

# Eastern and Southern Africa Small Scale Farmers Forum



## STRATEGIC PLAN

July 2014 — June 2016

***“Enhancing wealth creation and capacity among smallholder farmers to influence agricultural policies in Eastern and Southern Africa”***



July 2014, Morogoro - Tanzania



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## LIST OF ABBREVIATIONS

ACORD	- Agency for Cooperation and Research in Development
AFSA	- Alliance for Food Sovereignty in Africa
AGM	- Annual General Meeting
AIDS	- Acquired Immune Deficiency Syndrome
AU	- Africa Union
AUC	- African Union Commission
BftW	- Bread for the World
BoD	- Board of Directors
CAADP	- Comprehensive African Agriculture Development Programme
CAADP NSA - CAADP	Non State Actors engaging with CAADP at continental level
CBO	- Community Based Organisation
COMESA	- Common Market for Eastern and Southern Africa
CPM	- Coalition of Farmers in Madagascar
CSO	- Civil Society Organisation
CSR	- Corporate Social Responsibility
CSS	- Civil Society Sector
DPs	- Development Partners
EAFF	- East Africa Farmers Federation
EAC	- East African Community
EC	- ESAFF Coordinator
ERB	- ESAFF Regional Board
ESA	- Eastern and Southern Africa (region)
ESAFF	- Eastern and Southern Africa Small Scale Farmers' Forum
Exco	- The Executive Committee (of the Board of Directors of ESAFF)
FPM	- The Financial Policy and Manual
GBS	- General Budget Support
GDP	- Gross Domestic Product
HIV	- Human Immuno-Deficiency Virus
ICT	- Information and Communication Technology
IFRS	- International Financial Reporting Standards
KRA	- Key Results Area
M & E	- Monitoring and Evaluation
MDG	- Millennium Development Goal
NEPAD	- An implementing agency of the African Union (AU)
NPCA	- NEPAD Planning and Coordinating Agency (NPCA)
NGO	- Non Governmental Organisation
NSSF	- National Social Security Fund
NSSFF	- National Small Scale Farmer Forum
OCA	- Organisation Capacity Assessment (SAYO)
OD	- Organisational Development
ON	- Oxfam Novib
PAFFO	- Pan African Farmers Forum
PHDR	- Poverty and Human Development Report
RAP	- Regional Agriculture Policy (of SADC)
ROPPA	- Réseau des Organisations Paysannes et des Producteurs Agricoles d'Afrique de l'Ouest
SACAU	- Southern Africa Confederation of Agricultural Unions
SADC	- Southern Africa Development Community
SAYO	- Self Assess Your Organisation (OCA tool)
TGS	- Triennial General Summit (of ESAFF)
WSSD	- World Summit of Sustainable Development
USD	- United States Dollar

### The Malabo Declaration June 2014

The declaration titled the *“Malabo Declaration on Accelerated Agricultural Growth and transformation for Shared Prosperity and Improved Livelihoods”* recommits to the key principles and values that define the CAADP process which include, among others; the pursuit of agriculture-led growth as a main strategy to achieve targets on food and nutrition security and shared prosperity; Commit to

- **Ending Hunger in Africa by 2025** through accelerated agriculture growth by doubling agriculture productivity
- Commitment to **Enhancing Investment Finance** in Agriculture by upholding earlier commitment to allocate at least 10% of public expenditure to agriculture, and to ensure its efficiency and effectiveness;
- Commitment to **Halving Poverty by the year 2025**, through Inclusive Agricultural Growth and Transformation,
- Commitment to **Boosting Intra-African Trade in Agricultural commodities and services** by triple it by 2025;
- Commitment to **Enhancing Resilience of Livelihoods and Production Systems to Climate Variability** and other related risks by ensuring that, by the year 2025, at least 30% of our farm, pastoral, and fisher households are resilient to climate and weather related risks;
- Commitment to **Mutual Accountability to Actions and Results** by conducting biennial Agricultural Review Process that involves tracking, monitoring and reporting on progress. Further this strategy will draw on the momentum of the Malabo declaration which recognised and called upon African stakeholders including farmers, pastoralists, fishers, private sector operators in agriculture, agribusiness and agro-industries, civil society organisations and financial institutions to rally behind the realisation

### 1.1 About ESAFF Strategic Plan 2014 - 2016

This document presents the Strategic Plan of ESAFF for the period July 2014 — June 2016. This strategy builds on the achievements, challenges and lessons learnt from the implementation of the previous Strategic Plan 2011-2014. An assessment of the implementation of the last strategic plan shows the need to continue ESAFF work within the same strategic plan spirit with small adjustment on strategies and focus on the newly launched African **MALABO DECLARATION ON ACCELERATED AGRICULTURAL GROWTH AND TRANSFORMATION**.

ESAFF's strategic plan was developed by small scale farmers through three phases. Phase one included participatory assessment of the strategic plan 2011-2014 that was done at grassroots and national level and eventually the second phase by the ESAFF regional board. The regional board is made of farmer leaders from each ESAFF member country. The third phase of making this strategy came when the 2<sup>nd</sup> Triennial General Summit (TGS) met during its seating in Dar es salaam, Tanzania on 25<sup>th</sup> and 26<sup>th</sup> June 2014. The summit comprised of about 45 representatives of small scale farmers from all members countries of ESAFF. Member countries of ESAFF are Tanzania, Uganda, Kenya, Rwanda, Burundi and DRC. Others are Malawi, Zambia, Zimbabwe, Lesotho, Swaziland, South Africa, Madagascar, Seychelles, and Mozambique. Swaziland and DRC are the latest members to join ESAFF in 2014.

The new strategic plan consolidates and complements the gains made and also addresses the challenges and weaknesses identified during the implementation of the last strategic plan. Necessary adjustments and improvements were made to ensure ESAFF becomes more impact oriented and reaches out to the greater majority of the small scale farmer's population in ESA region. The main focus of ESAFF will be to *create a movement of small scale farmers in rural areas and enhancing their capacity to demand, practise and advocate for sustainable agriculture and participation in agriculture policy processes*. This will be possible through nurturing and supporting effective and efficient national small scale farmers' forum which are united and speak in one voice throughout the ESA region.

The need for this strategic plan was explained in the assessment of the external environment (*Highlighted in section 2.1 of this document*) which showed the critical need for active and effective small scale farmer participation in agriculture policy processes, especially in enhancing governance and accountability in the agriculture sector as a way of achieving sustainable agriculture and a poverty free society in the eastern and southern (ESA) region. The assessment also revealed that, strengthened and united (in making voices) national small scale farmers' forum was a way of enhancing small scale farmers' participation in agriculture policy processes at national and regional level. Both internal and external assessments of the environments identified critical issues that ESAFF needs to address during the next two years in the wake of a renewed commitment to the Comprehensive African Agriculture Development Program (CAADP) endorsed by the African Heads of States and Governments in Malabo, Equatorial Guinea in June 2014.

Serge Benstrong, (Seychelles)  
ESAFF Chairman 2014-2017

## 1.2 Background of ESAFF

ESAFF is a network of grassroots small scale farmers' organisations working in 15 countries of Eastern and Southern Africa (ESA) region. The movement is a small scale farmer initiated, farmer led and farmer owned. Its purpose is to enable small farmers in Eastern and Southern Africa to speak as a united voice so that issues, concerns and recommendations become an integral part of policies and practices at national, regional/international levels. ESAFF started in 2002 parallel to the World Summit on Sustainable Development (WSSD) and was registered on 27<sup>th</sup> August 2007 in Tanzania. ESAFF has an independent Regional Board made of farmer leaders from 15 countries. The secretariat of the headquarters is in Morogoro, Tanzania. The secretariat is led by the Coordinator who reports to the Regional Board.

## 1.3 Membership of ESAFF by June 2014

The following are members of ESAFF in ESA region;

MVIWATA in Tanzania; Kenya Small Scale Farmers Forum (KESSFF), ESAFF Uganda, ESAFF Zambia; Zimbabwe Smallholder Organic Farmers Forum (ZIMSOFF), Lesotho Small Scale Farmers Forum (LESSFF); ESAFF South Africa; National Small Scale Farmers Movement (NASFAM) in Malawi; APEEE in Rwanda; ESAFF Burundi; Confédération des Agriculteurs Malagas (CPM) in Madagascar; Seychelles Farmers Association (SeyFA) and Rede de Organizações para a Soberania Alimentar (ROSA) in Mozambique. In 2014 two national farmer organisations joined ESAFF. These are Fédération des Organisations de Producteurs Agricoles du Congo (FOPAC) from the Democratic Republic of Congo (DRC) and CIEAS of Swaziland.

## 1.4 Governance Structures of the ESAFF

The structure of ESAFF is built on the national farmers' forums which are themselves membership based. ESAFF maintains clear separation of powers and mandates between its different governance structures. The Governance Structures of ESAFF consist of four layers:

- (i) *The Triennial General Summit which meets every three years to decide the direction of the organisation;*
- (ii) *The Annual General Meeting that meet every year to oversee the implementation of annual plan and approve activities for the following year;*
- (iii) *The Board that actually help to run the organisation through an executive committee (EXCO), and*
- (iv) *The Secretariat is charged with daily operations and led by the regional coordinator who reports to the Board.*

## 1.5 Vision, Mission, Values Goal and Result Areas

### Vision

A vision of ESAFF is to see *"A strong effective forum of empowered Small Scale Farmers with united voices in the policy processes for ecological agriculture and poverty free ESA region"*

### Mission

The Mission of the ESAFF is *"Empowering small scale farmers in eastern and southern Africa to influence development policies and promote ecological agriculture through capacity strengthening, research and networking"*

### The purpose of ESAFF

To enable small scale farmers in Eastern and Southern Africa to speak as a united voice, so that the issues, concerns and recommendations of farmers become an integral part of policies and practices at grassroots, national, regional and international levels.

### ESAFF Core Values

- **Integrity:** To be honest, reliable and upright in our conduct; and to stand for what we believe;
- **Mutual trust:** Cultivate confidence and self reliance among farmers to avoid hurting each other;
- **Equal partnership:** Treat every member equally with the same rights irrespective of their country of origin, sex, age or beliefs;
- **Transparency and accountability:** Openness and truthfulness in our conduct and being answerable to one another and to others; and
- **Respect:** Holding high opinion of each other and of others, valuing each other and nurturing the esteem of fellow farmers as well as keeping our promises.

## 1.6 Programme Goals, Purpose and Key Result Areas (KRA)

### 1.6.1 Programme Goal:

*The Eastern and Southern Africa region end hunger and halve poverty amongst its citizens by the year 2025, as per the AU Malabo Declaration of June 2014*

### 1.6.2 Programme Purpose:

*To enhance wealth creation and capacity amongst smallholder farmers to influence agriculture and other development policies, promote ecological agriculture for improved food sovereignty*

ESAFF envisages that the region, will reach a point at which small scale farmers are empowered, realize their rights and are in control of a democratic process for transformation and development. ESAFF will continue to work through and strengthen national small scale farmers to become key catalysts of ongoing transformation and development process, supporting them with their strategic engagement in the following areas: **Create a mass movement of farmers for sustainable agriculture; Policy-making Processes; Governance and Accountability; Campaign, advocacy and lobby; and Farmer Organisations Institutional Strengthening.**

ESAFF will continue to work through and strengthen national small scale farmers to become key catalysts of ongoing transformation and development processes, supporting them with their strategic engagement in the following areas:

1. **Create a mass movement of farmers for sustainable agriculture**—Practise, promote and defend sustainable agro-ecological agriculture
2. **Policy-making Processes:** Participation in the development, implementation and monitoring of policy processes such as the national budget in the agriculture sector and rural development that have a direct impact on the well-being and the livelihoods of small scale farmers;
3. **Governance and Accountability:** Hold accountable duty holders of local and central governments on management and use of public resources for improved service delivery in agriculture and rural development, through public revenue collection, budgeting and expenditure tracking;
4. **Campaign, advocacy and lobby:** Against elements threatening sustainable agriculture and food security and sovereignty. These will include the right to access land, ownership and utilisation, appropriate inputs for agriculture, reliable and equitable market and gender friendly financial services to farmers; and
5. **Farmer Organisations Institutional Strengthening:** Enhance institutional capacity and

ESAFF will work with its national members and like-minded networks by supporting farmers to engage with key people and institutions in the ESA region:

- **African Union Commission (AUC)** and **NEPAD** Planning and Coordinating Agency (NPCA)
- **Regional Economic Communities (RECs):** East Africa Community (EAC), Southern Africa Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA) .
- **Central Governments** (Ministries for finance, agriculture/livestock and fisheries, trade and water, land, extractives, natural resources and environment).
- **Parliaments** (Parliamentary committee for Agriculture, Land and natural Resources, local governments, science and technology, budgets and human rights)
- **Local Governments/Districts Council/County/sub counties.**
- **Private enterprises (agro dealers);** and value chain actors, manufacturers, marketers, warehouses, haulers, transporters etc
- **Media Houses;** both private and public and
- **Small scale farmer groups.**



### 1.6.3 Key Result Areas

In order to reach the programme goal, the Forum will focus on the following key result areas, namely:

1. **Food security and sovereignty;**
2. **Trade and markets;**
3. **Cross cutting issues: Climate Change, Gender, Youth and HIV/ AIDS; and**
4. **Institutional and organizational strengthening**

#### KEY RESULT AREAS (KRA) of the STRATEGIC PLAN

1. **Food security and sovereignty:** To support small scale farmers (SSF) to contribute more meaningfully to food security and sovereignty through improved access to necessary resources in the agriculture sector and rural development;
2. **Trade and markets:** To empower small scale farmers to understand, access and benefit from intra-regional markets of agricultural produce;
3. **Cross cutting issues:** Climate change, Gender, Youth and HIV/ AIDS; to ensure are incorporated in ESAFF programmes at all levels; and
4. **Institutional and organizational strengthening;** to strengthen the capacity of ESAFF as well as its members to fulfill its mission and objective and create a mass movement of farmers in the region

## 1.7 Implementation Strategy

### 1.7.1 The Target Group and Geographical Focus

ESAFF works in the eastern and southern Africa (ESA) region. The ESA countries where ESAFF members exist include those in eastern Africa; *Tanzania, Kenya, Uganda, Rwanda, Burundi, and Democratic Republic of Congo*, as well as countries in Southern Africa; *Seychelles, Madagascar, Malawi, Mozambique, Lesotho, South Africa, Swaziland, Zambia, and Zimbabwe*.

### 1.7.2 Strategic Activities and Services to be offered by ESAFF

ESAFF will continue to provide the range of products and services to its members as provided in this strategic plan. Products and services include; capacity development of members through training, mentoring and handholding, information sharing, campaigning, advocacy and lobbying coordination as well as partnership/linkages development & institutional strengthening.

### 1.7.3 Capacity development services of ESAFF members

ESAFF will continue to provide capacity development to its members. It is anticipated that ESAFF will provide six (6) ToT regional capacity development services to members (2 each year comprising of at least 15 farmer leaders and 5 select country staffs). This will be conducted at regional level. Three (3) packages will focus on Public Expenditure Tracking (**PETS**) as well as campaigning, advocacy and lobbying (**CAL**) issues and the other three (3) will focus on Organisational Development (**OD**), fundraising and funds management, Leadership and ICT utilisation.

ESAFF also plans to support at least ten (10) capacity building services within member countries (with at least 20 farmer leaders from particular member country). This means that ESAFF will offer (one) 1 capacity development session to each member country on the areas of PETS and CAL (campaigning, advocacy and lobbying) to have common understanding on the advocacy issues and how to address them. The sessions will also develop action plan at national level to build to the regional campaigns. These will also focus on joint messaging and communications in ESAFF

Another Six (6) capacity development sessions (with at least 20 farmer leaders) will be held at national level in which member countries who are weak in organisational development will be supported in the areas identified in the organisational capacity assessments of 2013. These included leadership, organisational management and external relation as well as ICT. Members to benefit are Burundi, Rwanda, Kenya, Lesotho, Swaziland, South Africa and Zimbabwe.

ESAFF will conduct at least one senior staff meeting of at least twenty (20) participants from secretariats of members countries to strategise, review and plan activities and campaigns and develop joint communication and engagement strategies at regional and national level.

#### **1.7.4 Coordination of Campaigns, Advocacy and Lobbying (CAL) for food security and sovereignty**

During the next two years, ESAFF will continue to research, plan, execute and evaluate advocacy activities aiming at food security through sustainable ecological farming. ESAFF will organise CAL activities through member countries, to defend and promote agro-ecological agriculture practises.

Campaigns for sustainable agriculture will involve media engagements for awareness raising and explaining ESAFF positions, meeting policy makers and participation in policy processes including budgeting processes at local, national level, and advocacy at RECs level.

ESAFF will enhance and increase the utilisation of ICT to enable the reduction of communication cost and quick spreading of advocacy messages to members. CAL coordination will culminate to international and national important days and events like the World Food day, and National Budget days in East Africa. Further, the advocacy activities will target on going global and regional dialogues such and CFS processes, Post 2015 processes and the opportunities such as the 2014 International year of Family Farming and AU year of agriculture and food security. Specifically targeted information and networking will be enhance through ICTs and interactive communication media packages such as twitter, facebook, blogs and website links.

#### **1.7.5 Strategic partnership linkage Services**

Strategic participation in likeminded organisations' activities will also further be enhanced in the coming two years. ESAFF will continue its active participation in the CAADP NSA, EACSOF – The East Africa Civil Society Forum process, EAC CAADP process, SADC CNGO, AFSA which is the Alliance for Food Security and Sovereignty in Africa, PCFS (People's Coalition on Food Sovereignty), PELUM which is the Participatory Ecological, Land Use management, Oxfam, Actionaid, ACORD International, Africa Centre for Biosafety (ACB) and TCOE of South Africa, GRET of France and Oxfam Pan Africa Program and others.

#### **1.7.6 Internal governance and management of ESAFF**

ESAFF will ensure that its Headquarters secretariat is strengthened by having program staff: Coordinator, Campaign and Advocacy Officer as well as Communication and Networking Officer, Monitoring and Evaluation. Also support staff in Accounts and Administration section will be employed, motivated and retained from all over the region. If necessary some staff will be stationed in their home countries and ensure delivery and virtue communications through coordinated reporting, execution, planning, delivery and interactions through teleconference.

Statutory meetings will be held as per constitutional requirements. These are the annual general meetings (AGM) and at least two Board Meetings to be held annually. The just mentioned meetings means that six (4) Board meetings and three (2) AGMs will be held in the coming two years. A Triennial General Summit (TGS) will be held once in June 2017 to approve another strategic plan 2017-2021.

#### **1.7.7 Monitoring and Evaluation**

In order to ensure learning, programme relevance and effectiveness ESAFF will mainstream monitoring and evaluation in all its activities. During the implementation period, ESAFF will encourage monitoring and evaluation techniques that are participatory and actively involve farmers in measuring the impact, results and outcomes of interventions and reporting accordingly. The Monitoring and evaluation will be in accordance to updated ESAFF's Monitoring and Evaluation Guidelines & Tools of 2014. The document highlights goals of monitoring, levels, who is involved and provide tools. Basically ESAFF will be conducting four (4) types of M&E activities to ensure relevance, effectiveness, efficiency and accountability; these are; (i) *Program Impact Evaluation*, (i) *Outcome Assessment*, (ii) *Outputs Monitoring* and (iv) *Process/Activities Monitoring*.

#### **1.7.8 Budget**

The total budget for implementing this strategy is estimated at Euro 1,323,653.00 for the next 2 years. The budget is estimated to be Euro 721,335.00 for July 2014 – June 2015 to Euro 601,517.00 for July 2015 to June 2016. A detailed operational budget for the next two years is to be found in attached in excel Appendix 8.4.

## 2. CONTEXTUAL ANALYSIS: SOCIAL, POLITICAL, ECONOMIC, AND TECHNOLOGICAL ASPECTS

The course of action of the small holder farmers in the region is influenced and indeed determined by the context surrounding the farmers. The major context dimensions are presented below:

### 2.1 The Region

#### 2.1.1 General Overview

The eastern and southern African (ESA) region is home to about 300 million people. In all of these countries, from Kenya to South Africa and Lesotho, from Malawi to Zimbabwe and from Tanzania to Burundi, about 70 per cent of the population depend on agriculture for food; income and employment<sup>1</sup>. Majority of the smallholders who depend on agriculture as their source of livelihoods live in rural areas although the number of urban dwellers, who depend on agriculture, is on the rise. It is agriculture that influences economic growth in the region<sup>2</sup>. However, Agriculture is mainly practised by smallholder farmers who live in rural areas. These farmers are crop growers, fisher folk and livestock keepers. Although smallholder farmers account for the majority of the population, especially rural women, they are not adequately involved in decision-making and the policy processes that touch their daily lives. Marginalisation from governance structures and rare representation in local and national fora, have made smallholder farmers disadvantaged by policies and practises that impact on their everyday lives because their needs are often not taken into account in formulation, planning, implementation and service delivery. Smallholder producers also are unaware of support that could move them out of poverty<sup>3</sup>.

**Table 1: ESA Region: Countries, Population, GDP and Agriculture Areas (in Ha)**

SN	Country	ESAFF Members	Population*	Estimated PLWA***	GDP** (million)	Global Hunger index	agriculture area* (Ha)
1	Burundi	ESAFF Burundi	8,303,000	180,000	1,325	38.3	2,295,000
	Democratic Republic of Congo	FOPAC	75,000,000				
2	Kenya	KESSF Kenya	39,802,000	1,500,000	29,376	19.8	27,000,000
3	Lesotho	ESAFF Lesotho	2,067,000	290,000	1,579	12.2	2,304,000
4	Madagascar	CPM	19,625,000	24,000	9,052	27.5	40,843,000
5	Malawi	NASFAM	15,263,000	920,000	4,975	18.2	4,970,000
6	Mozambique	ROSA	22,894,000	1,400,000	9,790	23.7	48,800,000
7	Rwanda	APPPE	9,998,000	170,000	5,064	23.1	1,925,000
	Swaziland	CIEAS	1,106,000				
8	Seychelles	SeyFA	84,000	N/A	764	No data	6,000
9	South Africa	ESAFF South Africa	50,110,000	5,600,000	283,366	No data	99,378,000
10	Tanzania	MVIWATA	43,739,000	1,400,000	21,623	20.7	34,200,000
11	Uganda	ESAFF Uganda	3,271,000	1,200,000	16,043	15	12,812,000
12	Zambia	ESAFF Zambia	12,935,000	980,000	12,748	24.9	25,589,000
13	Zimbabwe	ZIMSOFF Zimbabwe	12,523,000	1,200,000	3,418	20.9	15,450,000
			<b>240,614,000</b>	<b>14,864,000</b>	<b>399,123</b>		<b>315,572,000</b>

Source: \*FAOSTAT 2010 and \*\*World Bank 2010, \*\*\* UNAIDS 2010, Global Report

Whereas other groups and communities such as urban gender and women activists, business people, trade unions and NGOs have at least managed to find rightful space to engage with decision-making bodies at national and regional levels, majority poor smallholder farmers in rural areas are still not visible in decision-making processes. Most of the on-going agricultural strategies and programmes are hardly based on the needs and aspirations of smallholder farmers. African elites have been accused of posing as farmers and thus representing farmers' issues when in fact the real farmers suffer in silence and ignorance at grassroots due to lack of empowerment, opportunity and avenues for expression and participation.

Most smallholder farmers are not aware of the national, regional and continental initiatives on agriculture like the Comprehensive Africa Agriculture Development Programme (CAADP) which is the result of the Maputo Declaration of 2003, the Sirte Declaration<sup>4</sup> of 2009 and

1 SADC, Trade, industry and Investment Review 2003

2 Hirji R. (2002), Defining and Mainstreaming Environmental Sustainability in Water Resources Management in Southern Africa

3 Africa's' smallholder farmers, Approaches that work for viable livelihoods, Report by the African Smallholder Farmers Group (ASFG)

4 <http://ftp.fao.org/TC/CAADP/2011/African%20Union%20declarations/Sirte-Declaration-on-Investing-in-Agriculture-for-Economic-Growth-and-Food-Security-AU-Assembly-in-Libya-July-2009%5B1%5D.pdf>

currently the recommitted **Malabo Declaration** of June 2014. The Declaration commits African governments to allocate a minimum of 10% of national budget to agriculture and to work towards an annual productivity growth rate of 6%. If agricultural policies and strategies are to work and produce intended results, stakeholders (smallholder farmers and in particular rural women and the youth) have to be involved in the designing, implementation and monitoring of these strategies at all levels.

Politically and technologically, the situation in many countries in the ESA region is far better off than it was during the 1980s and 1990s. Today, peace, democratisation, decentralisation, free speech and the widespread use of communication technologies such as the Internet and mobile phones have transformed the regions. There are now opportunities for smallholder farmers and the poor to be heard in the political arena. The following are the major the social, political and economic situations that prevail in the region;

## 2.1.2 Social

The social context of the small scale farmers in the ESA region is exemplified by the factors and dynamics articulated below;

- **Access to and ownership of land:** the Eastern and southern Africa has estimated total land of 315.1 million Ha for agriculture. However, one major social problem for smallholder farmers is lack of access to land and land tenure systems. In the region, investors are taking over land (land grabbing), for large scale commercial production, hunting game or biofuel production and for growing food for export. "20 million hectares of African land have been acquired by foreign interests in the last 3 years" - *UN's Food and Agriculture Organization (FAO) Estimates at the November 2009 Rome Summit on Food Security cited by Paul Virgo in IPS (2009).*
- **Youth, gender, HIV/AIDS in agriculture:** Though there still is a *high prevalence of HIV/AIDS* in the region, the situation has stabilized with some countries noted decrease in new cases of HIV/AIDS reported. The region has estimated 6.2% people living with HIV/AIDS (PLWA) (see Table 1, above). However, the number of orphans and widows is increasing while rural areas continue to bear the blunt of the diseases, by taking care of sick relatives from rural and urban areas. The small scale farmers living with HIV/AIDS have long morbidity periods, spending much time sick and yet this time could have been used for production. This situation influences to food security and hunger among small scale farmers.  
**Women comprise, on average, 43 percent** of the agriculture labour force in developing countries. It is estimated that in ESA region the number is high from one country to another. However, despite their big number, women have less access to resources and decision making structures and have little information and ability to avoid HIV/AIDS. There is a tendency of discriminating against women farmers even though they are the majority. Men still dominate in families and in institutions.  
**On the young generations,** there is concern about the lack of youth interest to take part in agriculture. This is partly because the youths do not get support to do so. However, they remain the backbone of future agriculture and the environment.

## 2.1.3 Political

- **Growing importance of regional blocks:** there is increasing recognition of Regional blocks in addressing issues pertaining agriculture. These provide small scale farmers with opportunities to influence policies at regional, national and local level. SADC, EAC and COMESA/ACTESA are increasingly recognized as important forces in shaping agriculture policies in the eastern and southern Africa (ESA) region. The Maputo Declaration of 2003 that called for national agriculture budget allocation increase to at least 10% of national budgets and ensure growth of 6% of the sector per annual was translated to the Comprehensive African Agriculture Development Programme (CAADP). SADC translated the Maputo Declaration to the Dar es salaam Declaration on Food Security and Rural Development by SADC in May 2004. But it's only Malawi that has exceeded the ten per cent target by allocating 11% of national budget to 12% in 2008/9.  
**SADC** is the first REC in ESA to prepare the comprehensive SADC Regional Agriculture Policy (RAP) Result Framework in June 2014 to be approved by Ministers and Head of States. ESAFF was part of the SADC RAP preparations at its final stage but managed to make the voice of smallholders same during the preparations of the SADC RAP result areas. The budgetary allocations to the agricultural sector in the five East African States have been fluctuating albeit with increasing trend since the Maputo declaration. However, with exception of Burundi, such increases have been below the CAADP target of 10% of national budgets. Statistics indicate that for the period 2010/11-2012/2013 agricultural budget in Kenya increased marginally from 5% of the national budget in 2010/11 to at 5.2% in 2011/12 but considerably dropped to 4.4% in 2012/13. The trend of agricultural budget in Rwanda shows that the share of agriculture budget as a proportion of the national budget has increased from 3.8% in 2009/2010 to

5 Clever Mafuta, Leonissah Munjoma and Stanley Mubako, (2008), Southern Africa Environmental Outlook (SADC, SARDC, IUCN, UNEP.)  
 6 FAO, (2011) The State of Food and Agriculture, 2010-2011, Women in Agriculture closing the gap for development



6.8% in 2010/11. During 2013/14 the allocation dropped to 5.4%. Similarly, for Tanzania there has been an overall positive trend from 3.8% in 2002/03 to 7.8% in 2010/11, but since then the allocation indicates a general declining trend. During 2013/14 the allocation was a mere 4.8%. Uganda is the least case in capitalizing agriculture among the EAC countries. For four years from 2010/11 to 2013/14, the country has allocated an average of 4% with an apparent declining trend. Burundi seems to be the only EAC country that has cracked the nut of CAADP target in allocating funds to the agriculture sector. Records suggest that the budget allocation was 12% in 2011/12 and increased to 15% in the following year (2013/14). In this situation it is not surprising that agriculture sector growth has dwindled to only a fraction of the CAADP target of 6%. Since the signing of the CAADP COMPACTs in the countries and the continued lack of funding to the sector has given rise to availability and growing influence of donors and initiatives such as G-8 and the New Alliance for Food security and nutrition into the countries. But in all these arrangements there is a danger of hijacking the agricultural development agenda of countries and the promotion of interests of multinational corporations to use the opportunity to advance their hidden agenda of monopolising agriculture from seeds, pesticides to supermarkets at the expense of food insecure citizens.

COMESA through its agriculture wing, ACTESA is much advanced in pushing members to realize the CAADP program. However, small scale farmers are concerned to the fact that multinational gene companies are using the institutions to advance their agenda to modify, relax controls and harmonise biosafety laws in member countries to accommodate GM plants. On the other hand EAC is yet to develop mechanisms for member countries to fulfil the CAADP Declaration. ESAFF through this program will continue to work with the East Africa Legislative Assembly (EALA) to see established minimum monitoring standard of countries towards the realization of the Malabo Declaration through promotion and engagement of EALA on the EAC CAADP results framework which is currently under development.

- **Democratization:** The ESA region is increasingly seeing the role of the parliament in democratic policy processes. ESAFF through its members has been working with parliamentary committees for Land, livestock and agriculture, science and technology, local governments and human rights to advance the needs of small scale farmers. Members of parliament and technocrats are lobbied to develop pro-small scale farmer policies. This process will be promoted in this strategy.
- **Decentralisation:** Countries in the ESA region are devolving powers (political and financial decisions) to the local authorities (local governments) this gives another opportunity for small scale farmers to engage with local authorities to advance our needs and aspirations on resource allocation to agriculture sector. ESAFF through members will work to mobilise new members to engage the local authorities throughout the region.
- The precarious peace and security situation within the region and within countries causes insecurity and hinders effective agricultural production and participation of women and youth in agriculture. Governments and local communities need to be engaged to promote peace and security which are enabling factors for agriculture production, trade and mobility.

#### 2.1.4 Economic

- **Loss of markets and land to more powerful forces:** Small scale farmers are leaving farming because it is not viable as a result of increased production costs and dumping of imported goods. Dumping is likely to be worsened if the Economic Partnership Agreements (EPAs) are implemented in their current form. The more developed countries like South Africa also dump some of its products, including GM food in neighbouring countries. The other threat to family farming, which is based on diverse production systems, is the introduction of bio-fuels to meet industrial needs, and the cultivation of non-food crop monoculture crops which are chemical intensive.
- **Poor infrastructure and access to information:** Most rural areas in where farmers live and work have poor road network systems which makes it difficult to access markets to sell their produce. Inputs often have to be transported over long distances thus increasing the costs of production. Poor infrastructure and an acute lack of storage and bulk marketing facilities have resulted in the exploitation of smallholder farmers by the middleman, the traders. The lack of electricity and other forms of energy in rural areas also makes value addition a challenge to farmers and results in food wastage and post-harvest losses.

The presence of numerous trade and non-trade barriers within the ESA region makes it difficult for farmers to trade their labour, produce and find better markets. The high taxation of agricultural products and increased and varied export and import standards further exacerbates the situation. There should be an effort to fast track the process of a continental free trade agreement/area (CFTA).

### 2.1.5 Ecological

- **Climate change:** The pattern of seasons appears to be changing. The frequency of droughts and floods is increasing and so is their severity. Water tables are falling in many countries. The changes in rainfall patterns are being attributed to human activities such as burning of fossil fuels, deforestation, swamp reclamation and urbanisation which emit greenhouse gases that increase global temperatures. This has implications on the crops that will be grown successfully and is undermining food production in some countries.
- **Genetically Modified Organisms and invasive species:** The promotion of GMOs by the transnational companies has ecological and social implications. The modified organisms pollute related plants and can bring about imbalance in the farming and natural ecosystems through pollution. The introduction of GMOs undermines sustainable agriculture and causes environmental pollution, undermines seeds and food sovereignty. There is new push for “drought tolerant” GM maize (WEMA-Water Efficient maize for Africa which is ironically being tested in irrigation schemes yet is meant for drought tolerance), GM Cassava and Bt cotton to Eastern and Southern Africa which will jeopardize productivity, choices and SSF rights to seeds in the long run.

### 2.1.6 Technological Context

- **Limited access to appropriate technologies and inputs:** Agricultural production of small scale farmers is undermined by the inability of the private sector and government to develop suitable technologies. More emphasis is put on developing technologies that are more suitable for large scale production. Where there may be *good research* products with potential to help farmers produce more, responsibly, there has been little interaction between farmers and research institutions. SSF mostly use labour intensive agricultural production/ processing technologies such as hand hoes, mortar and pestle. This in-turn affects the farmers’ productivity, access to markets as they cannot competitively participate even in local markets as standards are constantly getting high
- **Access to information:** The advancement and rapid spread and usage of Information and Communication Technology (ICT), especially mobile phones and internet, in the last 10 years have transformed lives of many small holder farmers in the ESA region. The existences of community FM radio stations both public and private, as well as newspapers have changed the way how people receive and disseminate information. Mobile phones have transformed communications for many small scale farmers. Farmer leaders in the region can now communicate cheaply, widely and quickly through short message text (sms). Affordability, quickness and wider reach of simple communication tools and systems can enable small scale farmer to be better informed, easy to organise and take action to safeguard interests or in accessing fair markets.

### 2.1.7 Farmers Organisations and farmers forum

In the past there has been a lack of concerted efforts on the part of smallholder farmers and farmer organisation to engage with the AU. Slowly this is changing. The Pan African Farmers Organisation (PAFO) launched in May 2009 a steering committee of four presidents of farmer organisations in east Africa (EAFB), southern Africa (SACAU), and west Africa (ROPPA) and PROPAC to spearhead the initiative. The PAFO first assembly was held in Malawi in November 2010 in which the 4 farmer networks were to attend as well as the farmers union in North Africa called UMAGRI. ESAFF relationship relationships with other regional farmer organisation need to be improved as there is a lot that can be achieved when forces are joined. Also some ESAFF members have duo membership or working relationship with other national or regional farmer networks. This shows that there is added value and complementarity as one organisation or networks cannot necessarily have all resources and capacity to address all issues everywhere. At continental level, ESAFF is not a member of PAFO but works with the forum through the CAADP NSA consortium to engage the AUC at continental level.

### 2.1.8 Expanding the space of civil society

In the period in which agriculture is a hot policy topic in Africa and in the world due to high food prices in 2007/8 farmer organisations and CSOs are increasingly recognised and appreciated not only at national but also at sub regional levels (Within the RECs). Though their potential is still under-realised, at least the role of small scale farmers is becoming better understood and accepted. Many programs available in Africa also demand and encourage participation of small scale farmers throughout the processes. This has led to greater inclusion of representatives and leaders of farmer organisations in program implementation processes. However these opportunities need to be harnessed and utilised by ESAFF. ESAFF being a new upcoming organisation which is smallholder farmers initiated, smallholder farmers owned and smallholder farmers led, should proactively continue to identify itself as a credible, serious and knowledgeable organisation with wider and deeper networks of small scale farmers in the region.

## 2.2 Opportunities and Challenges

In analysing the external environment, the following opportunities and challenges have been identified and are taken into account in the strategy:

### Opportunities:

- Availability of smallholder farmer groups in various countries
- Political goodwill from the governments of the ESA region and the recognition of ESAFF from Regional Economic Communities (RECs) to work with small holder farmers.
- Regional integration and free movement of people (including farmer leaders) within SADC, COMESA and EAC
- Available agriculture development programs at national and at RECs and AU level provide basis for engagement
- Political decentralisation processes in the ESA region
- Availability of free media and their good relationship with the civil society
- Increased demand for governments accountability and transparency
- Existence of other like-minded local and international organizations
- Willingness of researchers to work with farmer organisations
- Donor willingness to support small scale farmers organisations
- Availability of other sources of funds inside Africa
- Willingness of the private sector to collaborate with civil society
- Growth of the ICT infrastructure in the region
- An increased attention at global level for agriculture in Africa. International development funding institutions, donors from developed countries and African governments and civil society are among key actors that recognize the need to pay more attention to agriculture and food security;
- African government have jointly and individually made commitments to improving agriculture through such programmes and declarations as the Comprehensive Africa Agricultural Development Plan (CAADP) and the Malabo declaration;
- Donors and funding agencies have been asked to align all their development efforts towards the principles and targets of CAADP, making monitoring, tracking of progress and development of the sector much easier and more coordinated

### Challenges:

- Competition for resources and influence with other farmer and non-farmer organisations in the ESA region
- Inappropriate perception that ESAFF duplicates efforts by other farmer organisations in the region
- Global security and economic crisis potentially leading to diverted and limited donor funding
- Change of government policies in relation to CSOs (shrinking of CSO space) might affect the work of ESAFF
- Reintroduction of visa to some countries following sanctions to country by RECs which hinders free movements of farmers
- Language barriers: some farmers speak local languages other than English/French
- Political Leaders preference to commercial mono cropping farming
- Small scale farmers increasingly feel marginalized and challenged by the new trade plans and agribusiness for example bio fuels and introduction of GMOs and seeds policies..
- 

### 2.2.1 Rationale/Reasons for the project and beneficiaries

This strategic plan was developed by representatives of small scale farmers during the Triennial General Summit held in Dar es salaam, Tanzania in June 2014. The need for this project, is explained in the assessment of the external and internal environment in 2011 and 2014 respectively, that showed critical need for *active and effective small scale farmer participation in agriculture policy processes*, especially in enhancing governance and accountability in the agriculture sector as a way of achieving sustainable agriculture and poverty free society in the eastern and southern (ESA) region.

The assessment also revealed that, strengthened and united (in making voices) national small scale farmers' forum was a way of enhancing small scale farmers participation in agriculture policy processes at local, national and regional level. Both internal and external assessments of the environments identified critical issues that ESAFF needs to address during the next three years in the wake of new challenges in agriculture in the ESA region. *ESAFF will need to strengthen governance at national chapters and recruit more members at grassroots.*

The new strategy also is crafted amidst the new African leaders commitment of putting agriculture at the centre of development, regional integration agenda, continued hunger and poverty, under development of rural areas, land grab, threats of GMOs introduction, climate change, and new call to allocate more resources to agriculture, rural development and the rapid spread of information and communication technology in rural ESA.

Whereas other groups and communities such as urban gender and women activists, business people, trade unions and NGOs have at least managed to find rightful space to engage with decision-making bodies at national and regional levels, poor smallholder farmers in rural areas are still not visible in decision-making processes. Most of the ongoing agricultural strategies and programmes are hardly based on the needs and aspirations of smallholder farmers.

Most smallholder farmers are not aware of the national, regional and continental initiatives on agriculture like the Comprehensive Africa Agriculture Development Programme (CAADP) which is the result of the Maputo Declaration of 2003 and the Malabo Declaration of 2014. The Declaration committed African government to increase agriculture budget to 10% level of national budget by 2009 (extended to 2015 and again to 2025) and ensure annual growth of the sector by 6%. If agricultural policies and strategies are to work and produce intended results, stakeholders (smallholder farmers and in particular rural women and the youth) have to be involved in the designing, implementation and monitoring of these strategies. The situation in many countries in the ESA region is better today than it was during the 1980s and 1990s. Today, democratisation, decentralisation, free speeches and the widespread use of communication technologies such as the Internet and smart mobile phones have transformed the region. There is now an opportunity, through current environment of peace and good governance, for smallholder farmers and the poor to be heard in the political arena.

### **2.2.2 Beneficiaries**

Primary beneficiaries are ESAFF Members and small scale farmer where ESAFF operates. ESAFF works in 15 countries in the eastern and southern Africa through the national small scale farmers' forum. These countries extend from Kenya, Uganda, Tanzania, Rwanda, DRC Congo and Burundi. Other members are Madagascar, Seychelles, Malawi, Zambia, Zimbabwe, Mozambique, South Africa, Swaziland and Lesotho (Table 2).

The 15 countries in which ESAFF operates have a total population of 280,614,000 in which majority (60-70%) lives in rural area and depend on agriculture in which majority of the people doing engaged in farming are the women (in some cases 60%). The youth are increasingly shunning farming due to various reasons which include underdevelopment of rural area, education, inadequate income from farming, and lack of opportunities in rural set up.

### **2.2.3 Conclusions**

The external environment justifies the need for the continued development of the services that ESAFF has achieved in the past three years. It is evident that the agriculture budgeting campaigns and other activities carried by the organisation, aims at enhancing citizens' participation in policy and governance processes in the region. The move is to change the political landscape and decision making and implementation practises. Small scale farmers who make the majority of citizenry once empowered to influence policies for the better, will make those in power (at local government, national and RECs) more accountable to the people. This is the noble call that ESAFF has to continue providing leadership.



## 2.3 INTERNAL ENVIRONMENT of ESAFF

### 2.3.1 Review of the Last Strategic Plan 2011-2014 by the External Evaluator

Though ESAFF was established in the year 2002, it started its operations in 2008. In January 2008 ESAFF launched its first three year-year Strategic Plan (2008-2011). The Strategic Plan identified key focus areas which included: (i) **Organisational and Institutional Development**: To ensure that ESAFF's capacity to fulfil its mandate is developed and is adequate; (ii) **Improvement of Food Security**: Support smallholder farmers to contribute more meaningfully to food security in the region through improved access to necessary resources, better government policies and sustainable agriculture practices; (iii) **Trade and Marketing**: to empower smallholder farmers to understand, access and influence markets of agricultural produce; and (iv) **Gender, HIV/AIDS and Youth** to ensure that gender, HIV/AIDS and youth issues are mainstreamed in the actions of farmers and ESAFF at all levels.

The 2<sup>nd</sup> strategic plan 2011-2014 identified key result areas, namely:

1. **Food security and sovereignty**: To support small scale farmers (SSF) to contribute more meaningfully to food security and sovereignty through improved access to necessary resources in the agriculture sector and rural development;
2. **Trade and markets**: To empower small scale farmers to understand, access and influence markets of agricultural produce;
3. **Cross cutting issues: Climate Change, Gender, Youth and HIV/ AIDS**: to ensure are incorporated in ESAFF programmes at all levels and that ESAFF engage governments and RECs to ensure development programs are youth, gender and HIV sensitive; and
4. **Institutional and organizational strengthening**: to strengthen the capacity of ESAFF as well as its members to fulfill its mission and objective and create a mass movement of farmers in the region.

### 2.3.2 General overview of achievements of ESAFF

The main findings of the evaluation regarding **relevance** were that:

- (a) The operating context *adequately* informed the Plan;
- (b) Member needs were incorporated in the Plan *to a large extent* through filling forms and at the 2011 TGS.
- (c) The Plan paid *adequate attention* to organisational development and programming.
- (d) The Plan paid *inadequate attention* to:
  - Conducting and using baseline information;
  - Individual members capacities and needs;
  - Reviewing the plan for lesson learning & change; &
  - Building inter-member & inter-secretariat joint work.

### 2.3.3 ESAFF achievements of the strategic plan 2011-2014<sup>8</sup>

The evaluation's conclusions on **effectiveness** were organised according to Key Result Areas (KRAs) as follows:

KRA	Main conclusions of the evaluation
1. Food Security & Sovereignty	a. All the four objectives were met to a large extent. b. The main outcomes were: <ul style="list-style-type: none"> <li>• AU's recognition of <i>agro-ecology</i> as a strategy for Climate Change Adaptation</li> <li>• SADC's intention to develop a <i>Farmers' Rights</i> Protocol</li> <li>• <i>Recognition of small scale farmers</i> as central to agricultural transformation;</li> <li>• <i>Mutual respect and collaboration</i> between ESAFF &amp; research organisations, agricultural ministries and Regional Economic Communities (RECs)</li> </ul>
2. Trade and Markets	a. Two of the three objectives under trade and marketing were met to a large extent. b. <i>Not achieved</i> : Increasing ESAFF members' access to credit and financial support. c. The main outcomes on Trade and Markets were: <ul style="list-style-type: none"> <li>• Member capacity in marketing has been developed among EAC ESAFF members;</li> <li>• More ESAFF members recognise and promote collective marketing to make farming viable; and</li> <li>• Three ESAFF positions have been accepted at SADC, AU and in Kenya (on farmer participation in EPAs).</li> </ul>

8 An excerpt from the Evaluation Report of ESAFF by Dr. Mutizwa Mukute

3. Cross-Cutting Issues	<p>a. Both objectives were met regarding what needed to be done but not the targets that were set.</p> <p>b. The main outcomes were that:</p> <ul style="list-style-type: none"> <li>• ESAFF member capacity on mainstreaming CCI was developed;</li> <li>• ESAFF members with at least one policy on CCI increased from 4 to 11;</li> <li>• Youth interests, needs and concerns in agriculture were identified; AND</li> <li>• Youth contribution to the future of ESAFF governance and direction were obtained.</li> </ul>
4. OD & Institutional Strengthening	<p>a. ESAFF adequately met 3 of the 4 objectives and partly met the 4<sup>th</sup>.</p> <p>b. The objective that was partly met was on strengthening member organisations.</p> <p>c. The main outcomes were:</p> <ul style="list-style-type: none"> <li>• Raised about Euro 2 million to implement the plan;</li> <li>• Growth and development of regional secretariats;</li> <li>• Two new members FOPAC, DRC &amp; CIEAS, Swaziland; and</li> <li>• Co-founding of international organisations; and joint policy influencing on food security &amp; sovereignty; agro-ecology and AR4D.</li> </ul> <p>d. Concerns about observation of terms of office; dual membership; and linkages.</p>

ESAFF worked with the following development partners in the implementation of its Strategic Plan: Africa Centre for Biosafety (ACB) of South Africa; the Tanzania Bio-safety Alliance (TABIO); the Africa Biosafety Network (ABN), the Alliance for Food Security and Sovereignty (AFSA), East Africa Civil Society Forum (EACSOFF); SADC Council of NGOs; Participatory Ecological Land Use Management (PELUM) Association; Peoples Coalition on Food Security (PCFS); Peoples Dialogue (TCOE); the World Mountains People Association (WMPA), and GRET of France.

ESAFF was also able to establish relationships with several funding partners and to raise funds from them. Below is a summary of funds raised by ESAFF during the period under review (in alphabetical order):

- Bread for the World – Euro 150,000
- European Union – Euro 1.8 million divided between ESAFF, MWIATA and GRET as follows: Euro 977,571; Euro 303,794; and Euro 166,155 respectively;
- Including Smallholders in Agricultural Research for Development (INSARD) – Euro 40,000
- Oxfam Novib – Euro 310,000;
- Southern African Trust (SAT) – 900,000 South African Rand; and
- Trust Africa – USD 36,000.

On **efficiency**, the evaluation concluded that:

- The implementation of the Plan was largely efficient.
- Efficiency was achieved through piggy-backing to cut travel costs.
- The proportion of funds used on programme work is generally high ( e.g. 76 % in 2011/2012);
- The frequency of Regional Board face to face meetings appears to be too high for a regional network of 15 members.

## 2.4 Lesson learnt and Recommendations from the implementation of the 2011 – 2014 strategic plan

### 2.4.1 The main lessons learnt during the period under review are:

- Baseline information is necessary for the development of realistic targets;
- The establishment of a secretariat tends to speed up OD and implementation of activities;
- Closer OD accompaniment will speed up ESAFF member growth and development;
- ESAFF will become more coherent and stronger if it links members and its plans better; and
- There is a limit to the effectiveness of piggy-backing.

### 2.4.2 The specific recommendations are:

- Design and implement a handover process between the outgoing and incoming Regional Board.
- Mobilise resources for the less developed members to become fully functional.
- Increase internal collaboration for joint learning and collective influencing as this create more leverage. This includes ensuring linkages between member plans and the regional plan, more and better use of ICT and more direct interactions between and among secretariats.
- Widen and deepen the adoption and implementation of CCI policies across the organisation.
- Increase youth and women participation in ESAFF leadership, governance and programmes at all levels of the organisation.
- Document and share its work among its members, ensuring that it is in a form that is user-friendly.
- Strengthen existing partnerships and nurture them so that they increase its leverage to influence relevant policies and practices.

## 2.5 EMERGING ISSUES

From the preceding external and internal environmental assessment, a number of key strategic issues have been identified to enable ESAFF learn and move strategically to address them in this Strategic Plan 2014-2016.

### 2.5.1 The main recommendations of the evaluation are;

- (i) **Focus on *consolidation* (not expansion) and tap into Youth Congress recommendations.** Special focus should be made on establishing and strengthening secretariats, building grassroots membership and increasing collaboration among members;
- (ii) ***Retain the current Key Result Areas & build on existing successes and relationships.*** The focus should also pay attention to supporting member projects so that grassroots members directly benefit from the work of ESAFF. The following thrust are recommended under each KRA
  - a. *Agriculture Food Security and Sovereignty***
    - CAL for seed security, food security and food sovereignty as national, sub-regional and pan-African level.
    - Promote agro-ecological agriculture in the context of ecological sustainability, viability, affordability and climate change adaptation.
    - Agricultural Research for Development that is pro-small scale farmers and that stimulates and recognises farmer innovation.
    - Monitoring and responding to the implementation of national, RECs and pan-African commitments in agriculture and related areas that affect the life and work of small scale farmers.
    - Monitoring and raising alarm on land grabs and irresponsible large scale land based investments (LSLBI) which infringe on the rights of local communities and individuals.
  - b. *Trade and Marketing***
    - Analysis of national and regional trade and market policies that disempower farmers and the conducting of necessary policy influencing work.
    - Development of grassroots farmer groups to also produce for the market and negotiate with government and the private sector.
    - Inter-regional trade that enhances seed and food security.
  - c. *Capacity building***

<ul style="list-style-type: none"><li>• Member recruitment, group development and organisational development;</li><li>• Leadership and governance;</li><li>• Strategic planning;</li><li>• Relationships building and management;</li><li>• Budgeting and financial management; and</li><li>• Resource mobilisation and accountability.</li></ul>	<ul style="list-style-type: none"><li>• Policy influence;</li><li>• Agro-ecological agriculture production;</li><li>• Project planning and management;</li><li>• Value chain development, Private sector debate, Value addition, entrepreneurship and marketing; and</li><li>• ICT and networking.</li></ul>
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  - d. *Organisational development, institutional strengthening and CCLs***

*ESAFF should increase* responsiveness to member needs through needs identification and set realistic targets based on baseline studies. This also calls for the *deepening the involvement* of member & national secretariats contributions in the development and review of the next Strategic Plan. It should also *sharpen the identity* of ESAFF through upholding own values and principles in the: governance of the Forum; recruitment of members; and establishment of partnerships and linkages.

### 2.5.2 Consolidation of grassroots membership base

Despite organisational and financial challenges, ESAFF need to continue deepening more its tentacles to reach many grassroots farmers through members which are the national farmers' forum. Wider grassroots membership base will enable ESAFF easily achieve its mission as to agro ecological sustainable agriculture practises and to hold strongly to win its advocacy agenda. Hence ESAFF will give special attention to the exercise of deepening and widening its grassroots membership base at national and provincial/district level to the extent of facilitating the registration, training, creation/updating of databases and empowerment of farmer groups within member countries.

### 2.5.3 Enhancement organizational/ governance structure of ESAFF members

Almost half of ESAFF national chapters are still in the nascent stage in organisational development growth. This calls for deliberate efforts to support them establish permanent secretariat to coordinate and deliver their mission at national level. This will go hand in hand with the widening and deepening of membership base at the grassroots. Personnel policy and financial policy as well as training on financial management and fundraising will be at the centre stage in this strategic plan.

**Table 2: Organisational Development levels of ESAFF members\***

SN	Country	ESAFF Members	Phase of OD	Number of Staff	Number of Members	National Population**	agriculture area* (Ha)
1	Burundi	ESAFF Burundi	Nascent	-	3,000	8,303,000	2,295,000
2	DRC Congo	FOPAC	Maturity	21	68,000	75,000,000	25,755 (1000 Ha)
3	Kenya	KESFF Kenya	Nascent	-	5,025	39,802,000	27,000,000
4	Lesotho	ESAFF Lesotho	Nascent	-	5,400	2,067,000	2,304,000
5	Madagascar	CPM	Integration	3	5,000	19,625,000	40,843,000
6	Malawi	NASFAM	Maturity	300	100,000	15,263,000	4,970,000
7	Mozambique	ROSA	Integration	4		22,894,000	48,800,000
8	Rwanda	APPPE	Nascent	1	2,000	9,998,000	1,925,000
9	Seychelles	SeyFA	Rational	3	84	84,000	6,000
10	South Africa	ESAFF South Africa	Nascent	1	10,000	50,110,000	99,378,000
11	Tanzania	MVIWATA	Maturity	30	90,000	43,739,000	34,200,000
12	Swaziland	CIEAS	Nascent	-		1,106,000	N/A
13	Uganda	ESAFF Uganda	Rational	6	3,500	3,271,000	12,812,000
14	Zambia	ESAFF Zambia	Rational	3	55,000	12,935,000	25,589,000
15	Zimbabwe	ZIMSOFF Zimbabwe	Rational	6	10,000	12,523,000	15,450,000

\* Based on the Self Assessment Your Organisation Tool (SAYO) developed by ESAFF in 2009 and 2013

Source: \*\*FAOSTAT 2010, Data.worldbank.org

### 2.5.4 A more focus on key issues at a time

There are so many issues to promote and advocate for within the realm of agriculture sector in the eastern and southern Africa region. Agriculture is a hot topic in the region. The region is a centre of attention and interest of many forces. There is increasingly more interest and thinking among leaders that large commercial farming is the way to save Africa from hunger and poverty. The region is also experiencing land grabbing for production of Bio fuel and food for rich countries in the West and Middle East. The region also is facing new forces to harmonise seed policies in the region, introduce GMOs mainly plants in the region while the region lack of political will to put much more resources and deservedly attention to the agriculture sector and the new CAADP Investment plans to be developed at regional and national level. With all this enormous challenges ESAFF will focus on few strategic issues while establishing and consolidate alliances with likeminded organisations. ESAFF will also encourage national farmers' organisations (members) to address farmers concerns within national boundaries.



### 3 PROGRAMME FOR JUNE 2014- JULY 2016

#### 3.1 Programme goal and purpose

##### 3.1.1 *Programme Goal*

The Eastern and Southern Africa region has end hunger and halve poverty by the year 2025 as per AU Malabo Declaration of June 2014.

ESAFF will work to contribute to work towards attaining this regional/global goal.

##### 3.1.2 *Programme Purpose*

To enable small scale farmers become a strong driving force for policy change and better quality of life in ESA region through improved agriculture policies, equitable resource allocation and good governance

##### 3.1.3 *Programme Focus – The Malabo Declaration June 2014*

The program focuses on the *“Malabo Declaration on Accelerated Agricultural Growth and transformation for Shared Prosperity and Improved Livelihoods”* recommits to the key principles and values that define the CAADP process which include, among others; the pursuit of agriculture-led growth as a main strategy to achieve targets on food and nutrition security and shared prosperity; Commit to **Ending Hunger in Africa by 2025** through accelerated agriculture growth by doubling agriculture productivity Commitment to **Enhancing Investment Finance** in Agriculture by upholding earlier commitment to allocate at least 10% of public expenditure to agriculture, and to ensure its efficiency and effectiveness.; Commitment to **Halving Poverty, by the year 2025**, through Inclusive Agricultural Growth and Transformation, Commitment to **Boosting Intra-African Trade in Agricultural commodities and services** by triple it by 2025; Commitment to **Enhancing Resilience of Livelihoods and Production Systems to Climate Variability** and other related risks by ensuring that, by the year 2025, at least 30% of our farm, pastoral, and fisher households are resilient to climate and weather related risks; Commitment to **Mutual Accountability to Actions and Results** by conducting biennial Agricultural Review Process that involves tracking, monitoring and reporting on progress. Further this strategy will draw on the momentum of the Malabo declaration which recognised and called upon African stakeholders including farmers, pastoralists, fishers, private sector operators in agriculture, agribusiness and agro-industries, civil society organisations and financial institutions to rally behind the realisation of the provisions of the declaration.

##### 3.1.4 *Programme Targets*

ESAFF will work with its national members and like-minded networks by supporting them to engage with key people and institutions in the ESA region:

- *African Union Commission (AUC) and NEPAD Planning and Coordinating Agency (NPCA)* – to influence continental agenda on the agriculture sector and work together to monitor implementation on the ground and share at continental level on what works and what work. Will also monitor, scrutinises and expose deals, pledges and promises of foreign states and multinational corporations towards African agriculture.
- *Regional Economic Communities (RECs)* strengthening working relationship and partnership and be able to monitor, participate and influence regional and continental declarations and in particular in the areas of agriculture prioritisation and financing, intra-regional trade, and positions in international trade negotiations (EPAs/WTO), availability of better seeds and campaigns against SSF unfavourable policies and genetically modified organisms (GMOs).
- *Central Governments (especially ministries of finance, agriculture/livestock and fisheries trade and water, land, extractives, natural resources and environment)* – Improving capacity of small scale farmers to engage and demand relevant ministries to ensure programs and projects prioritise and support sustainable ecological agriculture and rural development as well as increased resources to agriculture, gender and youth sensitivity in governments projects.
- *Parliaments (Parliamentary committee for Agriculture, Land and natural Resources, local governments, science and technology, budgets and human rights)-* Improving the effectiveness and accountability of Parliamentarians (Committees involved in agriculture and rural development) towards governments. Farmers will engage parliamentarians through established rapport, regular meetings, and lobbying in order to ensure prioritisation of programs and projects, sustainable ecological agriculture, and rural development.
- *Local Government/Districts Council* - By engaging local governments and participate in relevant meeting and monitor implementation and influence decision making processes.
- *Private enterprises* – Cultivating relationships between farmer organisations and the agro business sector as a partners in improving provision of agriculture input at affordable price and access to fair and equitable market to small scale farmers;
- *Media Houses;* both private and public and
- *Small scale farmer groups* - Improving the availability of information and empowering them to participate in policy processes and hold those on public duties and the governments accountable in the management and use of public resources for improved service delivery in the agriculture sectors and rural development;

*Small-scale farmers are a driving force for social change and poverty reduction in ESA region through participation in democratic processes at community and local government level, national and regional level, as well as at continental and global level.*

### 3.2 Programme Specific Objective

To enhance wealth creation and capacity of small-scale farmers in Eastern and Southern Africa to influence agriculture development policies and promote ecological agriculture for improved food sovereignty

### 3.3 Key Result Areas (KRAs)

In order to reach the programme goal, ESAFF will focus on the following key result areas, namely:

1. **Food security and sovereignty:** To support smallholder farmers to contribute more meaningfully to food security and sovereignty through improved access to necessary resources in the agriculture sector and rural development
2. **Trade and markets:** To empower small scale farmers to understand, access and benefit from internal and intra-regional markets of agricultural produce
3. **Cross cutting issues:** Climate Change, Gender, youth and HIV/ AIDS; to ensure Gender, youth and HIV/AIDS issues are incorporated in ESAFF programmes at all levels and that ESAFF engage governments and RECs to ensure programs are climate smart, youth, gender and HIV sensitive.
4. **Institutional and organizational strengthening:** To strengthen the capacity of ESAFF and its members to fulfill their mission and objectives.

**3.3.1 Key Result Area 1 - Food security and sovereignty:** Small scale farmers continue to ensure food security in the region through sustainable production and policy advocacy for favourable policies and public resources availability

*Immediate objective:*

*To support SSF to contribute more meaningfully to food security and sovereignty through improved access to public necessary resources.*

*Key Performance Indicators*

- (i) At least 15,000 small scale farmers members of ESAFF in ESA region aware of and participate in monitoring of the CAADP goals at Continental, RECs and National level.

**Summary and Key activities:** One of the key attribute as to why ESAFF exist, is its aim of promoting sustainable agriculture as viable means for food security and food sovereignty in Africa. The call for agro ecological farming is coming in the advent of dwindling resources to the sector, food crisis, climate change and the push for Africa to adopt mono cropping- commercial farming and genetically modified seeds. The African Union Malabo Declaration of June 2014, "On Accelerated Agricultural Growth and transformation for Shared Prosperity and Improved Livelihoods" provide an opportunity for ESAFF members to push for fulfilment of governments commitments to the key principles and values that define the CAADP process which include, among others; the **pursuit of agriculture-led growth as a main strategy** to achieve targets on food and nutrition security and shared prosperity; **Commitment to Ending Hunger in Africa by 2025** through accelerated agriculture growth by doubling agriculture productivity Commitment to Enhancing Investment Finance in Agriculture by upholding earlier commitment to allocate at least 10% of public expenditure to agriculture, and to ensure its efficiency and effectiveness.; Commitment to Halving Poverty, by the year 2025, through Inclusive Agricultural Growth and Transformation, Commitment to Boosting Intra-African Trade in Agricultural commodities and services by triple it by 2025. The following will make the key activities under KRA 1:

- (i) Sift the **Malabo CAADP declaration, RECs Result framework and national investment plans**, support ToTs for advocacy in the context of the CAADP frameworks
- (ii) Campaign for the realization of the **Malabo Maputo declaration 2014 and 2003** respectively by ESA governments and monitoring the allocation of the national agriculture budget to the 10% level by conducting Public Expenditure Tracking (PETS), and Support investigative journalism to expose utilization of public funds.
- (iii) Develop capacity of SSF on the importance of establishing and manage **community seed banks**, seed production and multiplications as well as selling.
- (iv) To influence national and regional **agricultural research agenda** and approaches to respond to small scale farmer issues

- (ii) Number of policy dialogues on public expenditure in the agriculture sector involving ESAFF members held at districts, provincial/regional and at RECs and AU levels;
- (iii) Proportion of ESAFF members who are ESAFF small scale farmers saying that they have influenced
- (iv) Number of SHHF subscribing to agroecology practises, have seedbanks, multiply and share, sell local seeds,
- (v) Proportion of farmers adapting new farming methodology that mitigate the impact of climate change,

*The following are specific objectives and*

*main activities*

**1.1 Sub-result 1: Small-holder farmers' rights protocol in place and responsive implementation of CAADP II, 2014 -2025 on public investment to agriculture, addressed (as per The AU Heads of State Malabo Declaration of June 2014).**

- (i) Sift, share and disseminate important CAADP related policies and declarations at AU and RECs level to members for actions

- (ii) Follow up and participate in the formulation CAADP Result Frameworks at continental (AU) and regional level (SADC, COMESA and EAC) and the development/review of NAIPS, and Sectoral Plans
- (iii) Follow up on, lobby and contribute SADC's intention to develop a Farmers' Rights Protocol
- (iv) Participate, lobby and monitor the CAADP national platform processes at national level through advocacy, media advocacy and existing platforms

#### **1.2 Sub result 2: Member capacities enhanced on agriculture policy advocacy within the CAADP frameworks at AU, RECs - EAC and National level.**

- (i) Organize a 30 leaders session to disseminate findings and develop national advocacy strategy related to the study on EAC food security action plan and weakness of national food security in enhancing food trade to define advocacy strategy (3.1)
- (ii) Conduct a study to review constraints for the implementation of the Regional Food Security Action Plan, and strengths and weaknesses of national food security policies in enhancing regional food trade
- (iii) Provide sub granting for Rwanda, Burundi, Uganda and Kenya for consultations on the national advocacy strategy (5,000 each)
- (iv) Develop Practical Guide for Advocacy (Toolkit) (1.4), and Media Strategy (1.2 see KRA 4) Simplify, translate (English, Swahili and French) and distribute for use at national and local level.
- (v) Support TOT training for 20 selected farmers and 4 staff in campaigning, advocacy and lobbying process in the context of new CAADP frameworks (1.3) to develop one training plan and interactive learning tool (manual, role plays) for teaching farmers
- (vi) Support Kenya, Rwanda, Uganda and Burundi to training 2000 members (400 per country) grassroots on agriculture policies and advocacy (1.3)
- (vii) Design, develop and implement advocacy strategy at national and regional levels (3.1)
- (viii) Facilitate discussions at national and regional level on trade through existing or future regional institutions (such as East African Regional Agricultural Advisory Council) bringing together FOs, EAC MPs, government officials, traders and farmers to eliminate non-tariff barriers including frequent export bans (3.2.1)
- (ix) Organise a midterm review on ESAFF and its members advocacy strategy (3.1).

#### **1.3 Sub result 3: Carry out monitoring systems of CAADP engagements on 10% for agriculture at EAC and national level in the support of small scale farming**

- (i) Develop a Manual for PETS to be used by members at local and national level public monitoring of agriculture budget (1.4) and Train Local task Force on how to use it
- (ii) Sub granting to conduct Agriculture Budget Campaigns and PETS at districts/county levels in 10 selected districts in 5 EAC countries (3.3)
- (iii) Prepare each country position paper about the importance of allocating 10% for agriculture and market-oriented family farming
- (iv) Commission investigative journalism in line with agriculture budgeting campaign
- (v) Disseminate PETS findings through national and local media and advocate for through councilors, MPs, sectors Ministries and finance, local government, finance and trade. (3.3)
- (vi) Facilitate 10 workshops with local authorities in pilot districts (3.2.2)
- (vii) Lobby EAC secretariat, EALA and SADC for improved budgeting processes and allocation of 10% to the sector as well as marketing favorable policies on family farming (3.3)

#### **1.4 Sub result 4: Sustainable climate-oriented, agro-ecological agriculture at national, regional and continental level implemented**

- (i) Campaign for the incorporation of agro-ecology in regional and national agricultural policies in line with the AU's strategy to deal with climate change in agriculture
- (ii) Support member/country level training of trainers in agro-ecological agriculture and climate change adaptation and mitigation
- (iii) Support intra-country learning oriented exchange visits and collaboration with Meteorological Departments in their respective countries
- (iv) To support members in establishing seed banks, to multiply and exchange (and sell) local seed for seed security and food sovereignty
- (v) Document and share success stories on local seed industry as source of wealth creation.
- (vi) Identify and utilize national, regional and international opportunities to advocate for farmers' rights and fight against unsuitable technology in agriculture

#### **Sub-result 5: Agriculture research agenda influenced at various level**

*The following are some of the key actions to be taken by ESAFF:*

- (i) Strengthen established beneficial relationships with regional and national agricultural research organisations
- (ii) Identify and work with agricultural research organisations interested in small scale farmer and ecological agriculture to disseminate promising research products from eastern and southern African regions institutions
- (iii) Support the identification, sharing of farmer innovations and celebrating farmer innovation
- (iv) Advocate for increased proportion of budget for agricultural research in general and for SSF and ecological agriculture in particular

### **3.2.2. Key Result Area 2 - Trade and Markets: Small scale farmers are aware of their rights and responsibilities, and are able to negotiate good trade deals and are demanding and accessing fair market for their agriculture produces**

Trade and markets are among the important factors in agriculture development and wealth creation among farmers. Small scale farmers spend most of their time and energy producing but sometimes denied to sell produces across borders due to various reasons. Nationally, small scale farmers need to have capacity to negotiate with local agro dealers for input and fair market.

Under this key result area, ESAFF will work to create awareness on market and trade issues within in and outside their countries (RECS) . Will also document success stories of farmers on market access and value addition. The project will also explore challenges and solutions on access to credits for smallholder farmers. ESAFF will advocate for agriculture banks that provide favourable services to smallholder farmers. At international level will follow and influence trade policies in favour of smallholders.

### **Immediate Objective**

**To empower 100 small scale farmers to understand, access and influence grain market**

### **Key Performance Indicators**

- (i) Number of small scale farmers aware of marketing system in their countries and the RECs
- (ii) Number of documented stories of farmers who managed to get favorable prices and reliable markets
- (iii) Issues submitted and agreed at regional and international trade negotiations

- (iv) Position papers developed on international trade systems and intra regional trade and marketing on agriculture produce
- (v) Establishments and presence of agriculture banks within ESA region in which small scale farmers can access credit and other finance services.

### **Sub-result 1: Capacity of grassroots members built to market collectively and negotiate fair prices for inputs and produce in through MVIWATA Experience ( 2.1, 2.2 2.3 and 2.4) in East African countries**

- (i) Share one impact study of MVIWATA bulk markets experience on food security and food trade at local and national level with recommendations for scaling up at other EAC national level
- (ii) Share findings of the regional scoping study on bulk marketing in 5 East African countries to identify opportunities for scaling up experience from MVIWATA and to facilitate cross border trade within the EAC;
- (iii) Showcasing to governments and ESAFF members the effectiveness of bulk marketing and the importance of “cross-border trade centres” for food security through organized Regional conference (to present project's studies' findings) including field visit to bulk markets in Tanzania *for ESAFF country chapter leaders, national authorities, EAC MPs and Disseminating studies' findings, through communication tools (documentary, radio, TV broadcast, briefs) in the 5 EAC countries.*
- (iv) Promote cross border trade by expanding Market Information Systems in Tanzania; and linking to other EAC countries, to promote cross border trade on cereals (100 SSF supported), Develop marketing models and Set up market information systems on cereal prices in EAC

### **2.2 Sub-result 2: Researched into and campaigned against unfair trade and marketing policies and practices between countries, regions at global level**

ESAFF will deliver the following activities in order to influence policies on market:

- (i) Conduct research on inter-regional agriculture trade related policies and practices and their impact on small scale farmers and share with SADC policy makers
- (ii) Identify and CAL against global trade policies and practices that disadvantage farmers and consumers in the ESA region within EPAs, WTO and alike

### **2.3 Sub-result 3: Link small scale farmers to beneficial market within the region**

- (i) Analyze suitable small scale farmer marketing models for ESA region
- (ii) Identify, link and document inter-country and intra-regional collective marketing and entrepreneurship for selected small-scale farmer groups
- (iii) Support members to strengthen grassroots members on collective marketing and lobby local and national governments to develop supportive policies and agricultural marketing infrastructure



**3.3.3 Key Result Area 3 — ESAFF has mainstreamed cross cutting issues (CCIs) Climate change, gender, youth and HIV in all its policies and programs and has externally identified and engaged in a number of cross cutting issues for advocacy**

**Immediate Objective — To motivate members to mainstream women, youth as well as PLWA in ESAFFs leaders and ESAFF activities at all level**

**Key Performance Indicators**

- (i) Ensure all ESAFF members have in place and implementing organizational policies on climate change, gender, youth involvement and HIV/AIDS; by 2016.

Gender, Youth and HIV/AIDS are key issues in agriculture and institutional development. During the implementation of this strategic plan, ESAFF will mainstream gender and youth in order to increase leadership of these groups within ESAFF but also to ensure that government policies and programs reach and benefit the most majority of farmers who are women and the youth

- (ii) Increased percentage of youth and women in ESAFF leadership from 20% to at least 50%
- (iii) To mainstream gender, youth and HIV in all ESAFF member country constitutions

- (iv) Usage of practical and user friendly monitoring and evaluation tool on gender implementation practises

**Sub-result 1: To ensure that all members have developed and implementing cross cutting issues in their policies and programs**

During the next two years, ESAFF will continue to enhance its efforts to build interest and the effectiveness of members in these cross cutting issues of Gender, Youth and HIV/AIDS. ESAFF will:

- (i) Support the adoption and adaptation on regional CCI policies by members
- (ii) Mainstream CCIs in ESAFF and ESAFF members programmes and activities
- (iii) Monitor the mainstreaming of CCIs in ESAFF using the monitoring tool
- (iv) Document and share best/good practices on mainstreaming CCIs in ESAFF work at all levels
- (v) To motivate more youth and women to participate in ESAFF structures and programmes

**Sub-result 2: To motivate youths to take interest ESAFF leadership and activities in 2017**

**Key Activities**

- (i) Organize a congress of youths in agriculture in 2017
- (ii) Support the establishment of organization of youths in agriculture
- (iii) Involve more youths in ESAFF activities
- (iv) Involve youths in election processes to take up leadership positions in 2017

### 3.3.4 Key Result Area 4: ESAFF and its member makes a network that produces high quality services efficiently, effectively and in good time by the year 2016

#### Immediate Objective

Strengthened capacity of ESAFF and its members to fulfill their mission and objectives

## Summary

ESAFF is looking forward in the coming two years to ensure that it enhance capacity of weak member secretariat to ensure they operate professionally with at least minimum organisational and governance and financial structures.

At regional level, ESAFF will elevate itself to more stronger position as a regional small scale farmers voice, capacity developer and coalition building organization. ESAFF will continue to develop and enhance its capacity and competence to deliver excellent services while ensuring the sustainability of its operations. ESAFF work to ensure the secretariat is fully staffed, working towards owning its own office ad have relevant policies and equipment to deliver and serve its members more professionally.

#### Key Performance Indicators

- (i) Effective and efficient ESAFF regional secretariat in governance, funding and managerial capacity
- (ii) Effectiveness of the ESAFF region governance and Board capacity to support, guide and oversee the operations of the organization
- (iii) Strengthened institutional capacity, communication, funding and sustainability of national chapters
- (iv) Enhanced linkages, and partnerships within ESAFF network as well as between ESAFF and likeminded organisations

The following objectives support this intention:

#### Specific Objectives

- (v) To strengthen the ESAFF regional secretariat in governance, funding and managerial
- (vi) To enhance the ESAFF region governance and Board capacity
- (vii) To build the capacity and strengthen the institutional sustainability of ESAFF national members
- (viii) To enhance Linkages, and partnerships within ESAFF network as well as between ESAFF and likeminded organisations

**Sub-result 1: To strengthen capacity and sustainability of weak ESAFF members by ensuring have secretariat, professional, efficient and effective operations**

- (i) Weak members' need-based capacity development covering human, members mobilisation, financial and material resources and support in strategies development (Kenya, Rwanda, Burundi, Lesotho, South Africa, Swaziland, Mozambique and Zambia) (1.1.2 plus).

- (ii) Continue robust recruitment of members at grassroots level
- (iii) Facilitate and support linkages and exchange visits between members according to strengths and needs
- (iv) Simplify, print and disseminate ESAFF Policies to the grassroots farmer groups: Personell, Financial, Youth, Gender, HIV/AIDS, Vehicle and others
- (v) Translate, print and disseminate developed manuals/tools on OCA/SAYO, Financial Management Manual, Governance Manual, Advocacy Guide, PETS Manual, Fundraising Guide, Policy Analysis Tool (1.1.3)
- (vi) Form and capacitate a Technical support to 5 countries to guide and follow up processes by the capacity building task force (1.1.4)

**Sub-result 2: To strengthen ESAFF regional secretariat as a professional, efficient and effective and ensuring conducive working environment**

A strong, professional, efficient and effective secretariat is the engine of ESAFF and its members to deliver intended results at regional and national level. During the next three years ESAFF will perform the following key activities:

- (i) Recruit and maintain qualified/competent staff as well as appraise and Train staff in required skills;
- (ii) Ensure office space is available and start process to acquire own office space;
- (iii) Purchase and maintain office equipment and pay for utilities
- (iv) Strengthen ICT cutting age capacity to serve members and other stakeholders efficiently;

**Sub-result 3: Enhanced ESAFF region governance**

Since its establishment ESAFF has been abiding to its statutory meetings. In the coming two years, ESAFF will organise statutory meeting for monitoring and governance purposes as follows;

- (i) Establish the capacity development needs of the new Regional Board as well as Design and implement capacity development based on identified needs
- (ii) Establish and support ESAFF Board subcommittees on HR, Finance, Advocacy and Members recruitment
- (iii) Induct new Board members and orient them to the key organisational policies (including the Constitution and the Code of Conduct)

#### **Sub-result 4: Mobilise the necessary resources for the implementation of the strategic plan (services)**

Under this sub result three, ESAFF will perform the followings

- (i) Establish the budget needs of ESAFF and engage in resource mobilisation to ensure implementation of the Strategic Plan
- (ii) Build the capacity of ESAFF members to fundraise and use the ESAFF Fundraising Guide
- (iii) Account for the funds mobilised for the Strategic Plan (internal reports, internal auditing, audited accounts etc)
- (iv) Obtain the necessary contributions from members.

#### **Sub-result 5: Enhanced leverage, Communication, visibility and Linkages, within ESAFF network as well as between ESAFF and likeminded organisations**

Networking and linkages provide a good opportunity for ESAFF and its members to share information and experiences, learn from each other and undertake collective planning on actions to ensure the voices of small scale farmer are heard by decision makers. ESAFF will work to strengthening its networks by encouraging information sharing. ESAFF also will enhance its network with likeminded organisations and forge new alliances in the region and beyond. The ultimate goal is to ensure that ESAFF shares its expertise while working together to enable the need and aspirations of small scale farmers are realised at local, national, regional, continental and global level.

*To achieve the above ESAFF will:*

- (i) Develop the ESAFF communication/Media strategy: for regional level and for each national chapter (1.2.1)
- (ii) **At Regional Secretariat**, Enhance One information flow system with country chapters; updated website; 2 widely disseminated newsletters every 6 month; (1.2.2); Updated database of ESAFF members and relevant non-members for partnerships, collective action and lesson learning (1.2.2)
- (iii) Payment of annual subscriptions and participate in forums and activities of likeminded
- (iv) **At member level**, Organise 3 training to members for each of the 5 countries: On communication skills, public relations and networking; support website development; support owned widely disseminated newsletter/year; monthly updated data base of members and relevant non-members (1.2.3);
- (v) **At grassroot level** of 5 countries: organise 5 practical training sessions for 20 leaders on *networking, communication, leadership, membership recruitment* (1.2.4).
- (vi) Technical support to 5 countries to guide and follow up processes by the ESAFF capacity building task forces(1.2.5)
- (vii) Publicise and disseminate the work of ESAFF using various media: E-newsletters, website, and social networks: Twitter, Facebook, Flickr and alike and Encourage utilisation of information and communication technologies among members;
- (viii) Participate in relevant and strategic national, regional processes and meetings, document and share outcomes
- (ix) Participate to 3 international events (such as Panafrican CSO annual CAADP meeting, UN Food Security Committee) to communicate on lessons learnt ( 3.4.3)

## 4. IMPLEMENTATION STRATEGY

This section presents the groups that ESAFF will target and engage, the intervention areas, services to be offered to members, the geographical focus and outreach strategy as well as alliance building strategies and the organisational structure.

### 4.1 Target Group

The ultimate target group for ESAFF's programme and activities are smallholder farmers mainly in rural areas of eastern and southern Africa region. By the year 2016, ESAFF expect to benefit indirectly at least 100 million smallholder farmers indirectly and will reach about 5 million smallholders directly through its programs, activities and events.

As to its main strategy, ESAFF will continue to work through its national member organisations in order to achieve its programme goal. During the implementation of this strategic plan, ESAFF will specifically identify and work with small scale farmers in the ESA region. Our members, the national small scale farmers, will be primarily our target. Members at national level will work with their constituents (farmer groups) at provincial and districts levels). Other target institutions will be policy makers at local and national levels: government officials, parliamentarians, media houses (journalists and senior editors), judiciary, and consumer groups. At regional level ESAFF will engage the three RECs; SADC, COMESA and EAC as well as the AUC to advance the position of small scale farmers and influence agenda in favour of farmers

ESAFF also will work to build alliances at national, sub-regional/continental and global level. Current alliances with pan African network will be enhanced. These are the Alliance for Food Sovereignty in Africa (AFSA), CAADP Non State Actors (CAADP - NSA), SADC CNGO, East Africa Civil Society Forum – EACSOFF, La via Campesina, Oxfam Pan African program, PELUM Association, TCOE, ACORD, Africa Biodiversity Network (ABN), Africa Centre for Biosafety (ACB) and the CCP – AU. Others are the Peoples Coalition on Food security (PCFS), GRET and Practical Action. The coalitions and alliances will add value to ESAFF's activities.

### 4.2 Strategic activities and services to be offered by ESAFF

ESAFF will continue to provide the range of products and services to its members that it has been providing in the past strategic plans. These include capacity development of members through training, mentoring and handholding, information sharing, advocacy coordination and partnership development.

#### 4.2.1 Capacity development services of ESAFF members

ESAFF will continue to provide capacity development to its members. It is anticipated that ESAFF will provide six (6) ToT regional capacity development services to members (2 each year comprising of at least 15 farmer leaders). This will be conducted at regional level. Three (3) packages will focus on Public Expenditure Tracking (PETS) as well as campaigning, advocacy and lobbying (CAL) issues and the other three (3) will focus on Organisational Development (OD), fundraising and funds management, Leadership and ICT utilisation.

ESAFF also plans to support at least ten (15) capacity building services within member countries (with at least 20 farmer leaders from particular member country). This means that ESAFF will offer (one) 1 capacity development session to each member country on the areas of PETS and CAL (campaigning, advocacy and lobbying) to have common understanding on the advocacy issues and how to address them. The sessions will also develop action plan at national level to build to the regional campaigns.

Another Six (6) capacity development sessions (with at least 20 farmer leaders) will be held at national level in which member countries who are weak in organisational development will be supported in the areas identified in the organisational capacity assessments of 2013. These included leadership, organisational management and external relation as well as ICT. Members to be benefited are Burundi, Rwanda, Kenya, Lesotho, Swaziland, South Africa and Zimbabwe.

ESAFF will conduct at least one senior staff meeting of at least twenty (20) participants from secretariats of members countries to strategise, review and plan activities and campaigns at regional and national level.

#### 4.2.2 Coordination of Campaigns, Advocacy and Lobbying (CAL) for food security and sovereignty

During the next two years, ESAFF will continue to plan, execute and evaluate advocacy activities aiming at food security through sustainable ecological farming. ESAFF will organise CAL activities through member countries centred on the CAADP 2014 -2015.

Campaigns for sustainable agriculture will involve media engagements for awareness raising and explaining ESAFF positions, meeting policy makers and participation in policy processes including budgeting processes at local, national level, and advocacy at RECs level. ESAFF will seek to utilise radio and TV adverts (TV slots) to get the CAL messages to the public and policy makers. Messages will be crafted in national language (English, Kiswahili, French and Portuguese), and broadcast through national wide radio and TVs.

ESAFF will enhance and increase the utilisation of ICT to enable the cutting of communication cost and quick spreading of words to members. The ESAFF website ([www.esaff.org](http://www.esaff.org)) utilisation will be encourage enabling members' access and understanding ESAFF's position in good time. ESAFF will also construct dynamic websites enable members' secretariat manage their websites which will be linked to ESAFF's web. CAL coordination will culminate to international and national important days and events. The targeted days will be the World Food day on 16<sup>th</sup> October each year, National Budget days in June for EACs and January for Southern African Countries.

ESAFF will support farmers to attend strategic meetings at Regional Economic Groupings (EAC, SADC, COMESA and AUC) at least twice a year to each organisation which makes 16 times in two year.

### 4.3 Governance Structures of the ESAFF (as per ESAFF Constitution of August 2007)

The structure of ESAFF is built on the national farmers' forums which are themselves membership based. ESAFF maintains clear separation of powers and mandates between its different governance structures. The Governance Structures of ESAFF consist of four layers: the Triennial General Summit, the Annual General Meeting, The Board and the Secretariat. The following sections briefly elaborate the roles and responsibility of the various structures of ESAFF.

#### 4.3.1 TGS-Triennial General Meeting

- |  |  |
|--|--|
| a) Meets once every three years ;  | e) Receives and approves a three-year strategic plan;    |
| b) Four delegates from each member country constitutes delegates of the TGM; | f) Elects members of the ESAFF regional Board;           |
| c) Confirms previous minutes ;   | g) Appoints bankers and auditors ; and                   |
| d) Receives and approves chairperson's report ;                              | h) Receive and approve any other business on the agenda. |

#### 4.3.2 AGM - Annual General Meeting

- |   |   |
|---|---|
| a) Is held annually ;                                     | e) Receives and approves annual plans and budgets;  |
| b) Is attended by 2 members from each member country;     | f) Fill vacancies that may have occurred in the regional Board; and                           |
| c) Confirms and received minutes of the previous meeting; | g) Receive, transact, approve and ratify or reject any other business included on the agenda. |
| d) Receives and approves chairperson's report ;           |   |

#### 4.3.3 ESAFF Regional Board

- |   |  |
|---|--|
| a) Is made up of chairpersons or elected persons from member countries;   | f) Prepares three-year strategic plans for approval by the Triennial General meeting;                        |
| b) Should be made up of between nine and 18 members;  | g) Prepares Annual Plans and budgets, which it submits to the AGM for approval;                              |
| c) Oversees the operations of the organization and the implementation of plans and budgets;   | h) Establishes and manages a bank account and determines authority levels for withdrawals;                   |
| d) Makes decisions in relation to policy and strategic plans and budgets;   | i) Appoints the Executive Director and staff of the organization and determine their conditions of services; |
| e) Makes regulations for the proper and efficient management of personnel, administration, facilities and finances of the organization; | j) Establishes sub-committees of the Board; and  |
|   | k) Raises the necessary resources for the running of the organization.                                       |

#### 4.3.4 Regional Secretariat

It is the implementation arm of the regional Board and is headed by the Regional Coordinator, who reports to the Regional Board.



## 5. MONITORING AND EVALUATION

In order to ensure learning, programme relevance and effectiveness ESAFF will mainstream monitoring and evaluation in its activities and a specific staff will be responsible for M&E and learning. During the implementation period, ESAFF will encourage monitoring and evaluation techniques that are participatory and actively involve farmers in measuring the results and outcomes of the interventions.

The Monitoring and evaluation will be in accordance to ESAFF's Monitoring and Evaluation updated guidelines & tools. The document highlights goals of monitoring, levels, who is involved and provide tool. Basically ESAFF will be conducting four types of M&E activities to ensure relevance, effectiveness, efficiency and accountability; these are Project Impact Evaluation, Outcome Assessment, Outputs Monitoring and Process/Activities Monitoring.

In the implementation of this strategic plan, ESAFF is expecting to influence policy and practise changes at various levels, at the RECs level, at National level and at grassroots level. Monitoring and evaluation will therefore be conducted at four levels; (i) Level of Regional Economic Groupings (EAC, SADC, COMESA /AU) (ii) ESAFF HQ (iii) Level of Governments in 15 ESAFF member countries, (iv) National Small Scale Farmers Forum level in 15 member countries.

### 5.1 Types of Monitoring and Evaluation

ESAFF will be conducting four types of monitoring and evaluation activities to ensure the relevance, effectiveness, efficiency and accountability of its programmes and grants. These are Impact Evaluations, Outcome Assessments, Output Monitoring and Process Monitoring.

### 5.2 Levels of Monitoring and Evaluation

Levels of monitoring and evaluation will be at two levels; The regional desk of ESAFF where the secretariat, and the board will be responsible to monitor and evaluate, and the members level (at country and grassroots level)

Monitoring at ESAFF HQ level will be done by the *Secretariat* (process level); *The Board* (outputs level), *AGM* (Annual) and *General Summit* (Outcome/Impact assessment)

Levels of monitoring at national level will be done by the national members in which the secretariat and national board and members will be involved.

In summary, the four types of monitoring and evaluation will be undertaken during the specific stated period in the *ESAFF M&E Guidelines and Tools* period, starting from quarterly process monitoring, half a year and annual up to an impact assessment exercise at the end of two years.

## 6. FINANCING STRATEGY

### 6.1 Budget

The total budget for implementing this strategy is estimated at Euro 1,323,653.00 for the next 2 years. The budget is estimated to be Euro 721,335.00 for July 2014 — June 2015 to Euro 601,517.00 for July 2015 to June 2016. A detailed operational budget for the next two years is to be found in attached in excel Appendix 8.4.

### 6.2 Financing the Budget

In order to finance the budget, ESAFF will continue to solicit support from development partners who have supported the organisation before and after its establishment in the year 2007. In line with the just mentioned efforts, ESAFF will explore the possibilities of getting support from new donors in and outside the region. Support also is expected from members of ESAFF, staff and other individuals who will be willing to support the course of small scale farmers.

In efforts to raise more funds ESAFF will approach its traditional funders; Oxfam Novib (The Netherlands) and The Bread for the World (Germany) and the EU. ESAFF will also strengthen collaboration with Foundations in Africa; Trust Africa (Dakar) and The Southern Africa Trust (South Africa).

ESAFF also will partner with likeminded organisations in Europe, America and Asia. These partners for future fundraising and joint activities are; GRET- France, Practical Action — UK, ETC of The Netherlands, and Peoples Coalition on Food Security (PCFS) of the Philippines. ESAFF will also partner with like-minded alliances in the ESA region: CAADP NSA and Actionaid on PETS, Oxfam Pan Africa Program on Advocacy, PELUM Association on Market issues and Land advocacy, ACORD on gender and the Alliance for Food Sovereignty in Africa (AFSA), Africa Centre for Biosafety (ACB), and Lavia Campesina on anti GMOs campaigns.

### 6.3 ESAFF's Sustainability

ESAFF will place emphasis on attaining financial and operational sustainability. As described in the Key Results Areas, the sustainability of ESAFF will be the most important priority during the coming period. A sustainability strategy will go hand in hand with the support to weak members as well as at regional secretariat.

#### 6.3.1 Funding through member organisations

In the coming two years, ESAFF will encourages members to embark strengthening secretariat and fundraising on ESAFF activities. The aim will be to release some constraints from the regional secretariat. During the implementation of this strategy, it is anticipated that the young and upcoming members of ESAFF (Kenya, Lesotho, Burundi, Rwanda, South Africa, and Swaziland) consolidates their fundraising initiatives.

## 7. RISK MANAGEMENT

ESAFF recognises that during the implementation of a strategic plan, factors that might hinder, delay or derail the implementation and eventually impact, should be taken into account. However, in order to ensure smooth implementation, ESAFF will put some measures to mitigate likely risks.

From a strategic point of view, the most critical risks from ESAFF are considered to be:

Assumptions	Risks involved	Likelihoods of risk to happen	Strategies to mitigate risks and/or to ensure assumptions hold
1. Strengthened capacity of ESAFF to meet high expectations of members	ESAFF has insufficient capacity to meet high expectations of members	Medium to Low	Ensure the philosophy of network and networking is understood among members and enhanced capacity of national secretariats to fundraise and managed funds and activities at national level
	Lack of willingness among ESAFF members to participate in the project	Medium to high	Clearly defined information flow in the network, regular meeting and the putting issues to the organisational level, above individuals
	Members to see much inclined to other regional farmers network	Medium	Ensure ESAFF is democratically governed and provide space for farmer leaders to express their views
2. Small scale farmers and ESAFF members embrace and advocate for sustainable ecological farming	Small scale farmers abandon agro ecological farming for GMO seeds and chemical fertilizers input	Medium to Low	Analysis to expose tricks used by agrochemicals and pro GMO multinational companies to promote their model of agriculture on their benefits
3. Political climate allows smallholder farmers to operate	Ban of farmer organisation and post election violence	Medium	To stay apolitical while enhancing recognition of ESAFF as a forum that fights for farmers rights
4. Farmer Forum meet minimum legal requirements to operate and expand activities within their countries	Ban/restriction to operate due to none adherence to law	Medium to low	Encourage farmers forum registration at national and district level (Swaziland, Mozambique)
5. ESAFF and members becomes unpopular among donors, policy makers at National and RECs level	Donor not interested to provide funds. Policy makers policy to offer space	Low to medium	Abide to code of conduct and respect contracts. Enhance good governance and financial management systems including robust accountability for funds channelled to members
6. Farmers are aware and appreciative of the role of their forums to bring about change	mismanagement of funds and internal conflicts	low	Establish transparent minimum standards for effective farmers forum and the retirement systems and duration
7. The farmers fora have a culture of accountability, transparency and internal democracy in which members have big say	Fraud and marginalisation of members	low	Ensure that farmers adhere to self OD plan developed after organisational capacity self assessment (OCA) and abide to Code of Conduct or face sanction
8. Adequate funds available to implement this project	Cutting of funds due to economic crisis or change of governments orientation or policies in Europe and North America	Medium	Fundraising at regional and national members level and enhance membership payment of fees
9. National small scale farmers forum have capacity to bring about policy changes	Complacency of farmers	Low	Increase awareness on the role of small-scale farmer forum, provide capacity building through training, info sharing and study tour
10. Readiness of farmers to embrace new ICT	Lack of ICT infrastructures, and political restrictions and high cost of communication	low	Flexibility to allow affordable means of communications like text messaging (sms) through phones and whats up/viber

## 8. ANNEXES

### 8.1

### LOG FRAME MATRIX 2014 - 2016

**Notes:**

1. Goal and Purpose are treated and measured at the impact level;
2. Key-result areas and sub-result areas are treated and measured at the outcome level;
3. Activities are treated and measured at the output level;
4. Process monitoring cuts across all three levels – impact, outcome and output.

Description	Indicators	Means of verification (MoV)	Assumption/Risks	Mitigations
<b>Programme Goal:</b>  <i>The Eastern and Southern Africa region has ended hunger and halved poverty by the year 2025 as per AU Malabo Declaration of June 2014.</i>	<ul style="list-style-type: none"> <li>• Availability and access to food</li> <li>• High quality livelihoods in rural areas;</li> <li>• Increased percentages of national budget allocated to agriculture sector</li> <li>• Increased level of budget spend on rural agriculture development</li> </ul>	<ul style="list-style-type: none"> <li>• Annual and progress reports and statistics of SADC, COMESA and EAC;</li> <li>• Continental and International reviews and reports (e.g. CAADP midterm reviews, UNDP-HDR; MDG Reports</li> <li>• National budget analysis reports</li> </ul>	<ul style="list-style-type: none"> <li>• The Malabo declaration and CAADP remains a credible, popular and achievable goals;</li> <li>• Developed countries (G-8) honour their pledges to support ESA governments</li> <li>• Multinational Agro chemical companies dominate agriculture in ESA</li> </ul>	<ul style="list-style-type: none"> <li>• Raise public awareness on the commitments and monitoring and influencing public expenditure</li> <li>• Campaign against agriculture domination through GM seeds and pesticides</li> </ul>
<b>Programme Purpose:</b>  <i>To enable small scale farmers become a strong driving force for policy change and better quality of life in ESA region through improved agriculture policies, equitable resource allocation and good governance</i>	<b>Impact Indicators:</b> <ul style="list-style-type: none"> <li>• The proportion of small scale farmers that are influencing and monitoring agriculture and rural development policy processes for improvement of service delivery and resources allocation in the agriculture sectors (to 10%);</li> <li>• Strong, credible and effective national small scale farmers forum that internally accountable and able to influence agriculture policy processes;</li> <li>• Committed and responsible ESAFF secretariat and members able to delivering high quality services effectively and sustainably.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and Evaluation reports</li> <li>• Annual reports</li> <li>• Feedback reports from policy makers, farmer groups and like minded organisations</li> <li>• Field Visits and study visits</li> </ul>	<ul style="list-style-type: none"> <li>• A conducive environment exists for farmers organisations to operate</li> <li>• ESAFF Member countries, Board and Secretariat deliver their duties proficiently;</li> <li>• ESAFF secures sufficient financial and none financial resources;</li> </ul>	<ul style="list-style-type: none"> <li>• Uphold high standards and command moral authority</li> <li>• Adherence to constitution of ESAFF, abide code of conduct and other policies that govern staff recruitment, mentoring, retention and termination</li> <li>• Ensure strong funding-partner relations;</li> </ul>

Description	Indicators	Means of verification (MoV)
<p><b>Key Result Area 1 - Food security and sovereignty:</b> Small scale farmers continue to ensure food security in the region through sustainable production and policy advocacy for favourable policies and resources availability</p>	<p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>Proportion of small scale farmers in ESA region aware of and participate in monitoring of the CAADP goals at Continental, RECs and National level.</li> <li>Number of policy dialogues on public expenditure in the agriculture sector involving ESAFF members held at districts, provincial/regional and at RECs and AU levels;</li> <li>Proportion of ESAFF members who are ESAFF small scale farmers saying that they have influenced</li> <li>Number of SHHF subscribing to agroecology practises, have seedbanks, multiply and share, sell local seeds,</li> <li>Proportion of farmers adapting new farming methodology that mitigate the impact of climate change</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring, Evaluation and Annual reports</li> <li>Feedback reports from policy makers, farmer groups and like minded organisations</li> <li>Policy Dialogue reports</li> <li>Media cuttings and footages</li> <li>Position papers produced</li> </ul>
<p><b>Sub-result 1:</b> Small-holder farmers' rights protocol and responsive implementation of CAADP II, 2014 -2025 on public investment to agriculture, addressed (The AU Heads of State Malabo Declaration June 2014)</p>	<p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>Farmers aware and able to hold duty bearers into account as per the Maputo Declaration</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<p><b>Activities:</b></p> <p>The following are some of the key actions to be taken by ESAFF:</p> <ol style="list-style-type: none"> <li>Sift, share and disseminate important CAADP related policies and declarations at AU and RECs level to members for actions</li> <li>Follow up and participate in the formulation CAADP Result Frameworks at continental (AU) and regional level (SADC, COMESA and EAC) and the development/review of NAIPS, and Sectoral Plans</li> <li>Follow up on, lobby and contribute SADC's intention to develop a Farmers' Rights Protocol</li> <li>Participate, lobby and monitor the CAADP national platform processes at national level through advocacy, media advocacy and existing platforms</li> </ol>	<p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>CAADP related information shared for action and impact on agriculture financing, trade, land, building resilience and climate change and mutual accountability and monitoring</li> <li>Effective participation of farmers CAADP dialogues at continental, regional and national levels</li> <li>Farmer initiated SADC protocol on farmer rights</li> <li>Influencing CAADP compact and implementation at national levels and campaigns against unsuitable agriculture technology for smallholder farmers</li> <li>Interested public debate generated on the Au declaration and national commitments</li> </ul>	<ul style="list-style-type: none"> <li>Event report</li> <li>M&amp;E Reports</li> <li>Media Monitoring Reports</li> <li>RECs Summit reports/declarations</li> </ul>
<p><b>Sub result 2:</b> Member capacities enhanced on agriculture policy advocacy within the CAADP frameworks at AU, RECs - EAC and National level.</p>	<p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>Increase percentage of farmers who are aware and defending their interests and demand fulfilling the Malabo Declaration 2014</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and Evaluation reports</li> <li>ESAFF Annual reports</li> <li>Press/Media cuttings and footage</li> <li>Position papers produced</li> </ul>
<p><b>Activities:</b></p> <p>ESAFF will deliver the following key activities:</p> <ol style="list-style-type: none"> <li>Organize a 30 leaders session to disseminate findings and develop national advocacy strategy related to the study on EAC food security action plan and weakness of national food security in enhancing food trade to define advocacy strategy (3.1)</li> <li>Conduct a study to review constraints for the implementation of the Regional Food Security Action Plan, and strengths and weaknesses of national food security policies in enhancing regional food trade</li> <li>Provide sub granting (5,000 each) for Rwanda, Burundi, Uganda and Kenya for consultations on the national advocacy</li> </ol>	<p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>Number of TOT farmers aware on new CAADP frameworks</li> <li>Number of issues identified for campaign</li> <li>Advocacy toolkit distributed and media strategy employed</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring reports</li> <li>Activity reports</li> <li>Media Monitoring Reports</li> <li>RECs Summit reports</li> </ul>

Description	Indicators	Means of verification (MoV)
<p>strategy</p> <p>(iv) Develop Practical Guide for Advocacy (Toolkit) (1.4), and Media Strategy (1.2 see KRA 4) Simplify, translate (English, Swahili and French) and distribute for use at national and local level.</p> <p>(v) Support TOT training for 20 selected farmers and 4 staff in campaigning, advocacy and lobbying process in the context of new CAADP frameworks (1.3) to develop one training plan and interactive learning tool (manual, role plays) for teaching farmers</p> <p>(vi) Support Kenya, Rwanda, Uganda and Burundi to training 2000 members (400 per country) grassroots on agriculture policies and advocacy (1.3)</p> <p>(vii) Design, develop and implement advocacy strategy at national and regional levels (3.1)</p> <p>(viii) Facilitate discussions at national and regional level on trade through existing or future regional institutions (such as East African Regional Agricultural Advisory Council) bringing together FOs, EAC MPs, government officials, traders and farmers to eliminate non-tariff barriers including frequent export bans (3.2.1)</p> <p>(ix) Organise a midterm review (18 month later) on ESAFF and its members advocacy strategy (3.1)</p>	<ul style="list-style-type: none"> <li>• Number of key priority issues addresses through CAL</li> <li>• Study reports on Food security action plans</li> <li>• Quality policy dialogue conducted and issues agreed</li> <li>• Lesson learnt on advocacy</li> </ul>	
<p><b>Sub result 3: Carry out monitoring systems of CAADP engagements on 10% for agriculture at EAC and national level in the support of small scale farming</b></p>	<p><i>State respond to the public call to make agriculture a priority sector at national and local level</i></p>	<ul style="list-style-type: none"> <li>• Budget reports</li> <li>• Budget speeches</li> <li>• Media cuttings</li> </ul>
<p>(v) Develop a Manual for PETS to be used by members at local and national level public monitoring of agriculture budget (1.4) and Train Local task Force on how to use it</p> <p>(vi) Sub granting to conduct Agriculture Budget Campaigns and PETS at districts/county levels in 10 selected districts in 5 EAC countries (3.3) (@ 10,000)</p> <p>(vii) Prepare each country position paper about the importance of allocating 10% for agriculture and market-oriented family farming</p> <p>(viii) Commission investigative journalism in line with agriculture budgeting campaign</p> <p>(ix) Disseminate PETS findings through national and local media and advocate for through councilors, MPs, sectors Ministries and finance, local government, finance and trade. (3.3)</p> <p>(x) Facilitate 10 workshops with local authorities in pilot districts (3.2.2)</p> <p>(xi) Lobby EAC secretariat, EALA and SADC for improved budgeting processes and allocation of 10% to the sector as well as marketing favorable policies on family farming (3.3)</p>	<ul style="list-style-type: none"> <li>• Small scale farmers are experts in tracking public funds in the agriculture sector</li> <li>• Exposed actual spending in the agriculture sector</li> <li>• Increased budget discipline at local government level</li> </ul>	<ul style="list-style-type: none"> <li>• Reports on PETS</li> <li>• Media cuttings</li> <li>• Local governments budget books</li> <li>• Regional resolutions/reports</li> </ul>
<p><b>Sub result 4: Sustainable climate-oriented, agro-ecological agriculture at national, regional and continental level implemented</b></p>	<p><i>Outcome Indicators:</i></p> <ul style="list-style-type: none"> <li>• Policy and practise change in favour of agro ecological farming by policy makers</li> <li>• Funds set aside to promote conservation farming in the region and at country level</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Activity reports</li> <li>• Media Monitoring Reports</li> </ul>
<p><b>Activities:</b></p> <p>(i) Campaign for the incorporation of agro-ecology in regional and national agricultural policies in line with the AU's strategy to deal with climate change in agriculture</p> <p>(ii) Support member/country level training of trainers in agro-ecological agriculture and climate change adaptation and mitigation</p> <p>(iii) Support intra-country learning oriented exchange visits and collaboration with Meteorological Departments in their respective countries</p> <p>(iv) To support members in establishing seed banks, to multiply and exchange (and sell) local seed for seed security and food sovereignty</p>	<p><i>Output indicators:</i></p> <ul style="list-style-type: none"> <li>• Increased percentage of policy dialogues with active participation of farmers supported by ESAFF at RECs and AU level (on climate change and agroecology)</li> <li>• Number of trained ToTs with action plan to train others Study findings on key agriculture policies</li> <li>• Percentage of policy dialogues with active participation of farmers supported</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Activity reports</li> <li>• Media Monitoring Reports</li> </ul>



Description	Indicators	Means of verification (MoV)
<p>(v) <i>Document and share success stories on local seed industry as source of wealth creation.</i></p> <p>(vi) <i>Identify and utilize national, regional and international opportunities to advocate for farmers' rights and fight against unsuitable technology in agriculture</i></p>	<p>by ESAFF at national level (on GMOs, Land, biofuel and resource allocation)</p> <ul style="list-style-type: none"> <li>• Media campaign (TV slots) on GMOs, Land, biofuel and resource allocation aired</li> <li>• Identified issues and actions taken to influence them by SSF Centres for production and multiplication of local seeds established in at least 4 countries where ESAFF operates</li> <li>• RECs put in place policies that enable cross border trade of local seeds;</li> </ul>	
<p><b>Sub-result 5: Agriculture research agenda influenced at various level</b></p>	<p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>• Increase partnership between ESAFF members and institutions working on agriculture research and development (ARD)</li> <li>• Increased percentages of small scale farmers utilising local research on sustainable agriculture</li> <li>• Increased public funds directed to agriculture research that benefits SSF</li> </ul>	<ul style="list-style-type: none"> <li>• Research reports</li> <li>• Copies of improved policies</li> <li>• Progress reports</li> <li>• Budget reports</li> </ul>
<p><b>Activities:</b></p> <p><i>The following are some of the key actions to be taken by ESAFF:</i></p> <p>(v) Strengthen established beneficial relationships with regional and national agricultural research organisations</p> <p>(vi) Identify and work with agricultural research organisations interested in small scale farmer and ecological agriculture to disseminate promising research products from eastern and southern African regions institutions</p> <p>(vii) Support the identification, sharing of farmer innovations and celebrating farmer innovation</p> <p>(viii) Advocate for increased the proportion of the budget for agricultural research in general and for small scale farmer and ecological agriculture in particular</p>	<p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• Catalogue of research centres in the region partnering with ESAFF and its members</li> <li>• Disseminated promising research products to smallholder farmers</li> <li>• Influenced national and regional and international agriculture research agenda in the context of Agricultural Research for Development (AR4D)</li> <li>• Increase interest and budget for agriculture research aimed at smallholder farmers and agro ecological agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> <li>• M&amp;E Reports</li> <li>• Media Monitoring Reports</li> <li>• Research reports</li> </ul>

<p><b>Key Result Area 2 - Trade and Markets:</b> Small scale farmers are aware of their rights and responsibilities, and are able to negotiate good trade deals and are demanding and accessing fair market for their agriculture produces</p>	<p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>Regional, national and local policies adjusted to suit local and cross borders small scale farmers producers</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and Evaluation reports</li> <li>ESAFF Annual reports, Feedback of stakeholders, Policy Dialogue reports</li> <li>Media cuttings and Position papers</li> </ul>
<p><b>Sub-result 1: Capacity of grassroots members built to market collectively and negotiate fair prices for inputs and produce in through MVIWATA Experience ( 2.1, 2.2 2.3 and 2.4)</b></p>	<p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>A number of ESAFF farmer members informed and accessing markets within their countries and within the region increased</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports from members</li> </ul>
<p><b>Activities:</b></p> <p>(v) Share one impact study of MVIWATA bulk markets experience on food security and food trade at local and national level with recommendations for scaling up at other EAC national level</p> <p>(vi) Share findings of the regional scoping study on bulk marketing in 5 East African countries to identify opportunities for scaling up experience from MVIWATA and to facilitate cross border trade within the EAC;</p> <p>(vii) Showcasing to governments and ESAFF members the effectiveness of bulk marketing and the importance of “cross-border trade centres” for food security through organized Regional conference (to present project's studies' findings) including field visit to bulk markets in Tanzania for ESAFF country chapter leaders, national authorities, EAC MPs and Disseminating studies' findings, through communication tools (documentary, radio, TV broadcast, briefs) in the 5 EAC countries.</p> <p>(viii) Promote cross border trade by expanding Market Information Systems in Tanzania; and linking to other EAC countries, to promote cross border trade on cereals (100 SSF supported), Develop marketing models and Set up market information systems on cereal prices in EAC</p>	<p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>Strategy to scaling up the MVIWATA experience in place</li> <li>Identified opportunities for bulky marketing and interest generated from the study</li> <li>Generated public and policy makers debate on the importance of cross border trade markets</li> <li>Developed market information systems on cereals benefiting 100 cereal farmers</li> </ul>	<p>Annual project reports, minutes of meetings, final project evaluation, published material, Training reports, Media reports and Monitoring reports</p>
<p><b>Sub-result 2: Researched into and campaigned against unfair trade and marketing policies and practices between countries, regions at global level</b></p>	<p><b>Outcome Indicators:</b></p> <p>Intra regional trade and marketing as well international trade arrangement on agriculture produce (EPAs/WTO/ Intraregional trade) are in favour of small holder farmers</p>	<p>Monitoring reports Conference Reports</p>
<p><b>Activities:</b></p> <p>ESAFF will deliver the following activities in order to influence policies on market:</p> <p>(iii) Conduct research on inter-regional agriculture trade related policies and practices and their impact on small scale farmers and share with SADC policy makers</p> <p>(iv) Identify and CAL against global trade policies and practices that disadvantage farmers and consumers in the ESA region within EPAs, WTO and alike</p>	<p><b>Output indicators:</b></p> <p>(i) Research report analyzing the impact of regional trade policies to farmers (free trade of food produces across borders) and recommendations to policy makers and farmers</p> <p>(ii) At least 2 policy briefs and position papers produced by ESAFF on trade related to EPAs/WTO/ Intraregional trade Regional wide campaign against unfavorable trade arrangements like EPAs</p> <p>(iii) ESAFF position in international and regional trade processes is known and appreciated</p>	<ul style="list-style-type: none"> <li>Policy papers</li> <li>research reports</li> <li>Monitoring reports</li> <li>Media cuttings</li> <li>Event reports</li> </ul>
<p><b>2.2 Sub-result 3: Link small scale farmers to beneficial market within the region</b></p> <p>(i) Analyze suitable small scale farmer marketing models for ESA region</p> <p>(ii) Identify, link and document inter-country and intra-regional collective marketing and entrepreneurship for selected farmer groups</p> <p>(iii) Support members to strengthen grassroots members on collective marketing and lobby local and national governments to develop supportive policies and agricultural marketing infrastructure</p>	<p>(i) Increased number of ESAFF members 2 to 10, aware of marketing system, market access and market information systems</p> <p>(ii) Documented life stories of smallholder farmers who managed to get favorable prices and reliable markets from networking meetings/study tours</p>	<ul style="list-style-type: none"> <li>Annual project reports, minutes of meetings, final project evaluation, published material, Training reports, Media reports and Monitoring reports</li> </ul>

Description	Indicator	MoV
<b>Key Result Area 3</b> - ESAFF mainstreamed youth, gender and HIV in all the policies and programs and has externally identified and engaged in a number of cross cutting issues for advocacy at national and regional levels regarding Gender, Youth and HIV/AIDS by the year 2016	<b>Outcome Indicators:</b> <ul style="list-style-type: none"> <li>Gender, youth and HIV/AIDS becomes integral part of ESAFF plans and implementation as well as monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and Evaluation reports</li> <li>ESAFF Annual reports</li> <li>Feedback reports from stakeholders</li> <li>Press/Media cuttings and footage</li> <li>Position papers produced</li> </ul>
<b>Sub-result 1:</b> All members have developed and implementing cross cutting issues in their policies and programs	<b>Outcome Indicators:</b> <ul style="list-style-type: none"> <li>ESAFF has many youth and women members who constitutes 50% in leadership by 2016</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Monitoring reports</li> <li>Press/Media cuttings and footage</li> </ul>
<b>Activities:</b> ESAFF will deliver the following key activities: <ul style="list-style-type: none"> <li>(i) Support the adoption and adaptation on regional CCI policies by members</li> <li>(ii) Mainstream CCLs in ESAFF and ESAFF members programmes and activities</li> <li>(iii) Monitor the mainstreaming of CCLs in ESAFF using the monitoring tool</li> <li>(iv) Document and share best/good practices on mainstreaming CCLs in ESAFF work at all levels</li> <li>(v) To motivate more youth and women to participate in ESAFF structures and programmes</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>ESAFF members have in place and implementing organizational policies on climate change, gender, youth involvement and HIV/AIDS by 2016.</li> <li>Increased percentage of youth and women in ESAFF leadership from 20% to at least 50%</li> <li>To mainstream gender, youth and HIV in all ESAFF member country constitutions</li> <li>Usage of practical and user friendly monitoring and evaluation tool on gender implementation practises</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports from member</li> <li>Training reports</li> <li>Media Monitoring Reports</li> </ul>
<b>Sub-result 2:</b> Youth are motivated to take interest in ESAFF activities and leadership	<b>Outcome Indicators:</b> <ul style="list-style-type: none"> <li>Youth participation in ESAFF leadership and activities increase from 30% to 50%</li> <li>Increases number of male and female supporting ESAFF activities</li> </ul>	<ul style="list-style-type: none"> <li>Annual and quarterly reports</li> <li>Youth event feedback report</li> </ul>
<b>Activities:</b> ESAFF will deliver the following activities: <ul style="list-style-type: none"> <li>(i) Preparations to organize the 2<sup>nd</sup> Youth Congress in leadership and agriculture in 2017</li> <li>(ii) Support the establishment of organization of youths in agriculture</li> <li>(iii) Involve more youths in ESAFF activities</li> <li>(iv) Involve youths in election processes to take up leadership positions in 2017</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>A youth and women wing of ESAFF established to share and strategise parallel to the TGS</li> <li>Agreed ESAFF position on the youth and how to motivate them to take active role in ESAFF leadership through elections</li> <li>Publish research report on youth and agriculture in the ESA region</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports (Quarterly reports)</li> <li>Monitoring reports</li> <li>minutes, attendance lists;</li> <li>research report</li> </ul>

Description	Indicator	MoV
<b>Key Results Area 4:</b> ESAFF network is an organization that produces high quality services efficiently, effectively and in good time	<b>Outcome Indicators:</b> <i>ESAFF becomes a role model and respected organisation in the region due to quality standard work and its input on agriculture policy processes</i>	<i>Financial Reports, Audited Accounts Annual Reports, Progress Reports Contracts with Funders Opinion forms</i>
<b>Sub-result 1: Strengthened institutional capability and sustainability of members</b>	<b>Outcome Indicators:</b> Effective, sustainable and well governed and resourced national farmers forum	<ul style="list-style-type: none"> <li>Members quarterly and annual reports</li> </ul>
<b>Activities:</b> <ul style="list-style-type: none"> <li>(vii) Weak members' need-based capacity development covering human, members mobilisation, financial and material resources and support in strategies development (Kenya, Rwanda, Burundi, Lesotho, South Africa, Swaziland, Mozambique and Zambia) (I.1.2 plus).</li> <li>(viii) Continue robust recruitment of members at grassroots level</li> <li>(ix) Facilitate and support linkages and exchange visits between members according to strengths and needs</li> <li>(x) Simplify, print and disseminate ESAFF Policies to the grassroots farmer groups: Personell, Financial, Youth, Gender, HIV/AIDS, Vehicle and others</li> <li>(xi) Translate, print and disseminate developed manuals/tools on OCA/SAYO, Financial Management Manual, Governance Manual, Advocacy Guide, PETS Manual, Fundraising Guide, Policy Analysis Tool (I.1.3)</li> <li>(xii) Form and capacitate a Technical support to 5 countries to guide and follow up processes by the capacity building task force (I.1.4)</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Capacity development initiatives covering human, financial and material resources and support in strategies development (Kenya, Rwanda, Burundi, Lesotho, South Africa, Swaziland, Mozambique and Zambia).</li> <li>Increased membership by average of 30% to cover the whole countries in all member countries (especially above mentioned weaker secretariat)</li> <li>Availability of owns office, secretariats and youth supporting members secretariat</li> <li>Numbers of exposure visits among personnel in member country</li> <li>Increase level of sharing from 30% to 60% by the year 2016</li> <li>ESAFF member countries are well known and recognised in their respective countries</li> </ul>	<ul style="list-style-type: none"> <li>Audited report</li> <li>Office premises</li> <li>Proposals response from donor</li> <li>Success stories shared</li> <li>ICT Strategy, ICT Review</li> </ul>
<b>Sub-result 2: To strengthen ESAFF regional secretariat as a professional, efficient and effective and ensuring conducive working environment</b>	<b>Outcome Indicators:</b> <ul style="list-style-type: none"> <li>ESAFF delivers its mission due to quality staff and available resources</li> </ul>	<ul style="list-style-type: none"> <li>Annual Reports</li> <li>Progress Reports and Research Reports</li> </ul>
<b>Activities:</b> <ul style="list-style-type: none"> <li>(v) Recruit and maintain qualified/competent staff as well as appraise and Train staff in required skills;</li> <li>(vi) Ensure office space is available and start process to acquire own office space;</li> <li>(vii) Purchase and maintain office equipment and pay for utilities</li> <li>(viii) Strengthen ICT cutting age capacity to serve members and other stakeholders efficiently;</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Competent, motivated and qualified staff in place</li> <li>Number of staff vs. training attended in country and outside the country</li> <li>ESAFF owns its plot and plan to build its headquarters office premises</li> <li>Percentage of members and areas that are supported by ESAFF in member countries;</li> <li>ESAFF's sustainability strategy is implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Contract with donors</li> <li>Process monitoring reports</li> <li>Collaborative research Minutes of the meetings</li> <li>Audited Accounts</li> <li>Annual Reports</li> </ul>
<b>Sub-Result 3: Enhanced ESAFF region governance</b>	<b>Outcome Indicators:</b> <ul style="list-style-type: none"> <li>ESAFF is democratically, professionally governed and led</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports</li> </ul>
<b>Activities:</b> <ul style="list-style-type: none"> <li>(iv) Establish the capacity development needs of the new Regional Board as well as Design and implement capacity development based on identified needs</li> <li>(v) Establish and support ESAFF Board subcommittees on HR, Finance, Advocacy and Members recruitment</li> <li>(vi) Induct new Board members and orient them to the key organisational policies (including the Constitution and the Code of Conduct)</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>ESAFF is able to learn and improve its performances</li> <li>Acquired skills on leadership and cutting age management by the Board</li> <li>Monitoring and guidance by the members of the Regional Board</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Training report with action plan</li> </ul>

<b>Sub-Result 4: Mobilise the necessary resources for the implementation of the strategic plan (services)</b>	<b>Outcome Indicators:</b> <ul style="list-style-type: none"><li>ESAFF is resourceful adequate and sustainable</li></ul>	<ul style="list-style-type: none"><li>Financial and audited reports reports</li><li>Contracts with funding partners</li></ul>
<b>Activities:</b> <ul style="list-style-type: none"><li>(v) Establish the budget needs of ESAFF and engage in resource mobilisation to ensure implementation of the Strategic Plan</li><li>(vi) Build the capacity of ESAFF members to fundraise and use the ESAFF Fundraising Guide</li><li>(vii) Account for the funds mobilised for the Strategic Plan (internal reports, internal auditing, audited accounts etc)</li><li>(viii) Obtain the necessary contributions from members</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Percentage of funding originating from traditional and other donor increased</li><li>ESAFF is able to plan and implement activities in line with value for money approach</li><li>Acquired skills on financial mobilisation and accountability</li><li>Members contribution both financial and non-financial documented</li></ul>	<ul style="list-style-type: none"><li>Meeting minutes</li><li>Training report with action plan</li></ul>
<b>Sub-result 5: Enhanced leverage, Communication, visibility and Linkages, within ESAFF network as well as between ESAFF and likeminded organisations</b>	<b>ESAFF impact is far reaching with minimum cost due to "sharing"/value for money</b>	Annual report
<b>Activities</b> <ul style="list-style-type: none"><li>(x) Develop the ESAFF communication/Media strategy: for regional level and for each national chapter (1.2.1)</li><li>(xi) <b>At Regional Secretariat</b>, Enhance One information flow system with country chapters; updated website; 2 widely disseminated newsletters every 6 month; (1.2.2); Updated database of ESAFF members and relevant non-members for partnerships, collective action and lesson learning (1.2.2)</li><li>(xii) Payment of annual subscriptions and participate in forums and activities of likeminded</li><li>(xiii) <b>At member level</b>, Organise 3 training to members for each of the 5 countries: On communication skills, public relations and networking; support website development; support owned widely disseminated newsletter/year; monthly updated data base of members and relevant non-members (1.2.3);</li><li>(xiv) <b>At grassroot level</b> of 5 countries: organise 5 practical training sessions for 20 leaders on <i>networking, communication, leadership</i>, membership recruitment (1.2.4).</li><li>(xv) Technical support to 5 countries to guide and follow up processes by the ESAFF capacity building task forces(1.2.5)</li><li>(xvi) Publicise and disseminate the work of ESAFF using various media: E-newsletters, website, and social networks: Twitter, Facebook, Flickr and alike and Encourage utilisation of information and communication technologies among members;</li><li>(xvii) Participate in relevant and strategic national, regional processes and meetings, document and share outcomes</li><li>(xviii) Participate to 3 international events (such as Panafrican CSO annual CAADP meeting, UN Food Security Committee) to communicate on lessons learnt ( 3.4.3)</li></ul>	<ul style="list-style-type: none"><li>Increase communication and information sharing among ESAFF members</li><li>Enhanced reputation of members due to quality job shared</li><li>Reduced cost of communication and deepened professional relationship</li><li>Advocacy activities carried jointly throughout the region with likeminded organisations</li><li>New partnership established with likeminded organisations,</li></ul>	<ul style="list-style-type: none"><li>Annual reports</li><li>E - Newsletters</li><li>Web page</li><li>Receipts</li><li>Joint Lobbying reports</li></ul>
<b>Sub result 6: Ensured learning, sustainability of SP through Monitoring and Evaluation of projects activities</b>	<b>ESAFF regarding learning and impact making as one of its core value</b>	<i>Financial Reports, Audited Accounts, Annual Reports, Progress Reports, Contracts with Funders, Opinions</i>
<b>Activities under M &amp; E</b> <ul style="list-style-type: none"><li>(i) Update of the ESAFF M&amp;E tools and guidelines;</li><li>(ii) Improve planning, implementation and timely dissemination of both quarterly and six month financial and narrative reports to the ESAFF members, donors, government and the general public;</li><li>(iii) Organize internal and external auditing, respond and implement auditors recommendations to ensure high degree of adherence to International Financial Reporting</li></ul>	<ul style="list-style-type: none"><li><i>Tools to capture lessons in place and working</i></li><li><i>Staff weekly/ Monthly meetings and 2 retreats per year</i></li><li>Unqualified financial statements attained every year</li><li><b>Evaluation and lessons reports</b></li></ul>	Annual project reports, minutes of meetings, final project evaluation, published material, Training reports, Media reports and Monitoring reports

<p>Standards (IFRS);</p> <p>(iv) Evaluate, document and disseminate, achievements, lessons learnt from the project's experiences of the INVOLVE, ON, BftW and other funding</p> <p>(v) Organise a regional workshop to disseminate project achievements and lessons learnt with all ESAFF members (all 15 countries) (3.4)</p> <p>(vi) Organise and hold face-to-face and virtual Exco Committee Meetings and Board meetings, Annual General Meetings (AGMs) and TGS for visioning, monitoring and evaluation</p>	<ul style="list-style-type: none"> <li>• <i>Technology knowledge management systems in place to disseminate reports and learning.</i></li> <li>• </li> </ul>	
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## 8.2 CONTACTS OF ESAFF

### 8.2.1 ESAFF Contacts person

**Joseph Mzinga — ESAFF Regional Coordinator**

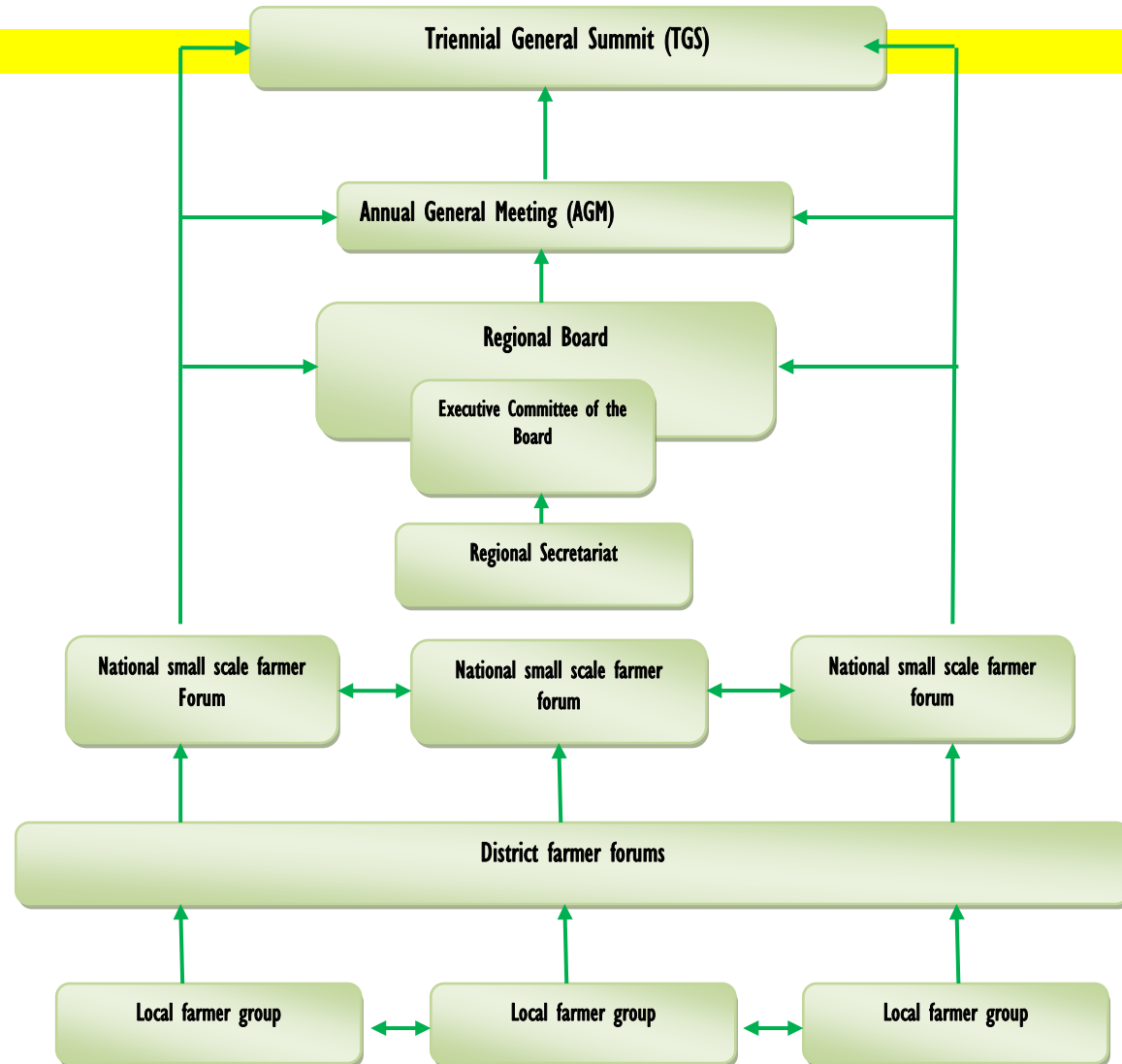
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### 8.2.2 ESAFF Board Members and their contacts

Name and title	Sex	member from	Organisation	Country of Origin	Mobile phone	E-mail
1. Serge Benstrong (Board Chair)	M	2010	Seychelles farmers Association (SeyFA)	Seychelles	+248515020	<a href="mailto:seyfa@intelvision.net">seyfa@intelvision.net</a> , <a href="mailto:sbenstro@intelvision.net">sbenstro@intelvision.net</a>
2. Vicky Lokwiya (Vice Chair)	F	2014	ESAFF Uganda	Uganda	+256782865707	<a href="mailto:esaffuganda@yahoo.com">esaffuganda@yahoo.com</a> , <a href="mailto:vickygulu90@gmail.com">vickygulu90@gmail.com</a>
3. Mamalefetsane Phakoe (General Secretary)	F	2010	ESAFF Lesotho	Lesotho	+26663294581	<a href="mailto:Mamalefephakoe@yahoo.com">Mamalefephakoe@yahoo.com</a>
4. Rachel Muyobohe (Treasurer)	F	2011	ESAFF Rwanda (PROTECTION DE L'ENVIRONNEMENT AU RWANDA (APPPE))	Rwanda	+250788842648	<a href="mailto:appp2011@yahoo.fr">appp2011@yahoo.fr</a>
5. Mubanga Kasakula (Board Member)	M.	2007	ESAFF Zambia	Zambia	+260977832594	<a href="mailto:kasakulamuba@yahoo.co.uk">kasakulamuba@yahoo.co.uk</a> , <a href="mailto:esaffzambia@yahoo.co.uk">esaffzambia@yahoo.co.uk</a>
6. Thomas Kasache (Board (Member)	M	2014	National Association of Smallholder Farmers of Malawi (NASFAM)	Malawi		<a href="mailto:nasfam@nasfam.org">nasfam@nasfam.org</a>
7. Flora Maswanganyi (Board (Member)	F	2014	ESAFF South Africa	South Africa	+27738612991	<a href="mailto:mathamaflo@gmail.com">mathamaflo@gmail.com</a>
8. Haji Usi Haji (Board Member)	M	2013	Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA)	Tanzania	+255773926955	<a href="mailto:info@mviwata.org">info@mviwata.org</a> , <a href="mailto:ussih@yahoo.com">ussih@yahoo.com</a>
9. Elizabeth Mpofu (Board Member)	F	2007	Zimbabwe Smallholder Organic Farmers Forum (ZIMSOFF)	Zimbabwe	+263912443716	<a href="mailto:zimsoff.lvc@gmail.com">zimsoff.lvc@gmail.com</a> , <a href="mailto:Eliz.mpofu@yahoo.com">Eliz.mpofu@yahoo.com</a>
10. Alfayo Kurunah (Board Member)	M	2014	Kenya Small Scale farmers Forum (KESSFF)	Kenya	+254733894861	<a href="mailto:kkessff@yahoo.com">kkessff@yahoo.com</a> , <a href="mailto:kurunah@hotmail.com">kurunah@hotmail.com</a>
11. Odette Nzeyimana (Board Member)	F	2010	ESAFF Burundi	Burundi	+25779991149	<a href="mailto:esaffburundi@yahoo.fr">esaffburundi@yahoo.fr</a> , <a href="mailto:odettenzeyimana@yahoo.fr">odettenzeyimana@yahoo.fr</a>
12. Richard Rabetrano (Board Member)	M	2010	Confédération des Agriculteurs Malagas (CPM)	Madagascar	+261202232561	<a href="mailto:cpm@moov.mg">cpm@moov.mg</a> , <a href="mailto:rabetranorichard@yahoo.fr">rabetranorichard@yahoo.fr</a>
13. Saquina Mucavele (Board Member)	F	2011	Rede de Organizações para a Soberania Alimentar (ROSA)	Mozambique	+258 82 832 6420	<a href="mailto:mugede@gmail.com">mugede@gmail.com</a>
14. Bheva Hlope (Board Member)	M	2014	Coalition of Informal Economy Association of Swaziland (CIEAS);	Swaziland	+26876325694	<a href="mailto:bhevahlope@yahoo.com">bhevahlope@yahoo.com</a> , <a href="mailto:cieas2009@yahoo.com">cieas2009@yahoo.com</a>
15 Achille Mbusa Lumalisa	M	2014	Fédération des Organisations de Producteurs Agricoles du Congo (FOPAC)	Congo (DRC)	+243 994196568	<a href="mailto:achilelumlalisa@yahoo.fr">achilelumlalisa@yahoo.fr</a> , <a href="mailto:fopacrdc@yahoo.fr">fopacrdc@yahoo.fr</a>

### 8.3 ORGANOGRAM OF ESAFF



## 8.4 ESAFF STRATEGIC PLAN BUDGET 2014 -2016 (ACTIVITY FOCUS) — ATTACHMENT IN EXCEL

## 8.5 PARTICIPANTS OF THE PREPARATIONS OF THE STRATEGIC PLAN IN JUNE 2014

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6	Munyabikali Claude	Rwanda			30	Goodwell Chiteya	Malawi	+265999383954	nasfam@nasfam.org
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9	Maswanganyi Florah	South Africa			33	Enyetu Peter	Uganda		
10	Jackson Kadiaka	South Africa			34	Delmah W. Ndhlovu	Zimbabwe	0712971119	ndhlovudw@yahoo.com
11	Mathole Maria	South Africa			35	Veronica Sophu	Tanzania		
12	Alfayo Kurunah	Kenya			36	Jochua Siteo	Mozambique		
13	Ngendakumana Quentin Marc	Burundi			37	Rita Cavele	Mozambique		
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20	Mukute Mutizwa (consultant)	Zimbabwe			44	Joshua Salamba	Tanzania		
21	Djax Biria (resource person)	Tanzania			45	Mapendano Nabalizi	DRC		
22	Malemohang Tjoloba	Lesotho			46	Elisante Fanuel	Tanzania — auditor		
23	Mampona Rantso	Madagascar			47	Stephen Audax	Tanzania — auditor		
24	Bheva Hlophe	Swaziland			48	Rehema Mwaitenda	Tanzania		
					49	Siraju Mohamed	Tanzania		