



A F I R D

AGENCY FOR INTEGRATED RURAL DEVELOPMENT

STRATEGIC DIRECTION

2017 - 2021

"Work with the People to Foster Development"

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EXECUTIVE SUMMARY:

Agency for Integrated Rural Development (AFIRD) is a legal entity that operates using guiding principles and documents. This five year strategic direction document is one of the guiding tools AFIRD will use in execution of duties.

The vision, mission and value system will be the cornerstone of AFIRD's work in the next five years. As a consequence, a Strategic Direction (2017-2021) has been drawn. It maintains the old vision but has a new mission statement with new program areas to guide us in the next five years.

Vision

A society free from hunger and disease living in a peaceful and green environment

Mission

To enable the more vulnerable smallholder farmers in the increasingly urbanizing Wakiso, Mpigi and Mukono districts to be nutrition secure and to have increased income with a special emphasis on young people and to contribute to policy development and implementation towards sustainable farming in Uganda.

Strategic Objectives:

• **Agriculture production and environment.**

This has been AFIRD's main focus over the years with gradual adaptations taking place all the time. For the next phase the organization is taking on an extension approach that is much more led by the farmers. Secondly, new approaches that use confined spaces will be emphasized. For example, livestock production will be reviewed to fit in with the growing prevalence of more small farms due to increasing population.

• **Youth empowerment:** More emphasis is to be put on the youth as the future citizens in agriculture. Efforts will center on the constraining factors that limit youth participation in Agriculture. The youth will be targeted in schools, prisons and farming communities. In schools, the tried and tested integrated Land Use Design approach will be used.

This entails participatory re-planning of school land to ensure sustainable and diverse production. In prisons, where many inmates are mainly young people, we shall use the restorative prisoner rehabilitation approach that builds the capacity of prisoners while in prisons to ensure that when they are released they are a resource rather than a menace. In communities we shall support youth

peer trainers, field placement, engagement in value chains and linkage with landlords for land acquisition.

• **Agriculture market development.** AFIRD will ensure that more market opportunities are being explored. This can be achieved through market information, establishing market links and ensuring value addition to increase shelf life of products. The organization will put its thrust towards organic marketing by starting up a participatory guarantee system (PGS).

• **Advocacy and lobbying** will be key to ensuring that the rights of the farmers are not only observed but are seen to be observed by the duty bearers. This will be achieved through; Facilitation of farmers to have a more unified voice at District level, feeding information from grass roots level to the National level via the various networks such as PELUM-Uganda to which AFIRD belongs.

• **Organizational and institutional development** will take into account building a strong and stable organization. Therefore, thrust will be put in five areas; governance, human resource development, logistics and financial management, resource mobilization, monitoring and evaluation and knowledge management

1.0 BACKGROUND AND INTRODUCTION

AFIRD was founded in 1997 by a group of professionals who realized the need for an integrated approach to rural development and brought their experiences together to develop the country. It was registered as an NGO in 1998 under registration No: S 5914/2404 and Certificate No: 2222. It is authorized to operate in all parts of Uganda.

1.1 Assets

AFIRD has a fully furnished office in Nkoowe 13 miles along Kampala-Hoima road with a courtyard that serves as a seed multiplication facility and demonstration for small space farming.

1.2 Staffing

AFIRD employs staff from diverse fields with qualifications ranging from Diplomas to degrees. These fields include Development Management, Agriculture and Veterinary Science.

1.3 Target group

AFIRD's target group is the disadvantaged community members who include; small scale farmers, school communities, prisoners, the youth and the disabled.

1.4 Projects

Since 2000, AFIRD has implemented projects in the fields of sustainable Agriculture focusing on addressing food insecurity, low house hold income and environmental degradation. The organization has also played a part in the mitigation of cross cutting issues that affects agriculture. Currently, we are continuing with projects on Permaculture and Sustainable agriculture.

1.5 Sources of funding

AFIRD receives funds from local and international donors, member contributions and agricultural related consultancy services.

1.6 Planning process

This is the third strategic planning process undertaken by AFIRD. It takes into account the wealth of experience and lessons learned during the implementation of the two past five year strategic plans. The two principal goals to be achieved:

- To strengthen the AFIRD program quality based on its competencies and comparative advantage so that it can make a significant and positive difference in the lives of the communities it serves.
- To improve the management system so that both the program and people are responsive, effective, efficient and accountable to communities and stakeholders being served.

The planning process involved active participation of AFIRD staff, Board representatives, farmers and partners who collaborate with AFIRD to implement development projects. The key facilitator was Mr. John Wilson from Tudor Trust. It was informed by the experiences of the participants which included that from the MASIPAG network in Philippines. Prior to the planning; the Executive Director and Deputy Director had participated in a learning visit to the Philippines where concepts of farmer led development were shared.

2.0 OVERALL CONTEXTUAL SITUATION ANALYSIS: consideration of key trends relevant to AFIRD:

The overall contextual analysis takes into consideration the general aspects and trends in the socio- economic and political environment in Uganda. This provides for both challenges and opportunities which AFIRD seeks to address.

- The donor world is currently putting more emphasis on supporting consortiums. Therefore, AFIRD will need to network with stakeholders and develop partnerships. AFIRD will start working in a consortia for fundraising (being mindful of the partner relationships). We shall improve Monitoring and evaluation it being critical to communicate to donors on issues such as climate change. Self -spread will be imparted into programmes for sustainability. The organization will use the result oriented management for sustainability and co – financing in project implementation with beneficiaries.

- Climate change, the unpredictable weather patterns and climate change effects is currently having a negative impact on the societies and more efforts in project implementation should be able to address this challenge. Focus will be more on water for production/conservation (use of cheaper irrigation technologies including recycling of waste); resilience; conserving wetlands and advocacy to ensure implementation of e.g. wetland policy. For this matter, the organization will build the capacities of the staff in climate change for effective implementation of the programmes.

- Farming as a business is gaining momentum: Linked to this trend are issues such as: some crops are starting to dominate e.g. growing eucalyptus with support from increased roadside tree nurseries. Chemicals are being used more in maize growing. Young people engage in short term enterprises, there is more use of agro- chemicals, commercial seeds, there is also increased pests and disease outbreaks.

AFIRD should take note that it's very important to develop examples of farming as a business along with agricultural biodiversity for small pieces of land - there may be some careful specialization. There is need to develop clear strategies to attract the youth in agriculture.

- Population is growing: Issues here include; increased dependency ratios, evictions, land grabbing, and pieces of land available for farming are becoming smaller. AFIRD will intensify on production by re- tooling the staff, empower the farmers to understand their rights over land. Documentation will be improved to provide evidence for advocacy and also come up with clear strategies on how to continue reaching the vulnerable.

- Government policy context: The government is key in providing policies that guide implementation of development programmes. These policies affect the nature and operation of development initiatives and that has effects on the people's livelihoods. AFIRD will keep advocating for better policies, participate in government programs, document with evidence; translate, interpret and explain government policies to farmers. Furthermore, the organization should work in respect of rights based approach by using advocacy.

- Young people: It has been observed that the youth do not participate in agriculture. Some of the underlying reasons include; little access to land, continue to move to urban areas, have great difficulty finding jobs and have a poor mindset on agriculture. AFIRD will promote sustainable farming practices of the future that suit the interests of the youth but this needs to be handled wisely. There is need to understand the youth through carrying out studies so that we have a clear vision that includes their input.

- Many terminologies in agriculture sector: A number of new terminologies have emerged in the last few years which require understanding. These include; Sustainable agriculture, climate smart agriculture, agro ecology, Organic agriculture etc. AFIRD will embrace only the terms that suit their vision and mission.
- Family breakdown: There is an increase in family breakdown thus more single mothers and fathers. This calls for action and should be a possible area of focus for a pilot program by AFIRD. We shall link with PELUM for the GALS approach.
- The emergence and growth in ICT: This is an opportunity that we shall take. Currently farmers are accessing market information using mobile phones, radios have spread, and money is transferred through phones. AFIRD will need to learn from those using it well and step up the use of social media; though we shall need to have a clear strategy on how this should be done.
- Rapid unplanned urbanization; this has created an opportunity for potential market; customers are willing to pay more for organic products. This should in turn promote the development of commercialization through the use of sustainable/ organic farming technologies e.g. conservation stoves and Municipal compost production. This implies potential income generating activities for small scale farmers e.g. sale of briquettes.
- Financial Inclusion: In recent times, village savings and loans scheme are spreading fast. This provides the much needed financing that can complement farming as a business. AFIRD will support the development of VSLAs in project activities.
- Subsidies to farmers: Farmer input subsidy programs provided by government are sometimes of poor quality. AFIRD will through networking, advocate, propose alternative use of funds and also take on case studies

3.0 VISION, MISSION AND PRINCIPLES:

Despite the tremendous economic growth levels realized in the last 20 years, Uganda still finds itself in a situation where hunger is pervasive in most sections of the society. According to the revised PEAP 2004-2009, poverty is the major cause of hunger in Uganda. This has been attributed to slower growth in agriculture, decline in farm-gate prices and income diversification, environmental degradation, insecurity, diseases and poor resource distribution.

The new AFIRD statements of Vision, Mission and values are our responses to the worsening hunger situation in the country. They embody continuity with the past best practices as well as providing new solutions in the next five years.

3.1 Vision

A society free from hunger and disease living in a peaceful and green environment

3.2 Mission

To enable the more vulnerable smallholder farmers in the increasingly urbanizing Wakiso, Mpigi and Mukono districts to be nutrition secure and to have increased income with a special emphasis on young people and to contribute to policy development and implementation towards sustainable farming in Uganda.

AFIRD will keep its focus on working with grassroot communities but will continually feed its experience more effectively into advocacy efforts, at the same time. AFIRD is not an advocacy organization but recognizes that it has a key role to play in advocacy.

We shall keep our focus on Nutritional security other than food security taking into account consumption of nutritious food by the families and farming communities.

3.3 Principles

AFIRD will in future employ a principles' based approach in her work. This is new and has been deemed to be important as a guide linked to AFIRD's core values. These principles will also be used for evaluation purposes to ensure that we take stock of our work against what is most important to us and also stay within the boundaries of our objectives. The principles will become the main compass guiding AFIRD's overall work. These are not new principles to AFIRD. What is new is that we will more rigorously and regularly assess ourselves against our principles. AFIRD has a new determination to walk its talk even more.

These principles are given below:

- Transparency and accountability: Always being transparent (open) and accountable to the people we work with.
- Teamwork: Working as teams with clear roles and responsibilities both inside AFIRD and with stakeholders
 - Quality work: Continually striving to improve the quality of our services and products.
 - Work with Nature: Working creatively with Nature as we conserve and protect the environment in all our work
 - Stable families and gender equity: Promoting an ongoing movement towards strong and stable families where gender equity flourishes.
 - Focus on vulnerable people: Reaching out to work with vulnerable people in a non-discriminating way, being clear about whom we see as vulnerable and ensuring we do not worsen the situation for vulnerable people.
 - Documentation: Ensuring accessible (evidence-based) documentation of our experiences and activities towards learning, influencing policies and inspiring others.
 - Farmers' rights: In addition to providing services, we empower farmers to demand their rights.
 - Cultural connection: Recognizing and respecting local and cultural knowledge and practices.

4.0 STRATEGIC OBJECTIVES

4.1 Objective 1: *Increased sustainable and well documented animal and crop diversity and productivity for improved incomes for target farmers*
Agriculture is the most important sector in Uganda. It is practiced by over 80% of the population who take it as a form of employment where they earn their livelihood. But performance in the last 10 years has not been impressive (UBOS Statistical Abstract, 2009). The rate of growth has been below the population growth rate of 3.2 percent, implying that per capita agricultural GDP has been declining. It is also far short of the 10 percent growth target for the agricultural sector set by African Governments under CAADP.

In central Uganda, AFIRD with other development agents have introduced sustainable agriculture farming practices targeting smallholder farmer institutions in communities. Methods used to reach the farmers included training workshops and extension, supporting farmers with inputs at group levels and exposure visits. 70 percent of the Farmers targeted have benefited and improved their living conditions (Kayoby, 2016)

Under crop production: Farmers have planned their farms to improve production. Sustainable Agriculture practices for water harvesting and soil conservation have been adopted. New methods in soil fertility management and proper crop management methods have been taken up by the farmers. Crop diversification, integrated pest and disease control, increased access to quality seeds have been achieved. This has contributed to increased food and nutrition security.

However, despite the above achievements, there are still a number of challenges. Crop yield is generally still low especially for crops like bananas, cassava and vegetables. In addition, there are many emerging pests and diseases. Furthermore, farming techniques within the target area are changing (Bachmann and Kiguli, 2015) and the use of pesticides and agrochemical fertilizers is increasing.

Strategies for 2017-2021

• Farmers being at the center of development to facilitate self-spread in the wider communities. The extension system that has been used is the classical advisory top down system that assumes that the farmer is not knowledgeable. This is a system that depends on an external agent, is expensive to deliver and is not sustainable. In Philippines, the MASIPAG network used a farmer led extension approach where farmers are the trainers and were training fellow farmers cheaply. This farmer led advisory approach will be adopted by AFIRD starting with old farmers.

- Organic farming to be emphasized more strongly in the new groups
- Farmer groups to play a very big role in decision making
- Building organizational ability to take on AFIRD's new emphasis on farmer led.
- More focus on development of traditional crop varieties for example Bananas
- Selection of farmer groups to practice plant breeding – a new direction for AFIRD
- Strengthening Household seed banking.
- Share experience on seed security model with other organizations
- Continuous promotion of indigenous vegetables.
- Carry out capacity building on documentation for farmers – this is an area that AFIRD must focus on more in the next phase.
- Use of Smart phones with farmers for information sharing and documentation.
- Strengthening Household seed banking.
- Share experience on seed security model with other organizations
- Continuous promotion of indigenous vegetables.
- Carry out capacity building on documentation for farmers – this is an area that AFIRD must focus on more in the next phase.
- Use of Smart phones with farmers for information sharing and documentation.

Animal production:

Animals are a major source of manure, critical animal protein, and prestige and income for small scale farmers in most undeveloped countries. To build farmer's capacity on animal husbandry, AFIRD has been conducting trainings on integration of animals with crops, animal house, breeding, feeding and general husbandry. The efforts have resulted in a number of successes that include farmers being able to access breeding animals with high genetic potential in their communities and increased number of animals kept by farmers. (Kayoby, 2016)

In the next five years interventions that bring positive change among farmers shall be consolidated and new methods that demand less land resources will be tested and promoted.

AFIRD will therefore:

- Promote a system where by farmers keep smaller animal breeds that can work well in confined spaces and also support farmers depending on their assets and capabilities. In the past we have promoted goats and poultry. With decreasing land sizes, even land for growing pastures is decreasing. The onus will be for us to work with farmers and explore smaller animals that can be kept based on the situation. In addition, farmers will be sub grouped into assets and capabilities groups to ensure that the specific subgroup receives messages/inputs that are commensurate with their situation.

- Network with researchers to identify and promote local breeds that thrive in urban environments. This is a new area that will be promoted in the phase

- Continue mobilizing and sensitizing farmers to consolidate area that are giving positive benefits like the rearing of breeding goats. In the past we have been supporting farmers to cross breed their indigenous goats with hybrid goats. This has worked well with cross bred offspring having a high birth weight, high growth rate and higher live weight at slaughter. We shall continue to promote cross bred goats in this phase to enable more farmers benefit from this project.

- Improve documentation on sustainable agriculture livestock farming practices. In the past, documentation for the organization has been general. In the new phase, we shall have specific documentation on animal component.

- Promote breeding of indigenous poultry through collaboration with farmers and researchers. In the past, emphasis has been on improving the genetic potential of livestock through provision of hybrid animals. In the new direction, we shall promote indigenous animals and improve their genetic potential by working with researchers. In Philippines, this has worked well with local poultry and will be adopted. To differ from the past, AFIRD will concentrate towards supporting identification of local animals with desirable traits in their localities and supporting farmers to do a breeding programme.

4.2 Objective 2: *To influence the mindsets in Wakiso and Mukono Districts towards farming as a viable livelihood option for the youth:*

AFIRD started working with the youth in 2006 under the schools and prisons nutrition project where 5 schools and 1 prison in Wakiso and Mukono Districts benefited.

Fruit trees, vegetable gardens and breakfast clubs were introduced to improve pupils' performances and also influence their mindsets towards farming.

In Prisons, the prisoners were trained in farming technologies.

In 2012, the youth Scholarship supported by Gorta-Ireland was introduced. Four youth were supported to attain a certificate in Sustainable agriculture from Baraka agricultural college.

With support from the Tudor Trust-UK and RESCOPE, a permaculture pilot schools project was introduced in three schools in 2014 where key school stakeholders (parents, pupils, teachers & founders) were involved. Promoting Permaculture using the Integrated Land Used Development (ILUD) approach was seen as more comprehensive approach towards supporting the young in contributing towards their local communities and environment resilience.

Currently, ILUD and the Permaculture approach have been extended from three primary schools in one Sub County to 12 primary schools in four sub counties of Wakiso District.

In 2014 AFIRD formed a partnership with RODI Kenya aimed at working with Prisoners to ensure that they move out of the prison as resources who could help their communities.

AFIRD's experience with the youth

Most of the youth in Uganda drop out of school without alternative life skills hence keeping them unemployed. Majority of them become farmers but have limited knowledge and skills thus employ poor farming methods characterized by low production and environment destruction. Frustrated by the negative results, some youth end up in criminal activities. Therefore AFIRD finds it crucial to work with various relevant stakeholders like schools, farming groups, prisons and Government agencies to achieve and reverse this scenario.

School activities:

- Integrated Land Use Design (ILUD) - This approach was adopted from RESCOPE in Zimbabwe and is an area where we have been working. It will be emphasized in the new phase. In the past, we supported vegetable, tree planting and breakfast clubs (provision of breakfast for a selected group in schools) using a top down approach. If compared to the integrated land use design (ILUD) which is participatory there is ownership and diffusion into surrounding communities.
- The following will be new areas of focus for AFIRD in its schools work:
 - Encourage agriculture related debates amongst schools, which will enable pupils to learn from their peers
 - Develop a school community led extension system to broaden on the outreach that will help to sustain school work in our absence
- Introduction of cooperative economics empowerment skills among schools that will enable stakeholders to benefit in monetary terms.
- Consistent documentation of work done and engage government authorities will contribute to advocacy engagements
- Introduce use of renewable energy (solar power) and ICT among rural schools. This has been deemed to be important in this era of climate change and computers.
- Integrate HIV/AIDS and gender components among schools. This will enable all genders (men and women) benefit from our activities
- Conducting policy studies to enhance the youth participation in farming will help us learn why the majority of the youth shun agriculture.

Youth groups activities:

We shall have new approaches towards working with the youth. These will include:

- Linking the youth to land lords. For example the Buganda land board. Land is a factor of production that is not in hands of the youth. Linking the youth to landlords will help them acquire land and thus be motivated towards production.
- Support efforts towards youth peer trainers. Youth learn more from fellow youth. Therefore availability of peer trainers will motivate other youth to learn from these people.
- Capacity building along value chain. Though majority of youth are not involved in farming, they could contribute towards development by supporting value chains.
- Field placement towards model farmers. Like all human beings, youth believe by seeing. In this new phase, youth will have field placement among model farmers to learn from them.

Prisons activities:

- AFIRD has worked with the prisons to provide fruit trees and vegetables for improved nutrition to inmates. Little has been done in tracking the prisoners after their release.

Through networking with our counterparts in Kenya (RODI), we have modified our Prison programme to include Follow up of ex-prisoners after prison and supporting them to resettle and integrate in their communities. We shall continue with this activity in the new phase

- Training of trainers for long term prisoners to ensure that capacity building within the prisons continue even in our absence. This activity will be new. In the past we have not been structuring prisoners according to duration of their terms in prisons.
- Carry out study on re-offending in order to track success. This will be a new area of intervention.

4.3 Objective 3: Agriculture market development: To continue exploring marketing opportunities for small holder farmers in Wakiso and Mukono District

Accessing markets remains a big challenge to many farmers in Uganda. This has been attributed to factors such as lack of market information for both domestic and international markets, stringent quality standards for agricultural products from developed countries and lack of post-harvest facilities among others.

In the areas where AFIRD has been operating, the situation is aggravated by farmers losing cultivatable land, limited access to financial credits and unscrupulous traders plus middlemen. In addition, the youth also do not view agriculture as a viable business (AFIRD Survey Gombe 2013, Kayoby, 2016).

AFIRD's Access to Markets Program therefore seeks to explore the marketing opportunities through organizing farmers for collective marketing, overcome the middle men as well as exploring the market potentials around Kampala by focusing on high value crops.

Key Result Areas:

- Farmers linked to consumers. In the past we have linked farmers to markets but our activities towards this have been short term and flexible according to need. During this phase, we shall make deliberate and long term plans of linking farmers to markets.
- Establish market stalls. In the new phase we shall support establishment of stalls within farmers localities to enable women participate in the management of the stalls.
- Market information disseminated in a method that is more open with market information boards by allowing farmers to generate their own information. In the past we have been passing on the information to be written on the boards, however, we have noted that the farmers have also generated and written on their own information.

- Farmers supported to access premium markets through promotion of organic farming and the participatory guarantee system. In the past, we have only promoted organic certification that has been expensive and inaccessible to the small holder farmers. During the new phase, we shall add on the participatory guarantee system that is adopted from Philippines, is cheap and also allows beneficiary participation in its management.

- Farmer groups organized for collective marketing. This will continue to be promoted.

- Value addition and branding practices/technologies will continue to be promoted

- Key value chains developed for selected products will be identified and promoted.

4.4 Objective 4: *Vulnerable groups are able to participate and influence development programs and policies that affect them*

Approach: Promotion and protection of human rights through the Human Rights Based Approach to development.

AFIRD works with vulnerable members of the community in order to empower them demand for better services and influence government to provide a supportive and favorable environment for them to flourish.

In Wakiso District and Uganda at large, land ownership has become a very sensitive issue. Many of the farmers have lost up to 80% of their land (Bachmann and Kiguli, 2015) through land grabbing, evictions and absentee land lords who have surfaced to reclaim their land. The implementation of the land policy and land Act still remain weak alongside the institutions involved in land management. The ignorance or neglect of the law has had a big impact on the resource poor. In the wake of this situation, AFIRD has to build the capacity of the farmers to fight for their rights using legal means.

Other emerging issues include; the high use of herbicides and inorganic fertilizers coupled with the high rate of fake agro-inputs which affects production and productivity leading to low quality farm products.

AFIRD has been working in partnerships with major advocacy organization like PELUM, SEATINI, Food Rights Alliance and Civil Society Budget Advocacy group to engage in major national, regional and District based advocacy events. This interaction and collaboration will be strengthened

Our experiences have shown that documentation and research are critical in advancing advocacy issues as this provides evidence and show casing good practices. AFIRD will have to strengthen and improve her capacity in this area.

During the strategic direction 2017-2021, the following thrust areas will be emphasized:

- Facilitation of farmers to have a more unified voice at District level will continue to be emphasized.

- Feeding information from grass root level to the National level. ie having evidence based Advocacy will be promoted.

- Organization of platforms with farmers to influence the formation of Advocacy Associations. In the past, we have been promoting advocacy at farmer group level. In the future, we shall promote advocacy at association level- where farmer groups come together to advocate for common causes.

- Community capacity to participate in public affairs will be enhanced and promoted. An advocacy strategy will be developed with farmer groups.

- Build the capacity of local government leaders, civic leaders and the community on participatory planning, budgeting, monitoring and evaluation. We have promoted this in the past on a pilot project case. In the new phase, we hope to scale out this activity.

- Form and support local committees to supervise local development initiatives. The only committee that has been active is the project implementation committee. In addition to this committee, more committees will be adopted to cater for areas that are crucial and need redress.

- Organize and support public events involving the local community. This is new and will be supported in the phase

- Organize dialogue meetings with local government councils and the farmer groups. This has been tried in the past and will be scaled out in the new phase

- Organize dialogue meetings between the land lords and the farmers. This is new and will be tried in the new phase

4.5 Objective 5: *To develop a relevant, dynamic and inspiring organization that is increasingly and flexibly living up to its principles*

In order to be efficient, effective and accountable to the stakeholders, the AFIRD institutional direction will be geared towards the following six areas: (1) Governance, (2) Human Resource Development, (3) Planning, monitoring and evaluation, (4) Resource mobilization, (5) Logistics and financial management and (6) Knowledge management.

Highlights on the areas of focus:

4.5.1. Governance: Good governance is central to strengthening the capabilities and systems of an organization to deliver quality services. To achieve this AFIRD will:

- Create policy and implementation frame works. During the phase, more policies that are critical to the running of the organization will be developed.

- Reviewing and updating of the organizations constitution. The old constitution needs to be reviewed to meet the current needs and challenges of the organization.

- Ensure that sub committees are active. This will require that more funds are availed for this purpose,

- Farmers representation to be included in the structure of governance. This will widen the perspective of governance in the organization.

- Board meetings will focus on monitoring of policy implementation. This will be given more attention and promoted

4.5.2. Human Resource Development: Staff are important in service delivery and implementation of programmes. Attention in this area will address the following:

- Carry out annual staff appraisals and regular capacity building to increase effectiveness and efficiency of staff as well as identify staff capacity gaps.

- The organization will introduce Medical insurance for staff to cater for their health needs.

- AFIRD will review salary structures in order to have attractive and competitive salary for staff. In addition, staff retention strategies will be put in place.

4.5.3. Planning, monitoring and evaluation: AFIRD will continue to implement M&E in order to build strong result monitoring mechanisms. To achieve this the following areas will receive focus:

- Annual planning and development of annual reports will be enhanced.

- Bi annual review of plans will be carried out

- We shall promote use of data to determine decision making in programme implementation.

- AFIRD will periodically evaluate its activities using the principles developed in this strategic direction.

4.5.4. Resource mobilization. AFIRD will require adequate resources to implement her programmes in this period. In order to achieve this, the following will be done:

- Work with the district authorities and Get updates on the list of donors and their requirements.
- Recruit a full time officer for resource mobilization.
- Intensify local resource mobilization especially at national level to target internal donors.
- In order to become sustainable, a business plan for AFIRD center with income generation focus will be developed.
- We shall continue to carry out organizational marketing through conducting Radio talk shows. This has been done and will continue to be promoted
- We shall continue to build partnerships through carrying out joint programs and consultancies for synergy and income generation.

4.5.5. Logistics and financial management:

- We shall ensure accountability and transparency through timely reporting and maintenance of audited reports.
- To ensure effectiveness, staff will be supported to get acquainted with the financial system of AFIRD. This will be scaled out to all levels of the organization.
- We will continue with the maintenance of an inventory of AFIRD assets.
- Motor vehicle and motor cycle log books will be regularly maintained for proper management.

4.5.6. Knowledge management:

- Everything in the sustainable agriculture to start with farmer led - advisory approach. People are at the center of everything. This is new and will be promoted in the new phase
- Scaling up of external sharing of information with partners and stakeholders will be given priority.
- Staff sharing of reports from workshops and trainings to improve knowledge. This has been done in the past and will be emphasized further
- Mentorship of staff on knowledge management will be further emphasized.
- We will improve training materials in terms of visual aids and manuals for farmer trainers. During the phase it will be planned for and emphasized for all staffs.

CONCLUSION

AFIRD, after 18 years of existence and thus with a lot of experience, is ready to move on to another level. It is in this light that it has developed this new strategic direction for the next five years, to guide the development of projects and key result areas for all its programmes. Strategic objectives have been developed in order to determine the activities to be implemented. Newly articulated principles will provide overall guidance to the organization on a regular basis.

The major shift in our focus is towards the farmer led extension approach, which we hope will bring farmers to be much more the leaders of their own development efforts. We also intend to address the continuous reduction in land-size through advocacy efforts and by introducing appropriate technologies for confined spaces. We shall make more deliberate efforts to bring the youth into agriculture as future farmers by gathering evidence on their impediments and addressing these. Furthermore, we hope to develop and strengthen the advocacy abilities of farmers as well as providing excellent examples on the ground and continually feeding these into advocacy efforts at national level.

Lastly, we intend to strengthen the capacities of the organization to deliver quality services and remain relevant to her mandate. With all this, we believe that AFIRD will increase its effectiveness and efficiency in service delivery but, more important, will be an inspiring and dynamic organization that addresses the needs of its constituency.



*Thanks Goes to the above team who actively participated
in the development of this document*

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