

Eastern and Southern Africa Small Scale Farmers Forum



STRATEGIC PLAN 2011 - 2014

*"Enhancing small scale farmers' capacity to
influence agriculture policies for poverty reduction
in Eastern and Southern Africa"*

July 2011

TABLE OF CONTENTS

LIST OF ABBREVIATIONS.....	3
I EXECUTIVE SUMMARY	4
1.1 About the ESAFF Strategic Plan	4
1.2 Background of ESAFF.....	4
1.5 Programme Goals, Purpose and Key Result Areas (KRA).....	5
1.6 Implementation Strategy.....	7
1.6.1 The Target Group and Geographical Focus	7
1.6.2 Strategic Activities and Services to be offered by ESAFF.....	7
1.6.3 Capacity development services of ESAFF members.....	7
1.6.4 Coordination of Campaigns, Advocacy and Lobbying (CAL) for food security and sovereignty	7
1.6.5 Strategic partnership linkage Services.....	7
1.6.6 Internal governance and management of ESAFF.....	8
1.6.7 Monitoring and Evaluation.....	8
1.6.8 Budget.....	8
2 CONTEXTUAL ANALYSIS.....	9
2.1 The Region.....	9
2.1.1 General Overview.....	9
2.1.2 Population.....	9
2.1.3 Social.....	10
2.1.4 Economic.....	11
2.1.5 Political	11
2.1.6 Ecological	12
2.1.7 Technological Context.....	12
2.1.8 Farmers Organisations and farmers forum	12
2.1.9 Expanding the space of civil society.....	12
2.2 Opportunities and Challenges.....	12
2.2.1 Conclusions.....	13
2.3 Internal Environment.....	14
2.3.1 Review of the Last Strategic Plan 2008-2010 by the External Evaluator	14
2.3.2 General overview of achievements of ESAFF.....	14
2.3.3 Progress towards making farmers speak for themselves	14
2.3.4 ESAFF achievements of the strategic plan 2008-2011	14
A. Organisational and Institutional Development.....	14
B. Food Security.....	15
C. Other achievements: Marketing and Gender, Youth & HIV/AIDS	16
(i) Trade and Market Advocacy	16
(ii) Gender, Youth and HIV/AIDS.....	16
2.4 Strengths and Weaknesses.....	16
2.4.1 Strengths	16
2.4.2 Weaknesses.....	16
2.4.3 Conclusion.....	17
2.5 Emerging Issues.....	17
2.5.1 Consolidation of grassroots membership base.....	17
2.5.2 A more focus on key issues at a time	17
3 Programme for 2011-2014.....	18
3.1 Programme goal and purpose.....	18
3.1.1 Programme Goal.....	18
3.2 Key result areas.....	19
3.2.1 Key Result Area 1 - Food security and sovereignty:	19
Key Result Area 2 - Trade and Markets:	21
3.2.2 Key Result Area 3 – ESAFF has mainstreamed gender, youth and HIV.....	22
3.2.3 Key Result Area 4: Institutional Development of ESAFF	23
3.3 IMPLEMENTATION STRATEGY	25
3.4 Target Group	25
3.5 Strategic activities and services to be offered by ESAFF	25
3.6 Governance Structures of the ESAFF.....	26
4 MONITORING AND EVALUATION	27
4.1 Types of Monitoring and Evaluation.....	27
5 FINANCING STRATEGY	27
5.1 Budget.....	27
5.2 Financing the Budget.....	27
5.3 ESAFF's Sustainability	28
6 RISK MANAGEMENT	29
ANNEXES:	30
A 1 Log frame Matrix 2011 - 2014.....	30
A 2 Organogram of ESAFF	37
A 3 Budget 2011 -2014 (Activity Focus).....	38

LIST OF ABBREVIATIONS

ACORD	- Agency for Cooperation and Research in Development
AGM	- Annual General Meeting
AIDS	- Acquired Immune Deficiency Syndrome
BftW	- Bread for the World
BoD	- Board of Directors
CAADP	- Comprehensive African Agriculture Development Programme
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
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
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
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
PAYE	- Pay As you Earn
PHDR	- Poverty and Human Development Report
PPM	- Personnel Policy and Manual
ROPFA	- 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
SG	- Strategic Grant
SAYO	- Self Assess Your Organisation (tool)
TGS	- Triennial General Summit (of ESAFF)
WSSD	- World Summit of Sustainable Development
USD	- United States Dollars

1 EXECUTIVE SUMMARY

1.1 About the ESAFF Strategic Plan

This document presents the Strategic Plan of ESAFF for the period July 2011 – June 2014 based on the achievements and lessons learnt from the implementation of the previous Strategic Plan 2008 – 2010. An assessment of the implementation of the last strategic plan that was conducted in April 2011 showed the need to readjust the vision and mission of ESAFF in the current political, economical and globalisation trend at national, regional and global level.

ESAFF's Strategic Plan was developed by small scale farmers through three phases. Phase one included participatory assessment of the Strategic Plan 2008-2010 that was done at grassroots and national level and eventually 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 was when the Triennial General Summit (TGS) met to develop it during its meeting in Morogoro, Tanzania. The summit comprised of 40 representatives of small scale farmers from all members countries of ESAFF. Member countries of ESAFF are Tanzania, Uganda, Kenya, Rwanda and Burundi. Others are Malawi, Zambia, Zimbabwe, Lesotho, South Africa, Madagascar and Seychelles. Mozambique (ROSA) joined ESAFF early 2011.

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 farmers population in ESA region. The main target of ESAFF will aim at **creating 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 effective and efficient national small scale farmers forum who 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 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 global food price rise (2007/2008), regional continued hunger and poverty, under development of rural areas, land grab, threats of GMOs introduction, climate change, and new call to inject more resources to agriculture, rural development and the rapid spread of information and communication technology in rural ESA.

1.2 Background of ESAFF

ESAFF is a network of grassroots small scale farmers organisations working in 13 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 27th August 2007 in Tanzania. ESAFF has an independent Regional Board made of farmer leaders from 13 member countries. The secretariat of ESAFF is in Morogoro, Tanzania. is led by the Coordinator who reports to the Regional Board.

1.3 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.*

1.4 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.

1.5 Programme Goals, Purpose and Key Result Areas (KRA)

1.5.1 Programme Goal:

The Eastern and southern Africa region halve hunger and poverty amongst its citizens by the year 2015, as per the Millennium Development Goals

1.5.2 Programme Purpose:

To strengthen small-scale farmers in Eastern and Southern Africa to influence development policies and promote ecological agriculture for improved food security

ESAFF envisages that the region, will reach a point at which small scale farmers are empowered, realize their rights and are able to influence policy processes 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:

1. **Create a mass movement for sustainable agriculture** – Practise, promote and defend sustainable agro-ecological agriculture in eastern and southern Africa region;
2. **Participation in policy 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 seeds, land access, ownership and utilisation, appropriate technology and input for agriculture, reliable and equitable market and gender friendly financial services to farmers; and

5. Farmer Organisations institutional strengthening:

Enhance institutional capacity and stimulate a mass movement of proactive small scale farmers in the region.

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

- **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 agriculture/livestock and fisheries, trade and water).
- **Parliaments** (Parliamentary committee for Agriculture, Land and natural Resources)
- **Local Governments/Districts Council.**
- **Private enterprises (agro dealers);**
- **Media Houses;** both private and public and
- **Grassroots small scale farmer groups.**

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:

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 land access, ownership and utilisation, appropriate input for agriculture, reliable and equitable market and gender friendly financial services to farmers; and
5. **Farmer Organisations Institutional Strengthening:** Enhance institutional capacity and stimulate a mass movement of proactive small scale farmers in the region.

by
key

1.5.3 Key Result Areas

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

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 influence markets of agricultural produce;
3. **Cross cutting issues:** 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

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:** 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.

1.6 Implementation Strategy

1.6.1 The Target Group and Geographical Focus

ESAFF works in the eastern and southern Africa (ESA) region. The ESA countries where ESAFF members are include; *Tanzania, Kenya, Uganda, Rwanda, Burundi, Seychelles, Madagascar, Malawi, Mozambique, Lesotho, South Africa, Zambia, and Zimbabwe.*

1.6.2 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.

1.6.3 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). This will be conducted at regional level. Three (3) packages will focus on campaigning, advocacy and lobbying (CAL) issues and the other three (3) will focus on Organisational development, fundraising and funds management, Leadership and ICT utilisation.

ESAFF also plans to hold at least thirteen (13) 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 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 2010. These included leadership, organisational staff and financial management and external relations management (media and governments). Members to be benefited are Burundi, Kenya, Lesotho, Rwanda, South Africa and Zimbabwe.

During the next three years, ESAFF will conduct annual senior staff meeting of at least twenty (20) participants from secretariats of members countries to review and plan campaigns activities at regional and national level.

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

During the next three 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, 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, National Budget days in East Africa and the World Peasant Day.

1.6.5 Strategic partnership linkage Services

Strategic participation in likeminded organisations activities will also be enhanced in the coming three years. ESAFF will continue its active participation in the EACSOF – The East Africa Civil Society Forum, AFSA which is the Alliance for Food Security and Sovereignty in Africa, PELUM which is the Participatory Ecological, Land Use management, ACORD International based in Nairobi, TCOE of South Africa, GRET of France and Oxfam Pan Africa Program and others.

1.6.6 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. Also support staff in Accounts and Administration section will be employed, motivated and retained.

Statutory meeting will be held as per constitution 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 (6) Board meetings and three (3) AGMs will be held in the coming three years. Triennial General Summit (TGS) will be held once in April 2014.

1.6.7 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. The Monitoring and Evaluation will be in accordance to ESAFF's Monitoring and Evaluation Guidelines & Tools of 2010. 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*.

1.6.8 Budget

The total budget for implementing this strategy is estimated at Euro **1,085,260.00** for the next three years. The budget is estimated to grow from Euro **282,820.00** in 2012 to Euro **349,420.00** in 2013 and **453,020.00** in year 2014. A detailed operational budget for the next five years is to be found in Appendix 3 (A3).

2 CONTEXTUAL ANALYSIS

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 percent of the population depend on agriculture for food; income and employment¹. Majority of the smallholders who depends on agriculture as their source of livelihoods live in rural areas although the number of urban dwellers is in the rise. It is agriculture that influences economic growth in the region². 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 do not take their need into account, and unaware of support that could move them out of poverty³.

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. The Declaration commits African government to increase agriculture budget to 10% level of national budget by 2009 (extended to 2015) 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 mobile phones have transformed the region⁴. 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.

2.1.2 Population

ESAFF operates in 13 countries in the eastern and southern Africa through the national small scale farmers' forum. These countries extend from Kenya to South Africa and from Madagascar to Malawi and Zimbabwe. The total population is 240.6 Million while the agriculture area is 315.1 million Ha⁵. The total GDP is 339.1 billion⁶ (see the following table). Most of the population (60-70%) lives in rural area and depend on agriculture in which majority are the women (in some cases 60%). The youth are increasingly shunning away farming due to various reasons which include underdevelopment of rural area, inadequate income from farming, and lack of opportunities in rural set up.

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

4 Clever Mafuta, Leonissah Munjoma and Stanley Mubako, (2008), Southern Africa Environmental Outlook (SADC, SARD, IUCN, UNEP)

5 Source: FAOSTAT 2009 and 2007

6 Source: World Bank 2009

ESA region: Countries, Population, GDP and Agriculture Areas (in Ha)

SN	Country	Members of ESAFF (approx)***	Staff***	Population*	GDP** (million)	Global Hunger index	agriculture area* (Ha)
1	Burundi	3,000	-	8,303,000	1,325	38.3	2,295,000
2	Kenya	5,025	-	39,802,000	29,376	19.8	27,000,000
3	Lesotho	5,400	-	2,067,000	1,579	12.2	2,304,000
4	Madagascar	100,000	3	19,625,000	9,052	27.5	40,843,000
5	Malawi	100,000	300	15,263,000	4,975	18.2	4,970,000
6	Mozambique	150,000	4	22,894,000	9,790	23.7	48,800,000
7	Rwanda	2,000	4	9,998,000	5,064	23.1	1,925,000
8	Seychelles	84	3	84,000	764		6,000
9	South Africa	10,000		50,110,000	283,366		99,378,000
10	Tanzania	90,000	30	43,739,000	21,623	20.7	34,200,000
11	Uganda	3,500	6	3,271,000	16,043	15	12,812,000
12	Zambia	55,000	3	12,935,000	12,748	24.9	25,589,000
13	Zimbabwe	8,000	-	12,523,000	3,418	20.9	15,450,000
		532,009	353	240,614,000	399,123		315,572,000

Source: *FAOSTAT and **World Bank *** ESAFF Data

2.1.3 Social

- (a) **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 issue is access to land and land tenure systems. In the east African countries, investors are taking over land (land grabbing), some of which gets used for large scale commercial production, hunting game reserve or biofuel production and food for export. This is undermining small holder farmer access to land. Some of the conflicts in the region can be traced back to unequal land distribution, poor land use plans and tenure as well as increased population pressure. *Rwanda, Uganda, Tanzania and Kenya have Land Acts which provides for private land ownership, while South Africa is involved in Land Restitution and giving the necessary support to new farmers, from credit support to skills development and marketing. In Zimbabwe many more small scale farmers have had access to land and the government has become the major land owner.* In some countries like Kenya and Uganda, land ownership is guaranteed in the constitution.
- (b) **HIV/AIDS:** Though there still high prevalence of HIV/AIDS in the region, the situation has stabilized with some countries noted decrease in new cases of HIV/AIDS reported. AIDS continue to be one of the main killer after malaria. This decreases the capacity of farmers to do productive work as they have to look after the sick, spending both time and resources. The pandemic is killing the able-bodied further undermining labour. The number of orphans and widows is increasing. Distribution of the property of the dead creates inheritance challenges which tend to disadvantage widows and children. Most governments in the region do not have the capacity to provide the necessary health support especially in rural areas. *However, in South Africa, senior citizens, the disabled and orphans receive government assistance, while People Living with HIV and AIDS (PLWHA) get free treatment.*
- (c) **Youth and gender in agriculture:** Women comprise, on average, 43 percent or the agriculture labour force in developing countries⁷. It is estimated that in ESA region the number is high from one country to another. However, despite their number women have less access to resources and decision making bodies. There is a tendency of discriminating against women farmers even though they are the majority. Men still dominate in families and in institutions. There is a growing awareness about the importance of involving youths and women in development, especially in agriculture. Civil society and governments are appreciating that women can take up positions of leadership that they are capable and that for society to progress optimally both men and women should participate equally in labour, benefit sharing and power. *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.*

2.1.4 Economic

- (a) **Loss of markets and land to more powerful forces:** Small scale farmers 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 South Africa also dumps some of its products 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. There is concern that as more farming land is used for the production of bio-fuels, the incidence of food insecurity will increase and so will poverty levels, especially among farmers. This is a serious concern given that already, the region has among the highest poverty levels in the world.
- (b) **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. In some countries such as Zimbabwe, it is difficult for farmers to get seed on time and this undermines production. In Lesotho, the price of dairy cows is prohibitive. The cost of inputs is growing while that of agricultural produce is not increasing at the same rate.
- (c) **Poor infrastructure and access to information:** Most rural areas in which 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 has resulted in the exploitation of smallholder farmers by the middleman, the traders. In addition small scale farmers often do not have access to internet facilities in their rural areas which could enable them to learn about market behaviour. However, some countries are beginning to establish internet facilities in rural areas, often with the assistance of NGOs. The other challenge is concerned with farmer ability to use internet, which should be developed.

2.1.5 Political

- (a) **Growing importance of regional blocks:** With growing globalization and regionalization, continental groups and economic blocks have become an important ground of making decisions that are implemented at national level. Examples are the EPAs, the Abuja Declaration and the Maputo Declaration. The Maputo Declaration of 2003 was to ensure national budget allocation of at least 10% of national budgets to agriculture and ensure growth of 6% of the sector per annual. Despite the signing of the Maputo Declaration 2003 that was translated to the Dar es salaam Declaration on Food Security and Rural Development by SADC. Only Malawi has exceeded the ten percent target by allocating 11% of national budget to 12% in 2008/9. It is however evident that the move was necessitated by acute famine that made the Government of Malawi to provide fertilizers input support to targeted maize small scale farmers. Other countries like Tanzania still at 7.8% (2010), Kenya at approximately 7% (2010), Uganda at 4.8% (2010), Rwanda at 7.2% (2010) and Burundi at 11% (2011). The signing of the CAADP COMPACT makes more resources (grants) from G-8 into the countries. But in all these arrangements there is a danger from the agrochemicals multinational corporations to use the opportunity to advance their hidden agenda of monopolising agriculture from seeds, pesticides to supermarkets.
- (b) **Exploitation of the small scale farmer by politicians:** During the campaigning period, politicians often turn to farmers for votes but once they get into office they forget about farmers and pursue their own interests, often at the expense of farmers. Some even cheat farmers. From this, farmers should learn to choose leaders from among themselves. Those who get into office should not forget about their roots.
- (c) **Corruption of government officials:** There are many government programmes that are designed to address the needs of the small holder farmers. However, because local and national leaders are corrupt, the assistance often ends up benefiting other people. This is the case with some credit schemes, mechanization programmes and input and marketing projects.
- (d) **Exclusion of small scale farmers in policy making:** Most governments in the region do not involve farmers on making agriculture and related policies. Nor do they involve them in policy reviews. This results in agricultural and trade policies that are not suitable for farmers. This has resulted in the marginalization of farmers and farmer issues and aspirations. In response, farmers are beginning to organize themselves to assert their rights. The opportunity to make an impact has been presented by the decentralization processes that are taking place in all member countries. This means that farmers can influence budgets and other issues at district and national levels.

2.1.6 Ecological

- (a) **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, 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.
- (b) **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 cause environmental pollution, undermines seeds and food sovereignty. Countries such as Seychelles, South Africa and Zimbabwe have been battling to get rid of alien plants that undermine indigenous plants and biodiversity. Then is new push for GM maize (WEMA), Cassava and Bt cotton to Eastern and Southern Africa which will jeopardize productivity and SSF rights to seeds in the long run.
- (c) **Land degradation:** Poor land policies and agricultural practices cause erosion of top fertile soil which is important for agriculture. This is more pronounced on mountain slopes. This reduces its potential to produce. Deforestation for energy and other needs, is leading to environmental degradation and desertification. The other effect is that lakes and rivers get silted and their capacity to carry water is reduced.

2.1.7 Technological Context

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 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). Farmers can now by using simple mobile phones get access to internet in which much information is shared through many mailing lists of likeminded organisation. In short, 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 their interest or in accessing fair market.

2.1.8 Farmers Organisations and farmers forum

In the past there has been a lack of concerted effort on the part of smallholder farmers and farmer organisation to engage with the AU. Slowly this is changing. The Pan African Farmers Forum (PAFFO) launched in May 2009 a steering committee of four presidents of farmer organisations in east Africa (EAFF), southern Africa (SACAU), and west Africa ROPPA and PROPAC to spearhead the initiative. The PAFFO 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 - UMAGRI.

2.1.9 Expanding the space of civil society

In the period in which agriculture is a hot 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:

- Political goodwill from the governments of the ESA region and the 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 level (CAADP)
- Political decentralisation processes in the ESA region which give more powers and resources at local level
- Availability of free media and their good relationship with the civil society organisations
- Increased demand for governments accountability and transparency
- Existence of other like-minded local and international organizations working on agriculture and food security (Action Aid, Oxfam, Bread for the World etc)
- 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
- There is 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 Maputo declaration;

Challenges:

- Competition for resources and influence with other farmer organisations in the ESA region
- Inappropriate perception that ESAFF duplicates efforts by other farmer organisations in the region
- Global economic crisis potentially leading to limited donor funding
- Change of government policies in relation to CSOs 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 speaks languages other than English/French
- Political Leaders increased advocacy and preference to commercial mono cropping (SACGOT project) to small scale farming
- Small farmers increasingly feel marginalized and challenged by the new trade plans and agribusiness for example bio fuels and introduction of GMOs and seeds. This is pushing farmers to become organized at local level and increasingly at national level and regional level.

2.2.1 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 which makes the majority of citizenry once empowered to influence policies for the better, they will make those on 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

2.3.1 Review of the Last Strategic Plan 2008-2010 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.

A set of outcomes were identified for each of these focus areas. Implementation of the Strategic Plan was aided with a log frame that was developed in 2009. In April 2011 ESAFF engaged an external consultant to conduct an evaluation of the implementation of the Strategic Plan. There were two sets of findings. One set was the general impression that the evaluation have about the progress ESAFF has made to 2011. The second set of findings was organized around the four areas of focus: Organisational and Institutional Development; Food Security; Trade and Marketing; and Gender, HIV/AIDS and Youth. The following subsections summarize what has been achieved by ESAFF since it was established and also during the implementation of its first three -year Strategic Plan.

2.3.2 General overview of achievements of ESAFF

ESAFF is good at supporting sustainable agriculture farming, capacity building of its members, mobilization of small scale farmers and participating in policy dialogue and change. They also noted that ESAFF is special and different from other farmer organizations in the region because it:

- (i) Practices and promotes sustainable agriculture,
- (ii) Is farmer driven right from grassroots levels, and is against Genetically Modified Organisms (GMOs);
- (iii) Has membership stretches from grassroots to regional level; and
- (iv) Has farmers as the people who speak for themselves as opposed to being represented by their professional staff.

2.3.3 Progress towards making farmers speak for themselves

The evaluation noted that the following progress has been made towards making farmers speak for themselves:

- (i) Small scale farmers understand their rights;
- (ii) Capacity building of SSF in advocacy;
- (iii) Strengthening of existing farmer groups and the establishment of new ones;
- (iv) Enabled farmers to understand government policies and to engage with policy makers, making constructive criticism;
- (v) Ability to constructively engage with media so that ESAFF puts across farmer views and perspectives; and
- (vi) Establishment of strategic partnerships towards a common purpose (food security and sovereignty).

2.3.4 ESAFF achievements of the strategic plan 2008-2011

A. Organisational and Institutional Development

- (i) **Staffing:** The hiring and placement of a Coordinator in March 2009. Finance and Administration Officer (from Kenya), an Assistant Accountant and a front desk officer were hired during the period under review. The accounts section also has an intern.
- (ii) **Meeting legal requirements:** Registered for a Tax Identification Number and obtained an employers' number to meet a statutory obligation according to the laws of the country in which it is registered, i.e. Tanzania; regularly conducted annual audits, which were positive.

- (iii) **Information and communication:** Established an office, furnished it and established the necessary information, communication and technology (ICT) infrastructure. Established a functional website and embedded Face book and YouTube. There is evidence of extensive use of the facility with thousands of people from across the globe visiting the ESAFF site. A brochure on ESAFF was developed and 500 copies were printed and distributed.
- (iv) **Internal policies:** Developed a Financial Policy and a Personnel Policy in 2008/9; Developed a Monitoring and Evaluation Framework and Guideline document to support programme and project activities in a manner that enables regular reflection, adjustment and learning at all levels of the organization (the tool is yet to be socialized); Initiated the development of a Financing Framework which is intended to be completed by August 2011.
- (v) **Membership:** Three countries joined ESAFF after the development of the Strategic Plan. These are Malawi (NASFAM), Madagascar (CPM) and Burundi (ESAFF Burundi). The farmer organization in Mozambique (ROSA) has submitted an application to join ESAFF and the Board will decide on the application shortly.
- (vi) **Capacity Development:** Trained 18 ESAFF leaders and members of staff to conduct own assessment of their organization. Development of a tool called Self Assess Your Organisation (SAYO) to support assessment of national chapters and guide them in their organizational development. The tool has seven themes, namely Governance, Management, Human Resources, Financial Capacity, Physical Infrastructure, Project Sustainability, and Networking Capacity. The actual implementation of the tool by the majority of national chapters of ESAFF (7/12); Governance and leadership training covering roles and functions of Board members, accountability, and approval of plans, budgets and reports was conducted. ESAFF leadership received training on resource mobilization that enabled them to fundraise using strategic plans.
- (vii) **Exercising of Board Leadership and Governance:** Met twice per year as is stipulated in the ESAFF Constitution. Each meeting constituted a quorum. Attendance rates ranged from 10 to 12 Board members who approved audited accounts, annual reports, plans and budgets. The Executive Committee of the Board participated in fundraising from Bread for the World; The Board developed and adopted a Code of Conduct to guide its operations.

B. Food Security

- (i) **Linkages and familiarization with regional policy making institutions:** Conducted farmer leader visits to regional bodies in ESAFF's area of operation. These are East African Community (EAC), SADC-FANR and COMESA-ACTESA. The visits resulted in farmer leaders acquiring knowledge about the structures and their policy making processes, communicating their purpose and presence, and developing a relationship with the respective structures. This laid a foundation for future policy interactions.
- (ii) **Capacity development in policy influence on Agriculture Budget Campaign (ABC):** ESAFF trained its leadership in agricultural budgeting campaign to support the African Union's Maputo Declaration to have at least 10 % of the national budget of each member country allocated for agriculture. Some documents were produced at regional level and shared at national level in order to develop the capacity of a larger number of farmers to become familiar with how national budgets are formulated, debated at local and parliamentary levels, how they are spent, monitored and accounted for. The training of trainers for 25 farmers on the Comprehensive Africa Agriculture Development Programme (CAADP) and the role of farmers. The training helped farmers to understand NEPAD's agricultural project and the Maputo Declaration; Participated in the IDASA organized conference on agriculture financing in SADC countries and the role of farmers. Attended a workshop on Climate Change and Adaptation in Kampala, Uganda. Attended a Pan African Advocacy workshop. Other initiatives were done by partner organization like Africa Biodiversity Network (ABN) in which selected farmer leaders attended workshops and training on biodiversity and effects of GMOs.
- (iii) **Engaging in Policy Influence Activities:** Seven countries received funding to conduct campaigns on ABC and many of them used it to engage their governments to increase the percentage of budgets allocated to agriculture. For example, in Zambia they informed the Deputy Parliamentary Chief Whip and member of Parliamentary committee on Agriculture Hon. Humphrey Mwanza, about the 10% budget allocation commitment made by his country, which he did not know about. This resulted in ESAFF Zambia gaining respect of the MP; Tanzania organized the Budget Day Media Campaign which resulted in increased awareness about the commitment; and ESAFF Uganda took the ABC to grassroots levels.

- (iv) **Involving Small Holders in Agricultural Research for Development (INSARD):** ESAFF joined INSARD in 2011. The project involves 3 African organizations (ESAFF, PELUM and Research on Poverty Alleviation - REPOAC) and 3 European organizations (ETC, Practical Action and GRET). It will be implemented from 2011 onwards and is funded by the European Union.

C. Other achievements: Trade/Marketing and Gender, Youth & HIV/AIDS

(i) Trade and Market Advocacy

Market advocacy is critical to farmers. During the strategic plan 2008-2010, KESSFF Kenya in conjunction with Kenya Human Rights took the government of Kenya to court demanding the country not to sign the Economic Partnership Agreements (EPAs) between African countries and European Union. The reason being that EPAs could damage the livelihoods of small scale farmers in the East African country. In the meantime ESAFF managed to produce and widely circulate the position paper on EPAs. A workshop on EPAs was conducted in Lusaka, Zambia.

(ii) Gender, Youth and HIV/AIDS

ESAFF managed to mainstream gender in its organisational policy (Personnel Policy). The constitution of ESAFF is gender sensitive which calls for inclusive leadership and participation in decision making processes of both men and women. Training on gender, HIV/AIDS and Youth was conducted to members of ESAFF. They were also trained on Gender Budget Initiative (GBI) to add more value to the Agriculture Budgeting Campaign. Members were also sensitised to mainstream gender in their programs and to take gender in its agriculture advocacy at local government level, to national, regional and international level.

2.4 Strengths and Weaknesses

2.4.1 Strengths

The main strengths of ESAFF can be summarised as:

- **Uniqueness of ESAFF:** ESAFF is a unique organisation in the organisation that is farmer initiated, farmer led and farmer owned
- **Organised from grassroots level;** It has organisational and implementation structures in place from grassroots to national and regional level
- **Committed members:** Members who are national small scale farmers organisations have shown royalty and commitment to the philosophy of ESAFF on sustainable agriculture. Their resilience and persistence they survived 6 years since establishment in 2002 to the time they set up a secretariat in 2008
- **It has committed and Effective Leadership:** ESAFF's leadership (the Members, the Board) are committed to ensuring that the organisation delivers its mandate, maintains an appreciative approach, and that it provides clear guidance and strategic direction.
- **Clear purpose of existence** which is to advance the voice of small scale farmers in policy processes for sustainable agro ecological agriculture
- **Effective Secretariat:** Although ESAFF has few staff at the secretariat, they are working to ensure that the organisation remains relevant, effective, accountable and legitimate.
- **Effective organisational processes:** ESAFF has successfully developed viable code of conduct underpinning ethics, leadership, quality services, and zero tolerance to corruption

2.4.2 Weaknesses

The main weaknesses of ESAFF can be summarised as:

- **Heavy Dependence on donor funding:** ESAFF is heavily dependent on donor funding since its establishment exposing it to the risk of changes in donor priorities and uncertainty about its financial sustainability.
- **Colossal expectations from members (national small scale farmers' forum):** a number of members still expecting a lot of support from ESAFF HQ.
- **Weak country structures and capacities:** Almost half of the 13 members are still not well established with office infrastructure and staff which delays the implementations of some advocacy activities

- **New members with different histories:** ESAFF started with original 7 members which are MVIWATA - Tanzania, KESFF – Kenya, ESAFF Uganda – Uganda, ESAFF Zambia – Zambia, ESAFF Lesotho- Lesotho and ESAFF Zambia – Zambia. There were originally English speaking. Now the membership has expanded to 13 to include NASFAM – Malawi, SeyFA –Seychelles, Madagascar – CPM, ESAFF Burundi – Burundi and APPPE – Rwanda and ROSA – Mozambique.
- **Few staff-** at the Regional Office especially at program level who would support the Coordinator.

2.4.3 Conclusion

From the internal analysis of ESAFF it is evident that the organisation has achieved a lot despite budgetary challenges. It managed to position well at national and regional level. ESAFF is increasingly recognised as a legitimate voice of small scale farmers in the region. Farmer leaders feel at home when performing ESAFF missions. They learn and appreciate the potential they possess. Achievements are calling for more strategic engagements of ESAFF at all level. Specific few areas of focus need to be selected and addressed. Institutional development of younger members and more involvement on policy issues will be much needed in the future. Internally ESAFF will also need to craft and implement language inclusive policy (French English and Portuguese), fundraise and create financial sustainability.

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 2011-2014.

2.5.1 Consolidation of grassroots membership base

Despite organisational and financial challenges, ESAFF need to deepen 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.

2.5.2 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 serve 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 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. 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 tackle issues within national boundaries.

2.5.3 Networking and coalition building

Enhanced networking with like minded organisations at national level, regional as well as inside and outside Africa have proven to be vital for ESAFF. ESAFF will work with like minded organisations and individuals to advance small scale farmers issue and concerns. ESAFF also will also work with governments (central and local) as well as the media to influence policies. Guidelines on how to work with government and the media will be developed and operationalised.

3 PROGRAMME FOR 2011-2014

3.1 Programme goal and purpose

3.1.1 Programme Goal

The Eastern and Southern Africa region has halved hunger and poverty by the year 2015 as per millennium development goal (MDGs).

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

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:

- **Regional Economic Communities (RECs)** strengthening working relationship and partnership and be able to monitor, participate and influence regional and continental arrangements (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 genetically modified organisms (GMOs).
- **Central Governments (especially ministries of agriculture/livestock and fisheries)** – 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. This will aim at increased resources to agriculture and gender and youth sensitivity in governments projects.
- **Parliaments** - 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 that ensures more resources to agriculture, development of 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 especially in the agriculture sector and rural development.
- **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;
- **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;

3.1.3 Programme Specific Objectives

To strengthen small-scale farmers in Eastern and Southern Africa to influence development policies and promote ecological agriculture for improved food security

3.2 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:** 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 influence markets of agricultural produce
3. **Cross cutting issues:** 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 youth, gender and HIV sensitive.
4. **Institutional and organizational strengthening;** To strengthen the capacity of ESAFF and its members to fulfill its mission and objective.

3.2.1 Key Result Area I - 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 resources availability

Immediate objective:

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

Summary: 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. ESAFF have been advocating for agro ecological farming which calls for utilisation of local available input as opposed to chemicals that pollute the environment and soil. *The call has been emphasis by the report to the UN by a special rapporteur Olivier De Shutter that agro ecological farming can improve food security in developing world without harming the environment. Another UN sponsored report IASTAAD report emphasised the sustainable agroecological farming as a reliable model for global food security.*

- Under the above specific objective of supporting small scale farmers to contribute to food security and food sovereignty through improved access to necessary resources, ESAFF will develop capacity of SSF on the importance of establishing and manage community seed banks, seed production and multiplication, organic farming and conservation as well as sustainable livestock management.
- ESAFF will conduct policy analysis and research on the impact of selected agriculture policies, Participate in policy making and review processes at international and regional levels, and lobby, advocate and campaign against GMOs, biofuel and technologies that undermine farmers interests.
- ESAFF and its members will also campaign for the realization of the Maputo declaration by ESA governments. Will campaign for the allocation of agriculture budget to the 10% level of the national budgets and monitor the growth of the sector to the promised 6% annually.
- The campaign on land access, ownership and utilization of land will be conducted throughout the region to ensure that the youth, women and poor men, accesses, own and utilize this resource.

Specific Objectives:

- *To build the capacity of small scale farmers in sustainable agro ecological*
- *To influence Policy decisions on food security and sovereignty at international, regional and national levels*
- *To influence the agriculture research Agenda*
- *To improve small scale farmers adaptation and mitigation of climate change*

Key Performance Indicators

- Proportion of small scale farmers in ESA region are aware of sustainable agro ecological farming and are practising it;
- Number of policy dialogues effectively involving ESAFF members held at districts, provincial/regional and at RECs and AU levels;
- Proportion of ESAFF members who are ESAFF small scale farmers saying that they have influenced research agriculture policy agenda and practises;
- Proportion of men, women and youth farmers adapting new farming methodology that mitigate the impact of climate change;
- Number of position papers and policy briefs issued by ESAFF advancing agro ecological farming practises in ESA region.

Sub-result 1: To build the capacity of small scale farmers in sustainable agro ecological practices

During the period of 2011 to 2014, ESAFF will continue to support its members in developing local capacity to increase productivity through sustainable agro ecological farming. ESAFF understand that agriculture by small scale farmers in the ESA region is the one that produces food to feed the nations and not big commercial farming that is to serve as a producer of industrial raw material. Farmers have confirmed that improved local seeds are better as can cope with weather change, does not require chemical pesticides and have all the good required nutrients and is taste. In order to specifically build the capacity of small scale farmers,

ESAFF will deliver the following key activities:

- Conduct Training of Trainers for selected small-scale farmers from national chapters in:
- Community seed banks management
- seed production and multiplication
- organic and conservation farming
- sustainable livestock management

Sub-result 2: To influence Policy decisions on food security and sovereignty at international, regional and national levels

During the next three years, ESAFF will focus its efforts on identifying and influencing policy decisions on food security and food sovereignty at different levels; grassroots (local government) national level (national governments and parliament/judiciary) and at regional level (at the RECs: EAC, SADC and COMESA as well as the AU). ESAFF will deliver the following activities in order to influence policies for food security and food sovereignty:

- Develop the regional Campaign, Advocacy, and Lobbying strategy,
- Conduct Research on the impact of selected agriculture policies,
- Participate in policy making and review processes at international and regional levels,
- Conduct Lobbying and Advocacy on appropriate technologies and campaign against GMOs, biofuel and technologies that undermine farmers interests,
- Campaign for the realization of the Maputo declaration,
- Conduct media training,
- Training in policy analysis, Campaign, Advocacy, and Lobbying for SSF,
- Campaign, Advocacy, and Lobbying land tenure security

Sub-result 3: To influence the agriculture research Agenda at various level

For years agriculture research has been under resourced and under staffed hence could not deliver to the expectation. Of late private agro multinational companies are penetrating the institutions and fund them to conduct research that suit commercial farming or GM related crops. In the coming years ESAFF will identify and work with research institutions and research centres in the member countries for the purpose of bridging the gap between researchers and small scale farmers. During this period also we will advocate for more resources from the state towards agriculture research. The following are some of the key actions to be taken by ESAFF:

- To map the research centres and research institute in the ESA region and identify problems hampering reserach findings to be used by farmers,
- To establish partnerships with research institutions, collect, disseminate and demystify research information to small scale farmers,

- To conduct selected research in partnership with research institutions,
- To document and disseminate indigenous knowledge,
- To research on the impact of selected agriculture policies on food security and sovereignty
- Advocate for increased state resources to agriculture research centres and institutions

Sub-result 4: To improve small scale farmers adaptation and mitigation of climate change

Climate change is a reality in the ESA region. Farmers have been able to prepare their land, planting but unfortunately due to slightly change of weather they fail to harvest. In order to arrest the situation ESAFF will link with weather stations in the country in order to provide awareness on the coming season that will determine which kind of crops can be grown, encourage small irrigation schemes and encourage research and utilization of indigenous seeds. In a nutshell ESAFF will deliver the following major activities:

- Link with meteorological departments in all member countries
- Document and share indigenous knowledge on early warning systems and adaption
- Community exchange visits on successful farmers despite weather change
- Promote the use of indeginous improved seeds and small irigation schemes
- Lobby government to provide conducive environment and incentive for traders to ensure affordable and appropriate irrigation equipment to SSF
- Find opportunity and participate to influence climate change negotiations with agriculture perspectives at regional and international level.

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

Immediate Objective

To empower small scale farmers to understand, access and influence markets of agricultural produce

Trade and markets are among the important factors in agriculture development. Small scale farmers spend most of their time and energy producing but once they have the produces are sometimes denied to sell them across boarders 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. 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 establishment of agriculture banks that provide services to smallholder farmers. At international level will follow and influence EPAs negotiations in favour of smallholder.

Key Performance Indicators

- Number of small scale farmers aware of marketing system in their countries
- Number of documented life stories of farmers who managed to get favorable prices and reliable markets
- Recorded number of meetings between farmers and agro dealers which ended with farmers securing favourable price of agriculture input
- Issues submitted and agreed at regional and international trade negotiations

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

Sub-result 1: Increased in percentage of ESAFF members small scale farmers that are aware of agriculture marketing systems at national and local level in their countries; from 10% to 50% in the year 2014.

In order to build capacity of farmers on market systems, capacity building session and field tour will be organised within member countries. This will go hand in hand with exploring possibility of establishment of market centres and media advocacy campaigns. Specifically ESAFF will derive the following activities:

- Training in marketing skills for agricultural produce

- Training in collective marketing and entrepreneurship
- Conduct TOT on marketing concepts
- Training of SSF in documentation and record keeping from production to the market
- Establishment of SSF marketing centers
- Plan and execute media awareness and advocacy campaign on marketing

Sub-result 2: Number of Issues (at least 4) that proposed by ESAFF accepted and agreed at regional and international trade negotiation processes

The following are the key activities under regional and international trade negotiations:

- Production of policy briefs and position papers
- Conduct policy dialogue meetings
- Conduct Research to analyze the impact of regional and international policies
- Campaign against unfavorable trade agreements e.g. EPAs
- Participate in international and regional trade processes
- Plan and execute media advocacy campaign

Sub-result 3: Significant percentage of ESAFF members have accessed a form of credit or other finance support from financial institutions from 5% in the year 2011 to 25% in the year 2013

The following are the key activities under enhanced SS access to credit and finance

- Advocate for conducive public policies
- Identify, document and share successful micro finance cases
- Train national chapters in the establishment and management of SACCOs.

3.2.2 Key Result Area 3 – ESAFF has mainstreamed gender, youth 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 2014

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

Key Performance Indicators

- Increased number of ESAFF members with organizational policies on gender, youth involvement and HIV/AIDS; from 4 in 2011 to 13 in the year 2014.
- Increased percentage of youth attending policy processes meetings

regarding agriculture and rural development at national and local level from 20% in the year 2011 to 50% in the year 2014

- To mainstream gender, youth and HIV in all ESAFF member country constitutions
- A number of youth and women leaders within ESAFF increased from 30% in 2011 to 50% in the year 2014.
- Availability of practical and user friendly monitoring and evaluation tool on gender implementation practises
- 6 Position papers on gender, youth and HIV/AIDS produced and disseminated by ESAFF

Sub-result 1: Increased number of ESAFF members with organizational policies on gender, youth involvement and HIV/AIDS; from 4 in 2011 to 13, in the year 2014.

During the next three 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:

- Develop a gender and HIV/AIDS policy at ESAFF regional HQ level
- Organise and conduct TOT training on Gender youth and HIV to at least 150 members at 7 member countries (Zimbabwe, Lesotho, Seychelles, Madagascar, Kenya, Zambia, RSA)
- Support member countries to produce their policies on gender, youth and HIV/AIDS
- Document and share best practices on gender, HIV/AIDS and youth involvements
- Develop a simple monitoring tool for gender, HIV and youth

Sub-result 2: To motivate youths to take interest in agriculture and enhance participation Increased percentage of youth attending policy processes meetings regarding agriculture and rural development at national and local level from 20% in the year 2011 to 50% in the year 2014

Key Activities

- Organize a congress of youths in agriculture
- Support the establishment of organization of youths in agriculture
- Involve more youths in ESAFF activities
- Involve youths in election processes to take up leadership positions

3.2.3 Key Result Area 4: ESAFF is an organization that produces high quality services efficiently, effectively and in good time by the year 2014

ESAFF is looking forward in the coming three years to ensure that it 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 if fully staffed, working towards owning its own office ad have relevant

Key Performance Indicators

- Percentage of funding originating from the corporate sector, international foundations and individuals;
- Percentage of members and areas that are supported by ESAFF in member countries;
- ESAFF owns its plot and plan to build its headquarters office premises;
- ESAFF’s sustainability strategy is implemented.
- Enhanced linkages with likeminded organisations

Immediate Objective

To strengthen the capacity of ESAFF and its members to fulfill its mission and objective

The following objectives support this intention:

Specific Objectives

- To strengthen the ESAFF regional secretariat in governance, funding and managerial
- To enhance the ESAFF region governance
- To build the capacity and strengthen the institutional sustainability of national chapters
- To enhance Linkages, and partnerships within ESAFF network as well as between ESAFF and likeminded organisations by 2014

Sub-result 1: To strengthen ESAFF regional secretariat as a professional, efficient and effective and ensuring conducive working environment by the year 2014

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:

- Recruit and maintain qualified/competent staff
- Train staff in required skills;
- Acquire own office space;
- Purchase and maintain office equipment and utilities
- Strengthen ICT cutting age capacity to serve members and other stakeholders efficiently;
- Update the M&E tools and guidelines;

- Improve planning, implementation and timely dissemination of both financial and narrative reports to the ESAFF members, donors, government and the general public;
- adherence to International Financial Reporting Standards (IFRS) and conduct an annual financial audit;
- Mainstream cross-cutting issues such as gender, youth and HIV/AIDS in ESAFF's policies, activities/events and plans.

Sub-result 2: Enhanced ESAFF region governance by the year 2014

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

- Conduct 4 board meetings annually
- Conduct 3 AGMs in three years
- Conduct a TGS, in 2014
- Conduct leadership skills and organizational management training
-

Sub-result 3: To build the capacity and strengthen the institutional sustainability of national chapters by 2014

ESAFF will continue to enhance capacity of weak and upcoming national small scale farmers on fundraising skills. It will also work to establish fundraising committee and expose members into international likeminded partners for learning. Communication and information sharing will be enhanced while a media strategy will be crafted. In summary, the coming three years will see the following;

- Training of national chapters in proposal writing and fundraising skills,
- Establishment of national fundraising committees
- Establish a regional fundraising committee that constitutes members of the national fundraising committees **(and business wings)**
- Support national chapters to fundraise, exposure visits regional and international
- Communication and sharing of experiences and information among ESAFF members and the secretariat
- Develop and implement a media strategy to increase visibility for ESAFF

Sub-result 4: Enhanced Linkages, and partnerships within ESAFF network as well as between ESAFF and likeminded organisations by 2014

Networking is an important ESAFF is a network of members. 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:

- Facilitate linkages among its members through annual forums and other strategic initiatives;
- Provide platform for sharing and disseminating success stories through ICT: newsletters, website, and social networks: *Twitter, Facebook and flickr*;
- Encourage utilisation of information and communication technologies to attain a high level performance among farmer organisation including use of the on-line messenger, skype, email lists and blogs to discuss topical issues and disseminate information;
- Develop Guidelines on how to work with Government and Media
- Payment of annual subscriptions and participate in forums and activities of likeminded organisations; and
- Conduct joint lobbying activities like Budget day advocacy for EAC Block

3.3 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.

3.4 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 2014, ESAFF expect to benefit at least 150 million smallholder farmers indirectly and will reach about 10 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 AU to advance the position of small scale farmers and influence agenda in favour of farmers

ESAFF also will work to build alliances at national, subregional/continental and global level. Current alliances with pan African network will be enhanced. These are the Oxfam Pan African program, PELUM Association, TCOE, ACORD, Africa Biodiversity Network, East Africa Civil Society Forum – EACSOFF, Via Campesina Africa 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.

3.5 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 plan. These include capacity development of members through training, mentoring and handholding, information sharing, advocacy coordination and partnership development.

3.5.1 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 building 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 campaigning, advocacy and lobbying (CAL) issues and the other three (3) will focus on Organisational development, fundraising and funds management, Leadership and ICT utilisation.

ESAFF also plans to hold at least thirteen (13) capacity building services to member countries (with at least 20 farmer leaders). This means that ESAFF will offer one (1) capacity development session to each member country on the areas of 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 are weak in organisational development will be supported in the areas identified in the organisational capacity assessments. These included leadership, organisational management and external relation management. Members to be benefited are Burundi, Kenya, Lesotho, Rwanda, South Africa and Zimbabwe.

During the next three years ESAFF will conduct annual senior staff meeting of at least 20 participants from secretariats of members countries to review and plan campaigns activities at regional and national level.

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

During the next three 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.

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) utilisation will be encouraged to enable members access and understand ESAFF's position in good time. ESAFF will also construct dynamic websites for Uganda, Seychelles, Mozambique, and Zambia to 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 16th October each year, National Budget days in June and January, and the World Peasant Day in April (17).

ESAFF will support farmers to attend strategic meetings at Regional Economic Groupings (EAC, SADC, COMESA) at least twice a year to each organisation which makes 18 times in three years.

3.6 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: 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.

3.6.1 TGS-Triennial General Meeting

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

3.6.2 AGM - Annual General Meeting

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

3.6.3 ESAFF Regional Board

- a) Is made up of chairpersons or elected persons from member countries;
- b) Should be made up of between nine and 18 members;
- c) Oversees the operations of the organization and the implementation of plans and budgets;
- d) Makes decisions in relation to policy and strategic plans and budgets;
- e) Makes regulations for the proper and efficient management of personnel, administration, facilities and finances of the organization;
- f) Prepares three-year strategic plans for approval by the Triennial General meeting;
- g) Prepares Annual Plans and budgets, which it submits to the AGM for approval;
- h) Establishes and manages a bank account and determines authority levels for withdrawals;

- i) Appoints the Executive Director and staff of the organization and determine their conditions of services;
- j) Establishes sub-committees of the Board; and
- k) Raises the necessary resources for the running of the organization.

3.6.4 Regional Secretariat

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

4 MONITORING AND EVALUATION

In order to ensure learning, programme relevance and effectiveness ESAFF will mainstream monitoring and evaluation in its activities. 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 Guidelines & Tools of 2010. 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 13 ESAFF member countries, (iv) National Small Scale Farmers Forum level in 13 member countries.

4.1 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.

4.2 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 three years.

5 FINANCING STRATEGY

5.1 Budget

The total budget for implementing this strategy is estimated at Euro **1,085,260.00** for the next three years. The budget is estimated to grow from Euro **282,820.00** in 2012 to Euro **349,420.00** in 2013 and **453,020.00** in year 2014. A detailed operational budget for the next five years is to be found in Appendix 3.

5.2 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 2002. 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 partner with likeminded organisations in Europe, America and Asia. ESAFF will also partner with like minded alliances in the region (like PELUM Association which has project on land advocacy, ACORD on gender and the African Biodiversity Network (ABN) on biosafety and anti – GMOs campaigns.

5.3 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 be developed and put into operation within the second year of implementation of this strategic plan. .

5.3.1 Funding through member organisations

In its meeting in Kampala in the year 2010, ESAFF board adopted a resolution that encourages members to embark on fundraising on ESAFF activities. The aim was to release some constraints from the regional headquarters. During the implementation of this strategy, its is anticipated that the young and upcoming members of ESAFF (Kenya, Zimbabwe, Lesotho, and South Africa) consolidates their fundraising initiatives.

5.3.2 Endowment Fund

During the implementation of the strategic plan ESAFF will explore the possibility of building an endowment fund. Sources for setting up the endowment fund may include the well wishers, consultancies and individuals within and outside ESAFF. ESAFF will explore possibility of setting a business wing to allow members to have share. Endowment fund is a capital fund established to provide regular unrestricted income to an organisation. Funds are invested to set up an endowment for creating an income stream into the future. An endowment fund is a useful method of helping ensure the long-term sustainability of ESAFF. The principal may be invested initially only in risk free investments such as Treasury Bill and Bonds. Thereafter, it may also be invested in the stock exchange. In the initial years, the interest earned is reinvested back into the Fund in order to build it up. Once the Fund has reached a sufficient size, the interest earned may then be used to cover some core operating costs and to provide financial support to member organisations.

6 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 three risks for ESAFF are considered to be:

Assumptions	Risks involved	Likelihoods to happen	Strategies to mitigate risks and/or to ensure assumptions hold
1. 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	Low to medium	Expose tricks used by agrochemicals and pro GMO multinational companies to promote their model of agriculture on their benefits
2. Political climate allows smallholder farmers to operate	Ban of civil society and post election violence	Low	To stay apolitical while enhancing recognition of ESAFF as a forum that fights for farmers rights
3. 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 High	Encourage farmers forum registration at national and district level (Lesotho, South Africa)
4. ESAFF becomes unpopular among donors, policy makers at National and RECs level	Donor NOT interested to give funds and policy makers policy space	Very high	Enhance our popularity among like minded funders as well as smallholder farmers and the public
5. Adequate funds available to implement this project	Cutting of funds due to economic crisis and change of governments in Europe	Medium to High	Fundraising at regional and national level and enhance membership payment of fees
6. 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
7. Farmers are aware and appreciative of the role of their forums to bring about change	mismanagement of funds	low	- Establish transparent minimum standards for effective farmers forum and the retirement systems and duration
8. 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)
9. Readiness of farmers to embrace new ICT	Lack of ICT infrastructures, and political restrictions and high cost of communication	Medium	Flexibility to allow affordable means of communications like text messaging (sms)

ANNEXES

A I LOG FRAME MATRIX 2011 - 2014

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	Indicator	MoV	Assumption/Risks	Mitigations
<p>Programme Goal:</p> <p><i>The Eastern and Southern Africa region has halved hunger and poverty among its citizens by the year 2015, as per millennium development goal (MDGs).</i></p>	<ul style="list-style-type: none"> • Availability and access to food • High quality livelihoods in rural areas; • Increased percentages of national budget allocated to agriculture sector • Increased level of budget spend on rural agriculture development 	<ul style="list-style-type: none"> • Annual and progress reports and statistics of SADC, COMESA and EAC; • International reviews and reports (e.g. UNDP-HDR; MDG Reports • National budgets analysis report 	<ul style="list-style-type: none"> • The MDGs remains a credible, popular and achievable goal; • Developed countries (G-8) honour their pledges to support ESA governments • Multinational Agro chemical companies dominate agriculture in ESA 	<ul style="list-style-type: none"> • Raise public awareness on the commitments and monitor • Campaign against agriculture domination through GM seeds and herbicides
<p>Programme Purpose:</p> <p><i>To strengthen small-scale farmers in Eastern and Southern Africa to influence development policies and promote ecological agriculture for improved food security</i></p>	<p>Impact Indicators:</p> <ul style="list-style-type: none"> • 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 to 10%; • Strong, credible and effective national small scale farmers forum that internally accountable and able to influence agriculture policy processes; • Committed and responsible ESAFF secretariat able to delivering high quality services effectively and sustainably. 	<ul style="list-style-type: none"> • Monitoring and Evaluation reports • Annual report • Feedback reports from policy makers, farmer groups and like minded organisations 	<ul style="list-style-type: none"> • A conducive environment exists for farmers organisations to operate • ESAFF Member countries, Board and Secretariat deliver their duties proficiently; • ESAFF secures sufficient financial and none financial resources; 	<ul style="list-style-type: none"> • Uphold high standards and command moral authority • Adherence to constitution of ESAFF, abide code of conduct and other policies that govern staff recruitment, mentoring, retention and termination • Ensure strong funding-partner relations;

Description	Indicator	MoV
<p>Key Result Area I - Food security and sovereignty: <i>small scale farmers continue to ensure food security in the region through sustainable production and policy advocacy for favourable policies and resources availability</i></p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> • Proportion of small scale farmers in ESA region are aware of sustainable agro ecological farming and are practising it; • Number of policy dialogues effectively involving ESAFF members held at districts, provincial/regional and at RECs and AU levels; • Proportion of ESAFF members who are ESAFF small scale farmers saying have influenced research agriculture policy agenda and practises; • Proportion of men, women and youth farmers adapting new farming methodology that mitigate the impact of climate change; • Position papers/policy briefs issued to promote agro ecological farming. 	<ul style="list-style-type: none"> • Monitoring and Evaluation and Annual reports • Feedback reports from policy makers, farmer groups and like minded organisations • Policy Dialogue reports • Media cuttings and footage • Position papers produced
<p>Sub-result 1: To build the capacity of small scale farmers in sustainable agro ecological practices</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> • Change of perception of policy makers on sustainable agriculture versus intensive input and chemical fertilizers usage • Increase percentage of farmers who are aware and defending agro ecological farming by 2014 	<ul style="list-style-type: none"> • Monitoring and Evaluation reports • ESAFF Annual report • Press/Media cuttings and footage • Position papers produced
<p>Activities: <i>ESAFF will deliver the following key activities:</i></p> <ul style="list-style-type: none"> • Conduct Training of Trainers for selected small-scale farmers from national chapters in (i) Community seed banks management; (ii) organic and (iii) conservation farming; sustainable livestock management • Establish centers for seed production and multiplication • Lobby intraregional trade of seeds (non GM) 	<p>Output indicators:</p> <ul style="list-style-type: none"> • Number of ToT trained • Number of established community seed banks established in the region • Centres for production and multiplication of local seeds established in at least 4 countries where ESAFF operates • RECs put in place policies that enable cross boarder trade of seeds; 	<ul style="list-style-type: none"> • Monitoring reports • Activity reports • Media Monitoring Reports • RECs Summit reports
<p>Sub-result 2: To influence Policy decisions on food security and sovereignty at international, regional and national levels</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> • Policy and practise change in favour of agro ecological farming by policy makers 	<ul style="list-style-type: none"> • Monitoring reports • Activity reports • Media Monitoring Reports
<p>Activities: <i>ESAFF will deliver the following activities in order to influence policies for food security and food sovereignty:</i></p> <ul style="list-style-type: none"> • Conduct Research on the impact of selected agriculture policies to agro ecological farming model, • Develop the regional Campaign, Advocacy, and Lobbying strategy Participate in policy making and review processes at international and regional levels, • Conduct Lobbying and Advocacy on appropriate technologies and campaign against GMOs, biofuel and technologies that undermine farmers interests, • Campaign for the realization of the Maputo declaration, • Training in policy analysis, Campaign, Advocacy for SSF, • Campaign, Advocacy, and Lobbying land tenure security 	<p>Output indicators:</p> <ul style="list-style-type: none"> • Increased percentage of policy dialogues with active participation of farmers sponsored by ESAFF at RECs level (on GMOs, Land, Biofuel and resource allocation) • Percentage of policy dialogues with active participation of farmers sponsored by ESAFF at national level (on GMOs, Land, biofuel and resource allocation) • Increased percentage of policy dialogues with active participation of farmers sponsored by ESAFF at grassroots level(on GMOs, Land, biofuel and resource allocation) • Position papers issued by ESAFF on sustainable agroecological farming model and resource allocation (10 % budget) shared to policy makers and the public • Number of trained ToT with action plan to train others • Media campaign (TV slots) on GMOs, Land, Biofuel and resource allocation 	<ul style="list-style-type: none"> • Monitoring reports • Activity reports • Media Monitoring Reports

Description	Indicator	MoV
<p>Sub-result 3: To influence the agriculture research Agenda at various level</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> • Increased percentages of small scale farmers utilising local research on sustainable agriculture • Increased public funds directed to agriculture research that benefits SSF 	<ul style="list-style-type: none"> • Research reports • Copies of improved policies • Progress reports • Budget reports
<p>Activities: <i>The following are some of the key actions to be taken by ESAFF:</i></p> <ul style="list-style-type: none"> • Map research centres and research institute in the ESA region and identify problems hampering research findings to be used by farmers, • To establish partnerships with research institutions, collect, disseminate and demystify research information to SSF, • To document and disseminate indigenous knowledge, • To research on the impact of selected agriculture policies on food security and sovereignty • Advocate for increased state resources to agriculture research centres and institutions 	<p>Output indicators:</p> <ul style="list-style-type: none"> • Catalogue of research centres in the region, their state of funding and benefits to SSF • Number of research done in the past which are shared and utilised by small scale farmers in the region • Indigenous knowledge on agriculture documented and shared for adoption ; 	<ul style="list-style-type: none"> • Activity reports • M&E Reports • Media Monitoring Reports • Research reports
<p>Sub-result 4: To improve small scale farmers adaptation and mitigation of climate change</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> • Established policies/By laws to protect environment degradation due to bad practises toward nature • Funds set aside to promote conservation farming in the region and at country level 	<ul style="list-style-type: none"> • Content of altered or improved laws
<p>Activities: <i>The following are some of the key actions to be taken by ESAFF:</i></p> <ul style="list-style-type: none"> • Link with meteorological departments in all member countries and RECs • Document and share indigenous knowledge on early warning systems and adaption • Community exchange visits on successful farmers despite weather change • Promote the use of indeginous improved seeds and small scale irrigation schemes • Lobby government to provide incentive for traders to ensure affordable and appropriate irrigation equipment • Find opportunity and participate to influence climate change negotiations with agriculture perspectives at regional and international level. 	<p>Output indicators:</p> <ul style="list-style-type: none"> • Established rapport between ESAFF and its members on regional and national weather forecast • Documented and shared indigenous knowledge on early warning systems and adaption • Report of community exchange visits on successful farmers despite weather change • Types of good local seed shared by farmers • A number of farmers growing and sharing seeds • Governments providing conduncive environment and incentive for traders to distribute affordable and appropriate irrigation equipment to SSF • Influence responsible international climate change negotiations with agriculture perspectives 	<ul style="list-style-type: none"> • MoU between ESAFF and Meteorological Agency • Event report • M&E Reports • Media Monitoring Reports

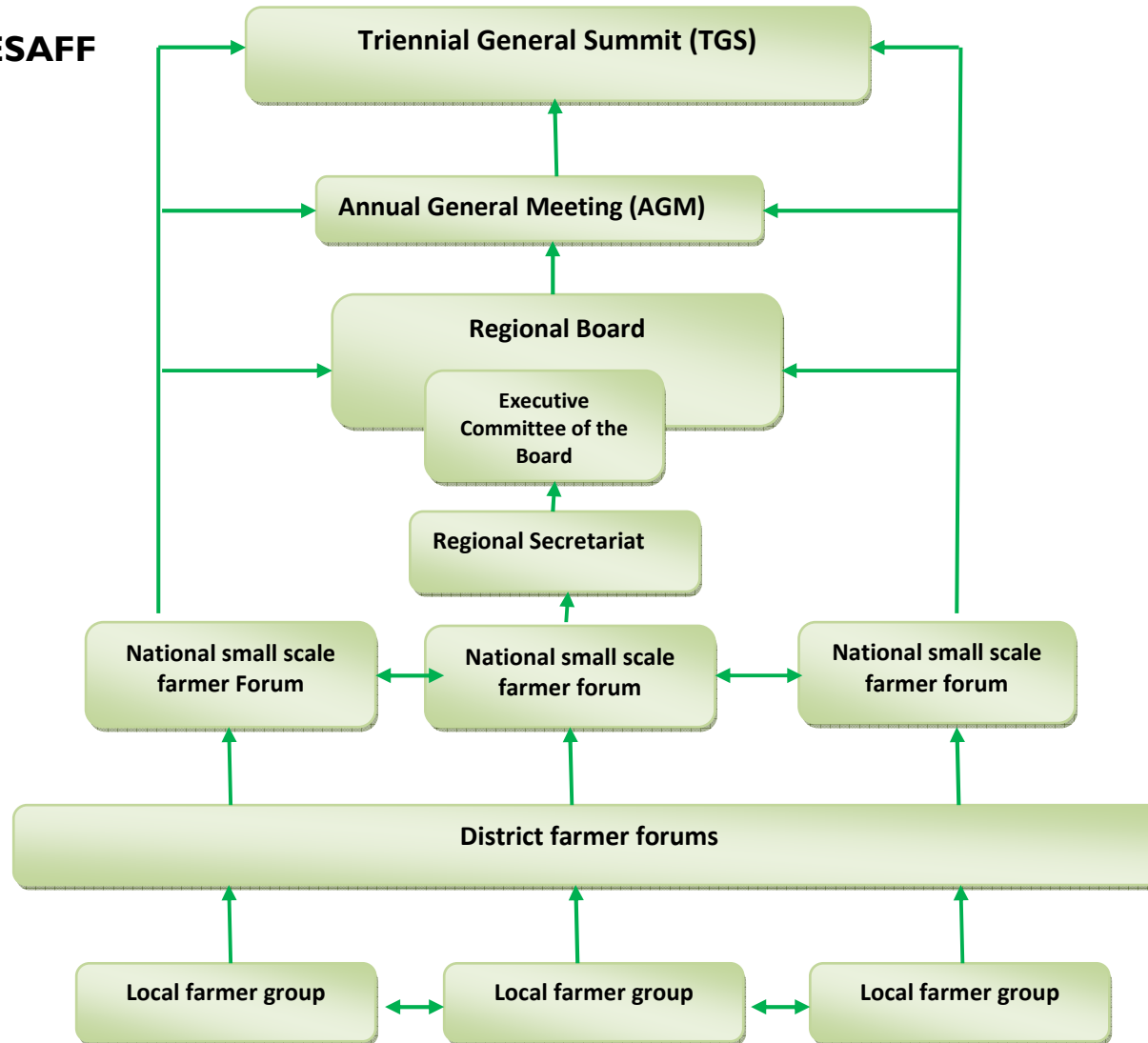
Description	Indicator	MoV
Key Result Area 2 - Trade and Markets: Small scale farmers are aware of their rights and responsibilities, and are able to negotiate good trade deals and are demanding and accessing fair market for their agriculture produces	Outcome Indicators: <ul style="list-style-type: none"> Regional, national and local policies adjusted to suit local and cross borders small scale farmers producers 	<ul style="list-style-type: none"> Monitoring and Evaluation reports ESAFF Annual reports Feedback of stakeholders, Policy Dialogue reports Media cuttings and Position papers
Sub-result 1: Increased in percentage of ESAFF members small scale farmers that are aware of agriculture marketing systems at national and local level in their countries; from 10% to 50% in the year 2014	Outcome Indicators: <ul style="list-style-type: none"> %ge increase of farmers awareness in agro ecological farming at all levels from 30% to 60% by 2014 	<ul style="list-style-type: none"> Annual reports from members
Activities: ESAFF will deliver the following key activities: <ul style="list-style-type: none"> Training in marketing skills for agricultural produce Training in collective marketing and entrepreneurship (field study tour) Conduct TOT on marketing concepts Training of SSF in documentation and record keeping from production to the market Establishment of SSF marketing centers Plan and execute media awareness and advocacy campaign on marketing 	Output indicators: <ul style="list-style-type: none"> Increased number of small scale farmers aware of marketing system in their countries (removal of non – tax and tax barriers) Documented life stories of farmers who managed to get favorable prices and reliable markets from study tour Recorded number of meetings between farmers and agro dealers which ended with farmers securing favourable price of agriculture input Issues submitted by ESAFF, and agreed at regional and international trade negotiations 	<ul style="list-style-type: none"> Training reports Media reports Monitoring reports
Sub-result 2: : Number of Issues (at least 4) that promoted by ESAFF accepted and agreed at regional and international trade negotiation processes	Outcome Indicators: International trade systems and intra regional trade and marketing on agriculture produce (EPAs/WTO/ Intraregional trade) are in favoure of small holder farmers	Monitoring reports Conference Reports
Activities: ESAFF will deliver the following activities in order to influence policies on market: <ul style="list-style-type: none"> Production of policy briefs and position papers Conduct policy dialogue meetings Conduct Research to analyze the impact of regional and international policies Campaign against unfavorable trade agreements e.g. EPAs Participate in international and regional trade processes Plan and execute media advocacy campaign 	Output indicators: <ul style="list-style-type: none"> At least 6 policy briefs and position papers produced by ESAFF on trade related to EPAs/WTO/ Intraregional trade Conduct policy dialogue meetings on EPAs/WTO/ Intraregional trade Research report analyzing the impact of regional and international trade policies to farmers (free trade of food produces across borders) Regional wide campaign against unfavorable trade agreements in. EPAs ESAFF position in international and regional trade processes is known and appreciated Changed perception on issues after intensive media advocacy campaign 	<ul style="list-style-type: none"> Policy papers research reports Monitoring reports Media cuttings Event reports

Description	Indicator	MoV
<p>Sub-result 3: Significant percentage of ESAFF members have accessed a form of credit or other finance support from financial institutions from 5% in the year 2011 to 25% in the year 2013</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> RECS and governments in ESA recognise the importance of establishing Agriculture banks that enables farmers to access credit 	<ul style="list-style-type: none"> Research reports Progress reports training reports
<p>Activities: The following are the key activities under enhanced SS access to credit and finance</p> <ul style="list-style-type: none"> Advocate for conducive public policies Identify, document and share successful micro finance cases Train national chapters in the establishment and management of SACCOs 	<p>Output indicators:</p> <ul style="list-style-type: none"> At least 5 countries have established agriculture banks that are pro small scale farmers Number of cases shared on how small scale farmers can access/not access financial credits from commercial banks Farmers from at least 6 member countries have learned how to establish SACCOs 	<ul style="list-style-type: none"> Annual reports Quarterly reports Media clippings
Description	Indicator	MoV
<p>6.1.2 6.1.3 Key Result Area 3 - 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 2014</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> ESAFF is highly gender sensitive organisation which embraces gender in all its activities Gender sensitive regional and national agriculture policies and practises that benefit both women, girls and poor men 	<ul style="list-style-type: none"> Monitoring and Evaluation reports ESAFF Annual reports Feedback reports from stakeholders Press/Media cuttings and footage Position papers produced
<p>Sub-result 1: Increased number of ESAFF members with organizational policies on gender, youth involvement and HIV/AIDS; from 4 in 2011 to 13, in the year 2014</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> ESAFF has many youth and women members who constitute 50% in leadership by 2014 	<ul style="list-style-type: none"> Annual reports Monitoring reports Press/Media cuttings and footage
<p>Activities: ESAFF will deliver the following key activities:</p> <ul style="list-style-type: none"> Develop a gender and HIV/AIDS policy at ESAFF regional HQ level Organise and conduct TOT training on Gender youth and HIV to at least 150 members at 7 member countries (Zimbabwe, Lesotho, Seychelles, Madagascar, Kenya, Zambia, RSA) Support member countries to produce their policies on gender, youth and HIV/AIDS Document and share best practices on gender, HIV/AIDS and youth involvements Develop a simple monitoring tool for gender, HIV and youth 	<p>Output indicators:</p> <ul style="list-style-type: none"> Increased number of ESAFF members with organizational policies on gender, youth involvement and HIV/AIDS; from 4 in 2011 to 13 in the year 2014. Increased percentage of youth attending policy processes meetings regarding agriculture and rural development at national and local level from 20% in the year 2011 to 50% in the year 2014 To mainstream gender, youth and HIV in all ESAFF member country constitutions A number of youth and women leaders within ESAFF increased from 30% in 2011 to 50% in the year 2014. Availability of practical and user friendly monitoring and evaluation tool on gender implementation practises 6 Position papers on gender, youth and HIV/AIDS produced and disseminated by ESAFF to influence RECs and national public policies and practises 	<ul style="list-style-type: none"> Annual reports from member Training reports Media Monitoring Reports

Description	Indicator	MoV
<p>Sub-result 2: Youth are motivated to take interest in agriculture and increased percentage of youth attending policy processes meetings regarding agriculture and rural development at national and local level from 20% in the year 2011 to 50% in the year 2014</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> Youth participation in ESAFF activities increase from 10% to 50% Increases number of youth interested in agriculture regional wide 	<ul style="list-style-type: none"> Annual and quarterly reports Youth event feedback report
<p>Activities: ESAFF will deliver the following activities:</p> <ul style="list-style-type: none"> Organize a regional congress of youths in agriculture Support the establishment of organization of youths in agriculture Involve more youths in ESAFF activities Involve youths in election processes to take up leadership positions Research, identify and share the most critical issues that make the youth not to be involved in agriculture 	<p>Output indicators:</p> <ul style="list-style-type: none"> A youth and women wing of ESAFF established to share and strategise parallel to the TGS Percentage increase of policy dialogue with active participation of youth funded by ESAFF Agreed ESAFF position on the youth and how to motivate them to take active role in ESAFF leadership through elections Research report on youth and agriculture in the ESA region 	<ul style="list-style-type: none"> Progress reports (Quarterly reports) Monitoring reports minutes, attendance lists; research report
<p>Description</p> <p>Key Results Area 4: ESAFF is an organization that produces high quality services efficiently, effectively and in good time</p>	<p>Indicator</p> <p>Outcome Indicators: <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></p>	<p>MoV</p> <p><i>Financial Reports, Audited Accounts Annual Reports, Progress Reports Contracts with Funders Opinion forms</i></p>
<p>Sub-result 1: To strengthen ESAFF regional secretariat as a professional, efficient and effective and ensuring conducive working environment by the year 2014</p>	<p>Outcome Indicators:</p> <ul style="list-style-type: none"> ESAFF delivers its mission due to quality staff and available resources 	<ul style="list-style-type: none"> Annual Reports Progress Reports Research Reports
<p>Activities:</p> <ul style="list-style-type: none"> Solicit funding for the implementation of SP Recruit and maintain qualified/competent staff Train staff in required skills; Acquire own office space; Purchase and maintain office equipment and utilities Strengthen ICT cutting age capacity to serve members and other stakeholders efficiently; Update the M&E tools and guidelines; Improve planning, implementation and timely dissemination of both financial and narrative reports to the ESAFF members, donors, government and the general public; adherence to International Financial Reporting Standards (IFRS) and conduct an annual financial audit; organise staff meeting for reflection and innovation 	<p>Output indicators:</p> <ul style="list-style-type: none"> Percentage of funding originating from traditional and other donor increased Competent, motivated and qualified staff in place Number of staff vs. training attended in country and outside the country ESAFF owns its plot and plan to build its headquarters office premises Percentage of members and areas that are supported by ESAFF in member countries; ESAFF's sustainability strategy is implemented. <i>Tools to capture lessons in place and working</i> <i>Technology knowledge management systems in place to disseminate indigenous knowledge and research findings.</i> Unqualified financial reports attained every year <i>Staff Monthly meetings and 1 retreat per year</i> 	<ul style="list-style-type: none"> Contract with donors Process monitoring reports Collaborative research Minutes of the meetings held Audited Accounts Annual Reports

Description	Indicator	MoV
Sub-Result 2 Enhanced ESAFF region governance by the year 2013	Outcome Indicators: <ul style="list-style-type: none"> • ESAFF is democratically, professionally governed and led 	<ul style="list-style-type: none"> • Annual reports
Activities: <ul style="list-style-type: none"> • Conduct 4 board meetings annually • Conduct 3 AGMs • Conduct the TGS • Conduct leadership skills and organizational management training 	Output indicators: <ul style="list-style-type: none"> • ESAFF is able to learn and improve its performances • Acquired skills on leadership and cutting age management by the Board 	<ul style="list-style-type: none"> • Meeting minutes • Training report with action plan
Sub-result 3: Strengthened institutional capability and sustainability of national chapters (ESAFF members) by 2014	Outcome Indicators: Effective, sustainable and well governed and resourced national farmers forum	<ul style="list-style-type: none"> • Members quarterly and annual reports
Activities: <ul style="list-style-type: none"> • Enhance financial management skills • To train national chapters in proposal writing and fundraising skills, • To establish national fundraising committees • Establish a regional fundraising committee that constitutes members of the national fundraising committees (and business wings) • To support national chapters to fundraise, exposure visits regional and international • Communication and sharing of experiences and information among ESAFF members and the secretariat • Develop and implement a media strategy to increase visibility for ESAFF 	Output indicators: <ul style="list-style-type: none"> • Reviewed financial and Human resource policies by 2012 • Availability of owns office desktop, laptop with internet access and other working gears (resources) • Increase in funding to national farmers forum from 10% to 20% • Increase level of sharing from 20% to 50% by the year 2014 • ESAFF member countries are well known and recognised in their respective countries 	<ul style="list-style-type: none"> • Audited report • Office premises • Proposals response from donor • Success stories shared • ICT Strategy, ICT Review
Sub-result 4: Enhanced Linkages, and partnerships within ESAFF network as well as between ESAFF and likeminded organisations by 2014	ESAFF impact is far reaching with minimum cost due to “sharing”	Annual report
Activities <ul style="list-style-type: none"> • Facilitate linkages among members through forums; • Sharing and disseminating success stories through ICT: newsletters, website, and social networks: Facebook/twitter • Encourage utilisation of information and communication technologies to attain a high level performance among farmer organisation including use of the on-line messenger, skypes, email lists and blogs to discuss topical issues; • Payment of annual subscriptions and participate in forums and activities of likeminded organisations; • Conduct joint lobbying activities like Budget day advocacy for EAC Block. 	<ul style="list-style-type: none"> • Increase communication and information sharing among ESAFF members • Enhanced reputation of members due to quality job shared • Reduced cost of communication and deepened professional relationship • 2 Policy/Guidelines on how to work with Government and Media • ESAFF subscription paid that increase its credibility to partners organisations • Advocacy activities carried jointly throughout the region with likeminded organisations • New partnership established with likeminded organisations, 	<ul style="list-style-type: none"> • Newsletters • Annual report • Web page • New policy/Guideline • Receipts • Lobbying reports

A 2 ORGANOGRAM OF ESAFF



A 3 BUDGET 2011 -2014 (ACTIVITY FOCUS)

S/N	Activity and Description	Year 1	year 2	Year 3
		Euro	Euro	Euro
	Capacity Development for farmers through regional TOT and training at country level			
1	Regional ToT Training @ 15 farmer leaders for Euro 15,000			
1.1	Campaign Advocacy and Lobbying (CAL) and campaign issues for ESAFF and	15,000.00	15,000.00	
1.1.1	Organisation Development - leadership 1 session	15,000.00		15,000.00
1.1.2	Organisation Development - ICT	15,000.00		
1.1.3	Organisational Development - Fundraising		15,000.00	
1.2	Member country training for 20 farmer leaders			
1.2.1	Support 13 national members to train farmer leaders on CAL and campaign issues for ESAFF @ Euro 5,000	35,000.00		
1.2.2	Support 6 national members to train farmer leaders on OD issues for weak ESAFF Members (Burundi, Kenya, Lesotho, Rwanda, RSA, Zimbabwe) @ Euro 5,000		30,000.00	
1.2.3	Organise annual senior staff meetings synchronise Campaigns on agroecological farming		15,000.00	15,000.00
2	Coordination of Campaigns, Advocacy and Lobbying (CAL) for food security and sovereignty			
2.1	Coordinate regional media campaigns on food security and agro ecological farming			
2.1.1	Prepare and broadcast 1 and half minute, TV and radio slots (at Euro 215 each) for maximum 30 times for 13 countries at prime time	30,000.00	30,000.00	30,000.00
2.1.2	Support countries to engage at national budgeting processes esp agriculture sector to influence allocation of 10% to the sector and rural development (Euro 3000 @member x 13)		39,000.00	39,000.00
2.1.3	Support countries to engage on advocacy activities, publicity and media during the International World Food Day (WFD) Oct 16th, and Peasants Day April 17, to demand increase of resources and resist pressure on practices that jeopardise agro ecological farming (GMO introduction, land grabbing, climate justice and alike) 1500 @ member x 13)		20,000.00	20,000.00
2.1.4	Influencing RECs (SADC, COMESA and EAC) policies on agriculture and rural development through lobbying and advocacy - participation in strategic meetings	6,000.00	6,000.00	6,000.00
2.1.5	Active and meaningful participation in likeminded organisations activities that are congruent to ESAFF mission	5,000.00	5,000.00	5,000.00
2.1.6	Conduct and publish research on agriculture policies and research mapping	15,000.00		
2.1.7	Gender , Youth and HIV/AIDS (mainstreaming, youth conference and policies development)		20,000.00	

3	ADHERENCE TO GOOD GOVERNANCE PRACTISES of ESAFF			
3.1.1	Organise and conduct Board meetings twice a year	20,000.00	20,000.00	20,000.00
3.1.2	Organise and conduct Board AGM Once a year	20,000.00	20,000.00	20,000.00
3.1.3	Organise and conduct TGS and elections of office bearers			40,000.00
3.1.4	Popularize and evaluate observance of the Code of Conduct of ESAFF	2,000.00	2,000.00	2,000.00
3.2	MONITORING AND EVALUATION			
3.2.1	Ensure monitoring session are held during Board and AGM meetings of ESAFF			
3.2.2	Conduct monitoring and backstopping visits to members		6,000.00	6,000.00
3.2.3	Conduct Evaluation of Strategic Plan during TGS (budget for evaluation exercise and facilitators)			10,000.00
4	INSTITUTIONAL DEVELOPMENT of ESAFF			
4.1	Salary and remunerations for staff members			
4.1.1	Salary for Coordinator (Euro 2,600)	33,800.00	33,800.00	33,800.00
4.1.2	Salary for CAL and Networking Officer (Euro 1500)	19,500.00	19,500.00	19,500.00
4.1.3	Salary for Accountant (Euro 1000)	13,000.00	13,000.00	13,000.00
4.1.4	Salary for Assistant Communication and Admin Officer (Euro 700)	9,100.00	9,100.00	9,100.00
4.1.5	Staff Annual Gratuity	11,500.00	11,500.00	115,000.00
4.2	OFFICE UTILITY, RENT AND OVERHEADS			
4.2.1	Office Rent and repairs	5,500.00	6,000.00	7,000.00
4.2.2	Office monthly utility	300.00	400.00	500.00
4.2.3	Internal travels	2,000.00	2,000.00	2,000.00
4.3	Vehicle maintenance	3,000.00	3,000.00	3,000.00
4.3.1	Vehicle purchase (second hand)	-	-	15,000.00
4.3.2	Computer, website hosting, updates and E-newsletter, Interpretation Equipment	2,000.00	2,000.00	2,000.00
4.3.3	Computer purchase for HQ staff and 6 Weak members	2,000.00	3,000.00	2,000.00
4.4	Communication for Board members	3,120.00	3,120.00	3,120.00
	Subtotal	282,820.00	349,420.00	453,020.00
	Grand total Euro			1,085,260.00

A 4 ESAFF FARMER LEADERS AND CONTACTS

(i) ESAFF Regional Board Members (as updated from 15th April 2011 after TGS Elections)

Name and title	Sex	Board member from	Country of Origin	Mobile phone	E-mail
1. Moses Shaha (Board Chair)	M	2007	Kenya	+254724281610	moses_388ke@yahoo.com
2. Elizabeth Mpofu (Vice Chair)	F	2007	Zimbabwe	+263912443716	ezimmpofu@yahoo.com
3. Hakim Baliraine (General Secretary)	M	2009	Uganda	+256752643110	esaffuganda@yahoo.com
4. Goodwell Chiteya (Treasurer)	M	2011	Malawi	+265999578327	nasfam@nasfam.org
5. Mubanga Kasakula (Board Member)	M.	2007	Zambia	+260977832594	kasakulamuba@yahoo.co.uk
6. Mamalefetsane Phakoe (Board (Member)	F	2010	Lesotho	+26663294581	Mamalefetsanephakoe@yahoo.com
7. Aaron Tlaka Member (Board (Member)	M	2007	South Africa	+27780395589	aarontlaka@yahoo.com
8. Elias Kawea (Board Member)	M	2007	Tanzania	+255782257783	eliaskawea@yahoo.com
9. Serge Benstrong (Board Member)	M	2008	Seychelles	+248515020	sbenstro@intelvision.net
10. Rachel Muyobokey (Board Member)	F	2011	Rwanda	+250788842648	app2011@yahoo.fr
11. Odette Nzeyimana (Board Member)	F	2010	Burundi	+25779991149	esaffburundi@yahoo.fr
12. Richard Rabetrano (Board Member)	M	2010	Madagascar	+261202232561	cpm@moov.mg
13. Saquina Mucavele (Board Member)	F	2011	Mozambique		tapiwachimbiro@yahoo.com/ mugede@gmail.com

(ii) ESAFF Contacts

Joseph Mzinga - The Coordinator

Eastern and Southern Africa Small Scale Farmers' Forum (ESAFF)

Misufini Area, Old Mlali (SUA) Road, Plot No. 623/05, P.O. Box 1782, Morogoro

Tel/fax - +255-23-2600006 (Office); Mobile +255713486183/+255782486183 (Coordinator)

E- Mails: esaff@esaff.org, coordinator@esaff.org; website: www.esaff.org