

Eastern and Southern Africa Small Scale Farmers' Forum



Adding the farmers voice to
national budgeting processes

ESAFF Annual Report 09/10



The Eastern and Southern
Africa Small Scale Farmers' Forum

FARMERS

Together we can raise our share of the NATIONAL BUDGET

1

FACT!
NATIONAL BUDGET:
Allocation to Agriculture is 4.3%
Health is 9.6%
Education is 15.6%
Public Administration is 16.3%

*only 4.3% of the NATIONAL BUDGET
for Agriculture?
I will inform other farmers.*

2

INFORM!
Inform all farmers to participate and take action towards the NATIONAL BUDGET process.

3

INVOLVE!
Involve Community Leaders to represent Farmers Views.

4

MEET!
Participate in Community Planning Meetings to give your views on prioritizing Agriculture.

5

BUDGET!
With your efforts
It is possible for agriculture
to be allocated over **10%**
of the NATIONAL BUDGET.

6

IT IS YOU AND ME WHO WILL MAKE FARMING BETTER.

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Cover picture:

Mrs. Esther Kabwama a small scale farmer in Musita Village, Uganda

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Acronyms

| | |
|--------|--|
| ACORD | - Agency for Cooperation and Research in Development |
| AGM | - Annual General Meeting |
| BftW | - Bread for the World |
| BoD | - Board of Directors |
| CAADP | - Comprehensive African Agriculture Development Programme of NEPAD |
| COMESA | - Common Market for Eastern and Southern Africa |
| CEO | - Chief Executive Officer |
| CPM | - Coalition of Farmers in Madagascar |
| EAFF | - East Africa Farmers Federation |
| EAC | - East African Community |
| EC | - ESAFF Coordinator |
| ERB | - ESAFF Regional Board |
| ESA | - Eastern and Southern Africa |
| ESAFF | - The 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 |
| NEPAD | - New Partnership for Africa's Development |
| NGO | - Non Governmental Organisation |
| NSSF | - National Social Security Fund |
| NSSFF | - National Small Scale Farmer Forum |
| OCA | - Organisation Capacity Assessment (SAYO) |
| ON | - Oxfam Novib |
| PAYE | - Pay As you Earn |
| PPM | - Personnel Policy and Manual |
| 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 on Sustainable Development |

About this Report

The report explains about key activities performed by the organisation. It provides lessons, challenges and a glimpse on the way forward.

This report is meant to cover activities performed by ESAFF between the financial period of 1st August 2009 to 31st July 2010 (according to financial year of ESAFF – Art. 10.3 of the constitution). However, the report has been extended to 30th August 2010, to cover the reporting period of the contract between ESAFF and our development partner, Oxfam Novib.

The Board of Directors endorsed the annual plan during its meeting that sat in Morogoro on the 3rd October 2009 and endorsed the progress report in its meeting that took place in July 2010 in Kampala.

The report has two parts; part one is the narrative report while part two contains financial report. The narrative report explains

about ESAFF achievements and challenges as well as a way forward on the key result areas:

Organizational and institutional development of ESAFF and its members, Food Security advocacy activities and Trade and marketing as well as HIV/AIDS, Gender and Youth involvement in ESAFF activities.

Part two of this report provides an overview of financial performance over the year.

¹ The The Constitution of ESAFF Art. 10.3 “financial year of the organisation shall start on 1st August to 31 July of each year”

Message from the Chairperson

The year 2010 provided another opportunity for small scale farmers in Eastern and Southern Africa to work towards the realization of our purpose. Our purpose is "to enable ourselves (small scale farmers) to speak as a united voice so that our issues, concerns and recommendations become an integral part of the public policies and practices at national, regional and international levels."



We cannot engage effectively in policy processes if our organizations are weak, poorly governed, divided, irresponsible and if we do not follow the rule of law internally. That's why from the word go this year we have embarked on institutional development activities to make sure that we put our house in order. We also adopted the code of conduct and ethics for ESAFF to ensure transparency, accountability, fairness and integrity among ourselves. Institutionalization is the theme for this year's report.

In the year we saw the farmer leaders' regional workshop on organisational development (OD) which was able to produce the organizational capacity assessment toolkit. In ESAFF we call it Self Asses Your Organization (SAYO). The tool which has seven (7) variables was used to assess and measure; **governance systems, management and human resources, institutional policies, financial resources, program planning and relationship with other stakeholders.**

The tool has changed the landscape and

management style of our organizations whose majority are at the **nascent phase** (Zimbabwe, Lesotho, South Africa, Burundi, Kenya). Those at the **rational phase** also used the assessment to enhance their capacity in fundraising, human resources management and maintaining healthy relations with external stakeholders. Such members' organizations include Uganda, Zambia and Seychelles. Those at integration and mature stages acted as role models to others; Malawi (NASFAM), Tanzania (MVIWATA), Madagascar (CPM). These organizations shared their experiences which were useful to those organizations at the nascent phase.

We thank our partners who supported and helped us throughout the year. We thank Oxfam Novib (ON) the Netherlands, for their financial and technical support in the implementation of our strategic plan. We thank Bread for the World (BftW) Germany, for their financial support to our strategic plan. Our gratitude also goes to the Oxfam Pan African for their eagerness to support small scale farmer participation in the World Social Forum 2011 and Trust Africa who have shown interest to support

ESAFF in the advocacy for the increased and proper utilization of agriculture budget as to the Maputo 2003/Sirte 2009 Declaration.

Our list of gratitude cannot be complete without mentioning a training organised by ACORD on the Comprehensive African Agriculture Development Programme (CAADP). The training was very timely to farmer leaders. ESAFF representatives also took part in the People's Dialogue organized by TCOE. We also thank GRET for their technical support and all other friends of ESAFF who in one way or another contributed to our success.

We still believe, as J D Obrien once remarked that **"change happens when those who do not usually speak are heard by those who do not usually listen."**

A handwritten signature in black ink, appearing to read 'E. Mpofu'.

Elizabeth Mpofu

ESAFF Chairperson,
Morogoro November 2010

Email: info@esaff.org
esaff@esaff.org

About ESAFF

The Eastern and Southern Africa Small Scale Farmers' Forum – ESAFF, is a network of small holder farmers that advocate for policy, practice and attitude change that reflects the needs, aspirations, and development of small-scale farmers in east and southern Africa. It was established in 2002 after the World Summit on Sustainable Development (WSSD) held in Johannesburg in South Africa. ESAFF was registered in Tanzania on 27th August 2007 under Non Governmental Organisations Act 2002 of the United Republic of Tanzania. Registration Number of ESAFF is OONGO/1097.

“ESAFF is grassroots farmer initiated, farmer led and farmer owned organisation”

The vision of ESAFF

Is to become strive to be a self reliant, independent, effective regional network that empowers national farmers' organisations in Eastern and Southern Africa Region to increase small scale farmers' visibility and promote sustainable agriculture and their sustainable livelihoods.

Mission of ESAFF

Is to increase national and international dynamic alliances and advocate for policy, practice and attitude change that reflects the needs, aspirations, and development of small-scale farmers in East and Southern Africa.

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.

The structure of ESAFF

Is built on the national farmers' forums which are themselves membership based, the Board of Directors under which there is a Secretariat, and above it the Annual General Meeting and the Triennial General Summit (TGM).

ESAFF Core Values

- **Integrity:** To be honest, reliable and upright in our conduct as well as 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.

Part I

ESAFF NARRATIVE REPORT FOR THE YEAR

1.0 Introduction

This is the annual report of ESAFF for the period of 09/10. The report is titled “Adding the small scale farmers voice to national budgeting processes” this is from the fact that during the year small scale farmers effectively started to engage in national budgeting processes demanding quality budget to reach and benefit small scale farmers. Also demanded the fulfillment of the Maputo Declaration of 2003 in which African countries committed to allocate 10% of the national budget to agriculture by 2008.

During the reporting year, the Self Assess Your Organization (SAYO) Toolkit was developed and utilized by ESAFF Members. The tool was very instrumental in providing the foundation for the growth of ESAFF national chapters. We saw members' fundraising, organizing elections, putting in place financial and personnel policies, opening bank accounts and recruiting staff, among other things. This is a great leap forward towards institutionalization of grassroots farmer organizations in the Eastern and Southern Africa (ESA) region.

Board members also were capacitated on the roles and functions of the Board in organizational development. Farmer leaders were exposed to the key role of the Board such as in internal and external roles; accountability governance and supervision as well as approval of plans, budgets and reports.

The year 2009/10 was very critical in terms of setting foundations for the agricultural budgeting campaign (ABC). Farmer leaders were exposed to the role of citizens' participation in the budgeting processes and the key stages in the national budget processes: (i) The budget formulation (planning how to spend the money), (ii) The debating stage and approval of budget at local council level and parliamentary level, (iii) The budget execution (spending of the money) and (iv) Oversight and Control.

Member countries for the first time led small scale farmers to engage the public and policy makers directly and through the media on the national agriculture budget. Small scale farmers gave comments and urged states to implement the Maputo Declaration which committed African countries to allocate 10% of their national budget to agriculture and rural development. The process had opened channels of

communication between small scale farmers and members of Parliament, ministers and other high level officials in most ESAFF member countries.

During the reporting period also ESAFF Developed a Monitoring and Evaluation Framework and Guideline document. The document will help in gauging how ESAFF is achieving specific activities towards achieving the set goals. The financing framework was also developed and will be finalized and adopted in the year 2010/11.

On financial management and fundraising, the year 2009/10 ESAFF continued to receive support from Oxfam Novib. In July 2010, ESAFF signed a contract for support from Bread for The World (BftW) which amount to Euro 50,000 to support the implementation of the Strategic Plan of ESAFF. The support is for one year (June 2010 to July 2011).

Financially, the planned budget for the year 2009/2010 was Euro 159,392. ESAFF received Euro 85,000 from Oxfam Novib and entered into a contract worth Euro 50,000 from Bread for the World. Euro 23,913 was brought forward from previous year's budget. Members' contribution stood at Euro 479.61.

ESAFF Board Members



ESAFF Board Members and National Coordinators
in a group photo after a meeting

1.1 Accomplishment of 2008/09

In 2008/9 reporting period, ESAFF's kept its activities in line with the Strategic Plan (SP) of 2008 – 2011, which has four key result areas, namely (i) Organizational development, (ii) Food Security, (iii) Trade and Marketing and, (iv) Gender Youth and HIV/AIDS.

ESAFF accomplishment as per the key result areas included establishment and enhancement of organizational and Institutional capacity of small scale farmers forum (SSFF) in terms of; Organisational capacity, Managerial capacity and Technical capacity. A functional ESAFF Regional Secretariat, was established including staffing. An experienced coordinator, assistant accountant and logistic staff were hired.

In the same period ESAFF registered for Tax Identification Number (TIN) 108-047-437, which enabled the organisation to meet its statutory payment of staff on Pay As you Earn -PAYE and the National Social Security Fund (NSSF) – Employers Number 765848. ESAFF also secure an office in

Msufini locality in Morogoro Municipality and became operational in March 2009. ESAFF made some milestones on Organisation Development in the year 2008/9 by developing Financial Policy as well as Personnel Policy. The Financial Policy governs and guide the management and accounting operations.

ESAFF also purchased working equipment that included office furniture and ICT equipments to easier marketing, communication and documentation. The website www.esaff.org was constructed to enable ESAFF members and stakeholder gets updates.

On membership, ESAFF enhanced its membership base in eastern and southern Africa with the coming on board of 3 new members: Burundi (ESAFF Burundi), Malawi (NASFAM) and Madagascar (CPM).

On research, the year 2008/9 saw desktop researches conducted on 3 regional bodies. They aimed at exploring on how to increase visibility and voices of smallholder farmers in EAC, COMESA and SADC's policy making processes and implementations in those region. The research also covered emerging issues for lobbying and advocacy for smallholder



A farmer leader (standing in a picture above) met the SADC senior Officer responsible for Livestock, Mr. Hulman

farmers within regional economic blocs and explored structures and entry points to. Farmer leaders visited EAC, COMESA-ACTESA and SADC – FANR to familiarise and pave ways for further engagements.

On Agriculture Budgeting Campaign (ABC) for food security. ESAFF members engaged their governments on budgeting issues to demand for more space in making and monitoring of resources/ money allocated for agriculture sector. At the heart of the campaign lies a message demanding the increase of the 10% agriculture budget as required by the Maputo Declaration of 2003. ESAFF ZAMBIA engaged members of parliament by providing them with analysis on the funds allocated for agriculture. Small scale farmers demanded timely disbursement of funds allocated for agriculture. In Uganda, ESAFF Uganda also has been providing awareness on smallholder farmers in order to enable them participate in budgeting processes and monitoring at grassroot level.



1.2 Activities accomplished in the year 2009/10

During the reporting period, ESAFF's activities were in line with the Strategic Plan (SP) of 2008 – 2011. The strategic plan has four (4) key result areas. These result areas are:

- i) Organizational development for ESAFF and Organisational Development for ESAFF Member Countries
- ii) Food Security,
- iii) Trade and Marketing and,
- iv) Gender Youth and HIV/AIDS

However due to budget constraints as well as avoiding spreading too thin financially, it was advised to focus on the first two key results area of Organizational Development for ESAFF and ESAFF member countries, and to focus on Food Security advocacy activities.

The following are the accomplishment features as per the key result areas;

1.2.1 Organizational Development of ESAFF Headquarters

Organisational & Institutional Development of ESAFF

Goal - Established and enhanced organizational and institutional capacity of small scale farmers forum (SSFF) in terms of: Organisational capacity, Managerial capacity and Technical capacity.

i) Establishment of a functional ESAFF Regional Secretariat - Staffing

- **ESAFF Coordinator Recruitment and Retention**

The ESAFF regional coordinator who was hired

in March 2009 was confirmed by the Board during its meeting in Morogoro on 3rd October 2009.

- **Recruitment of Accountant/ Administrative Assistant**

The Finance and Administrative Officer was hired during the reporting period to enhance the accounting section. The new finance and admin officer, Caroline Minoo Nyari (a Kenyan national) reported to work in March 2010. Caroline has 7 years experience in working with NGOs in Kenya at various posts. She worked with PELUM Kenya at the same position of Finance and Administration. The office also maintained the Assistant Accountant (Neema Kagemlo), the front desk officer cum cleaner (Judith Mwamafupa) and Stella Henry as an intern in the account section.

ii) Maintained Office Space, mail box and TIN, NSSF Number

During the reporting period, ESAFF continued to maintain its office secured along Old Mlali (Sokoine University of Agriculture) Road, in Msufini locality in Morogoro. The office was secured since January 2009. The rent period paid is up to 28th February 2010.

- **Office Contacts and other identification Numbers (TIN and NSSF)**

During reporting period ESAFF was able to maintain a Post Mail Box 1782, Morogoro, A telefax No. +255-23-2600006 that was

changed to +255-23-2613880. Plan to establish a local area network was underway, Tax Identification Number (TIN) 108-047-437, Social Security Employers Number NSSF 765848 and Telephone Mobile Number +255732-931041 is still operational.

iii) **Implementation of the Financial and Personnel Policies**

During the reporting period ESAFF secretariat was able to operationalise the Financial Policy as well as Personnel Policy. These two policies were approved by the board in October 2009. The policies govern and guide the management and accounting operations of ESAFF. Financial management entails planning, organizing, controlling and monitoring the financial and non financial resources to enable the organization to achieve objectives.



Internal and External auditor of ESAFF at work.

The Board in its sitting in Kampala in July 2010 recommended to the secretariat to find ways to see if the Board can be relieved from the obligation as signatories and to retain the role of supervising the secretariat in management and utilization of funds (to have proper division of powers) except for large transactions that might require the Board's attention as per the procurement guidelines.

The ESAFF Personnel Policy was the guide for procedures in advertising, hiring and promotion of personnel, their conduct, remunerations, and personnel expense and benefit. It also set procedures and rates on staff travels, leave and medical treatment, and staff performance appraisal. The gratuity and termination benefits were to be discussed and established.

During the reporting period an auditing exercise was carried out on ESAFF by Trion and Company Certified Accountant and ESAFF received a clean certificate. The report was shared to the donor, Oxfam Novib. Management letter was produced and shared among Board Members. The Board directed the secretariat to implement all recommendations by auditors. The following issues were among the key issues recommended by the auditor.

Main recommendations by the auditors

- (i) On Fixed Assets: It was recommended that for easy monitoring and control of assets, ESAFF Management should ensure that proper Fixed Assets Registers are maintained for both long life assets whose total net book value is shown in financial statement and of short life assets which are normally expensed – **addressed.**

- (ii) Cheque signatories: It was recommended that the ESAFF Management to find out a better alternative which shall avoid unnecessary travel for signing cheque by Board Members – **Agreed waiting for implementation.**
- (iii) Financial Matters and periodic checkups – It was recommended that ESAFF Management engage an Internal Auditor or outsource the service to review all ESAFF transactions and report to the Coordinator and the Board periodically - **Is in operational**
- (iv) Accounting Software - Accounting Software which is suitable for non government organizations of the size of ESAFF should be purchased and applied in the accounting system – **Sage pastel purchased.**

iv) Office Furniture and Equipment

In order to enable smooth operation of the secretariat, office furniture and equipment were maintained properly while the office purchased one laptop (Toshiba Satellite), a small printer for office use (HP Laser jet 1505), a scanner coloured printer F 2280 and a Toshiba LCD Projector. Equipment purchased in the first year were properly maintained. The accounting package, Sage Pastel, was purchased and installed and is utilized.

v) Development of ESAFF Board Meetings and Leadership

Executive Board Meetings and full Board meeting of ESAFF were held during the reporting period. Executive Board full meeting was held on 03th October 2009. The Executive Committee (EXCO) Members of the Board met in May 2010 to finalise negotiations on the funding from Bread for the World.



The ESAFF Board's meeting at HQ office, Morogoro

A second Board Meeting for the year was held in Kampala at the end of the month of July 2010 and deliberated on a number of issues as outlined below:

Summary of major resolutions taken during a board meeting In October 2009;

- (i) The Board resolved ESAFF to have a code of conduct to ensure efficiency and effectiveness of its operations. The code is to strengthen integrity, openness and accountability.
- (ii) On membership fees and subscription, the Board resolved that a subscription fee of USD 200 or its equivalent be paid by all member countries while the USD 150 for annual subscription be paid by each member each year. Period for payment should be October to December each year.
- (iii) On auditing, the Board selected Trion & Company of Dar es Salaam to conduct the audit of ESAFF annual accounts.
- (iv) The Board approved both the personnel and financial policy schedules of ESAFF

- (v) On new members the Board agreed to allow expansion of ESAFF to cover countries of Eastern and Southern Africa (ESA) but ensuring that those who are already members are supported and strengthened.
- (vi) On partnership with likeminded organizations in the region, the board recommended establishment of cooperation with all the potential partners including other regional farmer organisations.

Summary of major Board resolutions taken at the board meeting in July 2010;

- (i) The Board adopted the framework of the Code of Conduct for ESAFF and its members and instructed wider consultation at a national level.
- (ii) The Board officially approved membership of CPM Madagascar to ESAFF.
- (iii) Ms. Mamalefetsane Phakoe of Lesotho was elected Treasurer of ESAFF while Mr. Serge Benstrong of Seychelles was elected Secretary for Capacity Building.
- (iv) The Board directed member countries to conduct elections and that election for ESAFF Office bearers at regional level to take place during the Triennial General Summit 2010.

1.2.2 Development of ESAFF's Code of Conduct (CoC)

ESAFF endorsed in principle the new Code of Conduct (CoC) for its members. The decision was taken during the Board meeting held on 30th July 2010 in Kampala. The primary objective of the CoC is to promote and enhance good governance within ESAFF, National Small Scale Farmers Forum and Grassroots Small Scale Farmers Groups and to give more say to the farming communities through mutual respect, openness, and transparency in

ESAFF's activities and dealings. The ultimate goal is to enhance our image, credibility and purpose of existence.

ESAFF Code of Conduct in brief

By respecting standards of conduct and guidelines stipulated the Code of Conduct, ESAFF, National Small Scale Farmers Forum and Grassroots farmer groups shall:

- (i) Promote a culture of responsibility in all activities geared to the farming community with emphasis on impact, integrity, sustainability and high standard of our services.
- (ii) Promote effectiveness and efficiency in order to reach intended goals and optimise the use of resources.
- (iii) Promote a culture of supporting stakeholders' participation in decision-making processes both inside and outside our projects.
- (iv) Promote accountability on aspects of performance and accuracy reporting, fight corruption, malpractices and the culture of secrecy.
- (v) Promote a culture of information and best practises sharing.
- (vi) Respect and observe equal opportunities, rights and benefits for all society groups irrespective of their sex, origin, tribe, religion, nationality or physical disablements.

The Code has nine (9) standards of conduct which are: Governance, People (small farmers) centred, Impact focuses, Sustainability, Communication among members, Ethical integrity, transparency/ accountability, procurement standards and anti-corruption.

1.2.3 Establishment of functional information communication and communication

During the Reporting period, communications and communication was at the focus as it was in the previous year.

During the reporting period, the ESAFF website was updated regularly and a number of visits kept growing. Visits were both from within ESAFF member countries, USA, Canada, Russia and America. Europe also has a substantial number of visits to the website. New links like Facebook, Youtube and Flickr were embedded to the website to allow more interactive followers. Between March and December 2009 we had 1201 visits in which 5114 pages were visited, equivalent to bandwidth 389 MB. In the year 2010 between January and October number of visits reached 6200 hits pages visited are 22,000 and bandwidth of 1.49 GB

The website enabled ESAFF members and partners to get update of the organisation. As it was for the year before, the website was an effective marketing tool of the organisation to development partners, and potential members. The challenge however, is on getting information from members and updating them. Lack of information or reaching when is too late has delayed the launch of the much awaited e-newsletter. Another challenge is to encourage farmer leaders to use it as source of information from other members as well as sharing best practices. Two members (Uganda and Burundi) registered their emails with a domain esaff.org

In a nutshell under information and communication:

- ESAFF continues to share information widely through its website.
- The website was regularly updated with news and upcoming events
- Two member countries (Uganda and Burundi) registered their email with the domain name (esaff.org)
- 500 brochures for ESAFF were printed and distributed to target people and institutions.

1.2.4 Networking and partnerships between ESAFF and likeminded organisations

The year 2009/10, ESAFF continued to work with likeminded partners. Partnership was mainly in terms of joint activities and experience sharing. In the year ESAFF entered into a formal Memorandum of Understanding with GRET, a Professional Organisation for Fair Development in France www.gret.org ESAFF also entered into a contract with Bread for the World in which the organisation pledged to support the implementation of the operational plan of ESAFF.



Mr. Thierry Lassalle of GRET at ESAFF office, Morogoro

In the reporting year ESAFF partnered with the following organizations:

| Organizations | Nature of Partnership | Impact/ changes to ESAFF |
|--|--|--|
| Oxfam Novib | Financial and technical support | Enabled ESAFF to achieve its second year of the strategic plan 2008-2011, with an annual support of Euro 90,000 |
| Bread for The World | Financial and technical support | Enabled ESAFF to achieve its second year of the strategic plan 2008-2011, with a one year support of Euro 50,000 from June 2010- July 2011 |
| PELUM Tanzania and PELUM Uganda | Joint advocacy activities | MVIWATA, PELUM Tanzania and ESAFF collaborated on the Agriculture Budget Day Campaign 2010 in supporting farmers. PELUM Uganda secured USD 60,000 from Ford Foundation to enable small scale farmer enhance awareness, rights and deliberate on land issues and market scooping study in which ESAFF participated. |
| GRET of France | Fundraising and technical support | ESAFF managed to enter into partnership with 3 organizations in Europe and 3 in Africa under the project Involving Small Scale Farmers in Research and Development (INSARD) to be funded by EU in 2011. |
| Oxfam Pan Africa | Technical support | Sharing of information on key issues to advocate within the African Union framework. |
| ACORD | Capacity building for farmer leaders | 25 ESAFF farmer leaders in the ESA region participated in the training of trainers (ToT) on the Comprehensive Africa Agriculture Development Programme and the role of farmers. The training enhanced understanding on NEPAD and the Maputo Protocol on 10% of the national budget for agriculture. |
| TCOE South Africa | Exchange of ideas and attracting new members | ESAFF took part in the People's Dialogue which included participants from Latin America and Southern Africa. ESAFF has benefited in terms of learning on the struggles and the meetings were an inspiration to attract new members to ESAFF (i.e Madagascar, Malawi) as we share the same cause for small scale farmers. |
| IDASA South Africa | Experience sharing | ESAFF participated in conferences on agriculture financing in SADC countries and the role of small scale farmers. |

1.2.5 Fundraising activities

On fundraising, ESAFF developed and sent project proposals to various potential donors. Among the proposals developed were on enhancing visibility of ESAFF Country Chapters through Organisational Development.



A representative of Oxfam Novib, (middle) speaks to ESAFF representatives in Arusha.

1) Fundraising initiatives;

Apart from the support from Oxfam Novib, ESAFF developed and followed up proposals submitted to potential donors such as Trust Africa (TA), Southern Africa Trust Fund (SAT), Bread for the World, the European Union (on INSARD and Local Government) during the reporting period.



A representative of the BftW (right) speaking with farmer leaders at ESAFF HQ

Trust Africa – Dakar: Two Concept notes developed to proposal and submitted to Trust Africa (call for proposal) and another submitted through the Eastern Africa Civil Society Forum (EACSOFF) who was keen to support ESAFF member countries to engage with the EAC. During the reporting period the proposal submitted to Trust Africa with a total amount of Euro 50,000 was under review.

A concept proposal to EU on Non State Actors and Local Authorities in Development was developed in May 2010 in collaboration with GRET. The concept was submitted on 3rd May 2010 focusing on three areas (i) Promoting innovative references on family farming in the region (ii) contribution to policies supporting family farming – ABC (iii) Institutional Development of ESAFF. The concept was not favourably assessed.

“Ford Foundation Consortium on Land rights and access to market”: With PELUM Uganda, ESAFF took part to develop a proposal in consortium with PELUM East Africa (on Land and marketing study to Ford Foundation) other countries participating in this venture are PELUM Tanzania, PELUM Rwanda and PELUM Kenya.

EU INSARD Project: ESAFF, GRET, ETC, PELUM, REPAOC and Practical Action developed a proposal to EU, titled **Including Smallholders in Agricultural Research for Development (INSARD)** in January 2010 which was submitted to EU. The total budget is Euro 499,050 in which ESAFF is allocated 12%. The proposal is approved by EU in principle and currently we are at final stages of negotiations through Mariana Wongtschowski of ETC Foundation in the Netherlands. The allocation of funds to ESAFF will be about Euro 60,000 which makes 11% for three years.

Bread for the World (BftW) project: This proposal was submitted to BftW in 2009 and was approved by the funder. Implementation started on 1st July 2010 to June 2011 and contract was signed with a total amount of Euro 50,000. Proposal specific objective was strengthening organisational capacity and policy engagement of Small Scale Farmers Forums in eastern and southern Africa, for more accountability and transparency in resources allocation for agriculture and rural development in the region. Direct beneficiaries of the project are 12 national small scale farmers forum which are: **Tanzania, Kenya, Uganda, Rwanda, Burundi, Seychelles, Madagascar, Lesotho, South Africa, Malawi, Zambia and Zimbabwe**

(iii) A Regional Training on Fundraising

Regional fundraising trainings were organised in September 2009 (Tanzania) and in July 2010 (Uganda). The training (in Tanzania) equipped small scale farmer leaders with knowledge on how to fundraise, using logical framework and accountability for funds using the financial policies. The training in Uganda was used to familiarize farmer leaders with skills on how to develop a financing strategy as well as a monitoring strategy. ESAFF in the coming financial year will develop a financing strategy, as it was decided by the Board:

- That will depict ESAFF as a worthy organization for any investment.
- That gives some independence from any one donor or financing source.
- Showing that money donors invest will be well spent to achieve development goals.
- The organisation will survive even if and when any particular donor or group of donors no longer fund ESAFF (financial sustainability).

The Financing Strategy Document for ESAFF will have the following features:

1. Preamble/Introduction: This explain the necessity for ESAFF to have a financing strategy.
2. Principles: Will give statement of the values and principles on which our financing strategy is based.
3. The strategy: Description of our strategy with an overview which describes budgeting, and summarise our strategies for financing the work of the organisation.

It will explain our strategy and how we intend to implement it. In each case, we will specify responsibilities for implementation.
4. Conclusion: Strategy monitoring and evaluation and reporting to stakeholders on the effectiveness of the strategy.

Logframe Matrix In planning and fundraising

Farmer leaders were oriented on the Result Based Management or Logical Framework Approach (LFA) in the year 2009. The LFA was defined as a tool used for systematic planning, implementing, monitoring and evaluating projects/ programmes. The tool will be useful in monitoring and evaluation but also as a planning tool. ESAFF and its members will adopt this tool in both planning and evaluation.

The Logical Framework Matrix

| Objectives & activities | Indicators | Means of verification | Assumptions |
|--|------------|-----------------------|----------------|
| Goal (Impact) | | | |
| Purpose/ (Outcome) | | | |
| Outputs | | | |
| Activities | Means | Cost | |
| What needs to be fulfilled before activities can start | | | Pre-conditions |

- The main output of the LFA is the logframe matrix.
- The Logical Framework Matrix is used to present information about project objectives, outputs and activities in a systematic and logical way.
- The basic Logframe matrix contains 16 cells organized into 4 columns and 4 rows, as indicated.

1.2.6 Monitoring and Evaluation Tools and Strategies

During the workshop in Uganda, the Monitoring and Evaluation Tools and Strategies were developed in July 2010. ESAFF led by farmers outlined the need for the M&E Tools and Strategies. Farmers agreed on the framework to have the following components: The Introduction with historical background of ESAFF; ESAFF strategic focus; ESAFF Monitoring and Evaluation guidelines answering questions why we need monitoring/evaluation, goals of monitoring and evaluation, what to be monitored, where, how, users of information, reporting and monitoring tools.

1.3 Organizational & Institutional Development of ESAFF Member

1.2.7 Enhancing effectiveness of ESAFF National Farmers Forum

During the reporting period ESAFF trained farmer leaders on organizational development. Training was conducted to 18 farmer leaders and coordinators in Dar es Salaam.

During the training farmers were exposed to the stages of organizational growth, the role of the Board and finally exposed to the Organisational Capacity Assessment Tool – SAYO.

The SAYO tool was developed and tested during the training workshop in which farmer leaders were exposed on how to use the tool at their organizations to assess, discuss and plan how to address gaps in (i) governance (constitution and official meetings), (ii) management (policies), (iii) human resources

(staff), (iv) financial capacity (fundraising), (v) physical infrastructure (offices) (vi) project sustainability, and (vii) Networking capacity with external stakeholders like the government, media and NGOs.

The tool has changed the landscape and management style of ESAFF member organizations the majority of which are at the initial nascent phase of growth (Zimbabwe, Lesotho, South Africa, Burundi, Kenya). Those at the rational phase used the tool to enhance their capacity in fundraising, human resources management and maintaining healthy relations with external stakeholders. Such members' organizations are Uganda, Zambia and Seychelles. The other category did not participate in SAYO exercise. These organizations are at the integration and maturity stages. They however acted as role models to others: Malawi (NASFAM), Tanzania (MVIWATA), Madagascar (CPM) are members at the maturity stage. These three organizations shared their rich experiences which were useful to those organizations at nascent and rational phases.

During the year 2009/10, seed funds were disbursed to seven (7) ESAFF member countries to support organization capacity assessment exercises as well as agricultural budgeting campaigns. These countries are Burundi, Kenya, Lesotho, Seychelles, Zimbabwe, Uganda and Zambia. The first three countries: Burundi, Kenya and Lesotho are at very nascent stage of their growth while Seychelles, Uganda and Zambia are at the initial stages of their integration.

Comprehensive Action Plans on how to address challenges (gaps) identified from the organization capacity assessment exercises were drawn by each country. The comprehensive action plan had a specific timeline for addressing the shortcomings, and names of people and institutions responsible in addressing gaps/challenges identified. Members were also asked to conduct internal elections for office bearers as the tenure for the previous leaders came to an end in the

year 2010. Countries which had organised elections were Lesotho, Burundi and Seychelles.

“...SAYO helped SeyFa to shape our organisation internally. We developed organisational policies, we have advocacy plan and developed a newsletter, media campaign to share our concerns with the Government and other stakeholders. SeyFA now is stronger, recognised and respected in Seychelles thanks to SAYO and determination of farmers”



Mr. Serge Benstrong,
Chairperson
SeyFA - Seychelles

1.3.2 Noted key findings of organisational self-assessments

| Variables of assessment | Observation | Changes noted and proposed way forward |
|-----------------------------------|---|---|
| Governance | Most member countries of ESAFF had leadership in place with clear vision and mission. However many members were not able to organize constitutional membership meetings due to lack of funds. Most countries had not done regular assessment of members' needs. | Members proposed that the organisation embarks on fundraising to ensure that constitutional meetings are held and regular assessment of members' needs is done. Seychelles had introduced an electronic newsletter to ensure information flow to members and stakeholders. |
| Management | Many members had no policies. Some members (Zambia) had developed two policies (Financial policy/ manual and Personnel policy) to facilitate financial and human resources management. | Some countries like Seychelles, Burundi, Lesotho had no internal policies on Personnel and Finance and started developing them just after the assessment. During reporting already Seychelles and Uganda had approved policies on Personnel and Finance. |
| Human resources | Most member countries had inadequate or no permanent staff which hinders rapid development of farmer organizations. Lesotho, Burundi and Kenya were among them. | It was however discussed that recruitment of more staff should be a gradual process that should move in line with resource mobilisation and programme development. |
| Financial capacity | Most countries at the nascent stage showed that financial capacities were weak especially in the area of fundraising, by lack of fundraising strategy and diversification. Most members are heavily dependent on donors. | Resource Mobilisation Strategy should be developed. Since the regional headquarters was developing one, it will be like a model for other member countries. |
| Physical Capacity | Exercise results show that some member organisations had inadequate office space and office facilities. Seychelles had the highest score as they had moved to a modern office. Zambia, Burundi, Kenya had physical offices. | Members resolved to ask likeminded organisations to host them when looking for permanent space (Lesotho). Other like ESAFF Kenya had secured space after the exercise but was struggling for furniture and equipment. |
| Sustainability of projects | Results showed that the organisation's activities were targeted at the members' needs and were in line with the mission. This was attributed to organisations' effective linkage with local communities (the membership). | It was recommended that participation of members in planning and implementation should be enhanced at all levels. It was recommended that gender and HIV/ AIDS as well as environment policies should be developed (Zambia). |
| Networking Capacity | This section had the highest score for self assessment, with indicators for some organizations (like ESAFF Zambia) showing that the organisation relates well with other farmers organisations, NGOs, line government ministries and the media. | Other organizations like Seychelles (SeyFA), Lesotho and Burundi who had lowest score on this area, took a challenge and started linking up with relevant ministries and members of Parliament for lobbying and advocacy on various issues pertaining farmers. SeyFa, Seychelles planned to start a TV slot (Rekolt) in a national TV and secure space in a national newspaper. |

2.1 FOOD SECURITY & FOOD SOVEREIGNTY

Goal - Improved Food Security by supporting small scale farmers to advocate for improved access to necessary resources, better government policies and sustainable agriculture practices.



Small scale farmers following a budget speech by the Minister of Finance in Tanzania, June 2010

1.2 Food Security and Sovereignty

Planned activities under this focus area of food security included training to small scale farmer leaders on campaigning, advocacy and lobbying. Also ESAFF conducted training to enable farmers to participate in budget making processes. The regional training was held in Dar es Salaam in September 2009 under the understanding that the strengthening of the farmers' voice is absolutely necessary and fundamental for the achievement of agriculture development in the ESA region, especially in this era when there is rapid change in the agricultural landscape that disfavours small scale farming. During the training workshop, a resource person Dr. Damian Gabagambi of the Research on Poverty Alleviation (REPOA) said that for decades,

agriculture has played a key role in kick-starting economic growth and reducing poverty and hunger in many developing countries. Most of the countries that have failed to launch an agricultural revolution remain trapped in poverty, hunger, and economic stagnation. But the conventional conclusion that these states should invest more heavily in smallholder farms is being challenged. He added that in an era of globalisation, trade liberalisation, changing market rules and ample food supplies, a new breed of agricultural experts argues that poor countries should downplay the importance of smallholder farms and focus instead on commercial farms, higher-value agriculture, and rural income diversification through migration and non-farm development. Unfortunately, based on this, some policy-makers are pursuing a shift away from small-scale agriculture towards larger commercial farms and non-farm development. This analysis pushed ESAFF to capacitate small scale farmers to engage in agriculture budgeting campaign (ABC) as an entry point to ensure the voices of small scale farmers is heard in policy process.

Farmers were exposed to issues of financing in agriculture and in particular the Maputo Declaration of 2003 in which African States pledged to allocate at least 10% of the national budget to the agriculture sector. Most countries in the region (except Malawi) had reached the level by 2008. In July 2009, African head of states and government in Sirte, Libya extended the deadline to 2015.

After training ESAFF offered financial support to seven member countries to carry out campaigns around ABC. The beneficiaries were Tanzania (MVIWATA), Kenya (KESSF), Zambia (ESAFF Zambia), Uganda (ESAFF Uganda), Lesotho (Small Scale Farmers of Lesotho), Seychelles (SeyFA) and Burundi (ESAFF Burundi). All countries have presented reports on the activities.

South Africa and Zimbabwe are to conduct the activities in the month of September and October 2010 following technical problems with their bank accounts.

2.1.2 Agriculture Budgeting Campaign:

Under the ABC campaign at national level, member countries were expected to organize Workshops on the Importance of small scale farmers to engage on budgeting, The Maputo Declaration on 10%, The CAADP Commitments, the national budgeting process/ cycle, how to work with the Ministry of Agriculture, Parliamentary Committee on Agriculture and the media. Members also were expected to prepare a short term campaign planning: mobilization of farmers at district level, engaging the Ministry of Agriculture, engaging Parliamentary committee on agriculture and finance and Media, demanding for countries to allocate the 10% of the national budget to agriculture.

Some of the expected immediately outputs for the ABC campaigns at national level were as follows:

- Relevant ministries to become aware of the activities of ESAFF at national level.
- The ministry to be ready to share information with ESAFF.
- The ministry is committed to consult smallholder farmers through ESAFF National Chapter.
- The Parliamentary Committee on Agriculture is aware of the activities of ESAFF at national level and committed to consult smallholder farmers through ESAFF National Chapter.
- The public is aware of the position of farmers on the government to increase the agriculture budget to 10% of the national budget as per Maputo

Declaration, and call by smallholder farmers to international community to adhere to their commitments to support African agriculture and farmers to be involved in policy processes and budgeting at national and local level, and finally

- Argue for small scale farmers to be united.

Why states should spend more on agriculture for economic development

The multiplier effect of spending on agriculture as a strategy for economic development cannot be overemphasised. Statistics show that the majority poor people (over 70 percent) depend on agriculture. Their livelihood is so difficult so that they forego most basic needs in life. In the language of John Maynard Keynes, a famous economist of the 20th Century, their marginal propensity to consume (mpc) is very high. This implies that, contrary to affluent families which save most of their additional income, the poor spend immediately the greatest portion of their additional income on goods and services they have been missing in everyday life – Dr. Gabagambi

2.1.3 Success stories: Zambia, Tanzania and Uganda

Zambia - MP confessed not to be aware of the Maputo Declaration on agriculture financing

As a follow up to the above proposed activities, ESAFF Zambia managed to host a dinner meeting with the Deputy Parliamentary Chief Whip and Member of the Parliamentary Committee on Agriculture Hon. Humphrey Mwanza that was held on 26th February 2010 at the National Assembly Motel in Lusaka.

During the meeting, three main issues were presented to Hon. Mwanza MP with major concerns on the continued failure by government to increase budgetary allocation to 10%, lack of policy support for

eco-friendly agricultural practices that was biased to the fertilizer support programme and failure for this programme to reach the intended beneficiaries, and lastly the lack of value chain development for small scale farmers.

In response, Hon. Mwanza thanked ESAFF Zambia for taking up the initiative to discuss important matters in an informal but friendly meeting than using the media, and added that despite being an MP for a rural area, he needed more information from stakeholders such as ESAFF to effectively contribute to parliamentary debates.

Hon. Mwanza confirmed that he was not aware of the Maputo Declaration and that Zambia was a signatory. He agreed to share the information and the issues discussed with other members of Parliament to obtain more support for further discussions and presentation to the Parliamentary Committee on Agriculture. Hon. Mwanza requested ESAFF Zambia to provide technical support in finding solutions to the challenges faced by farmers in his constituency and promised to fund an assessment visit for ESAFF Secretariat to Solwezi District.

Further, the Hon. MP Mwanza also arranged for another meeting with the Deputy Agriculture Minister Hon. Daniel Kalenga and Deputy Minister of Works and Supply Hon. Mubita Ndalamei MP. During the meeting, the discussions focused on lobbying the members of Parliament for increased budgetary allocation, the importance of rural road infrastructure development, value chain development and market access in the agriculture sector. These issues were presented as the main factors hindering the development of the agricultural sector

and the improvement of small scale farmers' livelihoods. The two MPs also requested ESAFF to help them identify projects where constituency development funds (CDF) could be utilized for the small scale farmers to benefit.



From left ESAFF Zambia Chairperson Mubanga Kasakula with Hon. Mwanza (second from left) ESAFF Staff Simon Mwamba and Henry Singili pose for a photo at the National Assembly Motel in Lusaka.

2.1.2 Tanzania - Small Scale Farmers engage in Budget Day Campaign 2010

In June every year, East African governments namely Kenya, Uganda, Tanzania, Rwanda and Burundi; present their annual budgets to their parliaments. Ministers for Finance and ministers for Planning and Economy in these countries present their national budgets for the coming fiscal year.

In the year 2010, MVIWATA, PELUM Tanzania together with ESAFF organised and supported 10 small scale farmer leaders to follow up the budget speech, analyse it and present their opinion to the media. The event was to be held in Dar es Salaam and brought about 15 news editors and journalists from prominent media houses in Tanzania. One of the deliberations of farmer leaders was to make sure

that they engage the budgeting processes proactively at all levels.

The aim of the Budget Day Media Campaign 2010 was to inform the public, policy makers, members of Parliament, and media practitioners on what small scale farmers think of national processes like the Budget. Another objective was to stimulate a sense of need for small scale farmers to engage responsible organs on budgeting processes. The call for 10% to agriculture was echoed by some MPs in their discussion on the Ministry of Agriculture budget motion in the parliament.

At the press conference farmers congratulated the Government of Tanzania for increasing the agriculture sector budget which has reached Tsh 903.8 b/- this financial year from Tsh 666.9b/- last year. This increase indicates that the budget allocation has reached 7.8 percent of the total budget of Tsh 11.1trn/-. Farmers spelled out the challenges and shortcomings of the budget of 2010/11 to 2011/12 from the Farmers' Perspective as the fact that the agriculture budget has been allocated 903.8b/- and when compared to 666.9b/- last year, this is an increase of 35.5 per cent. Together with this increase which has pushed the agriculture budget to 7.8 per cent, it falls much behind what the African Union countries had agreed in Maputo, Mozambique in 2003

which called for agriculture sector budget to reach 10 per cent by the year 2009. According to government statistics showing government budgets from 2002 -2010, there has been a big increase in agriculture budget for the next fiscal year, from 2.95% in 2002 to 8.1% in 2010. Despite this increase agriculture activities are stagnant and not progressing. Statistics show that agriculture growth is still below an average of 4 per cent (2006 was 3.8%, 2007 was 4.0%, in 2008 was 4.6% and 2009 was 3.2%).

This is below the projected growth of 6 percent in this crucial sector which is responsible for producing food and creating employment to millions of Tanzanians.

A research carried out in some districts in Tanzania in April 2010 revealed that some districts are using approximately 40 percent of the agriculture budget to pay allowances among officials and an average of 20 per cent for transport.

In their recommendations to improve that budget and future budgets in line with farmers in Tanzania caution that most of the foreign large scale agriculture investors in the country, like any other investors, their desire is to get as many tax holidays and tax relief as possible. They will need incentives to produce cash crops for export, hence government should invest in smallholder farmers to ensure food security in Tanzania. They wanted the increase in budget to go hand in hand with management and control of funds at village and district level. There should be deliberate efforts to see that large portions of the agriculture budget are utilized for development activities rather than being used for allowances and transport. They urged that the Agriculture Bank to be established should focus on small farmers, establish branches in remote villages where small scale farmers work and live.



Small farmers in Tanzania at a press conference on Tanzanian Agricultural Budget



Meeting policy makers in Burundi, from left to right Eric Nijimbere ESAFF, the Minister for Agriculture in Burundi Engineer NDERAGAKURA Ferdinand, The ESAFF Burundi President Mrs NZEYIMANA ODETTE and The Ministry Councillor.

2.1.3 ESAFF Uganda moves ABC from the grassroots to the district and national levels.

In Uganda, raising the participation of farmers in planning and budgeting decision making involves sharing the benefits of participation and emphasizing on training and capacity building of the farmers to speak for themselves.

During the reporting year, the district of Mukono has registered progress in having farmers' ability in advocacy built. Farmers had for a long time been left out of planning processes because of their low literacy levels and lack of information.

ESAFF Uganda sensitized and trained farmers on their right to participate in the budgeting process in their sub-counties. This mentoring has since built the confidence of the farmers in Ntenjeru sub-county in Mukono district. This work has been done in conjunction with sub-county leaders who are also relieved that ESAFF is training farmers and it is a good partnership.

In Kamuli district, ESAFF farmers actively participate in planning and budgeting. They have been urged to participate in the budget cycle right from the start. This was because farmers were not active in taking part in

village meetings and so they missed to give their inputs at the initial stages.

In Mayuge district, farmers were trained to make use of the opportunities of meeting their leaders. They are aware of action planning as a major component of participating in budget advocacy. Farmers developed an action plan with their needs which they have since been presenting to the concerned leaders including the President of Uganda, when he visited their district on Women's Day in 2010.

This is the beginning of linkages with Government ministers and members of Parliament. This approach is considered best because it builds the relationship between ESAFF and the government slowly but steadily, and also allays political fears of ESAFF Uganda being perceived as playing opposition party ally.

2.1.4 Farmers in Seychelles embarked on massive campaign against meat importation

Faced by a threat from the importation of meat into Seychelles, small scale farmers led by SeyFA (a member of ESAFF) were up in arms to fight the government decision to liberalise the meat market and allow unlimited importation of meat and meat products into Seychelles. Small scale farmers were about to engage on the ABC campaign but the threat made them change their course of action to fight the government decision. Many small scale farmers depend on domestic animals for their income so the influx of cheaper meat products was to kill the lifeline of small scale livestock keepers in Seychelles. So between December 2009 and March 2010, SeyFA led by its leader Serge Benstrong, launched an advocacy campaign to challenge the government decision on meat importation. SeyFA leadership used skills, techniques and tactics shared during the advocacy training organised by ESAFF in September 2010. They launched Radio Show, newspapers and TV campaign and successes to reverse the government decision on meat importation.

Livestock keeping in Seychelles is divided into small scale commercial and semi-intensive emerging farmers. Most commercial farmers are located in the western region of Mahe and Praslin and La Digue. Marketing of pork and broiler chicken is becoming a major problem among the small producers in the sector. The consumer price resistance poses the biggest challenge to farmers for profitable production. At one point the prices of pork, chicken and table eggs were below production costs, a situation which saw most poultry farmers quitting or scaling down their production numbers. In order to mitigate the problem among producers, SeyFA created the farmers' commercial branch (the Farmers' Cooperative), to facilitate trade in more secure, hygienic and sanitary conditions. It further enables farmers to sell their produce at economical prices without the interference of middlemen.

2.1.5 Challenges and Lessons from the Agriculture Budgeting Campaign

The main challenges faced during the implementation of this project was inadequate funding as organizing meetings with the Parliamentary Committee on Agriculture, meeting ministers of Agriculture and the media proved to be too costly. But with determination and small budget, member countries have laid a solid foundation for future engagement with parliamentary committees, responsible ministers and the media. The trimming of the project inception made it difficult to implement some of the planned activities as in some countries like Zambia, the parliamentary and budget cycle was changed, followed by the closure of Parliament. In East Africa, Kenya was on the referendum for a new constitution while Tanzania was preparing for elections, as was the case with Rwanda and Burundi.

Some of the lessons learnt is that not all political leaders are familiar with the policy issues targeted, as was the case with Councillor Kiziti Lungu of Zambia who is also a small scale farmer, and Hon. Mwanza who both expressed ignorance of the budget cycle on one hand and the

Maputo declaration on the other hand. There is need therefore to raise awareness among MPs and Councillors apart from the farmers for the advocacy programmes to be successful.

Providing law and policy makers with the farmers' budget analysis during parliamentary debates could help to influence their thinking. It is also important for ESAFF member countries to partner with other organizations doing budgeting advocacy on different angles. In Kenya we noted the existence of the Kenyan Institute of Economic Affairs which is willing to team up with ESAFF Kenya. In Uganda there is the Ugandan Debt Network while in Tanzania there is Policy Forum, Concern International and TGNP – Gender Networking. Joint activities will enable ESAFF get more experience in budget advocacy and to use the small budgets we have for big impact.

What small farmers say about the agriculture budgeting campaign

"Is very encouraging to see we farmers can listen to the budget speech, analyze it and share our views to the media. This is a big step in the right direction that has never happened for us (farmers in Tanzania) before."
– **Marcelina Charles, a farmer and member of MVIWATA, Tanzania.**



"... It is not true that all policy and law makers understand the Maputo Declaration on financing agriculture... we have to raise our voices higher to bring about changes in the agriculture budgeting process." – **Simon Mwamba, ESAFF Zambia.**

"... In Baitambogwe Village our lives have improved since we started engaging in budgeting processes. We have our voices heard on what we want as our priorities in agriculture inputs, schools, rural roads and small income generating activities." – **Mr. Mwesigwa, a farmer in Katonte, Uganda.**



3.0 Partnership activities that benefited ESAFF

ESAFF farmer leaders trained on CAADP

ACORD (Agency for Cooperation and Research in Development), the Pan-African Organization working for social justice and development in Africa, organized training of trainers (TOT) workshops for farmers' networks in the COMESA and SADC sub-regions. The ToT held in June 2010 was attended by all ESAFF members together with participants from Ethiopia and Namibia.

Objectives of TOT Regional Farmers Network Meeting was to:

- i) Strengthen capacity of small-scale farmer and pastoralist organizations to engage in CAADP and AU Pastoralist Policy Framework (PPF) processes;
- ii) To improve small-scale farmers and pastoralists knowledge on crop and livestock production methods, sustainable land and water management practices, and existing agricultural policy frameworks;
- iii) Increase the skills of small-scale farmers and pastoralists to access markets;
- iv) Increase capacity of small-scale farmer and pastoralist organizations to develop and disseminate agricultural information and practices to their members (women and men).

The workshop was very instrumental in enhancing the



Participants of the CAADP and Pastoralist Policy Framework).

capacity of farmers on regional agriculture and livestock policies and issues. In particular was the workshop 'Increased capacity of small-scale farmer and pastoralist organizations to develop and disseminate agricultural information and practices to their members (women and men.' Another was 'Strengthened capacity of small-scale farmer and pastoralist organizations to engage in CAADP and AU PPF processes' and 'Increased representation of small-scale farmers' and pastoralists' organizations and their members in the CAADP implementation process and development of the AU PPF'

"The workshop was very instrumental in enhancing the capacity of small scale farmers on regional agriculture and livestock policies and issues"

ESAFF a member of the Alliance for Food Security and Sovereignty in Africa (AFSA)



In the year 2009, ESAFF became a member of the Alliance for Food Sovereignty in Africa (AFSA), in a network hosted by the African Biodiversity Network (ABN) in Kenya. The alliance represents small holder farmers, pastoralists, hunter/gatherers, indigenous peoples, citizens and environmentalists from Africa. The network works to protect Africa's Food Sovereignty, Biodiversity and the Culture and Livelihoods of its people. The group believes

that developed countries have not met their obligations to cap and reduce emissions to mitigate climate change and have not provided adequate support for adaptation in Africa and other developing nations.

The alliance demands that African leaders champion Small African Family Farming Systems based on agro-ecological and indigenous approaches that sustain food sovereignty and the livelihoods of communities, while not neglecting other appropriate farming models. It also demands the protection of the rights of the African people to indigenous seeds, plant and animal genetic resources and combat bio-piracy. The alliance also resists the Corporate Industrialization of African Agriculture which will result in massive land grabs, displacement of indigenous peoples especially the pastoral communities and hunter gatherers and the destruction of their livelihoods and cultures. ESAFF is an active member of AFSA. ESAFF participated in the launch of AFSA in November 2009, in Ethiopia.

CSOs in Africa trained on how to engage the AU, Kampala

In April 2010, CIDO, Pan African Movement and Oxfam International hosted training for African CSOs on Understanding of the AU and its Structures. The workshop that ESAFF was invited helped to increase understanding on the following areas:

AU History and Structures, Where CSOs can Engage with AU (related organs),
The roles and challenges of ECOSOCC,
The roles that Oxfam, ECOSOCC and CIDO play in stimulating CSOs to participate in AU issues





Participants in one of the visits around the shores of Lake Victoria speaking to a group of farmers.

Climate change and adaptation workshop for ESAFF Members, Kampala, Uganda

A variety of stresses such as deforestation, land degradation and heavy dependence on biomass for energy have exerted pressure on Habitats and ecosystems in Africa and hence causing changes in climatic conditions. Climate change in Africa is a major stalling factor for agriculture advancement and has had great negative impact on the small scale farmers in the sub-Saharan region. Different areas have different adaptive capacities. Several communities adjusted automatically to the changes in climate and came up with indigenous ways of adapting to climate change while others still lag behind. There is no doubt that farmers in different parts of Africa have come up with unique ways of surviving the adverse climate conditions which they do not quite understand but are happening.

In light of the challenging climatic conditions, Eastern and Southern Africa Small Scale Farmers Forum (ESAFF) chapter in Uganda organized a conference through which farmers could learn from one another ways of addressing the problem. The event held in Mukono in July 2010 brought together small scale farmer leaders from the

countries of eastern and southern Africa that is Uganda, Kenya, Tanzania, Rwanda, Seychelles, Zambia, Zimbabwe, Lesotho, South Africa, Malawi, Burundi, Rwanda and Madagascar.

The major objective of the conference was to bring together those farmers so that they can share their experiences, focusing mainly on the effects of climate change on food security, sustainable agriculture and sustainable livelihoods. It documented good agricultural practices in adaptation and mitigation of climate change in the different participating countries. The workshop also came up with issues of advocacy that will be fronted by the small scale farmers at regional and national levels. The issues that are for farmers to use as adaptation and those for advocacy will be featured in the next strategic plan of ESAFF.



Oxfam Novib Fundraising Workshop, Arusha

Oxfam Novib Fundraising Workshop, Arusha

In June 2010 Oxfam Novib organized a workshop on fundraising. The objective of the training was to equip stakeholders with cutting edge skills on fundraising. The workshop discussed a range of issues in fundraising which include basic information on how to develop a fundraising strategy, budgeting and on how to apply for EU funding. Other issues discussed include a List of East African Donors, how to find grants for general operating

funds, marketing for NGOs and resource mobilization in a global perspective. As to what funders are interested it was observed that funding partners are interested in funding organizations that have well structured and good systems, good governance, and organizations whose impact can be felt directly to the respective targeted beneficiaries. As a leaf to take as a lesson it was suggested that a review of the strategic plan is required frequently in order to assess the impact, the level of implementation and gaps that need to be addressed. This facilitates a well defined analysis of the organization's objectives in the development of a fundraising strategy.

Oxfam International Pan African Program

At the end of the year 2009, an Oxfam International Pan African Program stakeholders meeting took place in Nairobi. The meeting was to share on the laid out joint plan and identify agenda for Pan African advocacy. For

ESAFF it was an opportunity to meet and exchange ideas with various activists in Africa. ESAFF saw an opportunity and benefited from the experience of others in engaging African policy makers at regional and continental level. Since then, ESAFF is aspiring to engage the regional economic grouping of SADC, COMESA and the East African Community. The process started with desktop research. ESAFF will be looking forward to filter issues from its engagements at the national level to the regional economic grouping and use the bigger Oxfam family to get small scale farmer messages and concerns from the grassroots to the AU summits, parliament, court and other organs.



Participants in Oxfam International Pan African Program workshop, Nairobi

4.0 CONCLUSIONS AND LESSONS

The year 2009/10 mainly focused on two main areas of the strategic plan of ESAFF. These areas were on institutional development of both ESAFF HQ and ESAFF young and upcoming members. The second focus area was on the agriculture budgeting campaign. In both areas we have experienced challenges as well as successes. We did also learn from our activities in order to enhance and improve our future engagements. The two pillars of the strategic plan - trade and gender/HIV - will be addressed in next year's plan.

Nothing could be achieved without people and nothing can be sustainable without strong institutions. The development of the SAYO tool and putting it into use has changed the landscape of many of ESAFF members for good. On the other hand members that are at the nascent stage are struggling to strengthen their institutions internally while trying to achieve something in the advocacy arena. This poses a big challenge to members in particular on resources and time allocation on issues, for advocacy and for organisational strengthening. Both the two aspects need to be addressed sooner than later. In this report we are happy to report internal changes on how our member organizations at the nascent stage have achieved their mission, learning from their peers and the ability to use very limited resources to strengthen their

organizations. We have learned that in organizational development members need to stand on principle, and learn from others. Leaders and members should assume their roles and responsibilities. What has been achieved is indeed a first but crucial step in the right direction.

On lobbying and advocacy on food security, member countries have started to make their way in influencing policies at national level. The agriculture budgeting campaign (ABC) as an entry point is poised to bring a new momentum of farmers' participation in policy processes at all levels. Our focus and strategies do not end with demanding the implementation of the 10% of national budget for agriculture but rather demanding prudent utilisation of resources. We want to see small scale farmers benefit from national resources allocated for agriculture. And one way to ensure that benefit is through meaningful participation in budget making, implementation and monitoring of utilization. It is a long way to go but we are in the right direction. ESAFF will work with likeminded organizations like IDASA and the International Open Budget Project to tap on their vast and long experiences in budgeting processes. We will also work with national likeminded partners, the government and the media to achieve our objective in which small scale farmers' voices will be heard in policy processes and resource allocation.

"What has been achieved is indeed a first but crucial step in the right direction"

5. LOOKING INTO THE FUTURE: 2011/2012

The year 2011 will be a critical year for ESAFF members and Civil Society in Africa and beyond. This is due to the economic and food crisis of the past few years in the world coupled with land grabbing and many initiatives to support agriculture in developing world. The coming of NEPAD – Comprehensive African Agriculture Development Program (CAADP) brings both opportunity and challenge for African small scale farmers. Opportunity means more funding for agriculture sector in Africa but challenges as the thinking toward monoculture and commercial farming seems to be the way forward for many policy and decision makers. Small scale farmers however are the once that will be producing food for African for many years to come and we deserve to be recognised and appreciated.

ESAFF will be looking to position itself to work with regional economic communities in the Eastern and Southern Africa to ensure that the voice of small scale farmers is heard in agriculture policy processes. Such regional bodies are the Southern Africa Development Community's Directorate of Food, Agriculture and

Natural Resources directorate (**FANR**), The Alliance for Commodity Trade in Eastern and Southern Africa (**ACTESA**) which is the specialised agency of the Common Market for Eastern and Southern Africa, **COMESA** as well as the East Africa Community (**EAC**).

Internally, ESAFF will be looking forward to evaluate its current strategic plan and work on another strategic plan for 2012-2014. Members countries made of farmer representatives will convene to decide on the shape and size of the Strategic Plan. Fundraising strategy will be enhanced. ESAFF also will continue with its campaign on the 10% budget for agriculture in eastern and southern Africa and more space for farmers in agriculture policy processes especially on the CAADP. Food security and sovereignty as well as trade campaign will be at the centre stage of ESAFF operations. Other cross cuttings agenda on gender, HIV/AIDS, the youth and climate change mitigation and adaptation will feature in core ESAFF activities.



ESAFF and PELUM members demonstrates to demand the 10% allocation to national agriculture budgets



Meeting SADC FANR Directorate in Gaborone, Botswana

Part II

ESAFF FINANCIAL REPORT FOR THE YEAR 09/10



We smallscale farmers know what is better for Africa

1. INTRODUCTION

The present document is the second year financial report on the Implementation of the ESAFF three year Strategic Plan that runs from 2008-2011.

The required core fund of the strategic plan of ESAFF amounts to a total of USD 902,232 for the period from 2008-2011. In its inception, ESAFF requested Oxfam Novib and agreed to support 40% of annual operation

budget. The balance 60% was to be obtained from other sources, through fundraising from members' organizations and other donors.

2. OVERVIEW OF FINAL FINANCIAL POSITION

This report presents a brief financial performance of ESAFF for the September 1st 2009 to August 31st 2010 period, while an overview of the results of activities implemented is presented in the physical report.

2.1 Income

The fund budgeted to finance ESAFF core activities was Euro 113,876. The total fund received in this period is Euro 135,479.61 which equals Tsh 254,626,470. The fund was received from Oxfam Novib Euro 85,000 and from Bread for the World Euro 50,000, while Euro 479.61 equivalent to Tsh 901,670 was from membership contributions.

The project balance transferred from previous year was Euro 23,923, this resulted into a total fund available for the period to be Euro 159,392.61 equal to Tshs 299,658,106,80 (see the table 1 below), earmarked to finance the strategic plan 2008-2011.

TABLE I: INCOME FROM DONORS /OTHER SOURCES FOR THE YEAR 2009/2010

Exchange rate: Euro /Tsh is 1,880

| Actual funding contributions for the year 2009/10 | | |
|---|-------------------|-----------------------|
| Source of funds/Partner | Amount (EURO) | Amount (Tsh) |
| Open balance | 23,913.00 | 40,759,459.00 |
| Oxfam Novib | 85,000.00 | 159,724,800.00 |
| Bread for the World | 50,000.00 | 94,000,000.00 |
| Membership contribution and others | 479.61 | 901,670.00 |
| TOTAL | 159,392.61 | 295,385,929.00 |

2.2 Expenditure

In the previous section we explained where funds were obtained to finance core activities. In this section we provide explanations on how funds were put to use in the reporting period. So, from the total funds available of Euro 159,392.61, the total overall expenditure amounted to Euro 112,706.96 equivalent to TZS 211,889,098.60 in precise terms. Reported under-expenditure is depicted by the fact that ESAFF signed a contract with BftW in July 2010 (two months before the end of ESAFF financial year in August 2010). The funds were earmarked for activities between July 2010 and June 2011.

2.3 Recurrent expenditure

During the period recurrent expenditure was Euro 109,824.78 equivalent to Tsh 206,470,578, which is

98% of the annual budget. This is 69% of the fund made available during the period and is within the overall allocated budget.

2.4 Capital expenditure expenditure

Capital expenditure includes items purchased during the period such electronic equipment and accounting package, costing Tsh 3,569,000 and Tsh 1,849,500 respectively, equivalent to Euro 2,882.18.

The total amount spent for capital items is Euro 2,882.18 equivalent to Tshs 5,418,500 which makes 2% of the fund made available during the period, approximately 2.3% of annual budget.



Burundi: Traditional dance at the inaugural of ESAFF Burundi, January 2010

3. BUDGET PERFORMANCE FOR THE YEAR 2009/10

The budget for the year 2009/10 focused mainly in 5 main areas. These areas are identified from the Strategic Plan 2008-2011 and an additional item on enhanced organizational, technical and managerial capacity of ESAFF country chapters. The key focus areas and budget areas are as follows:

- i). Organizational and institutional development of ESAFF HQ
- ii). Engagement of farmers in Food Security activities
- iii). Engagement of small scale farmers in Trade and Marketing
- iv). Mainstreaming of Gender, HIV/AIDS and youth in ESAFF's activities
- v). Organisational and Institutional Development of ESAFF country chapters.³

Overall performance of ESAFF expenditure is 100% compared to the total annual budget set up to the end of August 2010. This indicates that performance of ESAFF was limited by resources, although additional funding was received within the two last months before the year ended. However, still more effort is needed to fundraise additional money.

Expenditure of the year was mostly directed at implementing activity on Organisational and Institutional

Development of ESAFF and ESAFF member countries. These activities include supporting national farmers to conduct their own organisations capacity assessments. At regional office cost incurred by paying personnel cost, office rent, office utility cost, acquire accounting software, facilitate the ESAFF Board by conducting Board meetings, maintaining functional information and communication systems which were funded by Oxfam Novib and other sources, made a total expenditure of Euro 80,356.34 equal to Tsh 151,069,9919.20 or about 71% of total expenditure.

Expenditure under Food Security costing Euro 32,779.40 constituted 29% of total budgeted and actual expenditure, where much was done in terms of building capacity of NFF leaders. This was about OCAT and countries agricultural budgeting, support participation in agricultural policy making and review processes at regional level, Support NFF Involvement in Government Planning and Budgeting Process and Support consultations between NFF and Parliament, media on agriculture.

Trade and marketing - Much of work with regard to trade and marketing policy and capacity building on trade, marketing and access to credit had no cost implication.

Gender, HIV/AIDS and Youth - This activity will be performed in the coming financial year. It is planned to take place in mid April 2011 in which members will be exposed to gender concept, gender, youth and HIV as issues for advocacy within farmers' organisations and at national and international level. Farmer also will learn how to mainstream gender in the organisation and to do gender budgeting campaign.

³ This area was duly added in the course of implementation of the strategic plan, 2008-2011



CAADP should be owned by smallscale farmers who are the solution for security and sovereignty in Africa

4. INDEPENDENT AUDITORS REPORT FOR THE YEAR ENDED AUGUST 2010



THE EASTERN AND SOUTHERN AFRICA SMALL SCALE FARMERS' FORUM (ESAFF)

REPORT OF THE AUDITORS TO THE MEMBERS

We have audited the Financial Statements of THE EASTERN AND SOUTHERN AFRICA SMALL SCALE FARMERS' FORUM (ESAFF) set out on pages 4 to 8 in accordance with International Auditing Standards and the generally Approved Auditing Standards. The Statements, which were prepared under the historical cost convention and on the basis of the accounting policies set out on pages 9 to 10, are in agreement with the accounting records. We obtained all the information and explanations that we considered necessary for our audit.

RESPECTIVE RESPONSIBILITIES OF THE EXECUTIVE BOARD AND THE AUDITORS

The Regional Board of THE EASTERN AND SOUTHERN AFRICA SMALL SCALE FARMERS' FORUM (ESAFF) are responsible for the preparation of the Financial Statements that give a true and fair view of the State of Affairs of THE EASTERN AND SOUTHERN AFRICA SMALL SCALE FARMERS' FORUM (ESAFF). In preparing these Financial Statements, the Regional Board confirms that the International Financial Reporting Standards and the generally Accepted Accounting Practices have been selected and applied consistently and reasonable and prudent judgments and estimates have been made. Our responsibility as Auditors is to form an independent opinion, based on our audit on those Statements, and to report our opinion to the Members.

BASIS OF OPINION

We conducted our audit in accordance with approved International Standards on Auditing issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examination, on test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Programme's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

OPINION

In our opinion, proper Books of Account have been kept and the Financial Statements give a true and fair view of the state of affairs of THE EASTERN AND SOUTHERN AFRICA SMALL SCALE FARMERS' FORUM (ESAFF) as at 31st August, 2010, and of its surpluses and cash flows for the period ended on that date in accordance with the International Financial Reporting Standards.

17/12/2010
DAR ES SALAAM

KENNETH MORDU KIWAKATARE
CERTIFIED PUBLIC ACCOUNTANTS
IN PUBLIC PRACTICE

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**EASTERN AND SOUTHERN AFRICA SMALL SCALE FARMERS' FORUM (ESAFF)
STATEMENT FINANCIAL POSITION AS AT 31 AUGUST 2010**

| | 31.08. 2010 TZS | 31.08. 2009 TZS |
|--------------------------------------|--------------------|--------------------|
| ASSET EMPLOYED | | |
| NON CURRENT ASSETS | | |
| PROPERTY, PLANT AND EQUIPMENT | 16,742,197 | 16,369,256 |
| | <u>16,742,197</u> | <u>16,369,256</u> |
| CURRENT ASSETS | | |
| Other Receivables | 7,974,995 | 955,075 |
| Receivable Grants | 94,000,000 | - |
| Cash and Bank balances | (10,147,123) | 46,195,164 |
| | <u>91,827,872</u> | <u>47,150,239</u> |
| TOTAL ASSETS | <u>108,570,069</u> | <u>63,519,495</u> |
| EQUITY AND LIABILITIES | | |
| EQUITY | | |
| Reserve Fund | 5,853,467 | 5,853,467 |
| Accumulated Surplus | 16,500,964 | 14,406,572 |
| TOTAL EQUITY | <u>22,354,431</u> | <u>20,260,039</u> |
| CURRENT LIABILITIES | | |
| Other Payables | 3,620,480 | 2,500,000 |
| Deffered Grant | 82,595,158 | 40,759,456 |
| | <u>86,215,638</u> | <u>43,259,456</u> |
| TOTAL EQUITY AND LIABILITIES | <u>108,570,069</u> | <u>63,519,495</u> |

The Financial Statements were approved by the Executive Board on.....2010


.....
CHAIRPERSON


.....
COORDINATOR

Report of the Auditors' - Page 3

Notes on Pages 9 - 15 form part of these financial statements

EASTERN AND SOUTHERN AFRICA SMALL SCALE FARMERS' FORUM (ESAFF)

STATEMENT OF COMPREHENSIVE INCOME AND ACCUMULATED SURPLUS

| | 31.08. 2010 | 31.08. 2009 |
|---|--------------------|--------------------|
| | TZS | TZS |
| INCOME | | |
| Grant from Oxfam Novib | 253,724,800 | 169,949,250 |
| Deferred Grants | 40,759,456 | - |
| Other Income | 961,670 | 5,408,142 |
| | 295,445,926 | 175,357,392 |
| Less: Unused Grant | 82,595,158 | 40,759,456 |
| | 212,850,768 | 134,597,936 |
| Add: Exception income | | |
| Gain in Foreign Exchange | 1,567,121 | 6,516,975 |
| TOTAL INCOME | 214,417,889 | 141,114,910 |
| LESS: EXPENDITURE | | |
| Project expenditure funded by Oxfam Novib | 193,757,811 | 113,905,022 |
| ESAFF General Expenditure | 807,340 | 4,862,900 |
| Project expenditure funded by Bread for the World | 9,358,430 | |
| Audit fees and other related expenses | 2,500,000 | 2,500,000 |
| Bank charges | 924,358 | 671,433 |
| Depreciation | 4,975,559 | 4,768,983 |
| TOTAL EXPENDITURE | 212,323,498 | 126,708,338 |
| SURPLUS FOR THE YEAR | 2,094,391 | 14,406,572 |
| ACCUMULATED SURPLUS AS AT 01.09.2009 | 14,406,572 | 0 |
| ACCUMULATED SURPLUS AS AT 31.08.2010 | 16,500,963 | 14,406,572 |

The Financial Statements were approved by the Executive Board on.....2010


.....
CHAIRPERSON


.....
COORDINATOR

Report of the Auditors' - Page 3
Notes on Pages 9 - 15 form part of these financial statements

Board Members of ESAFF



Elizabeth Mpofu
(Zimbabwe) Board Chair



Mubanga Kasakula
(Zambia) Vice Chairperson



Moses Shaha
(Kenya) General Secretary



Mamalefetsane Phakoe
(Lesotho) Treasurer



Serge Benstrong
(Seychelles) Board Member



Odette Nzeyimana
(Burundi) Board Member



Hakimu Barilaine
(Uganda) Board Member



Elias Kawea
(Tanzania) Board Member



Alice Kachere
(Malawi) Board Member



Aaron Tlaka
(South Africa) Board Member



Richard Rebetrano
(Madagascar) Board Member



Kamali Thionest
(Rwanda) Board Member

Staff Members of ESAFF



Joe Mzinga
Coordinator



Caroline Nyari
Finance and Administration



Judith Mwamafupa
Front Desk Officer



Neema Gresmo
Assistant Accountant



Stella Henry
Intern

ESAFF Members Coordinators and CEOs



Eric Nijimbere
(ESAFF Burundi)



Simon Mwamba
(ESAFF Zambia)



Nancy Mugimba
(ESAFF Uganda)



Steven Ruvuga
(CEO of Mwiwata – Tanzania)



Dybon Chibonga
(NASFAM - Malawi)

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