fundraise &amp; network.</li> </ul>
High demand for community development services due to poverty in communities.	<ul style="list-style-type: none"> <li>• Foster entrepreneurship for youth effective deployment.</li> </ul>
Exposure learning opportunities.	<ul style="list-style-type: none"> <li>• Use the experiences acquired to enhance UNYFA's performance.</li> </ul>
Existence of good UNYFA leadership and management.	<ul style="list-style-type: none"> <li>• Foster effective governance and management for organizational performance.</li> </ul>



## B. THREATS

Threat	Proposed solutions to neutralize them
Influence of the old over the young (affects decision making).	<ul style="list-style-type: none"> <li>Foster harmonious inter-generational knowledge &amp; skills sharing/transfer.</li> </ul>
High youth expectations	<ul style="list-style-type: none"> <li>Mobilize youth for development rather than relief projects involving own contributions.</li> </ul>
Competition from other players/duplication.	<ul style="list-style-type: none"> <li>Avoid duplications in UNYFA interventions.</li> </ul>
Lack of sustainable funding mechanism	<ul style="list-style-type: none"> <li>Diversify funding sources including set up of income generating projects.</li> </ul>
Increased urbanization in Uganda	<ul style="list-style-type: none"> <li>Utilize the growing popularization as ready market for UNYFA member farm producers.</li> </ul>
Limited access to productive resources	<ul style="list-style-type: none"> <li>Fund-raise formally and innovatively including partnerships &amp; story telling.</li> </ul>
Climate change	<ul style="list-style-type: none"> <li>Promote tropical climate interventions like tropical hardwood tree planting among other sustainable agronomic practices.</li> </ul>
Negative attitudes towards agriculture by the youth	<ul style="list-style-type: none"> <li>First encourage short and medium term agriculture enterprises from which youth can get money early then continue with mindset change to interest them into annual crops.</li> </ul>
Dependency on external funders.	<ul style="list-style-type: none"> <li>UNYFA should utilize existing and future partnerships to establish her own source of income for financial sustainability.</li> </ul>
Prioritization of the services to deliver.	<ul style="list-style-type: none"> <li>UNYFA should adopt the urgency and importance matrix to rank her service delivery according to priority.</li> </ul>



## INTERNAL ANALYSIS

### C. STRENGTHS

Strength	How UNYFA benefits
Presence of youth leadership structures.	<ul style="list-style-type: none"> <li>Youth leadership structures be groomed to take decisive decisions for the growth of UNYFA in short and long term.</li> </ul>
Existence of technical team and board.	<ul style="list-style-type: none"> <li>Deploy it for effective management, fundraising and oversight.</li> </ul>
UNYFA's registration with URSB	<ul style="list-style-type: none"> <li>Use the Certificate of Incorporation to register with the NGO bureau for a registration certificate and permit as per the March 2016 amendments in NGOs regulation Act.</li> </ul>
UNYFA Secretariat is strategically located in the capital of Uganda (physical address)	<ul style="list-style-type: none"> <li>This location be utilized to fasten fundraising, effective management, coordination and partnerships/strategic alliances with the many like-minded organizations within Kampala.</li> </ul>
Countrywide coverage based on the regions.	<ul style="list-style-type: none"> <li>Utilize this to win development partners' financial support across all regions, especially the North, Albertine/Western and Eastern regions.</li> </ul>
Presence of UNFFE as our UNYFA guarantors or patron figure.	<ul style="list-style-type: none"> <li>Ride of this opportunity to strengthen UNYFA's in the next 3-5 years, but with plans to become autonomous sustainable entity.</li> </ul>
Availability of donor funds.	<ul style="list-style-type: none"> <li>Use their funds effectively, based on value for money to attract more development partners including institutional funders along the way.</li> </ul>



Willingness of youth to volunteer both in leadership and management.

- Formalize this will by developing a volunteer’s policy and board charter.

#### D. WEAKNESSES

Weakness	Solutions
Few registered members.	<ul style="list-style-type: none"> <li>• Coordination staff should closely work with youth leadership to recruit more members.</li> </ul>
Pre-existing UNFFE structures which are weak to build UNYFA.	<ul style="list-style-type: none"> <li>• Promote inter-generational sharing to enable young ones learn from the old in UNFFE structures to enhance UNYFA’s progress.</li> </ul>
Limited resource / funds to run UNYFA.	<ul style="list-style-type: none"> <li>• Create a fundraising team for UNYFA charged with daily grants writing and partnership initiations.</li> </ul>
Knowledge and skills gap in agriculture among youth.	<ul style="list-style-type: none"> <li>• Organize trainings focusing on farming as a business but along value chains.</li> </ul>
Communication gap with youth leadership structure.	<ul style="list-style-type: none"> <li>• Utilize the ICT gadgets and social media to stay communicating. Open up social media group accounts involving all phone numbers &amp; emails of leaders.</li> </ul>
High expectations from youth.	<ul style="list-style-type: none"> <li>• Consistently communicate the same package of development rather than relief/handouts to youth across regions</li> </ul>
Few youths in agriculture.	<ul style="list-style-type: none"> <li>• Popularize benefits of agriculture, its profitability, value addition stages at which youth can join from, initially in short- &amp; medium-term enterprises and later for the annual crops.</li> </ul>



# STAKEHOLDERS' ANALYSIS.

UNYFA came up with a number of stakeholders. Their level interest, impact, Priority and management strategy as well as importance and influence are discussed below;

Stakeholders	Why important	Level of interest	Impact	Priority	Stakeholders Management Strategy-Involve, collaborate, empower, inform, consult
Youth & their organizations (DYFAs)	<ul style="list-style-type: none"> <li>• Payment of membership creating UNYFA reserve fund.</li> <li>• Primary/Direct target group in UNYFA's work.</li> <li>• Once empowered by UNYFA, they can be core in future leadership of their communities and Uganda as whole.</li> <li>• The functionality of DYFAs form basis for UNYFA's performance.</li> </ul>	High	High	High	Involve, Empower and Inform
Government (Ministries, Departments & Agencies) & Local Government	<ul style="list-style-type: none"> <li>• Youth policy formulation, implementation and evaluation.</li> <li>• Youth skilling for employment.</li> <li>• Local government budget appropriation/allocation to youth activities.</li> </ul>	High	High	Medium	Collaborate & Consult
Members of Parliament of Uganda	<ul style="list-style-type: none"> <li>• Legislating/Passing laws, appropriating national budget for youth activities and monitoring.</li> </ul>	Low	Medium	Medium	Consult
Manufacturers	<ul style="list-style-type: none"> <li>• Youth employment (Labour).</li> <li>• Off takers of youth produce especially agricultural produce.</li> </ul>	Low	Medium	Low	Collaborate
Banks & other financial institutions	<ul style="list-style-type: none"> <li>• Loan provision.</li> <li>• Sponsoring some activities.</li> </ul>	Medium	Medium	Low	Involve and collaborate
Andreas Hermes Akademie (AHA)	<ul style="list-style-type: none"> <li>• Capacity building through trainings, funding UNYFA secretariat and exposure learning for UNYFA staff.</li> </ul>	High	High	High	Involve, Collaborate and Consult
Other development partners	<ul style="list-style-type: none"> <li>• Funding UNYFA activities.</li> <li>• Networking and partnering.</li> </ul>	High	Medium	Medium	Collaborate and Consult
Communities youth stay or work	<ul style="list-style-type: none"> <li>• Market for youth produce.</li> <li>• Potential source of Employment</li> <li>• Inter-generational sharing and learning.</li> <li>• Foster integrated development caused by empowered youth.</li> </ul>	Medium	High	Medium	Involve, Empower and Collaborate.
Traders	<ul style="list-style-type: none"> <li>• Market for youth produce.</li> </ul>	Medium	Low	Low	Collaborate.





Education & Training institutions.	<ul style="list-style-type: none"> <li>• Provide youth with Knowledge and skills.</li> <li>• Employment for skilled &amp; semi-skilled youth.</li> <li>• Youth formation through services provided.</li> </ul>	Medium	Medium	Low	Involve, Collaborate and Consult.
Food and Agriculture Organization (FAO)	<ul style="list-style-type: none"> <li>• Capacity building for UNYFA members and staff.</li> </ul>	Medium	low	Low	Collaborate and Consult
UNFFE	<ul style="list-style-type: none"> <li>• Mobilization/formation</li> <li>• Networking.</li> </ul>	High	High	Medium	Involve, inform & Consult
NAADs/OWC	<ul style="list-style-type: none"> <li>• Increasing youth access to agricultural inputs.</li> </ul>	Low	Medium	Low	Collaborate
UNYFA Board	<ul style="list-style-type: none"> <li>• Governance&amp; oversight role.</li> </ul>	High	High	High	Involve, inform and consult
Other Civil Society Organizations (CSOs) e.g TRIAS, CURAD, Farm Africa, SCIFODE, Restless Development, YoFACO, Agri-Profocus&Youth CAM	<ul style="list-style-type: none"> <li>• Service provision to youth along agricultural value chains.</li> <li>• Capacity building of youth through trainings.</li> <li>• Funding UNYFA activities.</li> <li>• Networking and Partnership building.</li> </ul>	High	Medium	High	Involve, Collaborate and Consult
UNYFA Management	<ul style="list-style-type: none"> <li>• Smooth implementation of activities.</li> <li>• Successful administration/Coordination</li> </ul>	High	High	High	Involve and Empower



# IMPORTANCE AND INFLUENCE MATRIX (0-3 RATING)

No.	Stakeholder	Importance	Influence
1.	Youth & their organizations (DYFAs)	3	3
2.	Government (Ministries, Departments & Agencies) & LG	3	2
3.	Manufacturers	2	0
4.	Banks and Financial institutions	3	1
5.	Other development partners	3	2
7.	Traders	2	1
8.	Education & Training institutions	3	2
9.	Andreas Hermes Akademie (AHA)	3	3
10.	Food Agriculture Organization (FAO)	2	1
11.	Other Civil Society Organizations (CSOs) e.g. TRIAS, CURAD, Farm Africa, SCIFODE, Restless Development, YOFAO, AgriProFocus & Youth CAM	3	2
12.	UNFFE	3	3
13.	NAADs/OWC	2	0
14.	UNYFA Management	3	3
15.	UNYFA Board	3	3

0=None, 1=Low, 2=Moderate, 3=High

## Implications of stakeholders' analysis.

Stakeholders with high importance and influence are critical and will be engaged as they may greatly hinder successful implementation of UNYFA programme activities. Those with low importance and high influence will be watched closely throughout the five years. Yet



stakeholders with moderate importance and influence will be monitored and actions drafted to maintain their influence low throughout the year. More profiling of emerging stakeholders especially for policy advocacy will be done as and when programmes are implemented.

Under government, stakeholders are categorized into four to include; Ministries, Department, Agencies and Local governments. The ministries whose functions have a bearing on UNYFA programme are; Ministry of Agriculture Animal Industry & Fisheries (MAAIF), Ministry of Gender Labour & Social Development (MGLSD), Ministry of Water and Environment and Ministry of Education and Sports.



## RISK ANALYSIS & MANAGEMENT PLAN:

No.	Risk anticipated	Probability of Occurrence	Risk Severity	Risk Analysis: Probability & Severity	Plan to deal with it or Mitigation Measures
1.	Prolonged drought leading to losses hence discouraging young farmers from agriculture activities.	High	High	High	<ul style="list-style-type: none"> <li>Promote water storage at household for future use.</li> <li>Encourage small scale irrigation by young farmers.</li> <li>Advocate for bulk water transfer by government.</li> </ul>
2	Cyber and information system compromises	High	High	Medium	<ul style="list-style-type: none"> <li>Have a data management policy for UNYFA</li> <li>Use professional emails during communications.</li> </ul>
3.	Competition from other farmer organization	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Improved stakeholder engagement, communication and involvement</li> <li>Offer better service delivery at the grass root levels</li> </ul>
4.	Failure to rise the resources anticipated for the implementation plan	High	High	Medium	<ul style="list-style-type: none"> <li>Resource mobilization activities sited and implemented at both national and district levels.</li> <li>Formulation of resource mobilization committee at NEC level that will review the progress of the activity at least once every quarter to check actions addressing funding challenges.</li> </ul>



# CHAPTER 3

## UNYFA'S STRATEGIC DIRECTION (2018 – 2022).

### ↳ VISION:

A holistically transformed youth in agriculture for sustainable economy.

### ↳ MISSION:

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

### ↳ CORE VALUES:

#### I. Team work

UNYFA recognizes the essence of staff/people as a key resource in its development endeavors. As the coordination staff together with management with support of the boarder will continue to foster teamwork in all organizational work.

#### II. Transparency/accountability

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.

#### III. Commitment

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.

#### IV. Honest/exemplary

Openness and excellence are important in any organizational work. UNYFA believes that for it to be a good steward of funds acquired from development partners staff, management and board must be trustworthy. Hence honesty and exemplary service will be key ingredient throughout the five years of the strategic plan.

#### V. Respect for all.

UNYFA will continue to inculcate respect a key ingredient in customer management. For internal



customers, staff have to practice respect for self and others as well as their property. For all external customers respect is upheld for the success of UNYFA programmes.

## VI. Sacrifice

UNYFA throughout the five years will endeavor to serve its target group diligently without hesitation. Service above fear and favor nor discrimination of any sort will not be practiced for the betterment of the organization and the people it serves.

### ↳ STRATEGIC GOAL:

To build the capacity of youth through agriculture for sustainable livelihoods.

UNYFA's focus area and strategic objectives:

No.	Focus area	Strategic objective
1.	Professionalization	<ul style="list-style-type: none"> <li>To establish and strengthen UNYFA structures.</li> <li>To strengthen leadership, management and internal controls of UNYFA.</li> </ul>
2.	Advocacy	<ul style="list-style-type: none"> <li>To enable youth advocate for their rights/entitlements.</li> <li>To increase youth influence in policy and legislative processes that affect them in their agricultural interventions.</li> </ul>
3.	Education and Training	<ul style="list-style-type: none"> <li>To enhance knowledge, technical, social and soft skills to youth on agriculture value chains.</li> </ul>
4.	Networking	<ul style="list-style-type: none"> <li>Initiate sustainable partnerships with agro-based organizations for youth development.</li> </ul>
5.	Support Services	<ul style="list-style-type: none"> <li>To enhance member understanding of UNYFA's development work.</li> <li>Establish support services that meet youth interests and development aspirations.</li> </ul>
6.	Institutional Development	<ul style="list-style-type: none"> <li>To establish a UNYFA home.</li> <li>To establish relevant organizational policies.</li> </ul>



## ▾ STRATEGIES FOR STRATEGIC OBJECTIVES

### Focus Area 1: PROFESSIONALIZATION.

#### Strategic Objective 1.1: To establish and strengthen UNYFA structures.

Strategy 1.1.1	Strengthen governance structures and constitutionalism/by-law formulation
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Strategy 1.1.2	Strengthen operational structures.
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#### Strategic Objective 1.2:

To strengthen leadership, management and internal controls of UNYFA.

Strategy 1.2.1	Strengthen management processes and systems.
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Strategy 1.2.2	Improve the capacity of employees and leaders of UNYFA.
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Strategy 1.2.3	Strengthen financial planning and accountability.
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### Focus Area 2: ADVOCACY

#### Strategic Objective 2.1: To enable youth advocate for their rights/entitlements.

Strategy 2.1.1	Awareness rising through Information Education Communication (IEC) and Media.
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Strategy 2.1.2	Research for evidence based advocacy.
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Strategy 2.1.3	Undertake advocacy through coalitions and alliances with likeminded entities.
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#### Strategic Objective 2.2:

To increase youth influence in policy and legislative processes that affect them in their agricultural interventions.

Strategy 2.2.1	Policy and legislative engagements.
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Strategy 2.2.2	Behavioral Change Communication (BCC) & Information Education Communication (IEC).
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Strategy 2.2.3	Social inclusion.
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### Focus Area 3: EDUCATION AND TRAINING.

**Strategic Objective 3:**  
To enhance knowledge, technical, social and soft skills to youth on agriculture value chains.

Strategy 3.1	Establish partnerships with education and training institutions.
Strategy 3.2	Promote youth interest in agriculture through a value chain approach.
Strategy 3.3	Interest youth into agriculture through popularizing value chains.

### Focus Area 4: NETWORKING.

**Strategic Objective 4:**  
Initiate sustainable partnerships with agro-based organizations for youth development.

Strategy 4.1	Organize exposure learning visits.
Strategy 4.2	Participate in national, regional & international fora to advance youth development concerns.

### Focus Area 5: SUPPORT SERVICES.

**Strategic Objective 5.1:**  
To enhance members' understanding of UNYFA's development work.

Strategy 5.1.1	Organize periodic Youth regional fora on rotational basis across DYFAs
Strategy 5.1.2	Economic empowerment for the youths

**Strategic Objective 5.2:**  
Establish support services that meet youth interests and development aspirations.

Strategy 5.2.1	Sustainable income generation for UNYFA
Strategy 5.2.2	Agro-tourism.
Strategy 5.2.3	Organize exhibitions/tradeshows at all levels.
Strategy 5.2.4	Set up agricultural demonstration/training centers at regional levels





## Focus Area 6: INSTITUTIONAL DEVELOPMENT.

### Strategic Objective 6.1: To establish a UNYFA home.

Strategy 6.1.1	Fundraise for the UNYFA home.
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Strategy 6.1.2	Undertake mortgage financing.
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### Strategic Objective 6.2: To establish relevant organizational policies.

Strategy 6.2.1	Formulate UNYFA governance policies.
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Strategy 6.2.2	Develop Financial & management policies.
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Strategy 6.2.3	Popularize UNYFA brand/visibility nationally and internationally.
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## Focus Area 7: ENVIRONMENT AND BIODIVERSITY

### S. Objective 7: Sustainably conserve the environment for better eco-system services in Uganda.

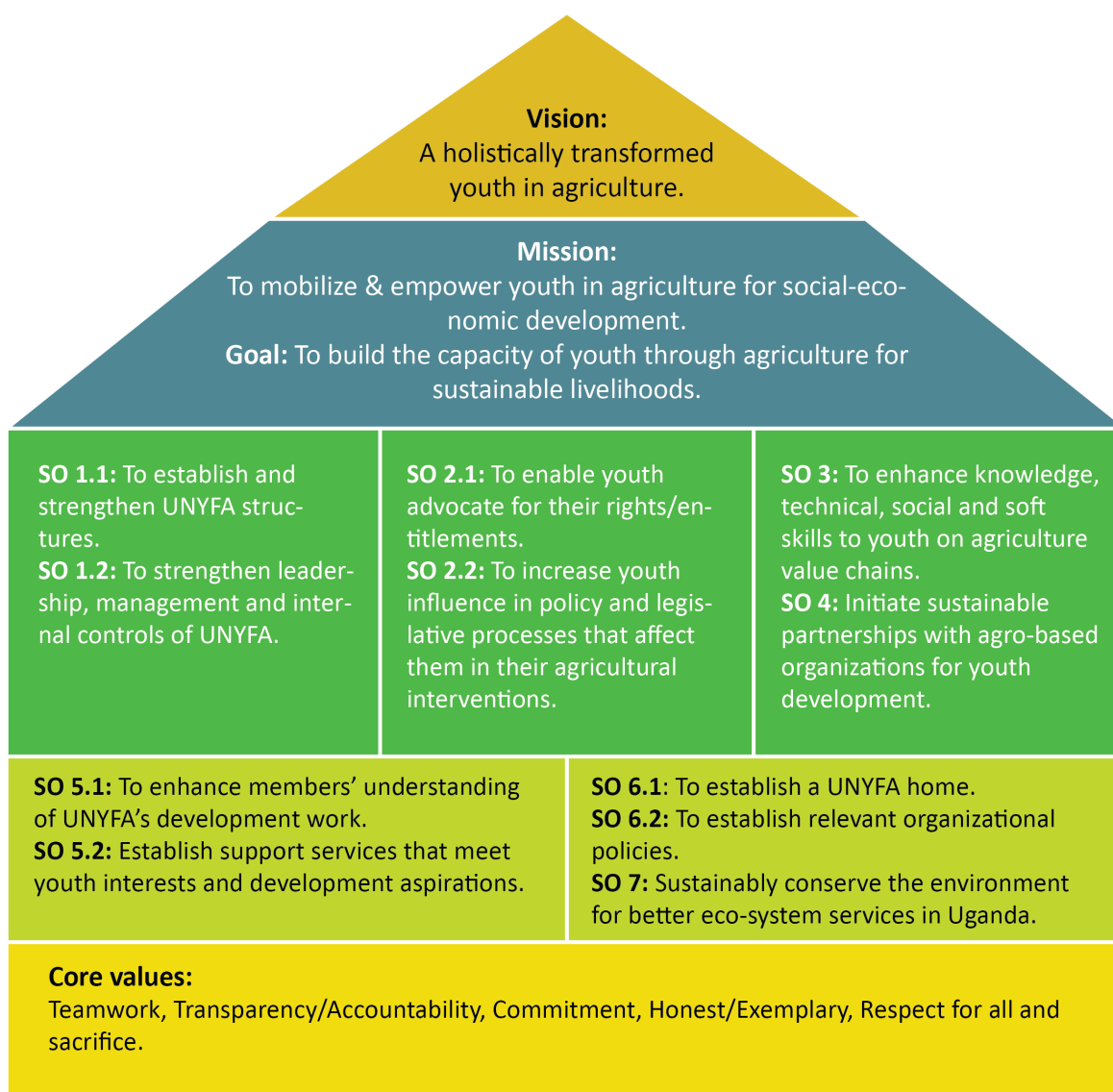
Strategy 7.1	Biodiversity conservation
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Strategy 7.2	Climate change mitigation
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Strategy 7.3	Agro-ecological interventions
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## UNYFA'S STRATEGIC FRAMEWORK.



# CHAPTER 4

## MONITORING AND EVALUATION.

### ↳ LOGICAL FRAMEWORK MATRIX:

Thematic Area	Strategic Objectives	Hierarchy of results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Professionalization	<b>SO 1.1:</b> To establish and strengthen UNYFA structures.	<ul style="list-style-type: none"> <li>• UNYFA structures established and functioning strongly.</li> </ul>	<ul style="list-style-type: none"> <li>• Management meetings held as stated in UNYFA articles of association</li> <li>• UNYFA secretariat produces periodic reports for accountability.</li> <li>• Increased funds lobbied/raised by UNYFA secretariat &amp; board members.</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes.</li> <li>• Copies of UNYFA reports.</li> <li>• Signed funding agreements.</li> </ul>	Uganda Registration Service Bureau will not interrupt UNYFA Activities.
	<b>SO 1.2:</b> To strengthen leadership, management and internal controls of UNYFA.	<ul style="list-style-type: none"> <li>• UNYFA management takes effective decisions for organizational performance.</li> <li>• UNYFA board guide management through their oversight function.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in UNYFA operations national wide with each regional office implementing a project by 4<sup>th</sup> year of the strategic plan.</li> <li>• No. of meetings held by UNYFA board.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of project agreements.</li> <li>• Copies of final project proposal write-ups.</li> <li>• Minutes of board meetings.</li> </ul>	
Advocacy	<b>SO 2.1:</b> To enable youth advocate for their rights/entitlements.	<ul style="list-style-type: none"> <li>• Youth utilize the available spaces to raise their issues for action to duty bearers from LLG to National level.</li> <li>• Youth periodically follow up issues raised to duty bearers leading to their realization.</li> </ul>	<ul style="list-style-type: none"> <li>• Petitions on advocacy issues delivered to responsible duty bearers.</li> <li>• Position papers raised to duty bearers.</li> <li>• Policy and legislative processes lead to youth friendly policies &amp; laws.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of final petitions.</li> <li>• Copies of position papers.</li> <li>• Copies of policies &amp; laws youth have influenced.</li> </ul>	UNYFA will function free of interruption from the Finance Intelligence Authority (FIA).
	<b>SO 2.2:</b> To increase youth influence in policy and legislative processes that affect them in their agricultural interventions.	<ul style="list-style-type: none"> <li>• Increased youth involvement/ participation in policy and legislative processes affecting them.</li> </ul>	<ul style="list-style-type: none"> <li>• At least two out of five youth MPs in 2021 elections are products of UNYFA work.</li> <li>• More youth from UNYFA structures take up political leadership positions at sub county and district level.</li> </ul>	<ul style="list-style-type: none"> <li>• Nomination forms.</li> <li>• Declaration (DR) forms.</li> <li>• List of candidates from UNYFA structures.</li> </ul>	Youth will be able to pursue political careers.



Education and Training	<b>SO 3:</b> To enhance knowledge, technical, social and soft skills to youth on agriculture value chains.	<ul style="list-style-type: none"> <li>Youth derive their livelihood from activities they engage in along agriculture value chains.</li> </ul>	<ul style="list-style-type: none"> <li>More youth employed along value chain stages across the six regions.</li> </ul>	<ul style="list-style-type: none"> <li>Reports on youth employment with photos.</li> </ul>	
Networking	<b>SO 4:</b> Initiate sustainable partnerships with agro-based organizations for youth development.	<ul style="list-style-type: none"> <li>Partnerships with agro-based entities for youth development established.</li> </ul>	<ul style="list-style-type: none"> <li>No. of partnerships established between UNYFA and like-minded entities.</li> </ul>	<ul style="list-style-type: none"> <li>Copies of final partnership MOUs.</li> </ul>	
Support Services	<b>SO 5.1:</b> To enhance member understanding of UNYFA's development work.	<ul style="list-style-type: none"> <li>UNYFA members testify their organizational work freely owning its actions.</li> </ul>	<ul style="list-style-type: none"> <li>75% members of UNYFA able to explain her achievements by 3<sup>rd</sup> year of the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>Reports.</li> <li>Evaluation report.</li> <li>Strategic plan review report.</li> </ul>	There will be supportive policy framework
	<b>SO 5.2:</b> Establish support services that meet youth interests and development aspirations.	<ul style="list-style-type: none"> <li>Youth ably undertake development activities.</li> <li>Youth harness their talents for better lives.</li> </ul>	<ul style="list-style-type: none"> <li>30% of youth in each region engaged in productive activities.</li> <li>Youth earn not less than 50,000/= per month.</li> </ul>	<ul style="list-style-type: none"> <li>Backyard/courtyard gardens for youth.</li> <li>Sack-vegetable gardens for youth.</li> <li>Sells/business records for youth productive activities.</li> </ul>	There will be political stability throughout the strategic plan implementation period.
Institutional Development	<b>SO 6.1:</b> To establish a UNYFA home.	<ul style="list-style-type: none"> <li>UNYFA housed in its home.</li> </ul>	<ul style="list-style-type: none"> <li>UNYFA secretariat no longer renting.</li> <li>UNYFA with diversified income sources.</li> </ul>	<ul style="list-style-type: none"> <li>Address of UNYFA's home.</li> <li>Records of UNYFA's income sources.</li> </ul>	



	<b>SO 6.2:</b> To establish relevant organizational policies.	<ul style="list-style-type: none"> <li>• UNYFA operations guided by organizational policies.</li> </ul>	<ul style="list-style-type: none"> <li>• UNYFA project staff recruited based on merit guided by Human Resource policy.</li> <li>• UNYFA procurements guided by the finance and procurement manual.</li> <li>• Board activities guided a board charter.</li> <li>• Risk mitigation and management policy in place.</li> <li>• UNYFA income sources guided by reserve fund and investment policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff registers &amp; personnel files.</li> <li>• File for procurement bids.</li> <li>• Copies of finance and procurement manual.</li> <li>• Copy of Board charter and file.</li> <li>• Copy of the risk management policy.</li> <li>• Copy of reserve fund and investment policy.</li> </ul>	
Environment & Biodiversity	<b>SO 7:</b> Sustainably conserve the environment for better ecosystem services in Uganda.	<ul style="list-style-type: none"> <li>• UNYFA members undertake climate change mitigation practices.</li> <li>• UNYFA members utilize agro-ecology farming techniques on farm.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports for youth practicing sustainable agriculture especially bio-intensive agricultural practices.</li> <li>• 12,000 trees planted by youth across the six regions by 4<sup>th</sup> year of the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of reports.</li> <li>• Photos and documentary on youth activities.</li> <li>• Woodlots multi-purpose trees.</li> </ul>	
		Outputs:			
		<b>Activities</b> (See Workplan):			



## MONITORING & EVALUATION FRAMEWORK:

Narrative summary	Objectively verifiable indicators	Baseline	Target	Sources of verification	Freq. of data collection & analysis	Responsible person/s	Resources required
<ul style="list-style-type: none"> <li>• UNYFA structures established and functioning strongly.</li> </ul>	<ul style="list-style-type: none"> <li>• Management meetings held as stated in UNYFA articles of association</li> <li>• UNYFA secretariat produces periodic reports for accountability.</li> <li>• Increased funds lobbied/raised by UNYFA secretariat &amp; board members.</li> </ul>	04  04  28,000,000 UGX	16  16  56,000,000 UGX	<ul style="list-style-type: none"> <li>• Minutes.</li> <li>• Copies of UNYFA reports.</li> <li>• Signed funding agreements.</li> </ul>	Annually	UNYFA National Coordinator.	<ul style="list-style-type: none"> <li>• Finances/funds.</li> <li>• Human resources.</li> <li>• Equipment/Infrastructure.</li> <li>• Material resources.</li> </ul>
<ul style="list-style-type: none"> <li>• UNYFA management takes effective decisions for organizational performance.</li> <li>• UNYFA board guide management through their oversight function.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in UNYFA operations national wide with each regional office implementing a project by 4<sup>th</sup> year of the strategic plan.</li> <li>• No. of meetings held by UNYFA board.</li> </ul>	01 project	09 projects	<ul style="list-style-type: none"> <li>• Copies of project agreements.</li> <li>• Copies of final project proposal write-ups.</li> <li>• Minutes of board meetings.</li> </ul>	Annually	UNYFA Board members	<ul style="list-style-type: none"> <li>• Finances/funds.</li> <li>• Human resources.</li> <li>• Equipment/Infrastructure.</li> <li>• Material resources.</li> </ul>
<ul style="list-style-type: none"> <li>• Youth utilize the available spaces to raise their issues for action to duty bearers from LLG to National level.</li> <li>• Youth periodically follow up issues raised to duty bearers leading to their realization.</li> </ul>	<ul style="list-style-type: none"> <li>• Petitions on advocacy issues delivered to responsible duty bearers.</li> <li>• Position papers raised to duty bearers.</li> <li>• Policy and legislative processes lead to youth friendly policies &amp; laws.</li> </ul>	0  0	10 petitions & position papers.  2 policies & laws	<ul style="list-style-type: none"> <li>• Copies of final petitions.</li> <li>• Copies of position papers.</li> <li>• Copies of policies &amp; laws youth have influenced.</li> </ul>	Annually	UNYFA National Coordinator	<ul style="list-style-type: none"> <li>• Finances/funds.</li> <li>• Human resources.</li> <li>• Equipment/Infrastructure.</li> <li>• Material resources.</li> <li>• Time.</li> </ul>



<ul style="list-style-type: none"> <li>Increased youth involvement/participation in policy and legislative processes affecting them.</li> </ul>	<ul style="list-style-type: none"> <li>At least two out of five youth MPs in 2021 elections are members of UNYFA.</li> <li>More youth from UNYFA structures take up political leadership positions at sub county and district level.</li> </ul>	0	2 youth MPs.	<ul style="list-style-type: none"> <li>Nomination forms.</li> <li>Declaration (DR) forms.</li> <li>List of candidates from UNYFA structures.</li> </ul>	Annually	UNYFA Secretariat staff	<ul style="list-style-type: none"> <li>Finances/funds.</li> <li>Human resources.</li> <li>Equipment/Infrastructure.</li> <li>Material resources.</li> <li>Time.</li> </ul>
		3	10 counselors				
<ul style="list-style-type: none"> <li>Youth derive their livelihood from activities they engage in along agriculture value chains.</li> </ul>	<ul style="list-style-type: none"> <li>More youth employed along value chain stages across the six regions.</li> </ul>	20,000 youths	40,000 youths	<ul style="list-style-type: none"> <li>Reports on youth employment with photos.</li> </ul>	Annually	UNYFA Secretariat staff	<ul style="list-style-type: none"> <li>Finances/funds.</li> <li>Human resources.</li> <li>Equipment/Infrastructure.</li> <li>Material resources.</li> </ul>
<ul style="list-style-type: none"> <li>Partnerships with agro-based entities for youth development established.</li> </ul>	<ul style="list-style-type: none"> <li>No. of partnerships established between UNYFA and like-minded entities.</li> </ul>	6 partnerships	15 new partnerships	<ul style="list-style-type: none"> <li>Copies of final partnership MOUs.</li> </ul>	Annually	UNYFA Secretariat staff	<ul style="list-style-type: none"> <li>Finances/funds.</li> <li>Human resources.</li> <li>Equipment/Infrastructure.</li> <li>Material resources.</li> <li>Time.</li> </ul>
<ul style="list-style-type: none"> <li>UNYFA members testify their organizational work freely owning its actions.</li> </ul>	<ul style="list-style-type: none"> <li>80% members of UNYFA able to explain her achievements by 3<sup>rd</sup> year of the strategic plan.</li> </ul>	5%	75%	<ul style="list-style-type: none"> <li>Reports.</li> <li>Evaluation report.</li> <li>Strategic plan review report.</li> </ul>	Annually	UNYFA Secretariat staff	<ul style="list-style-type: none"> <li>Finances/funds.</li> <li>Human resources.</li> <li>Equipment/Infrastructure.</li> <li>Material resources.</li> <li>Time.</li> </ul>
<ul style="list-style-type: none"> <li>Youth ably undertake development activities.</li> <li>Youth harness their talents for better lives.</li> </ul>	<ul style="list-style-type: none"> <li>30% of youth in each region engaged in productive activities.</li> <li>Youth earn not less than 50,000/= per month.</li> </ul>	5% of youth per region. 5000/=	25% per region 45,000/= & above	<ul style="list-style-type: none"> <li>Backyard/courtyard gardens for youth.</li> <li>Sack-vegetable gardens for youth.</li> <li>Business records of productive activities for youth.</li> </ul>	Annually	UNYFA Secretariat staff	<ul style="list-style-type: none"> <li>Finances/funds.</li> <li>Human resources.</li> <li>Equipment/Infrastructure.</li> <li>Material resources.</li> <li>Time.</li> </ul>



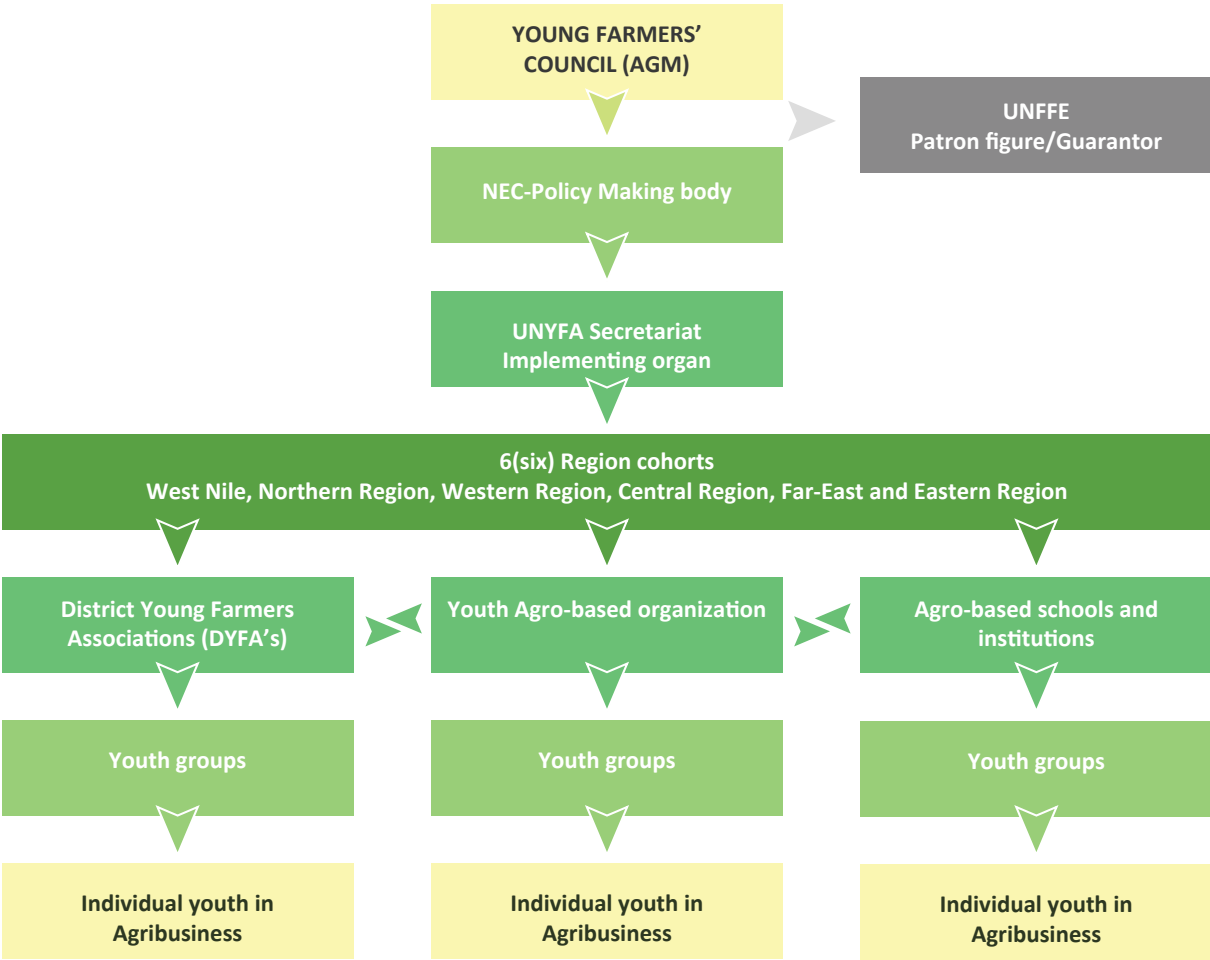
<ul style="list-style-type: none"> <li>• UNYFA housed in its home.</li> </ul>	<ul style="list-style-type: none"> <li>• UNYFA secretariat no longer renting.</li> <li>• UNYFA with diversified income sources.</li> </ul>	<p>Renting</p> <p>1 source by AHA</p>	<p>Own office premise</p> <p>9 project, IGA &amp; membership fees</p>	<ul style="list-style-type: none"> <li>• Address of UNYFA's home.</li> <li>• Records of UNYFA's income sources.</li> </ul>	<p>Annually</p>	<p>UNYFA Secretariat staff</p> <p>UNYFA regional officers.</p>	<ul style="list-style-type: none"> <li>• Finances/funds.</li> <li>• Human resources.</li> <li>• Equipment/Infrastructure.</li> <li>• Material resources.</li> </ul>
<ul style="list-style-type: none"> <li>• UNYFA operations guided by organizational policies.</li> </ul>	<ul style="list-style-type: none"> <li>• UNYFA project staff recruited based on merit guided by Human Resource policy.</li> <li>• UNYFA procurements guided by the finance and procurement manual.</li> <li>• Board activities guided a board charter.</li> <li>• Risk mitigation and management policy in place.</li> <li>• UNYFA income sources guided by reserve fund and investment policy.</li> </ul>	<p>8 staff</p> <p>No policy</p> <p>No charter</p> <p>No policy</p> <p>No reserve fund &amp; invest. policy</p>	<p>36 staff</p> <p>Policy in place &amp; operational</p> <p>Charter in place</p> <p>Policy in place.</p> <p>Reserve fund &amp; invest. Policy in place</p>	<ul style="list-style-type: none"> <li>• Staff registers &amp; personnel files.</li> <li>• File for procurement bids.</li> <li>• Copies of finance and procurement manual.</li> <li>• Copy of Board charter and file.</li> <li>• Copy of the risk management policy.</li> <li>• Copy of reserve fund and investment policy.</li> </ul>	<p>Annually</p>	<p>UNYFA Board.</p> <p>UNYFA Secretariat staff</p> <p>UNYFA regional officers.</p>	<ul style="list-style-type: none"> <li>• Finances/funds.</li> <li>• Human resources.</li> <li>• Equipment/Infrastructure.</li> <li>• Material resources.</li> <li>• Time.</li> </ul>
<ul style="list-style-type: none"> <li>• UNYFA members undertake climate change mitigation practices.</li> <li>• UNYFA members utilize agro-ecology farming techniques on farm.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports for youth practicing sustainable agriculture especially bio-intensive agricultural practices.</li> <li>• 12,000 trees planted by youth across the six regions by 4<sup>th</sup> year of the strategic plan.</li> </ul>	<p>0</p> <p>TBD</p>	<p>20 reports</p> <p>12,000 multi-purpose trees</p>	<ul style="list-style-type: none"> <li>• Copies of reports.</li> <li>• Photos and documentary on youth activities.</li> <li>• Woodlots multi-purpose trees.</li> </ul>	<p>Annually</p>	<p>UNYFA Secretariat and Members</p>	<ul style="list-style-type: none"> <li>• Finances/funds.</li> <li>• Human resources.</li> <li>• Equipment/Infrastructure.</li> <li>• Material resources.</li> <li>• Time.</li> </ul>



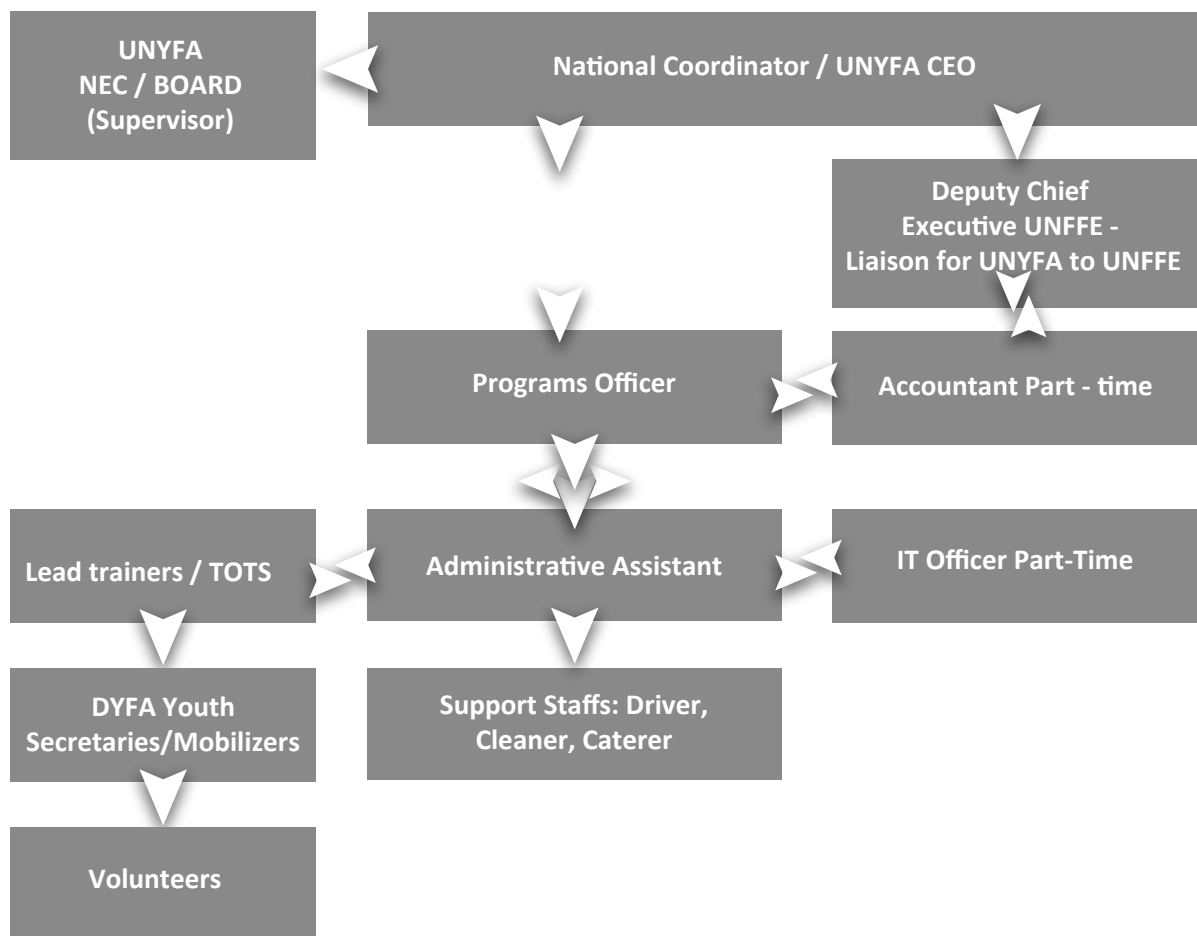


# COORDINATION AND IMPLEMENTATION STRUCTURES

## ↳ ORGANIZATIONAL STRUCTURE



## UNYFA SECRETARIAT/MANAGEMENT STRUCTURE



# IMPLEMENTATION STRATEGY

Implementation plan/work plan

Activity	Activity targets	Timeframe in years 2018 to 2022																				Responsible person/entity
		Year 1 - 2018				Year 2 - 2019				Year 3 - 2020				Year 4 - 2021				Year 5 - 2022				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Strategic Objective 1.1:</b> To establish and strengthen UNYFA structures.																						
Recruit qualified staff ( <b>Secretariat&amp;regions</b> )																					DYFAs and Secretariat	
Orient DFA executives ( <b>Western region</b> )																					Western region Committee	
Establish partnerships with government projects ( <b>Western region</b> )																					Western region Committee	
Strengthen DYFA in Financial, book and record keeping of organizational documents. ( <b>All regions</b> )																					DYFAs and Secretariat	
Set up Management Information system ( <b>Western Region</b> )																					Western region Committee	
Conduct Human Resource forecasting, career planning & development ( <b>Secretariat &amp; Western region</b> )																					DYFAs and Secretariat	
Mobilize youth to join & strengthen DYFA ( <b>All regions</b> )	28 DYFAs 5 model youth farmers (Only Central region)																				DYFAs and Secretariat	
Formalize youth structures at all levels ( <b>Central region</b> )	40 youth groups (Central region)																				Central region Committee	
<b>Strategic Objective 1.2:</b> To strengthen leadership, management and internal controls of UNYFA.																						
Carry out regional, district and institutional trainings and meetings ( <b>Far Eastern region</b> )																					Far Eastern region Committee	



Empower youth in leadership and management skills ( <b>Far Eastern region</b> )																							Far Eastern region Committee
Capacity building of leaders and management in; Fundraising, advocacy, starting self-help projects, financial management etc. ( <b>All six regions</b> )																							DYFAs and Secretariat
Formulate organizational policies ( <b>Secretariat &amp; regions</b> )																							DYFAs and Secretariat
<b>Strategic Objective 2.1:</b> To enable youth advocate for their rights/entitlements.																							
Exchange visits to organizations doing lobby and advocacy ( <b>Far Eastern region</b> )																							Far Eastern region Committee
Disseminate information on rights and entitlements of youth through social media, radios and public gatherings ( <b>Far Eastern region</b> )																							Far Eastern region Committee
Establish 280 advocacy committees ( <b>Central region</b> )	560 youths 1 per DYFA																						Central region Committee
Skills development in advocacy ( <b>Central &amp; Northern region</b> )																							Central & Northern region Committee
Create youth awareness about the different roles of duty bearers at all levels-Parish, Sub county, District & Nationally ( <b>All regions</b> )																							DYFAs and Secretariat
Civic education to UNYFA members and community( <b>Northern region</b> )																							Northern region Committee
Raise local information board that are managed by the respective local leaders ( <b>Western region</b> )																							Western region Committee
Conduct media engagements through old and new/social media channels ( <b>Western region</b> ).																							Western region Committee
Capture success stories and use of case studies by the youth ( <b>Western region</b> )																							Western region Committee
Participate in Local, regional national and international exhibitions ( <b>All regions</b> )																							DYFAs and Secretariat
<b>Strategic Objective 2.2:</b> To increase youth influence in policy and legislative processes that affect them in their agricultural interventions.																							



Undertake advocacy through coalitions and alliances with likeminded entities. <b>(Eastern region)</b>																						Eastern region Committee
Encourage youth to take up political leadership positions <b>(Far Eastern region)</b> .																						Far Eastern region Committee
Create youth awareness about government programs <b>(Northern region)</b>																						Northern region Committee
Participate in Local, regional national and international exhibitions <b>(All regions)</b> .																						DYFAs and Secretariat
Start and empower existing school clubs for agriculture <b>(Western region)</b> .																						Western region Committee
Attend youth council and legislative meetings at the district, parish, sub-county and parliament <b>(Western)</b> .																						Western region Committee
Participate in government programs like OWC <b>(Western region)</b>																						Western region
Support the establishment of Dance and drama clubs from village, parish, subcounty to district and national <b>(Western region)</b> .																						Western region Committee
Hold debates in schools concerning agricultural development <b>(Western region)</b>																						Western region
Award best farmers' competitions for young farmers out of school and in schools <b>(Western region)</b>																						Western region Committee
<b>Strategic Objective 3:</b> To enhance knowledge, technical, social and soft skills to youth on agriculture value chains.																						
Organize and conduct skills development courses <b>(All regions)</b>																						DYFAs and Secretariat
Identify and partner with organizations skilling youths in Agriculture <b>(Far Eastern region)</b>																						Far Eastern region Committee
Lobby for agriculture educational programs on radios and televisions <b>(Far Eastern region)</b>																						Far Eastern region Committee





Use of ICT and social media platforms ( <b>Northern region</b> )																					Northern region Committee	
Internship ship programs for youth ( <b>Northern region</b> )																						Northern region Committee
Establish linkages with NGOs with similar objectives ( <b>West Nile</b> )																						West Nile region Committee
<b>Strategic Objective 5.1:</b> To enhance members' understanding of UNYFA's development work.																						
Organize periodic youth fora on district basis at least every quarter visiting 4 DFAs per year ( <b>Eastern region</b> )																						Eastern region Committee
Award agric. excelling youths ( <b>Central region</b> ).																						Central region Committee
Promote Agro- tourism ( <b>Northern &amp; Secretariat</b> )																						DYFAs and Secretariat
<b>Strategic Objective 5.2:</b> Establish support services that meet youth interests and development aspirations.																						
Support youth to form cooperatives that enables them to access financial support, market and other services ( <b>Far Eastern</b> )																						Far Eastern region Committee
Advocate for Agric. scholarships ( <b>Centralregion</b> )																						Central region Committee
Develop & disseminate ICT Materials ( <b>Central region</b> )																						Central region Committee
Support transformation of VSLAs' into a young farmers bank and gender mainstreaming ( <b>Central region</b> )																						Central region Committee
Carry out youth Mentorship events ( <b>Northern region</b> )																						Northern region Committee
Establish machinery ring/machinery hire services ( <b>Northern region &amp; Secretariat</b> )																						Northern and Secretariat
Market linkage and information dissemination ( <b>Northern region</b> )																						Northern region Committee
Enhance member access to credit facilities/ establish a business wing ( <b>West Nile region</b> )																						West Nile region region Committee







Popularize exiting climate changes and mechanisms																					DYFAs and Secretariat	
Develop mechanisms to respond to cross cutting issues in the work of UNYFA																						DYFAs and Secretariat
Orient the board and staff on cross cutting issues.																						DYFAs and Secretariat
Work with other organizations																						DYFAs and Secretariat



## CHAPTER 5:

### IMPLEMENTATION BUDGET.

Budget for implementing the strategic plan:

No	Focus area	Strategic objective	Required funding (Ugx)	Sources of funding
1	Professionalization	<b>SO 1.1:</b> To establish and strengthen UNYFA structures.	600,000,000/=	Development partners, members' own resources and membership fees.
2		<b>SO 1.2:</b> To strengthen leadership, management and internal controls of UNYFA.	500,000,000/=	Development partners, members' own resources and membership fees.
3	Advocacy	<b>SO 2.1:</b> To enable youth advocate for their rights/entitlements.	1,200,000,000/=	Development partners, members' own resources and membership fees.
4		<b>SO 2.2:</b> To increase youth influence in policy and legislative processes that affect them in their agricultural interventions.	850,000,000/=	Development partners, members' own resources and membership fees.
5	Education and Training	<b>SO 3:</b> To enhance knowledge, technical, social and soft skills to youth on agriculture value chains.	2,500,000,000/=	Development partners, members' own resources and membership fees.
6	Networking	<b>SO 4:</b> Initiate sustainable partnerships with agro-based organizations for youth development.	450,000,000/=	Development partners, members' own resources and membership fees.
7	Support Services	<b>SO 5.1:</b> To enhance member understanding of UNYFA's development work.	500,000,000/=	Development partners, members' own resources and membership fees.
8		<b>SO 5.2:</b> Establish support services that meet youth interests and development aspirations.	5,000,000,000/=	Development partners, members' own resources and membership fees.
9	Institutional Development	<b>SO 6.1:</b> To establish a UNYFA home.	550,000,000/=	Development partners, members' own resources and membership fees.
10		<b>SO 6.2:</b> To establish relevant organizational policies.	200,000,000/=	Development partners & members' own resources.
11	Environment & Biodiversity	<b>SO 7:</b> Sustainably conserve the environment for better eco-system services in Uganda.	850,000,000/=	Development partners, members' own resources and membership fees.
<b>TOTAL</b>			<b>13,200,000,000/=</b>	



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