



AMENDED

UGANDA COFFEE DEVELOPMENT AUTHORITY
(UCDA)

STRATEGIC PLAN, FY 2020/21- 2024/25

VISION:

An Inclusive, Transformative and Sustainable Coffee Industry

THEME:

Sustainable Industrialization, value addition for inclusive growth,
Employment and Sustainable Wealth creation

March, 2021

Foreword

Coffee is Uganda's leading export commodity, plays a leading role in the livelihood of Ugandans and contributes substantially to the national economy. Nearly 42% of farming households grow some coffee and coffee has contributed on average 20-30% to the country's foreign exchange earnings over the past 20 years

This Five Year Strategic Plan for the period FY2020/21 – 2024/25 for Uganda Coffee Development Authority (UCDA) has been developed to provide strategic guidance to UCDA in the implementation of programmes and activities in the five-year period. The plan has been developed in line with the Comprehensive National Development Planning Framework (CNDPF). In particular, the Plan is aligned to Uganda Vision 2040, the Third National Development Plan (NDP III), the Agro-Industrialization Programme Implementation Action Plan and Parish Development Model. This Plan has been developed against several strategic and policy backgrounds including: the 1995 Constitution of Uganda, the National Coffee Policy, 2013 and the National Coffee Act, 2021. It builds on the achievements laid down by the previous strategic plans under NDPII for the period FY2015/16 – 2019/20, and the Coffee Roadmap.

The **goal** of this Strategic Plan is to “*Increase coffee earnings and create inclusive employment along the value chain*”. This goal will be actualized by the following **six strategic objectives**: i) Increase coffee production and productivity; ii) Modernise post-harvest handling and storage; iii) Increase coffee processing and value addition; iv) Increase consumption of Ugandan Coffee and its products, locally and internationally; v) Increase mobilization and access to agricultural finance; and vi) Strengthen UCDA institutional capacity to deliver on its mandate. Implementation of the interventions will lead to: increase in production of 20 million 60 Kg bags of coffee from 7.75 million, increase the value of total annual coffee export earnings from USD 583 million to USD 1,500 million; and create 40,000 jobs along the coffee value chain. The incredible leap in coffee production necessitates to do business unusual.

*Coffee being one of the priority commodities for the Parish Development Model, this Strategic Plan integrates principles of the **Parish Development Model (PDM)** expected to deepen the decentralisation process, increase accountability at local levels and improve incomes especially the subsistence households. Through implementation of this Strategic Plan, UCDA will contribute towards increase in household's incomes and improvement of quality of life of Ugandans with a specific focus on transforming subsistence households into the money economy.*

The success of the implementation of this plan will require concerted effort of all value chain actors. I therefore urge all stakeholders, particularly the political leaders, Technical staff, Private Sector players, Academia, Civil Society, Cultural Institutions, Faith-Based Organizations (CSOs), and Development Partners to embrace this Plan.

I wish to appreciate all stakeholders, the political leadership, the Managing Director and the entire staff of UCDA for the efforts towards the Development of this Plan.

For God and My Country

Dr. Charles Francis Mugoya

CHAIRPERSON, BOARD OF DIRECTORS

Acknowledgement

I am delighted to present UCDA's Strategic Plan for 2020/21 – 2024/25 which sets out the Authority's strategic direction over the next five years. The plan was developed through a consultative process involving both internal and external stakeholders through various sessions and focus group discussions to ensure all the stakeholders' interests were embedded. The Plan has been developed within the National Development Planning Framework provided by National Planning Authority (NPA) and, therefore, reflects the development priorities contained in the Third National Development Plan (NDPIII).

I therefore take this opportunity to express my gratitude to members of UCDA management team and the entire staff who contributed to the various components of this Plan. Special thanks goes to the Director Strategy and Business Development who guided this process together with his team led by the Business Development and Innovation Officer.

I also wish to extend my gratitude to entire Board of Directors for their input and for providing strategic oversight during the plan formulation process. Your unwavering commitment, leadership and teamwork contributed immensely to the finalization of the planning process.

Last, my special gratitude is extended to the National Planning Authority (NPA) for providing the Strategic Planning direction including contributing immensely to the finalization of this Strategic Plan. I have confidence that the Plan will serve as an effective anchor for the Authority to deliver on its mandate as we seek to achieve the milestones we have set ourselves and I pledge my total commitment and leadership to ensure these are met.

Dr. Emmanuel Iyamulemye Niyibigira

MANAGING DIRECTOR

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List of Acronyms

DSBD	Director, Strategy and Business Development
LGs	Local Governments
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MIA	Ministry of Internal Affairs
MIS	Management Information System
MoFPED	Ministry of Finance, Planning and Economic Development
MoFA	Ministry of Foreign Affairs
MoLG	Ministry of Local Government
MTEF	Medium Term Expenditure Framework
MTIC	Ministry of Trade, Industry and Cooperatives
MTWA	Ministry of Tourism, Wildlife and And Antiquities
MWE	Ministry of Water and Environment
NARO	National Agricultural Research Organization
NDPIII	Third national Development Plan
NPA	National Planning Authority
NUCAFE	National Union of Coffee Agribusiness & Farm Enterprises
PCDA	Parish Coffee Development Advisor
PDM	Parish Development Model
PFMA	Public Finance Management Act
OP	Office of the President
OWC	Operation Wealth Creation
SWOT	Strengths, Weaknesses, Opportunities and Threats
UCDA	Uganda Coffee Development Authority
UDB	Uganda Development Bank
UDC	Uganda Development Cooperation
UNBS	Uganda National Bureau of Standards
URA	Uganda Revenue Authority
UTB	Uganda Tourism Board

EXECUTIVE SUMMARY

Uganda Coffee Development Authority (UCDA) was established as a public Authority by an Act of Parliament 1991 and amended in 1994 which was repealed and replaced by the National Coffee Act, 2021. It is responsible for regulating all “on” and “off” coffee farm activities. In particular, UCDA regulates, promotes, and oversees the quality of coffee along the entire value chain, supports research and development, promotes production, and improves the marketing of coffee to optimize earnings for coffee stakeholders and the country.

Uganda was a leading coffee exporter in Africa, and the second- largest coffee producer in Africa, exporting over 5.10 million 60 kg bags (FY2019/20). Production of this high quantity of coffee was attained through the efforts of over 1.7 million coffee farm household producers that are part of the value chain offering employment to over 5 million households engaged in related activities. Coffee export still holds a strategic position as Uganda’s leading foreign exchange earner in the past 20 years contributing to approximately 20 percent of foreign exchange earnings. Additionally, the NDPIII identifies coffee as one the priority crops to contribute to its goal of “improving household incomes and improving the quality of life of Ugandans. Despite the economic importance of coffee to the economy of Uganda, it still has several challenges that negatively influence the coffee value chain. The challenges are either procedural (administrative), quality and standards, or trade policy issues. Others include; skills development, trading dynamics and access to markets.

This UCDA Strategic Plan builds on the achievements laid down by the previous strategic plans and challenges encountered. **UCDA’s vision** is to achieve “*An Inclusive, Transformative and Sustainable Coffee Industry*”. This will be possible given its **mission** of “*increasing quality coffee production, productivity, value addition, marketing and consumption*”. The purpose of this five-year Strategic Plan is to provide a strategic direction of UCDA in the medium term to contribute to the aspirations of the country as articulated in the third National Development Plan (NDP III) and the Uganda Vision 2040. Formulation of the Plan was informed by a review of the Authority’s past performance and was participatory including extensive consultations with relevant stakeholders.

The overarching/ **ultimate goal** of this plan, therefore, is to “*Increase coffee earnings and create inclusive employment along the value chain*”. The goal will be pursued under the overall **theme** of “*Sustainable Industrialization, value addition for inclusive growth, Employment and Sustainable Wealth creation*”. This Strategic Plan is aligned to the National Development Planning frameworks and global & regional initiatives. These are: Uganda Vision 2040, Third National Development Plan (NDPIII) & Agro-industrialization Programme; Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) Strategic Plan; Sustainable Development Goals (SDGs) 2030, Africa Agenda 2063 and East African Community (EAC) Vision 2050.

The Plan is anchored on four 4 pillars of

1. Sustainable production and productivity
2. Quality and value addition
3. Market development and Intelligence
4. Institutional development.

The goal of this plan will be achieved through implementation of the six identified **strategic objectives** and the respective interventions aligned to the four pillars. The objectives are: *i) Increase coffee production and productivity; ii) Modernise post-harvest handling and storage; iii) Increase coffee processing and value addition; iv) Increase consumption of Ugandan*

Coffee and its products, locally and internationally; v) Increase mobilization and access to agricultural finance; vi) Strengthen UCDA institutional capacity to deliver on its mandate.

The **Parish Development Model (PDM)** will be embraced during the implementation process of this Strategic Plan as government innovative development model to increase the effectiveness of the interaction between the government and its people in order to accelerate the realization of government's long-term goal of socio-economic transformation.

The key expected results from implementation of this plan include: Implementation of the interventions will lead to: increase in production of 20 million 60 Kg bags of coffee from 7.75 million, increase the value of total annual coffee export earnings from USD 583 million to USD 1,500 million; create 40,000 jobs along the entire value chain; increase foreign exchange earnings from 13 percent to 25 percent; reduce coffee post-harvest losses by half from 40 percent; increase total acreage under coffee from 583 Ha to 700 Ha; increase yield per tree from (Robusta - 0.79 kg/ tree, Arabica - 0.6Kg / tree) to (Robusta - 1.5 Kg/ tree Arabica- 1.2 Kg / tree) in FY2019/20 to 2024/2025, respectively.

This strategic plan brings on board new initiatives, which if well implemented would greatly contribute towards the attainment of the desired results in coffee production and productivity, value addition, marketing and consumption. Some of these new initiatives include:

- i) Development of Geo-Spatial Monitoring and Evaluation System, that will automate the activities of registration of value chain actors, extension management, monitoring & evaluation and reporting in UCDA to combat the current challenges that come with the manual system
- ii) Establishment and Renovation of regional analytical laboratories for quality assurance and enforcement of standards
- iii) Establishment of the soluble coffee processing plant to enhance coffee value addition
- iv) Construction of micro-irrigation schemes to reduce farmer over reliance on rain fed coffee farming
- v) Development and implementation of the Parish Coffee Development Advisors Model to strengthen the extension system at Parish level.
- vi) Development and implementation of market promotion strategies for emerging markets

The estimated cost of this plan is UGX 788.51 billion over the medium term. This translates into an average of UGX. 157.7 billion per annum. The projected investment is expected to grow from UGX. 108.99 billion in FY 2020/21 to UGX. 136.69 billion in FY2024/25.

The Authority through its M&E Plan and results framework will periodically track and report on the progress of implementation of the Strategic Plan. It will be done under the different priority focus areas including the Authority's contribution to the NDPIII Agro – industrialization programme outcomes. These will be achieved through periodic progress reporting, performance annual reviews, Mid Term Reviews (MTR) and end term evaluation. In particular, a mid term review will be conducted two and a half years into the plan implementation and end-term evaluation at the end of the Plan.

In conclusion, this plan identified key risks that may hinder plan implementation but also proposed mitigation measures to encounter such risks.

1.0 INTRODUCTION

1.1 Background

The Uganda Coffee Development Authority Strategic Plan, 2020/21-2024/25 comes at a crucial time when government of Uganda is implementing the Third National Development Plan (NDP III) for FY 2020/21 to 2024/25. It presents the broad direction of the Authority over the medium term. The plan is formulated in line with the requirement of the Comprehensive National Development Planning Framework (CNDPF), NPA Act 2002, the Planning Regulations and the Standard Strategic Planning Guidelines.

1.2 Legal Framework of UCDA

Uganda Coffee Development Authority (UCDA) is one of the agencies of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). UCDA was established as a public Authority by an Act of Parliament 1991, amended in 1994 which was repealed and replaced by the National Coffee Act 2021. It is responsible for regulating all “on” and “off” coffee farm activities. More specifically, UCDA regulates, promotes, and oversees the quality of coffee along the entire value chain, supports research and development, promotes production, and improves the marketing of coffee to optimize earnings for coffee stakeholders and the country. In order to build a competitive, participatory and sustainable coffee sub sector, UCDA has developed a number of other policies and frameworks such as the National Coffee Policy, 2013 and the coffee road Map.

1.3 Governance and Organisation Structure

1.3.1 Governance of the Authority

The UCDA Board of Directors is responsible for overseeing the conduct of business and supervising Management, which is responsible for the day-to-day operations. The Board’s objective is to preserve UCDA’s institutional competitiveness as well as to ensure that the Authority operates reliably and safely.

The Board is the supreme policy/governing of the Authority under the National Coffee Act, 2021. Its functions include: a) Formulating and reviewing the policy of the Authority; b) Setting targets for the annual performance of the Authority; c) Appraising and evaluating the performance of the management of the Authority; d) Determining the organisational structure and staffing of the Authority; e) Appointing and disciplining members of staff of the Authority.

The Board is industry-based but more importantly, is a practical demonstration of the public-private partnership with representation from key stakeholders from the Government and the Private Sector which include : a representative from the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) – the parent Ministry; a representative from the National Agricultural Research Organization (NARO); a representative from the Ministry of Finance, Planning and Economic Development (MoFPED); a representative from the Ministry of Trade, Industry and Cooperatives (MTIC); a representative of Coffee Farmers, representative of Coffee Exporters; representative of Coffee Roasters; representative of Coffee Processors and the Chairman of the Board. The Managing Director is an Ex-officio to the UCDA Board.

1.3.2 Management of the Authority

In order to achieve its vision, mission, and the benchmarks set under the Uganda National Coffee Strategy, UCDA recognizes that its human resources are important in the attainment of the organizational goals and objectives. The Senior Management team of UCDA is comprised of: i) The Managing Director (MD) responsible for the day-to-day operations and management of UCDA and reports to the Board; ii) The Secretary to the Board of Directors; iii) Heads of

Directorates; iv) Any other staff who may be competently co-opted to the team from time to time. The Board Secretary, Heads of Directorates and Departments assist the Managing Director in policy implementation. UCDA is administered through 6 Directorates namely: Executive, Board Secretariat / Legal Services, Corporate Services, Quality and Regulatory Services, Development Services, and Strategy and Business Development. The Authority structure is detailed in **Annex 1**

1.4 Alignment to National, Regional and Global Policy and Planning Frameworks

1.4.1 Linkage to the Uganda Vision 2040

The Uganda Vision 2040 seeks to transform Ugandans from a peasant to a modern and prosperous country. Accordingly, Uganda will progress to an upper middle-income category by 2032; attaining its target of USD 9,500 in 2040, and attaining first-world economic status in the next fifty years. Uganda is one of the leading producers of coffee in the world (UV2040, para 99). This implies that the crop has significant impact on the lives of Ugandans. This plan contributes to the attainment of the results therein through its goal of “increasing coffee earnings and creating inclusive employment along the value chain”.

This plan is built on the strategic pillars of sustainable production and productivity, quality and value addition, market development and intelligence and institutional development which are geared towards transforming the lives of the value chain actors involved in the coffee industry. The interventions proposed in this strategic plan are geared towards achieving plan objectives as vertically aligned to the Agro-industrialisation programme objectives (NDPIII para 152, Page 69), NDPIII objectives (Para 74, page 35) and Vision 2040.

1.4.2. Linkage to NDP III

The plan has been developed in line with the National Development Planning Framework particularly, the third National Development Plan (NDP III), National Resistance Movement (NRM) Manifesto, Presidential Directives and guidelines, and it’s consistent with the priorities of the NDP III Agro – Industrialization Programme (NDPIII Para 176, Page 70-74). Government of Uganda adopted a sustainable resource-led form of industrialization as the vehicle for delivering increased household income and wellbeing of the people under the NDP III. Government therefore plans to deliver this by promoting maximum value addition in key growth opportunities including: Agriculture, Tourism, selected Minerals, and Oil & Gas where Coffee is a major contributor.

In this context, agro-industrialization has been adopted as one of the key strategies for delivering the results under NDPIII (Para 91, Page 43) since it occupies a very important place in the agricultural value chain, creating backward and forward linkages between the farm and the markets, especially for inputs and outputs. Under the agro-industrialization programme, Coffee has been chosen as one of the nine key agricultural commodities in recognition of its potential for positively impacting on household incomes and quality of life of the citizens.

In line with NDPIII, the overall goal of this strategic plan is to Increase coffee earnings and create inclusive employment along the value chain. The overall target is to achieve total annual coffee production of 20 million 60kg bags by 2025 and total coffee export value of USD1.5 billion. This goal and overall target are, also, in line with the overall Vision of the Coffee sub-sector as articulated in the National Coffee Policy (2013) which is, “Having a competitive, equitable, commercialised, and sustainable coffee subsector”.

1.4.3. Linkage to Global and Regional Initiatives

The UCDA Strategic Plan (2020/21 -2024/25) integrates the regional and global development in particular the Agenda 2030/Sustainable Development Goals (SDGs), the Africa Agenda 2063, and

East African Community (EAC) Vision 2050. The aspiration of Agenda 2030 (SDG2, and 9), is to end hunger, achieve food security, improve nutrition and promote sustainable agriculture as well as promoting inclusive and sustainable industrialization and foster innovation. SDG 8 also seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Similarly, Agenda 2063 (Goal5) aspiration is to have modern agriculture for increased production and productivity. Relatedly, the EAC Vision 2050 seeks to promote value addition through agro-processing.

The plan identifies priority interventions to help realization of regional and global targets that are relevant to UCDA. The provisions that are specifically relevant to the Coffee industry have been integrated into the relevant sections of this plan. The actual integration of these global and regional agenda is illustrated in *Annex 1.5*.

1.5 Purpose of the Plan

The purpose of this five-year Strategic Plan is to provide a strategic direction of UCDA in the medium term to contribute to the aspirations of the country as articulated in the third National Development Plan (NDP III) and the Uganda Vision 2040. The plan will be used by the organisation to develop annual work plans and budgets. It will also facilitate the organisation to assess its performance over the plan period.

1.6 Process of developing the Strategic Plan

The Process of developing this plan started with receipt of the Planning Call Circular and participation on the training of MDAs by National Planning Authority (NPA) to disseminate the Standard Structure of MDA Strategic Plan. This was followed with a Staff Planning Retreat which was held at Kyankwanzi Leadership Institute. During this retreat, staff were oriented on the meaning and process of Strategic Plan. The Authority undertook several consultations on UCDA performance, where challenges encountered during the implementation of the previous plan period were documented.

Following the UCDA staff planning retreat, a 10-day management workshop was also organised. During this workshop, various presentations were made in an interactive approach providing an opportunity build the capacity in strategic planning. The staff went through practical sessions of validating the UCDA Mission, Vision, Core Values, Swot Analysis, Customer Value Proposition, Strategic themes, and M&E Result framework. Other key components of the strategic plan were also discussed and developed and these include the communication Strategy, Risk Management Plan, Stakeholders analysis, Financial framework among others areas.

Review of documents were undertaken from existing relevant literature which include; previous research and study documents; Uganda Vision 2040, The Third National Development Plan (NDP III), the Agro-Industrialization Program Implementation Action Plan for FY 2020/21-2024/25, the Coffee Sub Sector strategy for FY2015/26-2018/19 and FY2020/21-2024/25, the National Coffee Act 2021, the Agriculture Policy, the National Coffee Policy, The Coffee Roadmap, Surveys, Reports and UBOS projections, MoFPED and Bank of Uganda projections.

Documentation of this plan took a consultative approach with various stakeholders and important the National Planning Authority (NPA) who provided guidance on the recommended structure and its alignment to the NDP III.

The strategic plan was presented to Management Committee for its validation and endorsement. Thereafter, the plan was submitted and approved by the Board. Concurrently, the Plan was presented to National Planning Authority for issuance of the Certificate on its alignment with the National priorities.

1.7 Structure of the Strategic Plan

The UCDA Strategic Plan is a vehicle for the implementation of the Agro-industrialization programme and Coffee sub sector strategy. It is comprised of Nine Chapters in line with the Sector Development Planning Guidelines (SDPG) issued by the National Planning Authority (NPA). These include: Introduction; Situation analysis; Strategic direction of the UCDA; Financing Framework and Strategy; Institutional arrangements for implementing the plan, Communication and Feedback Strategy, Risk management, Monitoring and Evaluation framework and identified project profiles.

Chapter One covers the Introduction and background information that provides a foundation for the Plan; **Chapter Two** focuses on the Sector Situation Analysis, simulating the past performance of the Authority including challenges and lessons learnt. It therefore provides a benchmark for issues to be addressed. **Chapter Three** presents the strategic direction of the Authority for the 5-year period. It further gives detail of the strategic objectives focusing on the strategic interventions, outcomes and outputs, necessary for attainment of the envisaged targets. **Chapter Four** details the financing framework and strategy; **Chapter Five** presents the institutional arrangements for implementing the Plan; **Chapter 6** covers communication and feedback strategy; **Chapter seven** presents the risk management; **Chapter Eight** which spells out the monitoring and evaluation arrangements that will be used to track the performance of the Plan; and the last **Chapter 9** details the project profiles. The detailed Cost of the Strategic Plan, the Results framework are also annexed.

2.0 SITUATION ANALYSIS

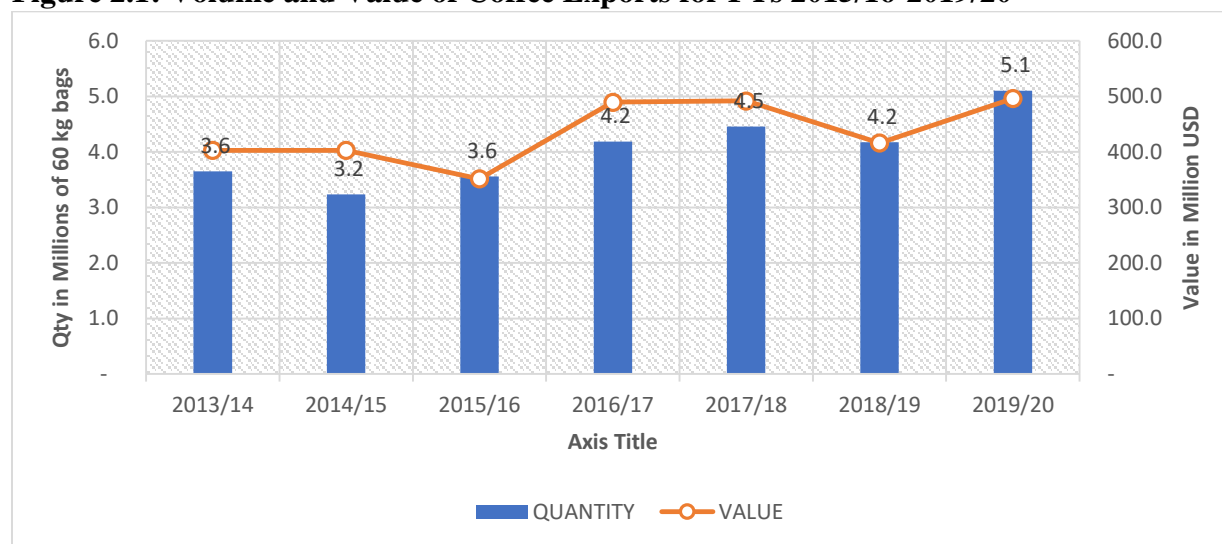
2.1 Performance of the Previous Plan

This section presents a snapshot of performance of Uganda Coffee Development Authority under the previous Plan. It summarises progress on achievement of the objectives of UCDA, major challenges and lessons learnt during implementation of the Plan.

2.1.1 Coffee Export Performance

Uganda is a leading coffee exporter in Africa, and the second- largest coffee producer in Africa. The volume of coffee exports increased by 43 percent from 3.56 million 60-kg bags exported in FY2015/16 to 5.10 million bags in FY2019/20. This is the highest volume of coffee that Uganda has ever exported in the last 30 years. On the other hand, the value of coffee exports increased by 41% from US\$ 352 million in FY 2015/16 to US\$ 496 million in FY 2019/20. The increase in the value of coffee exports is largely due to the current low market levels nationally and globally for both Robusta and Arabica where the average unit price in 2015/16 was USD 2.06 per kg compared to USD 1.62 per kg in 2019/20 and lower than 1.70 USD projected (Figure 2.1).

Figure 2.1: Volume and Value of Coffee Exports for FYs 2015/16-2019/20



Source: Coffee Exports Dataset –UCDA, 2013/14-2019/20

Uganda has promoted and marketed Uganda coffee in various destinations across the world over the last 25 years, these include China through the China Promotion Office in Guangzhou. The promotion efforts have created avenues for Ugandan coffee to penetrate various markets. In the FY 2019/20 alone, Uganda's coffee exports to new and emerging markets was 305,617 bags worth US\$ 30.7 million with the largest market share in volume terms being led by Morocco (44%), followed by Japan and China at 12%, Russia at 11%, South Korea at 10% and South Africa at 6%.

2.1.2 Coffee Production and productivity

The objective under this pillar was to increase production from 3.8 million 60-kg bags to 5.0 million 60-kg bags. It was anticipated that 300 million coffee trees would be planted by the end of the implementation period and area under coffee production increased by 5% in existing coffee areas and 25% in new areas (Mid North Uganda). There was also an objective to increase the yield per tree from 550gms to 880gms.

a. Coffee Production

The volume of coffee produced increased from 4.04 million 60kg-bags in FY2015/16 to 7.75 million in FY 2019/20, an increase of 92 percent. By regions, Central region was the biggest producer of coffee with 2.70 million 60kg-bags, followed by Western with 1.90 million 60kg bags, Eastern with 1.73 million 60kg bags, South Western with 1.00 million 60kg bags and Northern with 0.424 million 60kg bags (figure 2.2). The increase in production was on the account of the coffee planted in the last 5 years which have started yielding.

Figure 2.2: Coffee production, FY2015/16 -FY2019/20 (Million 60-kb bags)

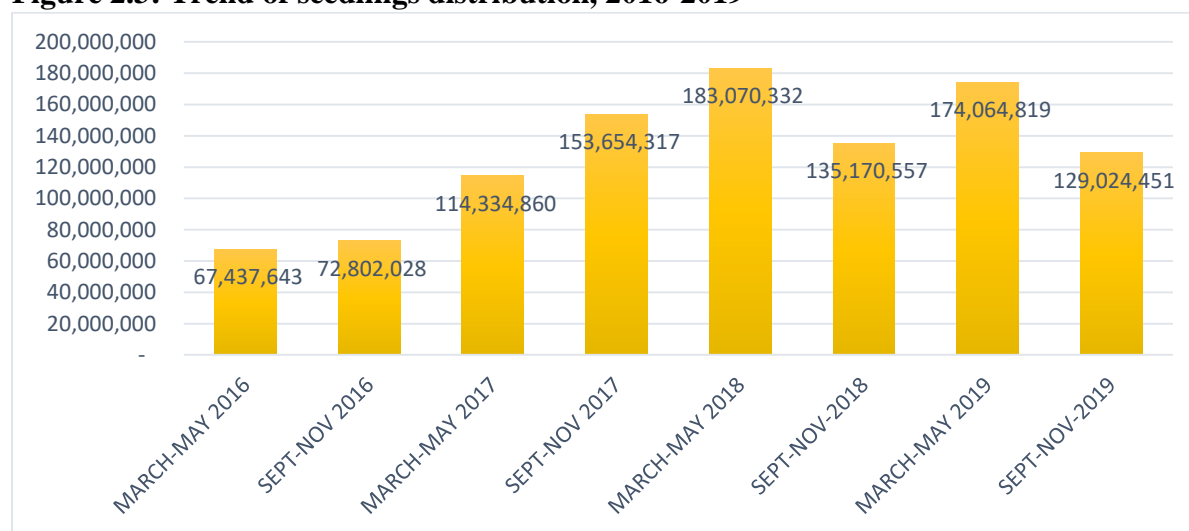


Source: Uganda Coffee Sub-Sector Strategy 2020/21-2024/25 (page 19).

b. Coffee Seedlings Generation and Distribution

In collaboration with Operation Wealth Creation (OWC), 100 billion elite coffee seedlings were procured and distributed between March-May 2016 to September November 2019 (Figure 2.3).

Figure 2.3: Trend of seedlings distribution, 2016-2019

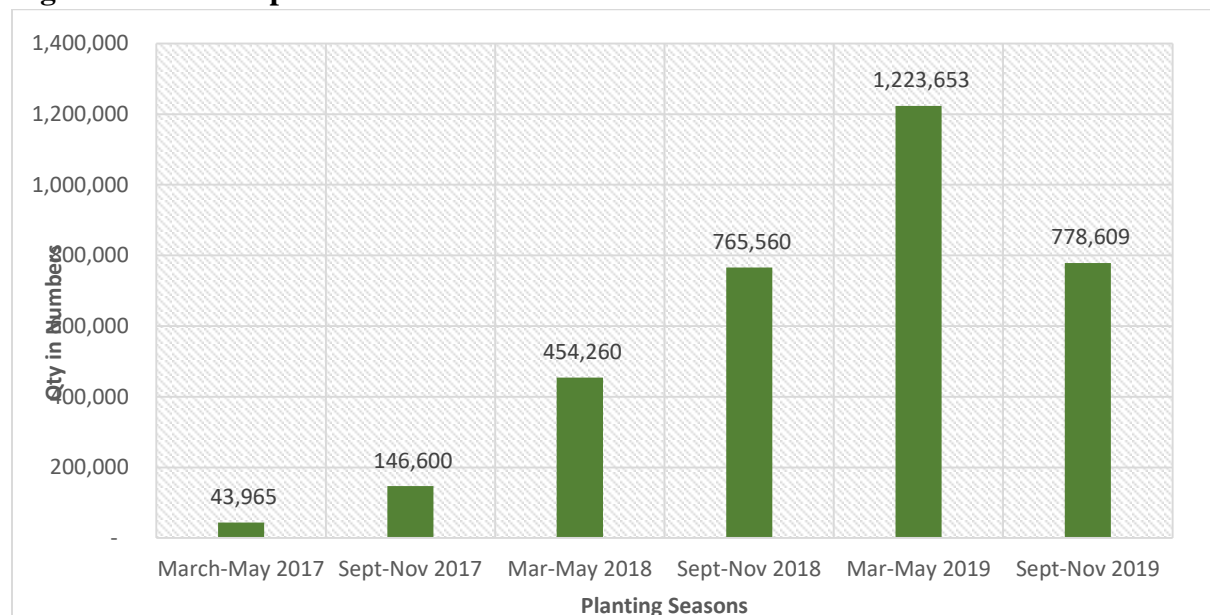


Source: Seedlings Distribution Dataset-UCDA, 2016/17-2019/20

c. Coffee Wilt Disease Resistant (CWDr) Seedlings

In collaboration with the National Coffee Research Institute (NaCORI), 10 Coffee Wilt Disease Resistant (CWDr) variety were developed. A total of 3.41 million plantlets were distributed to farmers for establishment of mother gardens and coffee plantations (Figure 2.4).

Figure 2.4: CWDr plantlets distributed to farmers since 2016



Source: Seedlings Distribution Dataset-UCDA, 2019/20

d. Support to Private Coffee Nursery Operators

Cumulatively, 640 CWDr Nursery operators were supported over the years to establish mother gardens (Table 2.1).

Table 2.1: CWDr Nursery Operators Supported in the FY 2018/19

Period	Nurseries Supported with equipment	Mother Gardens established	Mother Bushes established	Gender	
				M	F
2014/15	79	151	125,700	106	45
2015/16	99	193	176,900	135	58
2016/17	65	23	173,150	16	7
2017/18	30	308	380,000	219	89
2018/19	0	640	1,442,498	445	195
2019/20	-	233	-	166	67

Source: Annual Performance Reports-UCDA, 2014/15-2019/20

e. Promotion of use of manure, organic fertilizers, inorganic fertilizers

UCDA established 250 one-acre demonstration sites to promote the benefits of fertilizer application, rehabilitation and good agronomic practices. In the demonstration sites, the host farmers were supported with inputs (1 bag of NPK fertilizer, pesticides, 1 pruning kit, 1 spray pump and herbicides) and technical knowledge to promote the benefits of rehabilitation and good agronomic practices. 65 demonstrators have been set up as centres of excellence.

In FY2018/19, 2,500 MT of fertilizers were procured and distributed to framers for application on stumped coffee through a rehabilitation program. The fertilizers were distributed through cooperatives in the districts of Bukomansimbi, Bugweri, Bududa, Buhweju, Manafwa, Mbale, Nakaseke, Ntungamo Kanungu, Sheema, Kasese and Zombo. The fertilizer application to rehabilitated trees increases annual coffee production through improved coffee yield which triples coffee income for small holder farmers.

f. Area (Ha) under Coffee Production

As a result of the implementation of the coffee replanting program, UCDA in collaboration with OWC managed to raise, distribute and plant over 981 million seedlings. This has led to an increase in the total national coffee area coverage by 116% from 270,000 ha to 702 million coffee plants planted in 583,000 ha. This means that future production is assured since both area and yields have subsequently increased during the five years of the programme. Average plant population of 1,370 trees/ha was estimated to cater for both Robusta and Arabica (See table 2.2)

Table 2.2: Acreage under survived seedlings by region for 2014-2018

Region	Coffee Seedlings planted 2014-2018	Actual number of survived seedlings	Area (ha) of survived seedlings (2014-2018)
West Nile	18,388,530.00	11,167,326.41	8,151.33
Mid-North	6,196,609.00	2,104,085.62	1,535.83
Central	275,687,681.00	173,641,116.67	126,745.34
S/Western	105,064,684.00	74,885,232.72	54,660.75
Eastern	140,161,743.00	70,453,893.33	51,426.20
Western	156,825,025.00	122,388,572.82	89,334.72
Total	702,324,272.00	429,040,776.03	313,168.45

Source: Coffee Replanting Evaluation Report-UCDA, 2018

g. Support Research Institutions

UCDA provided financial support to NaCORI for construction and equipping of the Tissue Culture laboratory with essential equipment and consumables boosting its operational level from 40% to 80%. Assorted chemicals and equipment for tissue culture and nursery units were also procured.

During the period, 96,764 cuttings cloned, 33,382 rooted-cuttings weaned and 21,943 rooted-cuttings availed to farmers. Additionally, 7,308 tissue culture (T.C.) plantlets/ materials (including new cultures, established cultures and RITAs with germinating embryos) were generated.

Raised 16,027 tissue culture plantlets, of which 192 (KR10) were planted in mother garden, 7,360 ready for planting and 8,475 still under hardening. Coffee germplasm has been expanded by 134 new accessions collected from natural forests (Zoka, Maramagambo and Budongo). Established a field gene bank for Robusta coffee with 401 genotypes. 13-entry trial of Robusta coffee hybrids were established at Kituza.

2.1.3 Quality and Value Addition

Under value addition, the objective was to improve coffee quality at all stages of the coffee value chain anticipated to be achieved through reduction in harvest and post-harvest losses by 50% across the coffee value chain, providing technical extension and demonstrations, enforce compliance with coffee regulations, improve processing standards and capacity, develop the coffee roasting industry, support production and certification schemes for sustainable fine and specialty coffee and Improve value addition at all levels of the coffee value chain.

By the end of FY2017/18, UCDA was integrated into the Uganda Electronic Single Window which has improved Coffee border clearing and export documentation. UCDA laboratories were recognised by Uganda National Bureau of Standards (UBOS) having complied with ISO17025: 2005 standard on 22nd June 2018 after a series of upgrades. By the same period of the plan, UCDA had certified 51 60-kg bags (3,060 Kg) of Roasted Coffee for export. Uganda is still faced with a challenge of high freight costs, which is the main barrier that makes Uganda Coffee finished products costly at the international market.

To improve the Quality of Agricultural produce, UCDA had conducted 954 training sessions to improve farmers' knowledge on Good agronomic practices and Good harvesting practices for 79,829 (21,039 females and 58,790 male). Seventeen (17) workshops in 11 districts were held on pricing, marketing and quality attracting 704 participants (560 males, 144 females and 185 youth representing 20% females and 26% youth) who included farmers, traders, processors and exporters. The workshops aimed at explaining the linkages between quality and a determinant of pricing and marketing as well as Uganda's competitors in the global market.

In terms of measures to ensure Good Agronomic Practices (GAPs), UCDA conducted 964 training sessions on Good Agronomic Practices and post-harvest handling (121 in Central; 217 in Eastern; 171 in Northern; 103 in Rwenzori; 235 in South Western and 117 in Western. The Authority also conducted 7 Inter-Regional Farmers' Study Tours (1 per region of the 7 existing regions) where farmers experience on Good Agricultural Practice (GAPs) was shared. A total of 4 Coffee Manuals, Arabica and Robusta Coffee Production Manuals and Clonal Robusta Coffee Nursery Manuals and Arabica Coffee nursery manual.

During the period, there has been a 23% and 39% increase in the number of primary processing facilities/ hullers and exporters (Table 2.3). The number of registered washing stations has, however, remained constant with almost similar trend in roasting as shown in table 2.3.

Table 2.3: Coffee Value Addition Actors 2015/16 – 2019/20

No	Category	2015/16	2016/17	2017/18	2018/19	2019/20
1	Export companies	54	73	92	88	88
2	Primary Processing / hullers	454	454	548	578	578
3	Washing Stations	22	22	22	22	22
4	Roasters	14	12	17	23	28
5	Export Grading Plants	21	48	24	36	36
6	Buying Stores	506	471	715	778	700

Source: Five-Year Performance Report-UCDA, 2020/21

The Coffee industry players in the Coffee sector progressively increased with exporters increasing faster, higher than other players. By the end of 2019/20, there were already 88 exporters who had registered, 24 grading companies, 578 (556 dry processing primary processing plants and 41 Wet mills) and 28 Coffee roasters.

2.1.4 Market Research, Development and Promotion

This pillar had three strategic objectives and these were to increase coffee sector players' access to market information, increase volumes of coffee exports to new markets by 10%, and brand Uganda as a global Centre of Excellence for Robusta Coffee.

The destination of Ugandan Coffee in FY2017/18 indicated that over 65.3% of Coffee was exported to European countries, with Italy importing 18% of the total volume of Uganda's Coffee

followed by Sudan which is also the leading African countries importing Uganda's Coffee. Among the new destinations of Uganda Coffee include; India, Morocco, Algeria, Russia and China.

In terms of coffee prices, average farm gate prices for both Robusta and Arabica. Robusta Kiboko prices oscillated in a narrow range from UGX 2,000 to 2,300 per kilo during FY 2017/18. Arabica parchment prices also ranged from UGX 5,650 to 5,950 per kg.

Specifically, the results associated to diplomatic missions to promote Uganda Coffees are that since 2017, when Hunan provincial government sent out an Economic and Trade Cooperation Delegation from Hunan to investigate Uganda policies, resources and industrial development, Hunan has maintained close engagement with Uganda. In 2017, the Uganda Coffee Promotional Office was set up in Guangzhou to promote Uganda coffee in southern China. By June 2018, the Government of Uganda and the Province of Hunan in China had signed a memorandum of understanding to promote business, trade and investment between Uganda and Hunan Province.

Uganda's coffee exports to new and emerging markets later in FY2019/20 was 305,617 bags worth US\$ 30.7 million. The largest market share was Morocco (44%), Japan and China (12%), Russia (11%), South Korea (10%) & South Africa (6%).

2.1.5 Domestic Consumption

The objective under this pillar was to increase domestic consumption from 360 gms to 450 gms per capita.

Domestic consumption of coffee is still notably low. During the FY2015/2016, Uganda consumed only 5.3 % of its total coffee supply (Opening Stock and Total Production). According to the 2016 Uganda Annual Coffee Report released in May by Global Agricultural Information Network, low domestic coffee consumption in Uganda is primarily attributed to low purchasing power and an entrenched tea drinking culture. It was estimated that an increase in the local coffee consumption to only 10% would have dramatically raise the economy through the multiplier benefits that can result from high quality and quantity production and consumption of coffee such as increased employment opportunities, continued value addition and income increment for the population in Uganda; as well as the Axillary benefits such as increased consumption of additional coffee inputs like milk, and sugar among others. In 2017, Inspire Africa, a development agency estimated that by drinking just 10% more of the coffee it produced, would among other things, promote local coffee consumption, and also add 7.7 trillion shillings (\$2.3 billion) per year to the national economy.

The report on domestic coffee consumption survey in Uganda, 2018 revealed that the consumption of coffee increased with Central region and Eastern region consuming highest amount of coffee of 9,071.3 Kgs, and 4,823.5 Kgs respectively. Western region had consumed 2,355.7 kgs while Northern Region consumed 2,178.3 kgs of coffee. In total, domestic consumption stood at 18,428.8 kgs of coffee representing 0.01% of the total production of 158.56 million 60-kg bags in the FY 2017/18.

Between FY 2015/16 and FY 2019/20, UCDA had trained 380 youths in Basic Quality Control, 390 youths as Roasters and 830 youths as Baristas for job creation and supported 8 University coffee clubs to promote coffee drinking among the youth, promotion of domestic coffee consumption such as holding coffee road shows and disseminated information on benefits of coffee drinking at various events.

2.2.2 Institutional Development

The institutional Development had three strategic objectives i.e. to strengthen organizational structure and Human Resource capacity, promote corporate financial sustainability and to strengthen stakeholder collaborations and partnerships. UCDA stroked a number of achievements strengthening institutional development. UCDA collaborated with BUCADEF, UCA and signed memorandum of understandings to support increase of coffee production in Buganda Kingdom and strengthening the capacity of farmer Organisations respectively. UCDA renewed its partnership with the religious institutions and this resulted into Diocese coffee projects being set up such as South Ankole coffee projects. In terms of strengthening Human resource to improve service delivery, UCDA Staff structure was reviewed and approved bringing on board critical positions for effective services. Uganda maintained its membership with international Organisations such as IACO, ICO among others.

2.2 State of Cross Cutting issues relevant to UCDA

2.2.1 Human Rights

The 1995 Constitution of Republic of Uganda (Amended 2005) and international development practice require that rights and freedoms of human beings should be respected, upheld and promoted by all organs and agencies of government. In particular, under the National Objectives and Directive Principles of State Policy; the State commits to protection and promotion of fundamental and other human rights and freedoms. Therefore, in recognition and promotion of human rights, UCDA integrates all aspects of Human Rights in its Strategic plans, budget instruments, policies and projects including involvement with its citizens, in social service delivery. Going forward, the Authority recognises, and commits to the cardinal duty of promoting and fulfilling human rights in its service delivery and institutional management.

This Plan has put the human rights based approach at the forefront, as it lays key emphasis on pertinent human rights issues that relate mostly with the coffee industry, including; advocating for involvement of women and youth into coffee production.

2.2.2 Gender

As required by the Public Finance Management Act (PFMA), 2015, as well as regional and international good practice, UCDA is enjoined to promote equal opportunities, in its planning, budgeting and service delivery (implementation), by ensuring that gender sensitive and equitable practices are advanced. This requires ensuring that men, women, boys and girls are fairly and equally served, and the operational practices of the Authority are engendered.

UCDA is committed to ensure where possible, strategies and measures are often taken not only to compensate for women's historical and social disadvantages that prevent women and men from otherwise operating on a level playing field, but also ensuring that marginalised and more vulnerable populations are given attention as they seek services. Some of the gender and equity issues that UCDA shall promote over the course of this Plan are:

- i) Reflecting gender issues in the proposed policies, laws and regulations
- ii) Gender sensitive recruitment
- iii) Discouraging sexual harassment at the work place, in line with the Public Service Standing Orders.
- iv) Promoting gender balance in offering training opportunities and staff skills development

- v) Non discrimination in ensuring staff rights at work – such as grant of various leaves - annual, maternity, paternity, compassionate and study leaves are offered to staff.
- vi) Gender disaggregated data in reporting – cases, client service, staff numbers etc.; and.
- vii) Gender sensitive service delivery

2.2.3 HIV/AIDS

With regard to the HIV/AIDS policy, UCDA further commits to ensuring that HIV-infected employees continue to work, as long as they are able to perform their duties safely and in accordance with accepted performance standards, and to enhance HIV/AIDS related pro-staff care and treatment and social support and protection measures that disregard stigmatization and generally promote a healthy work environment.

2.2.4 Environment

While environmental protection is, by mandate, mainstreamed in UCDA services, the Authority also has a duty to ensure environment protection and assuring of staff safety and health. As part of its corporate social responsibility, UCDA will also contribute to the national efforts to reverse or avert the already manifested effects of climate change. Uganda, and indeed the globe, is experiencing significant impacts of climate change, which are manifested in the changing weather patterns, drop in water levels, and increased frequency of extreme weather events like floods, drought, among others. The social economic impacts are quite dire, and make communities very vulnerable with compromised livelihood choices.

2.3 Institutional capacity of UCDA

2.3.1 Analysis of Financial resources

Over the previous Plan period (2015-2020), there has been increased government commitment towards supporting the Authority to deliver its mandate. Overall, 93.8% (UGX 392.95 billion) of the approved resources (UGX 419.1 billion) to finance the strategic plan was released over the plan period (*Figure 2.1*). Over 90 percent of the approved budget was inform of Non Wage recurrent revenues.

Table 2.4: Budget Performance of the UCDA, 2015-2020, (UGX Billions)

Budget Components	FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20	
	Planned	Outturn	Planned	Outturn	Planned	Outturn	Planned	Outturn	Planned	Outturn
NTR	14.618	14.535	16.735	15.844	18.540	19.294	20.862	17.528	-	-
Recurrent (wage)			-	-	-	-	-	-	6.865	6.895
Recurrent (non-wage)	27.912	27.912	67.912	66.749	67.089	56.330	73.589	73.589	89.354	85.013
Total Recurrent	27.912	27.912	67.912	66.749	67.089	56.330	73.589	73.589	96.219	91.908
Development	0.806	0.806	2.717	2.717	1.277	1.277	1.294	1.294	0.483	0.340
External Financing	-	-	0.049	-	3.494	-	2.694	-	-	-
Arrears funding							2.829	2.829	-	
Total Budget	43.336	43.253	87.413	85.310	90.400	76.901	101.268	95.240	96.702	92.248
Funding Gap (nominal)	0.083		2.103		13.499		6.028		4.454	
Funding Gap (%)	0.19%		100.00%		14.93%		5.95%		4.61%	

Budget Components	FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20	
	Planned	Outturn	Planned	Outturn	Planned	Outturn	Planned	Outturn	Planned	Outturn
Share of Development to total Budget	1.86%	1.86%	3.11%	3.18%	1.41%	1.66%	1.28%	1.36%	0.50%	0.37%

Source: Budget Performance Report, FY 2015/16-2019/20

Of the three years of implementation of previous UCDA Strategic plan, 73.7 percent of the budget were released to finance the plan. In addition, 93.8 percent the approved budget was released and with 97.5 percent of the released funds were spent (*table 2.5*).

Table 2.5: Budget performance against the UCDA Corporate Plan, FY2015/16 – 2017/18

Period	Corporate Plan	Approved Budget	Released	Spent	% of Corporate Plan released	% Releases spent
2015/16	93.424	43.336	43.253	43.251	46.3	100.00
2016/17	89.712	87.413	85.310	85.160	95.1	99.82
2017/18	95.564	90.400	76.901	70.998	80.5	92.32
2018/19	-	101.268	95.241	94.604	-	99.33
2019/20	-	96.702	92.248	89.050	-	96.53
Total		419.119	392.953	383.063		

Source: Budget Performance Report, FY 2015/16-2019/20

2.3.2 Analysis of Human Resource Development and Management

Uganda Coffee Development Authority staffing levels decreased from 60.14 percent in FY2015/16 to 57.33 percent in FY2019/20. Staff turnover over the past few years had remained low below 15 percent due to employees' incentives provided and fair working conditions. Despite an increase in the number of staff over the years (83 to 129), the functionality capacity remained low (57.3%).

There is therefore a mismatch between the available staffing capacity and service demand.

Table 2.6: UCDA Staffing levels, FY2015/16 – FY2019/20

Section	Approved position	Filled position	% Filled	Approved position	Filled position	% Filled
	FY2015/16			FY2019/20		
Executive	11	6	54.5	16	11	68.75
Directorate of Development Services	57	39	68.4	117	59	50.43
Directorate of Quality and Regulatory Services	30	15	50.0	43	28	65.12
Directorate of Strategy and Business Development	15	8	53.3	17	7	41.18
Board Secretary				2	2	100.00
Directorate of Corporate Services	25	15	60	29	22	75.86
Total	138	83	60.14	224	129	57.33

Source: Human Resource Analysis Report, 2020

2.3.3 Monitoring and Evaluation Function

UCDA has a Monitoring and Evaluation (M&E) Unit and this function is currently being coordinated by the Manager Monitoring and Evaluation under the Director Strategy and Business

Development (DSBD). The M&E manager is responsible for undertaking scheduled monitoring and evaluation activities. M&E is however, a cross cutting function which is undertaken in all the departments. However, the Authority has no functional M&E system to facilitate data storage, data collection processes, progress reporting and evaluative studies (mid-term and end-term) of the Plan. Nonetheless, it has a Management Information System (MIS) for managing internal operations. The progress monitoring data on the Plan is mainly obtained through field activities, administrative records and other secondary data sources such as UBOS Statistical Abstracts and UCDA Reports.

The Authority's M&E processes are guided by the sub sector M&E strategy. UCDA has therefore is yet to develop specific M&E strategy for its operations. The subsector strategy provided an opportunity to document a multi-faceted M&E system and framework for tracking progress, demonstrating results and guiding the evaluation of the programme.

2.4 UCDA Key Achievements and Challenges

2.4.1 UCDA Key Achievements

1. **Increase in coffee exports.** The volume of coffee exports increased by 43 percent from 3.56 million 60-kg bags exported in FY2015/16 to 5.10 million bags in FY2019/20. There has also been an increase in consumption of coffee. In addition, UCDA promoted specialty coffees and Fine Robustas in international markets of Russia, China, United States, European Union.
2. **Increased production and productivity.** Coffee production increased by 70% from 4.55 million in FY2015/16 to 7.75 million in FY2019/20. The total national coffee area coverage more than doubled from 270,000ha to 583,000ha in 2019. The coffee yields per tree (productivity) has increased from 0.31kg/tree in 2014 for Arabica to 0.82kg/tree in 2018 and Robusta yield from 0.55kg/tree to 0.79kg/tree. As a reflection of improvement in quality, and adoption of Good Agricultural Practices (GAPs), the coffee bean size has increased by 66.7% for Robusta and 63.8% for Arabica respectively.
3. **Increased production and distribution of seedlings.** A total of 1.074 billion coffee seedlings were procured and distributed to farmers over the last 5 years. This has significantly contributed to an increase in coffee production coupled with good weather conditions in the country. In addition, 3.41 million plantlets were procured and distributed to farmers for establishment of mother gardens. Procured and distributed 2,500 MT of fertilizers in FY2018/19 and 3,629 MT was procured in FY2020/21 for application on stumped coffee through a rehabilitation.
4. **Increased value addition to coffee.** Primary coffee processors/ hullers increased from 454 to 578, coffee roasters increased from 14 to 28, export grading plants increased from 21 to 37 and buying stores increased from 506 to 704. UCDA laboratory was internationally recognized for international standard for laboratory quality management system (ISO 17025:2005).
5. **Developed Arabica and Robusta Coffee Handbooks** and Clonal Robusta Coffee Nursery and Arabica Coffee Nursery Manuals.
6. **Improved legal framework.** - In March, 2021, Parliament passed National Coffee Bill 2021 to promote and regulate the entire coffee value chain. In particular, the UCDA Act Cap.325 was repealed and replaced.
7. **Provided support to coffee research through:** the construction of Tissue Culture laboratory at NaCORI, Kituza; NaCORI to develop 10 Coffee Wilt Disease Resistant (CWD-r) varieties; the establishment of 321 one-acre demonstration sites to promote the benefits of fertilizer application, rehabilitation and good agronomic practices.

8. **Improved communication and feedback mechanisms.** UCDA installed a functional Call Centre with a Toll free number 0800353530 and staffed with 3 trained staff in which calls from the stakeholders across the coffee value chain are received and responded with information. In addition, UCDA supported 8 University coffee clubs to promote coffee drinking among the youth and disseminating information on benefits of coffee drinking.
9. **Improved capacity of both internal and external stakeholders.** A total of 380 youths were trained in Basic Quality Control, 390 youths as Roasters and 830 youths as Baristas for job creation and promotion of domestic coffee consumption
10. Soil mapping to establish soil fertility status and soil fertility combinations and application rates introduced with 45 districts sampled so far during the plan implementation period.
11. Provided technical support to existing factories to improve from semi structures to permanent structures using bricks and iron sheets and 2/3 of the factories have adopted the new requirement hence promoting standards.
12. Use of bucket elevators was introduced to substitute manual handling of coffee to improve operational efficiencies within the factories.

2.4.2 UCDA's Summary Challenges

- 1 Pests and diseases
- 2 Harvesting of immature coffee by farmers
- 3 Increasing numbers of mobile hullers located in rural areas that are processing wet coffee and operating without license.
- 4 High demand for coffee seedlings by the farmers
- 5 Roasting of inferior coffee and use of poor materials and inferior roasted coffee products that dominates the rural markets.
- 6 Inadequate and slow adoption of value addition technologies along the coffee value chain.

2.5 SWOT ANALYSIS

To assess the internal and external factors that facilitate, influence, constrain or threaten the performance of the Authority, the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework was utilized. The SWOT will thus better position UCDA to execution her mandate.

Table 2.7: SWOT Analysis of UCDA

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> o Existence of enabling laws, policies and guidelines i.e. Coffee Act o Highly trained, skilled and experienced staff and specialists o Coffee specific expertise and technical extension support o Birthplace of Robusta Coffee (A wide coffee genetic diversity) o Wide range of favourable topography o Relevant institutional structures i.e. coffee research institute and the development of new disease tolerant coffee varieties o Coffee harvest is available throughout the year o Regulation of coffee quality 	<ul style="list-style-type: none"> o Low local consumption of coffee o Inadequate human resource capacities/ understaffed o Inadequate marketing and information dissemination systems o Lengthy and non-value adding processes o Inadequate customer service o Weak motivations and rewarding of the workforce o Incongruent/ Different performance culture o Minimal or Lack of teamwork and collaboration o Inadequate systems automation and integration o Minimal use of data analytics in decision making o Inadequate funding o Inadequate innovation o Low marketing of Uganda coffee

<ul style="list-style-type: none"> Existing own infrastructure and premises Strong relations with stakeholders – national and global Existence of regional and sub-regional offices Capacity to generate Non-Tax Revenue. 	<ul style="list-style-type: none"> Low coffee productivity Low-value addition Slow or delays in decision making Inadequate knowledge of global coffee trade dynamics Inadequate training and development
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Favourable climate Increasing Coffee production Vast fertile land Emerging and speciality markets Coffee brewing and consumption by the young generation and at workplaces Increased demand for coffee around the world Diversified or New coffee products Visibility of Ugandan Coffee Increased Development Partners support of coffee programs Government prioritizing coffee as a strategic commodity Middle-class interest in growing coffee Emerging new coffee-growing areas Modernization of coffee production and processing at all value chains Digitization and automation of processes Favourable political and socio-economic environment Available cheap labour Availability of both Arabica and Robusta throughout the year International and regional collaboration Available Infrastructure to facilitate coffee production and trade Youthful population 	<ul style="list-style-type: none"> Mainstreaming or merging of Government agencies Unpredictable emergency of Pests and diseases Unstable international market's coffee price Climate change Land fragmentation and urbanization Conflicts in major importing and consuming countries Increasing Operational costs Competition with other substitute products Competition in the oversea markets or among other producing countries Negative perceptions or Cultural norms and beliefs regarding coffee consumption Declining soil fertility Ageing population Old and unproductive coffee trees Unfavourable terms of credit Counterfeit inputs Competition for land Trade barriers to processed coffee by importing countries Unpredictable Budget cuts Negative media publicity Cybercrimes Unpredictable technological changes Frequent policy change

2.6 STAKEHOLDER ANALYSIS

A mapping of UCDA's existing and potential relationships is pertinent to ensure the scale up and continuous strengthening of collaborations. Various stakeholders have varied influences on Authorities operations, and efforts should be deployed to ensure sustained, focused and beneficial stakeholder linkages.

An analysis of interest/power and the influence of the different stakeholders was undertaken. A graphical representation has been presented as table 2.2 below

- a) **High Influence (both negative and positive) and High Interest:** The UCDA Board of Directors is the Authority's policy and decision-making organ. This is the team that influences the formulation and approval of Agency's Plans, Policies, Programs and Strategies. Secondly, the team has high interest in the final output since it helps in giving the direction the entity will take over the next five years.

There are other external stakeholders with high influence and high interest in the implementation of the plan and these include: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); Ministry of Finance, Planning and Economic Development (MoFPED); National Planning Authority (NPA); Parliament; Political Leadership

(Ministers, LCs); Ministries, Departments and Agencies (MWE, MoTWA, MIA, MOFA, MoLG, MTIC, OP/OWC); Government agencies and regulators (UTB, UNBS, UDC/UDB, URA); Coffee farmers; and coffee player. These stakeholders are key in development and implementation of the Strategic Plan since the plan is directly under the Agro- Industrialization Programme.

- b) **High influence, but low interest:** the stakeholders in this category include: Researchers; Farm input suppliers; UCDA employees; and Office of the President.
- c) **Low Influence (both negative and positive), but high interest:** these include: Local Governments (LGs); the Authority's Clients/ customers; and the General Public. These are beneficiaries of the services of the Authority (UCDA). A well-developed Strategic Plan will therefore improve on the level of service delivery. This has direct implication of their wellbeing. These stakeholders must be consulted and kept informed.
- d) **Low Influence (both negative and positive), low interest:** The stakeholders include all the entities under the Agro-industrialization Programme. These stakeholders must be informed. The actions taken by UCDA have a bearing on what they do since the resources and plans under Programme are jointly undertaken.

Table 2.4: Stakeholders' analysis (influence/power of stakeholders and their interest)

Influence/Power of Stakeholders ↑	High	<ul style="list-style-type: none"> a) Researchers b) Farm input suppliers c) UCDA employees d) Office of the President 	<ul style="list-style-type: none"> a) UCDA Board of Directors b) Ministry of Agriculture, Animal Industry and Fisheries(MAAIF) c) Ministry of Finance, Planning and Economic Development (MoFPED) d) Parliament of Uganda e) Political Leadership (Ministers, LCS) f) Ministries, Departments and Agencies (MWE, MoTWA, MIA, MOFA, MoLG, MTIC, OP/OWC) g) Government agencies and regulators (UTB, UNBS, UDC/ UDB, URA, NPA) h) Coffee farmers i) Coffee players
	Low	<ul style="list-style-type: none"> a) Entities under Agro Industrialization programme b) Media c) Local community 	<ul style="list-style-type: none"> a) Local Governments b) Authorities' clients/ customers c) The general public
		Low	High
		→ Interest of stakeholders	

Stakeholder Management Plan /Mapping

This Strategic Plan acknowledges other stakeholder in its organizational development and their contribution to the implementation of this plan. The Plan entails strategies that address different stakeholders' interests (table 2.7).

Table 2.5: UCDA's Stakeholder Mapping

Stakeholders	Nature of Influence / Level of Influence / Priority /Role	How to improve relationship
1. Internal stakeholders		
<ul style="list-style-type: none"> • Political leadership (Minister's Office) 	<ul style="list-style-type: none"> • Overall policy and strategic direction for UCDA • Resource mobilization • Supervision • Political representation • External accountability 	<ul style="list-style-type: none"> • Periodic policy briefs • Continuous engagement
<ul style="list-style-type: none"> • Top Management – Executive Director 	<ul style="list-style-type: none"> • Overall technical leadership • External accountability • Motivation • Supervision • Monitoring • Quality assurance • Technical guidance • Resource mobilization 	<ul style="list-style-type: none"> • Periodic policy and performance briefs • Continuous engagement • Capacity building • Collaborations, partnerships and networking • Strengthen internal reporting • Management Information Systems
<ul style="list-style-type: none"> • Senior Management (Commissioners & Heads of Department) 	<ul style="list-style-type: none"> • Technical guidance & support • Coordination • Internal accountability • Motivation • Supervision • Monitoring & Evaluation • Quality control • Team building and leadership • Operational efficiency & effectiveness 	<ul style="list-style-type: none"> • Periodic management and performance review meetings • Continuous engagement • Adequate resourcing • Staff capacity building • Collaborations, partnerships and networking • Strengthen internal reporting • Management Information Systems • Service delivery standards • Continuous team building & staff motivation
<ul style="list-style-type: none"> • Technical staff 	<ul style="list-style-type: none"> • Implementation and Service delivery • Operational efficiency and effectiveness • Planning, budgeting • Monitoring 	<ul style="list-style-type: none"> • Motivation & welfare • Capacity building & career support • Adequate resourcing: infrastructure, tooling & equipment • Conducive work environment • Teambuilding • Innovation support • Service delivery standards
<ul style="list-style-type: none"> • Support staff 	<ul style="list-style-type: none"> • Financial control and reporting • Procurement & logistics management • Records management • Human resources management • Systems building and control • Administration 	<ul style="list-style-type: none"> • Systems building • Capacity building • Continuous reorientation to UCDA strategic focus • Logistical support • Teambuilding • Motivation • Career support
External Stakeholders		
<ul style="list-style-type: none"> • Presidency and Cabinet 	<ul style="list-style-type: none"> • Policy roles • Political and national strategy formulation 	<ul style="list-style-type: none"> • Continuous engagement • Policy updates
<ul style="list-style-type: none"> • Parliament 	<ul style="list-style-type: none"> • Legislation • Monitoring and oversight • Accountability 	<ul style="list-style-type: none"> • Continuous engagement • Policy updates
<ul style="list-style-type: none"> • MOFPED 	<ul style="list-style-type: none"> • Financial planning, budgeting and guidance • Resource mobilization 	<ul style="list-style-type: none"> • Continuous engagement • Policy updates • Lobbying

Stakeholders	Nature of Influence / Level of Influence / Priority /Role	How to improve relationship
	<ul style="list-style-type: none"> • Macroeconomic stability • Support development planning • Accountability 	<ul style="list-style-type: none"> • Technical consultations on financing
• OPM	<ul style="list-style-type: none"> • Monitoring service delivery efficiency and effectiveness 	<ul style="list-style-type: none"> • Continuous engagement • Policy updates • Periodic technical consultations
• Office of the President	<ul style="list-style-type: none"> • Political and policy direction • Manifesto implementation 	<ul style="list-style-type: none"> • Continuous engagement • Policy updates
• MOPS	<ul style="list-style-type: none"> • Human resource administration and management 	<ul style="list-style-type: none"> • Continuous engagement • Policy updates on HR • Technical consultations on HR
• Public	<ul style="list-style-type: none"> • Demand services / Clientele • Accountability • 	<ul style="list-style-type: none"> • Continuous engagement • Sensitisation and awareness raising
• Mandate related Statutory Agencies –	<ul style="list-style-type: none"> • Clients relations • Stakeholders for complementary roles 	<ul style="list-style-type: none"> • Coordination frameworks • Harmonisation of legal and policy frameworks • Harmonization of service delivery standards • Continuous engagements
• Regional and International bodies	<ul style="list-style-type: none"> • Standards and certification • Research and innovations • Capacity building • Quality Management Systems 	<ul style="list-style-type: none"> • Continuous engagement • Technical consultations • Research and development collaborations • Technological collaboration • Benchmarking and comparative peer learning • Standards, accreditation and best practice sharing

2.7 Summary of Emerging Issues and Implications

- 1. Outbreak of the COVID-19 pandemic and similar unforeseen events.** The outbreak of COVID19: i) reduced access and use of productivity enhancing inputs such as organic and inorganic fertilizers; ii) reduced access to credit; iii) under capacity utilization of the processing plants; iv) quantities of coffee procured by roasters significantly reduced, and that roaster's revenues and profits reduced by 31% and 37%, respectively. In addition, COID-19 affected employment with most players along the value chain reducing the number of employees.
- 2. Environmental Costs of Coffee Production.** While coffee has been considered a shade crop with minimal impacts to forests, however, many large scale coffee growers cut down large native trees to make way for coffee plants. Only some trees are left to provide semi-shade and protection to the coffee plants. Many of the growers perceive native trees as competing with coffee plants for nutrients in Uganda.
- 3. Impact of climate change on Coffee production in Uganda.** Coffee is a major cash crop in Uganda accounting for about 20–30% of foreign exchange earnings. Smallholder farmers whose average farm sizes range from 0.5 to 2.5 ha produce 90% of Uganda's coffee. The livelihoods of smallholder coffee farmers are very vulnerable and studies have shown that climate change can increase this vulnerability even further.
- 4. Growing demand for Speciality/ Sustainable coffee.** Uganda trades 95 percent of its coffee as commodity grade coffee while the share of speciality coffee is only 3.5 percent. Commodity grade coffee is sold in forms of conventional coffee, under-grades and fine coffees. These are mostly mass marketed commercial blends that are identified by consumers more commonly

by the brand names of the roasting companies and less by any taste or information related to the coffee itself such as coffee species and origins. The primary driver for commodity coffee manufacturers is price and will source from regions able to reliably deliver for low prices and in high volumes. As a consequence, producing countries suffer low coffee prices.

5. **Rising need for value addition due to high competition in the global coffee market.** For Uganda to integrate high up in the coffee value chain, there is need to establish a soluble coffee plant to take advantage of the emerging local and regional market opportunities. This is because soluble coffee consumption is one of the fastest growing market segments globally and can enable Uganda capture some of this demand both locally and in exports.

3.0 STRATEGIC DIRECTION

3.1 Overview

This Chapter presents the strategic focus for the UCDA for the period 2020/2021 - 2024/2025. The areas of focus are based on the policy direction and mandate of the Authority, together with the context and environment within which the Authority operates.

3.2 Vision, Mission and Goal

3.2.1 Vision

An Inclusive, Transformative and Sustainable Coffee Industry

3.2.2 Mission

To increase quality coffee production, productivity, value addition, marketing and consumption.

3.2.3 Core Values

We embrace and subscribe to a set of principles and norms that shall symbolize the moral fabric and culture of the institution and guide service delivery as well as the manner of interaction with all our stakeholders. The core values are and shall be prime to the Board, Management and Staff of the Authority.

Figure 3.1: Core values

Value	Description
Client focus	We recognise that our clients are the reason for our existence, and we are committed to listening and responding timely to their needs.
Teamwork	We value working together within the organization and collaboratively with external stakeholders.
Integrity	We are accountable for our actions and act responsibly with honesty, transparency, and fairness.
Professionalism	We commit to innovatively delivering quality services with competence and excellence

3.2.4 Goal

To increase coffee earnings and create inclusive employment along the value chain.

3.3 Strategic Pillars

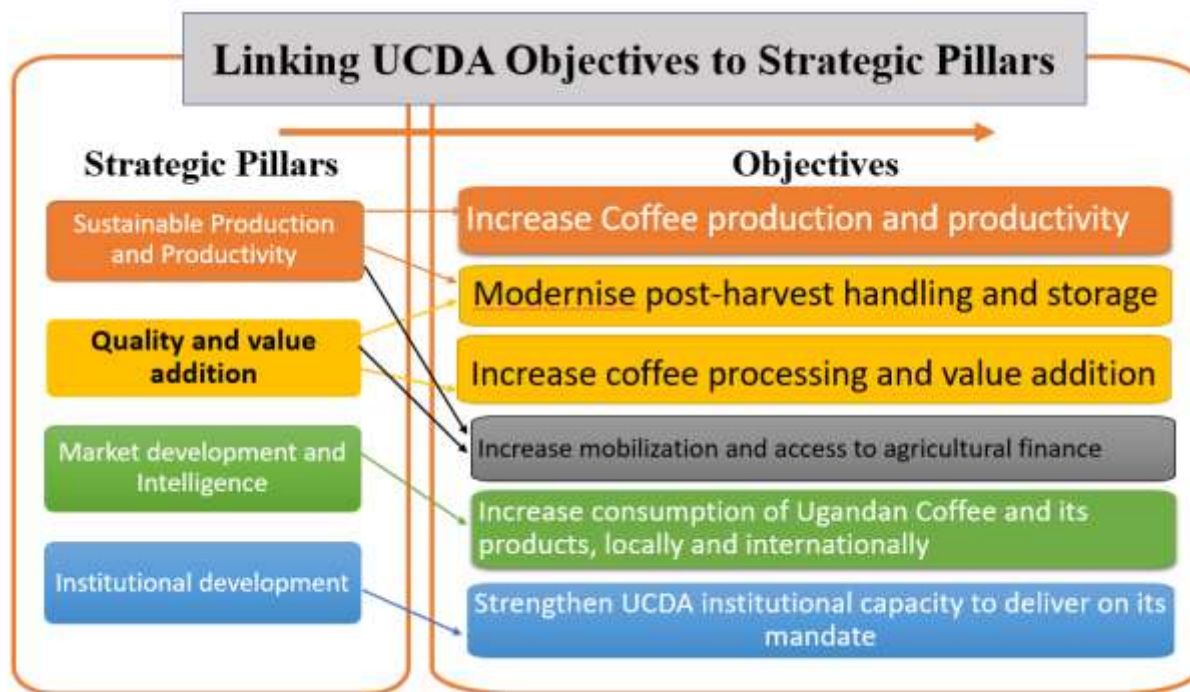
5. Sustainable production and productivity
6. Quality and value addition
7. Market development and Intelligence
8. Institutional development.

3.4 Strategic Objectives

1. Increase coffee production and productivity
2. Modernise post-harvest handling and storage

3. Increase coffee processing and value addition
4. Increase consumption of Ugandan Coffee and its products, locally and internationally
5. Increase mobilization and access to agricultural finance
6. Strengthen UCDA institutional capacity to deliver on its mandate.

Figure 3.2: Mapping /Logical linkages of Strategic Pillars and Objectives



3.5 Alignment of the UCDA Strategic Plan with NDP III, Regional and International Frameworks

UCDA Goal/Objectives	NDP III (AGRO-PIAP)	PDM	SDG	AA2063 (PA – Priority Area)	EAC 2050
Goal: Increase coffee earnings and create inclusive employment along the value chain	Agro-industrialisation Goal: To increase commercialisation and competitiveness of agricultural production and Agro-processing	PDM Goal: to increase household incomes and improve quality of life of Ugandans with specific focus on the Total transformation of subsistence households into the money economy	SDG: 1,2, 3,4,5, 6, 8,10	Goal 1 – PA: Incomes; poverty and inequality Goal 4 - Sustainable and inclusive economic growth	Socio-Economic Indicators: Poverty; Income Distribution (Gini Co-efficient)
SO1: Increase coffee production and productivity	SO1: Increase agricultural production and productivity <ul style="list-style-type: none"> Improve quality of planting materials Facilitate formation and strengthening of farmer organisations (FOs) Increase acreage under coffee Increase access and use of water for production 	Pillar 1: Production Storage value addition and marketing Pillar 2: Infrastructure and Economic Services	SDG: 1, 2, 5, 8 SDG: 12, 13, 14, 15	Goal 5: Modern agriculture Goal 7: Environmentally sustainable climate resilient economies	Goal: Agricultural production and productivity GOAL: Sustainable utilisation of natural resources, environment management and conservation with enhanced value addition.

UCDA Goal/ Objectives	NDP III (AGRO-PIAP)	PDM	SDG	AA2063 (PA – Priority Area)	EAC 2050
	<ul style="list-style-type: none"> Improve land tenure systems and land security mechanisms to increase land available for coffee farming Promote sustainable land and environment management practices Leverage the agricultural extension system to upscale outreach Improve skills and competencies of labourforce in the coffee sub sector at technical and managerial levels Strengthen capacity for pests and disease control and management Improve access to quality inputs 		SDG 1, 5,10	Goal 17: Full gender equality Goal 18: Engaged and empowered youth and children	Cross-cutting issue: Gender, Women and Youth Empowerment
		Pillar 4: Social Services	SDG: 3,4,6	Goal: 2,3, and 1	Enabler: Education, Health
SO2: Modernise post-harvest handling and storage	SO2 Improve post-harvest handling and storage; <ul style="list-style-type: none"> Reduce post-harvest losses and improve the quality of coffee for processing Increase storage capacity for coffee 	Pillar 1: Production Storage value addition and marketing	SDG: 1, 2, 5, 8	Goal 5: Modern agriculture	Goal: Agricultural production and productivity
SO3: Increase coffee processing and value addition	SO3: Improve agro-processing and value addition <ul style="list-style-type: none"> Increase the scale and efficiency of operation of primary and secondary processing Deepen tertiary coffee processing 	Pillar 1: Production Storage value addition and marketing	SDG: 8, 9	Goal 4 – PA 4.2: STI driven manufacturing/industrialisation Growth of SMEs	GOAL: Leveraging industrialization (Industrial Development and SMEs)
			SDG 9, and 12	Goal: 4 and 10	GOAL: Improved access to affordable and efficient Regional transport, energy and communication network
SO4: Increase consumption of Ugandan Coffee and its products, locally and internationally	SO4: Increase market access and competitiveness of agricultural products in domestic and international markets <ul style="list-style-type: none"> Increase domestic coffee consumption Build structured demand Brand Uganda Coffee 	Pillar 1: Production Storage value addition and marketing	SDG: 1,2, 3,4,5, 6, 8,10	Goal 1 – PA: Incomes; poverty and inequality Goal 4 - Sustainable and inclusive economic growth	Socio-Economic Indicators: Poverty; Income Distribution (Gini Co-efficient)
			SDG 8.	Goal 4: PA 4.4: Hospitality/tourism	Goal: Enhance tourism, trade in goods and other services within the EAC region and with the rest of the world.
SO5: Increase mobilization and access to agricultural finance	SO5: Increase mobilization and equitable access and utilization of agricultural finance <ul style="list-style-type: none"> Mobilise private sector funds Mobilise impact funds 	Pillar 3: Financial Inclusion	SDG: 16, 17	Goal 12: Institutions and transformative leadership Goal 20: Africa takes full responsibility for financing her development	Cross-cutting issue: Management framework and Policies
SO6:	SO6: Strengthen the institutional coordination for improved service delivery	Pillar 5: Mindset Change	SDG: 16, 17	Goal 12 – Institutions and transformative leadership	Cross-cutting issue: Management

UCDA Goal/ Objectives	NDP III (AGRO-PIAP)	PDM	SDG	AA2063 (PA – Priority Area)	EAC 2050
Strengthen UCDA institutional capacity to deliver on its mandate	<ul style="list-style-type: none"> Provide an enabling environment to govern the entire coffee sector Develop a system for effective planning, monitoring and reporting Establish/strengthen a coordination framework for the subsector Strengthen the role and application of ICT in the coffee Value Chain 	Pillar 6: Community Information System Pillar 7: Governance and Administration			framework and Policies

3.6 Key outcome Level Results

At the strategic level, tracking progress made during the implementation of this Strategic plan will be done through a set of this Plan's strategic level objectives indicators, as defined in table 3.1. These indicators cover all major areas of interest under the five strategic objectives. Targets to be achieved at the end of the five-year period have been set within the context of Uganda Vision 2040, NDPIII, Agro-Industrialization PIAP, and MAAIF Strategic Plan targets.

Table 3.1: Key Outcome Level Results

Goal and Objectives	Outcome	Indicators	Baseline (2019/20)	Targets 2024/25
Goal: Increase coffee earnings and create inclusive employment along the value chain		Total volume of coffee produced (Mil of 60kg bags)	7.75	20
		Value of total annual coffee export earnings (USD mil.)	583	1,500
		No. of Jobs created along the entire value chain	-	40,000
		Foreign exchange earnings, %	13	25
Objective 1: Increase coffee production and productivity	Increased production volumes of coffee	Total acreage under coffee in 1000 Ha	583	700
		Rejuvenated trees per year (%)	4	40
		Yields per Tree (Kg/T)	Robusta- 0.79kg/tree Arabica- 0.6Kg/tree	Robusta- 1.5Kg/tree Arabica- 1.2Kg/tree
Objective 2: Modernise post-harvest handling and storage	Increased storage capacity	Coffee post-harvest losses (%)	40	20
		Percentage of farmers practicing good coffee harvesting practices	30	80
Objective 3: Increase coffee processing and value addition	Increased processed coffee products	Percentage of roasted coffee to total production	6	15
		Percentage of coffee sold as roasted coffee to total coffee exported	0.01	3.00
		Percentage of coffee exported as speciality increase	9	20
		Percentage of coffee exported as fine Robusta increase	0.5	5
		6. Operational efficiency of coffee hulling factories	40	70
Objective 4:	Increased coffee exports	Volume of coffee exports (Mn bags)	R-4.1 A-1	R-12.9 A-3.1
		Bags of 60kgs exported (Mns)	5.1	15

Goal and Objectives	Outcome	Indicators	Baseline (2019/20)	Targets 2024/25
Increase consumption of Ugandan Coffee and its products	Increased domestic consumption	Market share (%)	4	11
		Value of total annual coffee export earnings (USD Mn.)	496	1,500
		Raw beans exported, %	95	75
		Domestic consumption (Per capita in kg)	0.8	1.6
		Coffee exports to total production, (%)	6	10
		Percentage of sustainable/ certified coffees to total coffee exports	5	10
		Percentage of coffee exported as specialty	9	20
Objective 5: Increase mobilization and access to agricultural finance	Increased access and utilization of agricultural finance	Amount of funds mobilized from private sector (Mn USD)	0	30
		Amount of government concessional funds accessed (Million USD)	0	135
		Percentage of coffee FOs/ Cooperatives having access to financial support	40	60
Objective 6: Strengthen UCDA institutional Capacity to deliver on its mandate.	Improved service delivery	Turnaround time compliance rate (%)	80	95
		ICT utilization rate	85	100
		Employee retention rate	95	97
		Employee satisfaction index	71	80
		Stakeholder/ client satisfaction index	60	80
		Percentage increase of NT Revenue generated	-	75

3.7 Strategic Interventions

Objective	Intervention	Output
1. Increase coffee production and productivity	1.1 Invest in new and rehabilitate old infrastructure for coffee research including laboratories, offices, technology demonstration and training centers, etc.	New infrastructure for coffee research established
		Old infrastructure for coffee research renovated
	1.2 Strengthen agricultural research and technology development	New coffee market responsive varieties developed
		Technology incubation centres established and operational
	1.3 Strengthen management and control of coffee pests and diseases	Capacity of farmers built on coffee pests and disease control
		Good Agronomic Practices (GAPs) demonstrated in all coffee growing parishes
		Pesticides and fungicides distributed to farmers
	1.4 Increase access to Quality Planting materials	Coffee seedlings and CWDR plantlet distributed

Objective	Intervention	Output
		Nursery operators supported with nursery infrastructure
		CWDR mother gardens established
	1.5 Incentivize small holder farmers to increase acreage and density through coffee rehabilitation and renovation	Coffee productivity enhanced
		Coffee farmers trained on coffee rehabilitation and renovation (stumping)
		Organic foliar Fertilizer distributed
		Organic Fertilizer distributed
	1.6 Interest and recruit medium size large land owners into coffee growing	Increased acreage of land under coffee cultivation
	1.7 Integrate women and youth in provision of services for farm renovation and rehabilitation	Increased number of Women and youth participation in coffee production
	1.8 Develop infrastructure and services for bulk water storage	Multi-purpose water development schemes including valley dams, valley tanks developed
		Concession to farmers with more than 10 acres to access renewable energy systems provided to farmers
	1.9 Strengthen Coffee extension systems	Parish Development Agents recruited and trained
		Coffee Extension workers recruited and equipped
		Coffee farmers Registered
2. Modernize post-harvest handling and storage	2.1 Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale	Modern coffee drying facilities that suit needs and capacities of value chain actors including farmers, traders, and processors procured
		Capacity of cooperatives, communities, farmers and traders developed in post-harvest handling and storage including; business management; value addition; quality requirements and principles of cooperative movement
		Cooperative societies, communities supported with cleaning, drying, grading and processing equipment
	2.2 Promote good harvesting practices to encourage selective picking of only ripe cherries	Good harvesting practices by coffee farmers
	2.3 Develop and enforce regulations on sale of poor-quality coffee	Regulation developed and enforced
	2.4 Establish and promote use of post-harvest handling, storage and processing infrastructure	Post-harvest handling, storage and processing infrastructures established
	2.5 Promote Good Post Harvest Practices (GPHPs), coffee fermentation techniques and conduct coffee competitions	Coffee exported as under grades reduced

Objective	Intervention	Output
	2.6 Skill youths and sector players (exporters) through intermediary Quality training course and primary level players i.e. processors , farmers and traders	Capacity of youths and sector players improved
	2.7 Build capacity of sector players to analyze specialty and fine coffees	Improved capacity of sector players to analyze specialty and fine coffees
3. Increase coffee processing and value addition	3.1 Establish new and enhance the efficiency of the existing dry hulling factories	Dry hulling factories established
	3.2 Promote wet processing to increase the share of washed coffees both Robusta and Arabica in export market share	Wet mills/ washing stations established
	3.3 Establish Soluble coffee Plant	Soluble coffee plants established
	3.4 Enhance supervision and regulation of coffee processing facilities including development and enforcement of standards	Improved standards of coffee processed through periodic monitoring and inspections
	3.5 Promote production of Specialty and sustainable coffees	Production of sustainable and specialty coffees increased
	3.6 Establish and adequately equip Coffee certification laboratory facilities in various strategic locations	National and regional laboratories constructed and equipped
	3.7 Enforce product certification	Coffee traders, primary processors, roasters, brewers, exporters inspected
	3.8 Increase awareness on coffee standards and regulations including sanitary and safety in coffee growing regions	Trainings on coffee sanitary and safety standards and regulations established
		No of training curriculum developed for courses on coffee quality standards
	3.9 Promote adoption of appropriate technologies and engagement of international experts in roasting and processing	Coffee stakeholders trained in processing, roasting, certification and vending of coffee
	3.10 Improve the quality of the coffee brewed through providing support to youth & women at tertiary level	Improved quality of brewed coffee served at tertiary level.
	3.11 Support cooperatives in post-harvest, cooperative and business management	Improved skills and knowledge in post-harvest, cooperative and business management
	3.12 Develop local capacity of stakeholders (Farmer organizations and Cooperatives) coffee standards certification	Enhance Farmer organization capacities in certification of standards

Objective	Intervention	Output
4. Increase consumption of Ugandan Coffee and its products	4.1 Promote Uganda coffee to enhance domestic consumption	Increased consumption of Uganda coffee (e.g. enjoy Ugandan coffee, our true tradition and culture)
	4.2 Leverage the BUBU policy to encourage public offices to serve Ugandan coffee	Increased domestic coffee consumption of Uganda coffee in public offices
	4.3 Identification, mapping and analysis of new markets to focus on using market size, characteristics, risks and benefits	Improved availability of market information
	4.4 Promote Uganda coffee in new emerging markets such as China, UAE	Increased exports of Uganda coffee in new markets
	4.5 Strengthen a communication strategy that leverages diverse tools for enhancing coffee promotion	Increased information about Uganda coffee
	4.6 Development of Uganda coffee profiles	Uganda Coffee profiled
	4.7 Promote local exhibitions and participation in the international exhibitions	Uganda coffee promoted
	4.8 Promote access and utilization of ICT in coffee promotion	Increased visibility of UCDA activities on social media
	4.9 Support implementation of the promotion and marketing strategy of Uganda coffee to China and Far-East countries	Increased access to information about Uganda coffee
	4.10 Promote Ugandans' appreciation for coffee as a drink, and the coffee sector as significant cultural and economic factor through various media channels, Events and innovative messages targeting different audience	Coffee and coffee products disseminated in different fora
	4.11 Promote Uganda coffee at international, Regional and local promotional events and symposiums in China, as well as at Uganda missions and embassies	Product markets for Uganda's key products mapped, profiled and market frameworks with countries of export interest negotiated
		Ugandan coffee profiled and branded for speciality markets
		Increased access to information about Uganda coffee at local, regional and international level in China
	4.12 Promote use of the traceability data collection tool in all coffee growing regions	Traceability data collection system established

Objective	Intervention	Output
	4.13 Strengthen the coffee statistics structures and systems under central control	Geo-spatial Monitoring and Evaluation System trucking and data collection and management developed
5. Increase mobilization and access to agricultural finance	5.1 Establish and/ or strengthen the farmers groups leveraging the systems and structures of the Parish Development Model	Agricultural financiers secured
	5.2 Strengthen the capacities of the private sector to access and manage agricultural finances	Improved capacities of the private sector on access and management of agricultural finances
	5.3 Establish linkage between coffee value chain actors and prospect financiers	Linkage between coffee value chain actors and prospect financiers established
	5.4 Promote the bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs in the coffee industry	Improved bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs
	5.5 Promote investment in the coffee industries	Improved access investment information
	5.6 Increase availability of impact funds for coffee	Increased amount of impact funds mobilized
	5.7 Strengthen coordination with the Uganda Development Bank and with Uganda Coffee producers and exporter's associations to avail cheap investment capital for coffee processors, roasters, establishment of soluble coffee plants and washing stations	Increased amount of investment capital mobilized
6. Strengthen UCDA institutional Capacity to deliver on its mandate	5.1 Strengthen ICT access and utilization in extension and advisory services including Climate-smart Coffee production and early warning systems, certification, marketing and traceability system	Increased use of ICT in coffee extension and advisory services
	5.2 Strengthen Monitoring and Evaluation System to track the implementation	Functional M&E system established
	5.3 Strengthen statistical management system to guide planning and reporting	Improved statistical system established
	5.4 Strengthen laws and regulations governing the coffee industry	Improved quality of coffee in the market
	5.5 Ensure existence strong Human Resource personnel to deliver the authority mandate	Increased staffing levels and high retention rate of UCDA staff

Objective	Intervention	Output
	5.6 Develop the UCDA Asset Management Strategy/Framework	Improved asset management
	5.7 Strengthen Revenue Resource base	Increased amount of NT Revenue generated to support implementation of strategic plan

4.0 FINANCING FRAMEWORK AND STRATEGY

4.1 Introduction

This chapter presents the required financial resources to implement the Strategic Plan 2020/21-2024/25. The plan estimates that UCDA will spend a total estimate of UGX 788.51 billion in the next five Financial Years. The funding of UCDA's Strategic Plan will help the Authority to meet its set targets and objectives. In particular, this amount will mainly be allocated to interventions and projects that will lead to the production of 20 million 60 Kg bags of coffee.

4.2 Costing framework and assumptions

Costing of this plan was undertaken based on the targets to be achieved as per the results framework. A bottom-up approach was adopted in the costing starting from actions to derive 4 levels of costing: action costing; output level costing; intervention level costing; and objective level costing. The costing was based on the intervention and actions to be implemented by the Authority. The detailed matrix is as shown under *Annex 1.6*.

The following assumptions were made:

- a) The inflation rate will remain stable at 5%;
- b) Timely releases of the resources by MoFPED;
- c) Timely preparation of projects and execution after approval.

4.3 Overall Cost of the Plan

The estimated total cost of implementing the strategic plan over the next 5 years is expected to be UGX 788.51 billion (*table 4.1*). The key sources of financing this plan will mainly be from central Government Grants through the Programme Working Groups allocations for different Subprograms and Development Partners.

Table 4.1: Summary of Strategic Plan Budget

CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25	Total
WAGE	18.05	18.95	19.89	20.89	21.48	99.25
Non-Wage Recurrent	75.62	79.40	152.77	89.41	89.64	486.85
Total Recurrent	93.67	98.35	172.67	110.30	111.12	586.10
Total Development	15.33	16.09	34.50	110.93	25.57	202.41
Total Budget	108.99	114.44	207.16	221.22	136.69	788.51

The table 4.2 indicates UCDA's Medium-Term Expenditure Framework (MTEF) projections over the Strategic Plan period.

Table 4.2: MTEF Projections and Implications on the Strategic Plan

BUDGET ITEM	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Wage	10.13	10.13	10.13	10.13	10.13	50.65
Non-Wage Recurrent	73.67	73.67	20.54	20.54	20.54	208.96
Development	3.06	3.06	7.29	7.29	7.29	27.99
Total	86.86	86.86	37.96	37.96	37.96	287.60

4.4 Funding Gap

This provides the variance between the budget estimates and the MTEF projections. The total funding gap for the strategic Plan is UGX 500.91 billion as indicated in table 4.3.

Table 4.3: Funding Gap for the strategic plan

CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Wage Gap	7.92	8.82	9.76	10.76	11.35	48.61
Non-Wage Recurrent Gap	1.95	5.73	132.23	68.87	69.10	277.89
Total Recurrent Gap	9.87	14.55	142.00	79.63	80.45	326.50
Total Development Gap	12.27	13.03	27.21	103.64	18.28	174.42
Total Funding Gap	22.14	27.58	169.20	183.26	98.73	500.91

4.5 Strategic Plan Budget by Source of Funding

Table 4.4 provides summary financing by source. The table highlights the percentage contribution for each source for the Plan period.

Table 4.4: Classification of the budget by source of funding, Ugx Billions

Classification	2020/21		2021/22		2022/23		2023/24		2024/25		Total
Funding Source	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	
Wage	18.05	-	18.95	-	19.89	-	20.89	-	21.48	-	99.25
Non-wage recurrent	71.84	3.78	71.46	7.94	137.49	15.28	75.99	13.41	76.20	13.45	486.85
Total recurrent	89.89	3.78	90.41	7.94	157.39	15.28	96.88	13.41	97.67	13.45	586.10
Development	14.56	0.77	14.48	1.61	31.05	3.45	94.29	16.64	21.73	3.84	202.41
Total Budget	104.45	4.55	104.89	9.55	188.44	18.73	191.17	30.05	19.41	7.28	788.51
%ge of Source	96%	4%	92%	8%	91%	9%	86%	14%	87%	13%	

4.6 Resource Mobilization Strategy

The Authority will mobilize its resources through the established systems and platforms within Government. Government will develop a strong resource mobilization strategy to achieve objective four of this plan. The strategy will identify and implement innovative measures for increasing allocation from the Government, mobilization of Non-wage - recurrent, as well as exploration of new innovative sources. The strategy will consider the changing, financing and development landscape as well as lessons learned from current resources mobilization efforts.

- 1) The resource mobilisation strategy to be adopted by UCDA will be through:
 - a. Engagements with MoFPED on budget enhancement through the programme leader
 - b. Development of Public Private Partnership (PPP) projects
 - c. Partnerships with Development Partners
 - d. Enhance internal efficiency
 - e. Projects that can be financed under the public investment plan

5.0 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

This chapter presents the coordination mechanisms for effective implementation of UCDA's strategic plan as well as the required reforms in the structure and staffing requirements. It further provides the roles and responsibilities of the key actors in implementing the strategic plan.

5.1 Coordination of the Implementation Process

Coordination and implementation of the strategic plan to yield results will be undertaken under the existing institutional arrangements including the heads departments, committees and existing partnerships with other stakeholders including stakeholders in program 1 (Agro-Industrialization) of NDP III.

5.1.1 Roles and Responsibilities of Internal Stakeholders/UCDA

The UCDA takes the leadership role of coordinating the 5-year strategic plan. Table 5.1 summarizes the roles and assignments for the major players at UCDA.

Table 5.1: Roles and Responsibilities of Internal Stakeholders

Responsible Person	Roles and Responsibilities
Board of Directors	<ul style="list-style-type: none"> • Provide general direction and supervision of the plan. • Provide oversight for the operation of the plan. • Lobby for required financial resources • Formulate and review the policies and oversee their implementations • Scrutinize and approve the Strategic Plan, Work plans, Budgets, and performance reports • Appraise and evaluate the performance of management of the Authority • Monitor and evaluate the implementation of the Authority plans and ensure M&E recommended actions are implemented • Oversee the management of finances and assets of the Authority • Recruit Staff to support the implementation of the Authority Plans, work plans and Budgets
Senior Staff Committee	<ul style="list-style-type: none"> • Provide technical guidance • Implementation of the plan • Responsible for management of the plan • Provide accountability • Ensure that policies, plans, and budgets are developed and approved by the board • Monitor and evaluate the implementation of the policies, plans and budgets approved by the Board • Review the Authority's performance in line with the set mission, vision, and strategic objectives • Review and make recommendations • Budget and ensure that financial resources are equitably allocated to priority areas to support the realization of strategic plan objectives • Mobilize resources to implement the strategic plans, annual work plans • Provide periodic performance reports to the Board • Coordinate with key stakeholders for successful implementation of the Strategic plans
Monitoring and Evaluation Committee	<ul style="list-style-type: none"> • Monitor and Evaluate the progress of the plan • Review and compile annual reports on the progress of the plan • Make the requisite recommendations
Finance committee	<ul style="list-style-type: none"> • Coordinate resource mobilisation for implementation of the Plan

Responsible Person	Roles and Responsibilities
	<ul style="list-style-type: none"> Ensure that funds provided are utilised according to the plan and are properly accounted for Approve funds required in the implementation of the activities/ programmes

5.1.2 Roles and Responsibilities of Other Stakeholders

The stakeholders relevant to the successful implementation of UCDA's strategic plan and their respective roles and responsibilities are detailed in *table 5.2* below.

Table 5. 2: Roles and responsibilities of external stakeholders relevant to UCDA

No.	Institution	Role/ Responsibility
1	Ministry of Finance, Planning and Economic Development (MoFPED)	<ul style="list-style-type: none"> Enhance public and private sector investment in coffee Implement appropriate policy and institutional conditions to facilitate increased credit through UDB, UDC, Micro Finance Support Center Adopt an appropriate tax and investment incentives regime to enhance increased private sector investment in the coffee Increase financing to the coffee industry and ensure timely release of funds Offer Affordable agriculture finances to farmers
2	Office of the President (OP)	<ul style="list-style-type: none"> Provide Political support Support programme implementation Advocate and promote coffee programmes
3	Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> Provide overall guidance for the AGI programme Reporting through Government Annual Performance Report (GAPR)
4	Parliament	<ul style="list-style-type: none"> Increase appropriation of funds Provide a strong Parliamentary coffee platform Formulate and approve enabling laws on coffee Monitoring of appropriated funds Support the programme implementation Advocate and promote coffee programmes
5	National Planning Authority (NPA)	<ul style="list-style-type: none"> Provide development Planning guidelines and timely approval of strategic plans Provide guidelines for ensuring alignment of plans and budgets through the certificate of compliance
6	Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	<ul style="list-style-type: none"> Coordinator and lead AGI programme, and secretariat to AGI programme working group Set the priorities for implementation Identify the key policy and project requirements Identify key implementation bottlenecks to be resolved
7	Ministry of Trade, Industry and Cooperatives (MTIC) and her agencies UNBS, UIRI, UEPB, UWRSA	<ul style="list-style-type: none"> Establishment of storage and marketing infrastructure (warehouses, cold stores, and physical markets), negotiation for market access to regional markets under COMESA and EAC Promotion of compliance to quality international standards; and Promotion of value addition and agro-processing. Offer Affordable agriculture finances to farmers
8	Coffee Players (Coffee Exporters Traders, Processors/ Graders, Roasters, Coffee Associations, Baristas/brewers, HORECA, Warehouse operators)	<ul style="list-style-type: none"> Comply with regulations and standards Promptly Submit statistics Deliver High-quality products Promote consumption of quality Uganda coffee Pay or collect CESS

No.	Institution	Role/ Responsibility
9	Ministries, Departments and Agencies-MDAs (MoLG, MWE, MoLHUD, MoWT, MEMD, MTWA, MIA, MOFA, MTIC, OP/OWC)	<ul style="list-style-type: none"> MoLG - development of agriculture market infrastructure and delivery of agricultural extension services to the grassroots MWE - adaptation to climate change and increased access to water for production through development of appropriate infrastructure MoLHUD - land policy and land management issues with the aim of easing access to arable land for commercial farming MoWT - Development of transport infrastructure, which facilitate trade in agricultural produce internally (from surplus producing areas to deficit producing areas) and externally to export regional markets MEMD - energy sources and subsidies for coffee farmers MTWA - Promote coffee tourism OWC- availability of farm inputs MOFA - Promote Uganda coffee in the various missions – economic diplomacy; Secure foreign market Collaborate to realize synergies Develop good policies for the sub-sector Provide enabling environment to support the coffee industry Develop coffee standards
10	Coffee farmers	<ul style="list-style-type: none"> Grow coffee by applying good agricultural practices (GAPS), and good harvest and post-harvest handling Organise themselves under groups/ farmers' organisation Change mindset to handle coffee as a business Sell quality coffee Comply with required regulations and standards Commit to production and productivity Commit land and resources for coffee production Provide information on yield, farm size, challenges etc
11	Researchers	<ul style="list-style-type: none"> Develop new coffee varieties Provide timely solutions/ responses to research gaps and emerging issues Innovate and adopt appropriate technology Disseminate research information/ outputs
12	Farm Input Suppliers (Seeds, fertilizer, Nursery operators)	<ul style="list-style-type: none"> Comply with regulations, specifications, quality, and standards Provide Quality seedlings/ cuttings Commit resources Complement UCDA services Provide Feedback and information
13	Local governments	<ul style="list-style-type: none"> Collaborate with UCDA Prioritise coffee in their development programs Support the PCDA Provide statistics and key information
14	Development partners/ UN Agencies/CSOS/ PSFU/EU/Abi Trust	<ul style="list-style-type: none"> Provide technical and financial support Engage UCDA at elevated levels (international) Lobby and advocate good policies
15	Media houses	<ul style="list-style-type: none"> Provide positive and balanced coverage on coffee issues Proactively engage UCDA

5.2 Sustainability Arrangements

UCDA Governance structures are a key area of focus as the drivers for the attainment of the long and medium-term goals of the Authority. Therefore, the UCDA Strategic Plan, 2020/21 – 2024/25 aims to improve on the robustness and operation of the governance arrangements at all levels, to ensure clarity of roles and responsibilities; promoting organizational transparency; improving

internal controls and UCDA systems; as well as efficient and effective management for results. This section presents UCDA sustainability arrangements to include financial and institutional sustainability arrangements as discussed below.

5.2.1 Financial Sustainability Arrangements

Effective management of resources is essential to the sustainability of UCDA. This Strategic Plan has therefore taken into account the projected resource requirements for the strategic activities detailed in this plan over the next 5 years. UCDA will continue implementing Prudential Financial management as well as improve allocative and operational efficiency. UCDA will continue to mobilise adequate resources to finance the plan as an essential mechanism for its successful implementation.

Alignment of the strategic plan to the NDP III and adoption of the Sustainable Development Goals (SDGs) within the UCDA operating framework, as well as prudent and balanced implementation is a prerequisite for its sustainable realisation.

5.2.2 Institutional Sustainability Arrangements

Legal framework. This Strategic Plan has prioritized providing an enabling environment to govern the entire coffee value chain. In particular, supporting the enactment of the national coffee bill and operationalization of the national coffee law as one of the key deliverables during the strategic period 2020 – 2025. This will provide the framework for UCDA to create an enabling environment to ensure that the Authority can sustainably deliver its mandate. The legal and regulatory framework governing UCDA should take into account dynamic circumstances and adequately provide for the Authority to meet its obligations over time, and therefore the Authority will pursue the steps necessary to realise this objective.

Governance. UCDA Governance structures are a key area of focus as the drivers for the attainment of the long and medium-term goals of the UCDA. Therefore, this Plan aims to improve on the robustness and operation of the governance arrangements at all levels, to ensure clarity of roles and responsibilities; promoting organizational transparency; improving internal controls and UCDA systems; as well as efficient and effective management for results.

5.2.3 Partnership and Collaborations

The strategic plan has provided for strengthening collaborations along the coffee value chain and with external stakeholders including Agro Industrialization programme to ensure the sustainability of outcomes. This plan provides for enhancement of the collaboration with government, Civil society, private sector (coffee farmers, Farm Input Suppliers, Coffee players (Coffee Exporters Traders, Processors/ Graders, Roasters, Coffee Associations, Baristas/brewers, HORECA, Warehouse operators)), Development partners, and media houses among others to sustainably harness synergies in service delivery. In addition, the UCDA as a member of International expos and exhibitions such as the Specialty Coffee Expo in the United States of America, the World of Coffee expo in Europe among others, will strengthen its partnerships to build capacity and promote coffee globally.

5.3 Human Resource Plan

The Human Resource is the potential that resides in the knowledge, skills and motivation of people with infinite capabilities and has the possibility of beneficial engagement. Uganda Coffee Development Authority Staff turnover over the past few years has remained low below 15% due to employees' incentives provided and fair working conditions. However, there is a mismatch between the available staffing capacity and service demand. Given the competitive nature of the coffee industry where the private sector participates and contributes significantly along the value

chains requires the available authority workforce to be highly skilled, well educated, competent and productive to deliver results. There is need to reinforce to existing staff to meet the demand of the coffee industry through provision of effective and efficiency services delivery to the value chain stakeholders.

UCDA requires over 450 employees to meet the target of 20 million bags by 2025. The Authority requires technical and specialized competencies in the following directorates. The critical positions are in the directorates of development, quality and regulatory services. Therefore, there will be need to develop human resources plan to manage the supply and demand of the workforce.

Table 5.3: Human Resource Gap/ Requirements

Directorates	Number of Positions approved	Number of Positions filled	Number of Vacant Positions to be filled by 20224/25	Projected Positions
Executive	16	9	7	20
Legal Services	5	3	2	7
Quality and Regulatory Services	64	33	31	81
Promotion and Value Addition	10	2	8	15
Development Services	106	71	35	266
Strategy and Business	17	7	10	23
Corporate Services	34	17	17	39
Total	252	142	110	451

In order to implement the Human Resource Plan, there will be a comprehensive Human Resource Capacity Building Plan for the staff in post. Staff Training Need Assessment will be conducted to Human Resource Capacity Building Plan. The Authority will also develop and implement the Annual Human Resource Recruitment Plan informed by the existing policies and the identified Human Resource gaps as indicated in the *tables 5.2 and 5.3*.

Table 5.4: Proposed Recruitment Plan as per the Current Structure

Strategic Focus	Qualifications and Skills required	Status	Estimated Gaps	Key actions to be taken	Remarks/ Comments
Increased Coffee production and productivity	Agricultural Specialists: (Agriculturalists, Agronomists, Agricultural Economists, Environmentalists)	60 (Extension services, Technical Extension staff, CTOs and CEOs)	140 (This include recruitment needs for RCEOs per coffee districts (additional 22 RCEOs)	-Review the Authority structure -Recruit new staff with the required skills -Train the existing staff to acquire the skills	Given the increasing number of coffee farmers and overwhelming demand for extensions services, There is need to recruit more staff especially RCEOs to reduce the ratio of Extension staff to coffee farmers

	Parish Coffee Development Advisors (PCDAs)	00	7082 Parish Coffee Development Advisors (PCDAs)	-Recruit PCDAs -Train all PCDAs to acquire the necessary skills	Parish Coffee Development Advisors (PCDAs) will aid in: (1) Cascading the training of coffee farmers at parish (2) Registration of coffee farmers (3) Setting up demonstration gardens (4) Collection of data and updating the exists data
Improved Coffee Quality and value addition	Quality Assurance Experts (Food scientists, Laboratory specialists (Laboratory technologists)	25	16 (Quality Assurance experts)	-Recruit value addition and promotion experts	With the Plan to establish regional laboratories, more laboratory specialist will be required.
	Value Addition experts (food science technologists)	00	02 (Value Addition experts)	upgraded the section to department level	Value addition is a key priority area and there is need to strengthen this section through upgrading to department level and recruitment of experts.
Coffee Sustainability	Coffee Sustainability experts (Food Science Technologists)	01	02 (Coffee Sustainability Officers)	-Recruit value addition and promotion experts - Review the structure and decentralise to regional levels	The department is not adequately staff. Sustainability experts are required at the regional level where the organic coffee is done as well as certifications. In addition, training farmers on the processes coffee sustainability
Cocoa development	Cocoa specialists (Cocoa Quality Officers)	00	04 (Cocoa Quality Assurance Officers/ Experts	-Review the structure and create cocoa department -Recruit Cocoa Quality Assurance Officers	Cocoa as commodity is slowly growing and will need human resource to develop and promote.
Market development and Intelligence	Coffee market Promotion experts (Food scientists, Economist,	01	05 (3 Regional coffee market	Regional promotions officer will be	Strengthening the authority marketing section given the market dynamics,

	commerce, Business Administrators		promotion officers & 2 International coffee market promotion officers)	responsible for regional coffee promotions while international promotion officers would be sourced from the country of focus.	online marketing needs to be intensified.
	Statisticians	01	02 (Statisticians)	Review the structure Conduct recruitment	Coffee Statistics system needs to be improved to strengthen evidence based planning and decision making
	Business Development experts (Agricultural Economists)	00	03 (02 Business Development Officers & Business Dev't Manager)	Review the structure Conduct recruitment	These human resource cadres should be prioritise support coordination with Coffee Value Chain Stakeholders such as envelopment partners, Financiers, and supporting development of project/business proposals possible financing
Institutional development •	Information Desk (Journalists/public administrators)	00	01 (Information/ Front Desk Officers)	Conduct job evaluation exercise, -Review the structure Conduct recruitment	To support the call centre, the information desk officers would be responsible receiving information needs from the clients/stakeholders and follow-up and provision of feedback. They will be under with the corporate communication department

6.0 COMMUNICATION AND FEEDBACK STRATEGY

6.1 Overview

The success of improved coffee production and productivity will rest on clear, consistent and timely delivery of correct information about the good coffee agricultural practices at the farm level. This Communication strategy takes cognizant of the achievements/ successes made, knowledge acquired, experiences and lessons learnt from implementation of the previous Uganda Coffee Communication Strategies, and the ‘New Normal’ brought on by the global COVID-19 pandemic and climate change. It therefore seeks to facilitate effective knowledge and information sharing among stakeholders including coffee value chain actors and chain supporters.

This Communication and feedback Strategy therefore presents the roadmap that the Authority shall adopt to communicate with and engage the different stakeholders. It thus seeks to increase awareness of the Authority’s mandate amongst the population. This strategy seeks to ensure that communication is aligned to driving the strategy agenda in an effective and professional manner.

6.2 Objectives of this Communication strategy

The overall objective of this communications strategy is to create an effective and efficient communications system that facilitates harmonized and regular information flow within the UCDA and its stakeholders. This is in line with the overall goal of the Sub Sector Communications strategy which aims to “strengthen access to timely and accurate information”.

Specific objectives over the plan period include;

- i) Establish a clear understanding and awareness of UCDA mandate amongst all key stakeholders;
- ii) Encourage and attract strategic partners to reach out to the Authority, in delivering some specific projects;
- iii) Enable the Authority adopt a proactive role to communicating with all stakeholders; and
- iv) Ensure that accurate/ relevant/ reliable/ true and accurate information is delivered in an open, effective and timely manner.

6.3 Current Situation of Communication and Feedback Mechanism

a. Functional Coffee Call Centre

UCDA set up the Coffee Call Centre with toll free number of 0800 35 35 30 in July 2020 at UCDA Head Office in Kampala and it is currently functional. The Call Centre is used mainly to address comments and complaints received from farmers and other stakeholders. In addition, UCDA put in place a complaint handling mechanism that ensured that issues from farmers and other stakeholders are well-received, documented and responded to within a set timeframe.

b. Online Based Communication

UCDA has a website (www.ugandacoffee.go.ug) which is up and running and enriched with information. It is also linked to partner websites. The website provides timely and updated information such as coffee prices (on a daily basis). UCDA also runs socio media platforms such as twitter in promoting Uganda’s coffee. The number of followers on Twitter increased from 332 in FY 2016/17 to 5,194 in FY 2020/21. Promotion and production and distribution of print materials has contributed to the increase in access to information about coffee in and out of Uganda. For instance, print materials such as the UCDA Robusta Coffee Handbook 2019 and UCDA Arabica Coffee Handbook 2019 were prepared to guide coffee farmers and other value chain actors on best coffee production methods. In addition, the Clonal Robusta Coffee Nursery Manual 2019

for Extension Workers and Nursery Operators in Uganda was also developed and distributed to the extension workers in the coffee growing districts.

c. Formation of Coffee Clubs

University Coffee clubs were formed with support from UCDA and currently, the Authority partners with 14 coffee clubs in different universities. The members have access to information and their knowledge and skills were strengthened through the various meetings/ workshops and short trainings organised by UCDA.

d. Basic Training Courses by UCDA

UCDA organises trainings in Coffee Roasting, Barista services and quality control. The use of the coffee club as a communication channel/ tool helps to fill the information gaps related to coffee roasting and Barista services, by improving the knowledge and practical skills in coffee processing, value addition and consumption by university students who also doubled as youth. However, due to the outbreak of COVID-19 pandemic in 2020-2021, the training was moved to TV, Radio and social media.

e. Promotional Campaigns

These include: public campaigns; media engagements; workshops; and production of promotional materials. UCDA constructed a billboard on Coffee House in Kampala City and another on Entebbe road. Due to budget constraints, this could not be rolled out to other Cities. The Authority also produces a newsletter to showcase the success stories in the industry.

f. Coffee Exhibitions

Some of the key events the Authority uses to communicate to its publics include:

- i) District coffee shows organised in collaboration with Café Africa, a strategic partner.
- ii) Annual national shows such as: UMA Trade Fair, the Jinja Agriculture Show and the regional UMA Trade Fair in Eastern and Western Uganda.
- iii) The national Coffee Day
- iv) The inter-university barista, national barista and cup taster's championships.
- v) International expos and exhibitions such as the Specialty Coffee Expo in the United States of America, the World of Coffee expo in Europe, coffee exhibitions in China, Japan, Korea.

g. Agriculture extension workers at district and sub county levels

The extension workers provide specific coffee extension services to farmers. UCDA increased the extension staff capacity from 33 to 60 officers. However, this is still not adequate for service delivery in the in the country. The target is to have a coffee extension officer per district.

6.4 Communications Strategy

6.4.1 Target Audience Categories

Each audience category has unique communication needs and therefore requires specific communication approaches and channels. The audience categories is grouped into three main tiers composed of key stakeholders (coffee value chain actors and chain supporters) who need access to timely and correct information so as to increase their level of awareness of the coffee sub sector to inform planning and decision making on the strategic interventions.

- i) **Tier I Audience:** This includes key stakeholders and decision makers who have the power to affect the outcome of the objectives directly. The primary audiences include UCDA, GoU

actors, Parliament and other MDAs which are key to the effective implementation of the coffee strategic Plan.

- ii) **Tier II Audience:** Participants whose actions directly help or hinder the activities and behaviors of key actors within the Authority such as NaCORI, farmer organisations and cooperatives, and coffee organisations. The actions of Tier II Actors reflect the broader social, cultural and policy factors that create an enabling environment to sustain desired programme activities.
- iii) **Tier III Audience:** Direct beneficiaries, that is, key actors along the coffee value chain namely farmers, coffee nursery operators, exporters, roasters, baristas, traders, seed garden owners.

6.4.2 Key Success Factors for Effective Strategy Implementation

- Leadership and Political Commitment
- Strong Institutional Capacity to support the objectives of this strategy
- Cultural and attitudinal change
- Ownership, Accountability, Coordination and Collaboration for Industry Development
- Monitoring and reporting arrangements
- Programme-wide capacity building initiatives
- Digitization of the Communication Strategy
- Sustainable Change Management.

6.5 Medium term Focus

- Promote the utilisation of existing institutional telecommunication platforms for engagement of farmers, women and youth in coffee production e.g. the Coffee Call Centre and UCDA SMS media platform
- Provide online based trainings and disseminate information on modern coffee production and productivity techniques
- Provide practical field based trainings for farmers using Farmer field schools, coffee demonstration plots at the district and parish level and in schools
- Provide specific technical coffee extension services, practical training events using trainers and model coffee farmers at parish level.
- Document, Produce and Disseminate information on coffee production and productivity, consumption. This will include translation of the materials into local languages
- Sensitize coffee stakeholders on the National Coffee Act 2021 and Coffee Regulations
- Conduct National Barista championship.
- Conduct local and international campaigns to promote and raise awareness of local Uganda coffee brands in the domestic, regional and international markets
- Promote investment opportunities and private partnership engagements e.g. with coffee shops.
- Support formation of Coffee clubs and training of members
- Organise coffee expos

- Promote Uganda coffee in various international exhibitions and conferences
- UCDA to strengthen linkages with other related associations or organisations in different countries to promote Ugandan coffee at the international level.

7.0 RISK MANAGEMENT

7.1 Introduction

The Strategic Plan adopted the risk management approach that is consistent with the Government of Uganda Risk Management Strategy, 2018 whose main objective is to facilitate the integration of risk management into national development planning, strategy formulation and annual planning.

This section therefore entails a risk management plan, risk profile, clarifies the responsible staff throughout the risk management process from identification to resolution, and specifies how the risks will be considered, prioritized and managed within UCDA. The analysis of risks and determination of their mitigation measures is pertinent to alert UCDA on the possible inhibitions to this Strategic Plan and ensuring readiness to overcome them for its successful implementation.

7.2 Risk Profile

Risks are occurrences that may affect the successful implementation of the Strategic Plan. These risks are external, strategic and operational. Successful implementation of the Strategic Plan requires identification, mitigation and monitoring of these risks. Table 7.1 provides an outline of these risks.

- a) **External Risks:** these are risks that majorly lie outside the Authority's control and can affect an organization's overall strategy. It, therefore, means that the Authority cannot typically reduce or avoid this category of risk through the approaches or strategies used for managing operational or strategic risks. Government focus for this category of risks is to identify them, assess their potential impact and figure out how best to mitigate their effects should they occur. These include: floods, Natural disasters like landslides/ mudslides, and changes in water levels. UCDA outputs are as well indirect. For instance, heavy rains that cause flooding have a negative effect on the objective of production and productivity of Coffee since the farmers produce will be interrupted.

Pandemics and Epidemics: Pandemics and any related viral disasters cause reactionary measures from Government that affect mobilization of resources (labor, finances) for timely implementation of projects. These may include locust invasion, diseases/worms/ pests to the cash crop. The outbreak of COVID19 that led to the lockdowns had serious impact on coffee along the value chain.

- b) **Strategic Risks:** These are risks emanating from fundamental decisions taken by management in respect of the objectives of the organization. These include:

Resource Mobilization risks: This is due to competing national priorities and changes in the global development financing environment which leads to failure to efficiently implement the Plan. The volatility of coffee price is an area that must be mitigated.

Technological changes. This is due to advancement in technology brought about by research and innovation.

Stakeholder pressure leading to financing of un-planned for activities resulting from pledges by political leaders. This leads to failure to implement the Plan and achieve the planned targets.

Regulatory changes leading to rationalization of government agencies may affect timely project implementation. UCDA is among the proposed plans for merger and this demotivates staff hence under performance.

c) **Operational**

Procurement risks: the current procurement structure has limitations in regard to quick sourcing of service providers. There are also delays caused by whistleblowers, administrative reviews and political interference thus increasing the cost of doing business. This leads to delayed service delivery and further deterioration of the coffee industry.

Table 7. 1: Risk Analysis Matrix

Risk No.	Risk category	Risk	Key Risk Indicator (s)	Assessment			Risk response/ Mitigation
				Likelihood	Impact	Risk rating	
1	External	Coffee price volatility	<ul style="list-style-type: none"> Price trend (USD) 	Medium	Medium	Medium	<ul style="list-style-type: none"> Surveillance & market intelligence Timely Dissemination of global price movements and how they affect actors in the coffee business is done. Enhance bilateral interventions.
		Foreign exchange fluctuations.	<ul style="list-style-type: none"> Dollar (USD) rate against Uganda Shillings 	High	High	High	<ul style="list-style-type: none"> there's a need to carry out domestic resource cost surveys together with BOU and UBOS to ascertain at what exchange rate would the Ugandan coffee exporter become uncompetitive.
		Occurrence of Pandemics/catastrophes	<ul style="list-style-type: none"> Outbreaks (%) 	Low	High	Medium	<ul style="list-style-type: none"> Implement emergence plans Automate systems Follow the established guidelines by the government
		Trade barriers by some importing countries.	<ul style="list-style-type: none"> Import market restrictions (#) 	Low	High	Medium	<ul style="list-style-type: none"> Surveillance & market intelligence Enhance bilateral interventions.
		Stiff market competition from other origins.	<ul style="list-style-type: none"> Imported brands on the market (#) 	High	High	High	<ul style="list-style-type: none"> Need more preferential treaties with other countries so that they can allow our coffee to be exported to pay fewer taxes.
		Change in government priorities.	<ul style="list-style-type: none"> Unfunded projects (#) 	High	High	High	<ul style="list-style-type: none"> Develop and implement resources mobilization plans to ensure Lobbying & mobilising for funds.
		Political instability.	<ul style="list-style-type: none"> Importing countries with political instabilities (#) 	Medium	High	High	<ul style="list-style-type: none"> Establish and or strengthen the border surveillance system & train a regional force capable of being deployed in unstable areas/regions.
2	Strategic	Substandard products/ brands of coffee on the domestic market.	<ul style="list-style-type: none"> Substandard brands on the market(#) 	High	High	High	<ul style="list-style-type: none"> Need to build the capacity of local roasters on brand development. Need to finalize the development of the National coffee standard.

Risk No.	Risk category	Risk	Key Risk Indicator (s)	Assessment			Risk response/ Mitigation
				Likelihood	Impact	Risk rating	
		The outbreak of coffee pests & diseases such as the wilt disease, leaf rust, black twig borer et	<ul style="list-style-type: none"> Pests' incidences (#) 	High	High	High	<ul style="list-style-type: none"> Carryout research & breeding for pests' resistant materials. Strengthen the pests & disease control inputs delivery system. Continuous training of the farmers in coffee plantation management and practically imparting skills about coffee agronomy. Improve surveillance
		Unfavourable climatic/weather conditions (irregular rains, drought, and excess sunshine)in the coffee-growing areas and research trial sites.	<ul style="list-style-type: none"> Level of farm destructions (Acreage) 	Medium	High	High	<ul style="list-style-type: none"> Need for smart climate agriculture practices i.e., irrigation, mulching etc Research & breeding for drought-tolerant varieties. Promotes insurance
		Poor harvesting & post-harvest practices.	<ul style="list-style-type: none"> Outturn losses (%) 	Medium	High	High	<ul style="list-style-type: none"> Sensitisations Enforcements
		Land fragmentation.	<ul style="list-style-type: none"> Reduced coffee (acreage) 	High	Medium	High	<ul style="list-style-type: none"> Need for continuous awareness & sensitization on coffee as a profitable enterprise. Need to identify potential farmers with idle land using the leaders at the Parish level. Enhance group formation by liaising with Uganda Cooperative Alliance to facilitate group formation. Support to "all family- members" coffee enterprises.
3	Operational	Proposed Government rationalisation exercise		High	High	High	<ul style="list-style-type: none"> Lobbying and engagement of Executive, Parliament, and MAAIF Increased visibility Integration and planning of Government Programmes in budgets and work plans

Risk No.	Risk category	Risk	Key Risk Indicator (s)	Assessment			Risk response/ Mitigation
				Likelihood	Impact	Risk rating	
		Inadequate budget allocation	budget cuts for staff competence development programmes (%)	High	High	High	<ul style="list-style-type: none"> Lobby for additional funds Mobilisation of development partners' Financial support
		Delays in Payment of suppliers	Amount in arrears (Ushs)	High	Medium	Medium	<ul style="list-style-type: none"> Quarterly tracking of spending to ensure within the budget. Enable manager, and RCEOs to ensure the suppliers are registered on to the system to avoid delays. Regular training in budget management Develop an Internal service agreement to ensure TATs (Turnaround time) among department
		Financial loss/misappropriation of funds	Uncounted Funds (Ushs)	Low	High	Medium	<ul style="list-style-type: none"> Review and implement Internal control systems
		Staff turnover	Staff turnover Rate	Low	High	Low	<ul style="list-style-type: none"> Development of an Employee Value Proposition Conducting staff satisfaction surveys Periodic job reviews/ enhancement of job scope Talent mapping and career growth policy

8.0 MONITORING AND EVALUATION FRAMEWORK

8.1 Overview

This Chapter presents the Monitoring and Evaluation (M&E) Strategy for this Plan. It highlights mechanisms for tracking and reporting progress of implementation of the Plan as well as measuring and reporting its success. The detailed results matrix for the outcomes and outputs is presented in *Annex 1.1* and *Annex 1.2* respectively.

8.2 Monitoring and Evaluation Arrangements

The monitoring and evaluation of the Authority's strategic plan will involve several key players, coordinated by the Manager, Monitoring and Evaluation under the Director, Strategy and Business Development. Others include: Monitoring and Evaluation Officers, Field staff (RCEO, RMs, RCTOs) and Heads of Departments. Approval of relevant outputs will be by the management committee being the overall policy organ to monitor the plan. In particular, the technical staff with all relevant stakeholders are mandated to undertake routine supervision and performance review to assess the implementation of the Authority's plan.

8.2.1 Progress Reporting

Quarterly and annual progress reporting will be undertaken under the coordination of the planning department. All heads of departments will be expected to produce quarterly progress reports and submit to the planning department for consolidation and further analysis.

8.2.2 Progress Performance Annual Review

Annual performance reviews will be undertaken, and reports produced to inform the plan implementation. The reports will feed into the annual Agro-Industrialization Programme performance reports.

8.2.3 Midterm Review

A Midterm review (MTR) of this UCDA Strategic Plan will be conducted two and a half years into its implementation. This MTR will establish the extent of performance of the Strategic Plan in attaining the set goals and targets. In the wake of COVID19 pandemic, the MTR will therefore, identify lessons learnt; structural and institutional reforms aimed at achieving enhanced productivity, efficiency, competitiveness and effectiveness; challenges and emerging issues encountered; and make recommendations for addressing the challenges and emerging issues, both in the remaining lifetime of this strategic plan and in the next Plan (UCDA Strategic Plan, 2025/26 – 2029/30).

8.2.4 Terminal Evaluation

A terminal evaluation of the strategic plan will be undertaken at the end of the Plan implementation and presented through the Terminal review report. This will focus on achievements, successes and failures, challenges and lessons learnt that will inform the next planning period. This will be undertaken by an external reviewer to reduce bias and ascertain the level of attainment of the strategic Plan objectives. The OECD/ DAC criteria of: Relevance, coherence, effectiveness, efficiency, Impact and Sustainability will be adopted.

8.3 Capacity for M&E

During the implementation of this plan, key M&E personnel will be trained to ensure provision of sustained technical backstopping and capacity for M&E including reporting and coordination.

8.4 Results Framework

The Results framework will be used to measure and assess progress during implementation of UCDA strategic Plan. This framework includes results for the plan's Goal, Objectives, and Interventions. These follows a theory of change with results broken down at outcome and output levels, respectively. The detailed results framework is presented in *Annex 1.1* and *1.2*.

9.0 PROJECT PROFILES

This Chapter summarises the profiles of the projects UCDA is intending to implement during the NDPIII period. These include the Retooling of Uganda Coffee Development Authority and Coffee Value Chain Development Project.

9.1 Retooling of Uganda Coffee Development Authority.

RETOOLING OF UGANDA COFFEE DEVELOPMENT AUTHORITY	
PROJECT SUMMARY	
Project Title	Retooling of Uganda Coffee Development Authority
Vote	160
Vote Function	Coffee Development
Vote Function Code	53
Implementing Agency	Uganda Coffee Development Authority
NDP PIP Code	-
MFPED PIP Code	1683
NDPIII Programme	Public Sector Transformation
Location	Headquarters
Estimated Project Cost	UGX 6.510 billion
Project Duration/Life span (Financial Years)	FY2020/21
	FY2024/25
Officer Responsible	Officer Title: Managing Director Officer Name: Dr. Emmanuel Iyamulemye Officer Mobile Phone: 0772926614 Officer Phone: 256312263009 Officer Email: md@ugandacoffee.go.ug
PROJECT INTRODUCTION	
Background	Uganda Coffee Development Authority (UCDA) was established by an act of 1991 to promote and oversee the development of coffee industry through support to research, propagation of clean planting materials, extension, quality assurance, value addition and timely provision of market information to stakeholders. In line with the National Coffee Policy, the Coffee Subsector Strategic Plan and Agro-industrialization of the National Development Plan III; UCDA's focus is on increasing production and productivity through coffee replanting, replacement of the aged unproductive trees and commercial coffee production in new areas especially Northern Uganda. The focus is geared to accelerate the national coffee production to 20 million bags per year by 2025 a key goal for the 2020-2025 coffee subsector strategic plan.
Relevance of the project idea	The Project is in line with the Public Sector Transformation Programme: of the NDPIII which aims to improve public sector response to the needs of the citizens and the private sector. Specifically, the project will contribute to the achievement of Objective 2 of the programme, that is to streamline government architecture for efficient and effective service delivery.
Project Goal/ Outcomes	Objective Retool UCDA to ensure operational efficiency and effectiveness of the Agency
	Outputs 1. Motor vehicles procured; 2. ICT equipment's procured to support efficiency and effective implementation of agencies activities

RETOOLING OF UGANDA COFFEE DEVELOPMENT AUTHORITY	
PROJECT SUMMARY	
	3. Renovation of UCDA buildings
STRATEGIC OPTIONS	
Coordination with government agencies	Name
	Ministry of Finance Planning and Economic Development

9.2 Coffee Value Chain Development Project

COFFEE VALUE CHAIN DEVELOPMENT PROJECT	
PROJECT SUMMARY	
Project Title	Coffee Value Chain Development Project
Vote	160
Vote Function	Coffee Development
Vote Function Code	53
Implementing Agency	Uganda Coffee Development Authority
NDP PIP Code	-
MFPED PIP Code	-
NDPIII Programme	Agro-Industrialisation
Location	
Estimated Project Cost	290,540,064,000 UGX
Total expenditure on project related interventions up to start of the next NDP	0
Current stage of project implementation at commencement of the next NDP	Not Yet started
Funding gap at commencement of the NDP	-
Project Duration/Life span (Financial Years)	FY2021/22
	FY2025/26
Officer Responsible	Officer Title: Managing Director Officer Name: Dr. Emmanuel Iyamulemye Officer Mobile Phone: 0772926614 Officer Phone: 256312263009 Officer Email: md@ugandacoffee.go.ug
PROJECT INTRODUCTION	
Problem Statement	<p>Problem Statement</p> <p>Whereas in the last three years' total coffee production and revenue earnings from coffee have increased, the share of the total coffee earnings is still low compared to the total exports, majorly due to low productivity from aged coffee trees, poor quality of the traded coffee and limited local demand for consumption. For example, Robusta coffee dominates production by up to approximately 80%, however statistics depict its average yield to be as low as 0.55 kg green coffee per tree (10 bags of green coffee per ha), in comparison with 25 bags and 45 bags per ha in Brazil and Vietnam respectively. The low volume and value is partly caused by over aged coffee tree stocks and limited value addition. Rejuvenation or stumping of existing tree stocks is rarely done, yet it is the first step in any yield improvement programme. In addition, yields are low due to very limited use of farm inputs (i.e. fertilizers, irrigation and processing equipment), which are expensive; poor agronomical practices; and very limited access to on-farm extension services. While washed Robusta coffee could attract a price premium in the global market; this is currently under explored in Uganda with only 15-20% of Robusta wet processed.</p>

COFFEE VALUE CHAIN DEVELOPMENT PROJECT

Additionally, there is low farmer coffee production and value because of poor post-harvest handling and stripping of coffee trees (mixing green and red cherries). Wet processing requires a strict selection of red cherries; thus farmers can gain from higher farm-gate price per kg red cherries while the processor gains from higher export price.

Meanwhile, other production constraints in part include unmanaged production risks, which are related to mainly climate/ weather variability (irregular rains, drought and sunshine, etc) and pest/ diseases (coffee wilt, coffee borer, leaf rust and others), while there are ongoing efforts to address through research and extension. However erratic climate remains a great challenge affecting the coffee sector in Uganda.

There is low local demand for Ugandan coffee and limited “coffee culture” (i.e., culture of valuing coffee and producing quality coffee) in Uganda. Although tea has a high demand locally, the same has not existed for coffee due to prevailing wrong perceptions about coffee such as coffee being bad for women’s health.

Problem Causes

Uganda’s coffee tree population is currently estimated at 654 million comprising of 476 million Robusta and 177 million Arabica trees. Over 70% of the coffee trees are old and unproductive and in dire need of rehabilitation to enhance their productivity from an average of 0.5kg to 2 kg per tree. However, the uptake of coffee rehabilitation has not been forthcoming due to several factors. This is mainly attributed to the high costs of inputs that are needed to undertake stumping. Farmers have also shown reluctance due to the fear of losing income from the old trees under production. This has resulted into less number of trees being stumped. To increase production therefore, there is need to stump the existing old coffee trees. The main input in coffee rehabilitation is fertilizers combined with GAPs.

Recent studies predict severe climate change impacts on coffee production. The impact includes disrupt coffee bean development, increased incidences of pests and diseases, among others. Reports also indicate that projected rising temperatures and increasingly erratic rainfall patterns will lead to reduced productivity and a greater likelihood of occurrence of pests and diseases. Specifically, the changes in seasonality, distribution, amount and intensity of rainfall and temperatures as well as delays in onset of rains for the March – May season, with rains currently starting in mid-April affect the crucial flowering and fruit filling stages leading to flower abortion and premature ripening of berries which in turn negatively impacts the productivity of coffee. A joint recent verification exercise to determine the survival rate of coffee seedlings planted between late 2015 and early 2016 revealed a survival rate of only 42% with drought being a major cause of seedling mortality.

To mitigate the risks and profound hazards, coffee farmers should be supported with elaborated green innovation, adaptation and mitigation measures, which are both ecological and economical efficient in the use of resources throughout the coffee value chain. There is considerable potential to increase the productivity of Robusta to at least 3 kg green coffee per tree per season (56 bags per ha) if appropriate agronomic practices are applied, soil fertility enhanced and agricultural water well managed including the use of water efficient form of irrigation.

Washed Robusta coffee can attract a price premium in the global market; however, this is currently under explored in Uganda with only 15-20% of

COFFEE VALUE CHAIN DEVELOPMENT PROJECT

	<p>Robusta wet processed. Additionally, there is currently low farmer coffee production and quality because of the poor post-harvest handling methods such as stripping (mixing green and red cherries) as opposed to selective picking. Wet processing requires a strict selection of red cherries thus; farmers can gain from higher farm gate price per kg red cherries while the processor gains from higher export price. There is an urgent need to invest in value addition to improve the quality of coffee traded. Additionally, they can provide complimentary commercial and social services around primary processing station such as nursery school or cafés that benefit the local community of coffee producers. Uganda currently has only 22 washing stations and only 10% of the Arabica coffees produced are fully washed. Investments to support the roll out of washing stations would enhance the formation and strengthen groups of farmers either directly or through farmers' associations with whom they work to raise the consistency and quality of coffee which can earn premiums for local players on international markets.</p> <p>The coffee analysis laboratory at Lugogo that serves the coffee sub-sector by providing data to the Authority for quality assurance and enforcement lacks equipment and is neither certified nor accredited yet the global trends on food safety and traceability require the national laboratory to be accredited. This limits the penetration of Uganda coffee in targeted markets. Moreover, new market requirements are emerging that calls for development of UCDA's capacity to perform specialized laboratory analysis. UCDA as the lead agency requires skilled staff in order to efficiently coordinate all stakeholders.</p> <p>Currently, there is low local demand for Ugandan coffee and limited "coffee culture" (i.e., culture of valuing coffee and producing quality coffee). Although tea has a high demand locally, the same has not existed for coffee due to prevailing wrong perceptions about coffee such as coffee being bad for women's health. Local retailers have not been able to grab the local beverage market as a result of inhibiting costs of packaging materials and lack of standards for coffee sold locally. A recent study commissioned on Domestic Consumption in 2018 established that there was a 12.6% increase in domestic consumption between the period 2011 and 2016 with an overall annual per capita coffee consumption of 0.8 kg. Although this represents an increase, this is still below other countries such as Finland with 12kg per person per year</p>
Situation Analysis	<p>Coffee is Uganda's leading export commodity contributing 20 – 30 % of the national foreign exchange earnings for the past two decades. It is also of great significance to the population because approximately 1.8 million households derive their livelihood from coffee related activities. In 2019/2020, Uganda's coffee exports were 5.1 million bags registering an increase from 4.8 million bags in 2018/19. Uganda has great potential to produce more volumes of coffee and scale up on its exports and in 2013/14, His Excellency, The President of Uganda, directed that coffee exports should be increased to 20 million bags by 2025. Following this directive, The Coffee Road map 2020 was developed. The overall objective was to propel Uganda to middle-income status. In 2018/19, the Government set guidelines for an Agro-Industrialization programme that shall be attained by establishing among others Industrial Parks. The Third National Development Plan (NDPIII) also emphasizes the need to increase household income and improvement of coffee quality is one of the channels for achieving this. NDPIII also identified coffee as one of the selected commodities for agro- industrialization. There is need therefore to increase coffee production through increased access to agro-inputs, stumping of the existing old and unproductive coffee trees; addressing the impact of climate</p>

COFFEE VALUE CHAIN DEVELOPMENT PROJECT

change on production the and allow for value addition in order to maximize financial returns from the sector. Deployment of modern coffee processing machinery and applying good processing technologies and promoting domestic coffee consumption are key to this objective.

Coffee plays a leading role in the livelihood of Ugandans and contributes substantially to the national economy. Nearly 42% of farming households grow some coffee and coffee has contributed on average 20-30% to the country's foreign exchange earnings over the past 20 years. The Government of Uganda regards coffee as a strategic priority whose development should be accelerated to enhance agricultural production and productivity. Researchers have also linked coffee to poverty reduction, asserting that poverty levels in Uganda have been relatively lower in periods when coffee prices were high and vice versa. There is also a direct linkage between coffee performance and macroeconomic performance particularly the exchange rate and inflation.

Uganda is ranked as the first Commonwealth producer of coffee, second African producer and seventh world producer. Uganda grows two types of coffee, Robusta and Arabica. Coffee contributes about 30% of total export earnings. The yield for Uganda coffee is 700 kg per hectare for traditional Robusta coffee, 2,500 kg per hectare for clonal coffee and 600 kg per hectare for Arabica coffee.

Uganda produces an average of 4.2 million, 60 kg bags per year of which Robusta accounts for 80% and Arabica 20%. Coffee exports value are US\$ 490 million compared to US\$ 351 million in 2015/16, an 18% increase. Robusta coffee is grown on low lands while Arabica coffee is grown in highland areas on the slopes of Mount Elgon on the boarder of Kenya, on the slopes of the Mount Rwenzori on the border of DRC, in the West Nile and in south western parts of the country.

Currently, there are 1.7 million households growing coffee in 98 districts of which 55 districts grow Robusta, 28 districts grow Arabica and 15 districts grow both with a potential for 324,000 ha of land area suitable for coffee production. Over the last three years' coffee production has increased from 4.5 million bags in FY 2015/16 to 5.7 million bags of coffee in FY 2017/18. Coffee exports for 2017/18 was 4.5 million bags of coffee comprising 3.5 m bags of Robusta and 1 m bags of Arabica compared to 3.2 million bags the previous year, an increase of 6.46%.

Despite this relatively strong performance, there is still a huge potential for Uganda to increase its coffee production. Yields per tree are less than one-third of a fair yield for smallholders, and less than 20% of maximum yields as achieved, for example, in Vietnam. Uganda's coffee production has remained below the presidential annual production target of 20 million 60kgs bags. The average coffee farm yield remains very low at 1.4 tons per hectare below the potential yield as per research stations of 2.5 tons per hectare.

Coffee production and productivity is limited by dominance of small holder farmers using traditional methods, low acreage per farmer, small number of trees per hectare and low yield per tree. 53 percent of the coffee is produced by small holder farmers using traditional methods. These constitute 67 percent of the total number of coffee farmers. 35 percent is produced by farmers using improved methods. These constitute 28 percent of the total farmers. Commercial farmers produce only 10 percent, constituting 5 percent of the total farmers. Plantations produce only 2 percent. Two thirds of the Robusta coffee farmers harvest less than 0.5kg per tree and for Arabica farmers 0.62kg. About a third of all coffee farmers have less than

COFFEE VALUE CHAIN DEVELOPMENT PROJECT

Relevance of the project idea

200 coffee trees. Coffee farmers grow less than the recommended density of 1100 trees per hectare for Robusta and 1600 for Arabica

The Project is a core project of the NDPIII, and Coffee is one the Ten (10) priority commodities identified under the agro industrialization programme of the plan. The project will contribute to the achievement of the overall goal of NDPIII of increasing household incomes and improving the quality of life of Ugandans. The project will support the realization the goal for the agro industrialization programme of increasing commercialization and competitiveness of agricultural production and agro processing. This will be achieved through the increasing the total export value of agricultural commodities of which coffee is apriority. The NDPIII Export Promotion Action Plan prioritizes Coffee and coffee products as a lead commodity for export development and promotion. The action plan prioritizes production and productivity, value addition, product and market development.

Furthermore, the project is aligned to the Agro Industrialization Implementation Action Plan (APIAP) which prioritizes investment in the coffee value chain focusing on: provision of quality inputs; post-harvest handling; improving markets access and value addition. The project is also relevant to the Coffee Sub-Sector Strategy and Results Framework (FY 2020/21 – FY2024/25) which focuses on investments and production inputs at farm level including seed/seedlings, fertilizers, farm implements (spraying pumps, pruning knives, etc.), processing equipment, crop protection products, rural financing and advisory services, among others. The project will therefore promote and support adoption of good agronomic practices and use of good genetic materials at farm level, coffee agro extensions and business development services, coffee farming as a business and strengthening farmer organizations. This will contribute to the realization of the coffee roadmap target to produce 20 million bags by 2025, valued at approximately US\$1.50 billion.

COFFEE VALUE CHAIN DEVELOPMENT PROJECT

Stakeholders	Beneficiaries	Impact of the project on stakeholders
	Farmers	<ul style="list-style-type: none"> Increased coffee productivity. Improved household incomes Increased access to improved planting materials and inputs Access to training and extension services. Access to genuine inputs
	Farmer Organisations	<ul style="list-style-type: none"> Viable groups that operate as business units. Increased share of value and volume of sustainable coffee. A strong and profitable coffee value chain. Grassroots extension services for coffee farmers Reliable representation and strong advocacy for farmer interests in various coffee for a Strengthened capacity of farmer organizations
	Processors; Traders and Roasters Associations	<ul style="list-style-type: none"> Uganda's coffee promoted in traditional and new markets Domestic coffee consumption promoted Public service delivery complimented Coffee roasting and soluble manufacturing capacities developed Engagement in policy dialogue and facilitating businesses.
	Private sector	<ul style="list-style-type: none"> Knowledge, skills and best practices shared. Financing to the coffee industry provided. A vibrant private sector developed Quality inputs accessed.
Project Goal/ Outcomes	Goal Inclusive rural transformation through sustainable development of the coffee sector.	
	Objective To accelerate commercialisation in coffee value chain and improve the livelihoods of the smallholders engaged in coffee production and marketing	
	Outcomes Outcome 1: Increased volume and value of coffee export from 5.1 million 60 kg bags and US\$ 496 million in 2019/20 respectively to 17.42 million 60 kg bags and US\$ 1,546 million by 2025/26	

COFFEE VALUE CHAIN DEVELOPMENT PROJECT

Outcome 2: Improved domestic consumption from 0.57 million 60kg bags in 2019/20 to 0.73 million 60kg bags by 2025/26

Outputs

4. Forty (40) coffee wash stations established through matching grant
5. Fifteen (15) dilapidated CWSs refurbished through matching grants
6. Five (5) coffee testing and analytical laboratories (1 in central and 4 regional) established
7. Fifty (50) coffee hulling factories established and fully equipped through matching grant
8. Seventy (70) community coffee drying and storage facilities established through grant
9. Fourteen (14) cooperatives provided with matching grants to implement coffee certification and traceability
10. 32,000 acres of old & unproductive coffee tree stocks renovated & rehabilitated
11. 100 solar powered drip irrigation units with pumping system established
12. 55 agro-input centers established through matching grant
13. One (1) industrial roasting, packaging and branding facility established at Namanve industrial park
14. 370 assorted machinery and equipment procured to promote domestic coffee consumption
15. Five (5) regional training centers constructed and furnished to develop processing, roasting and vending capacity
16. Coffee Value Chain Project well managed and coordinated.

STRATEGIC OPTIONS

Coordination with government agencies

Name

National Coffee Research Institute (NaCORI)

National Forestry Authority (NFA)

Input Suppliers

National Environment Management Authority (NEMA)

Uganda Tourism Board (UTB)

Financial institutions

Insurance companies

Local Governments (LGs), OWC and NAADS

Ministry of Energy and Mineral Development

Ministry of Water and Environment

Ministry of Works and Transport

Ministry of Trade, Industry and Cooperatives

Uganda Investment Authority

Ministry of Finance Planning and Economic Development

Ministry of Foreign Affairs

Ministry of Lands and Urban Development

Ministry of Local Government

COFFEE VALUE CHAIN DEVELOPMENT PROJECT		
ESTIMATED PROJECT COST AND FUNDING SOURCES		
	Outputs Name	Total
1	Output 1: Forty (40) coffee wash stations established through matching grant	39,186,100,000
2	Output 2: Fifteen (15) dilapidated CWSs refurbished through matching grants	3,859,000,000
3	Output 3: Five (5) coffee testing and analytical laboratories (1 in central and 4 regional) established.	27,124,500,000
4	Output 4: Fifty (50) coffee hulling factories established and fully equipped through matching grant	42,830,000,000
5	Output 5: Seventy (70) community coffee drying and storage facilities established through grant	37,970,000,000
6	Output 6: Fourteen (14) cooperatives provided with matching grants to implement coffee certification and traceability.	7,250,000,000
7	Output 7: 32,000 acres of old & unproductive coffee tree stocks renovated & rehabilitated.	24,185,704,000
8	Output 8: 100 solar powered drip irrigation units with pumping system established	37,629,000,000
10	Output 10: One (1) industrial roasting, packaging and branding facility established at Namanve industrial park.	9,470,000,000
11	Output 11: 370 assorted machinery and equipment procured to promote domestic coffee consumption	8,052,380,000
12	Output 12: Five (5) regional training centers constructed and furnished to develop processing, roasting and vending capacity.	17,350,000,000
13	Output 13: Coffee Value Chain Project well managed and coordinated.	8,133,380,000
Total Costs		290,540,064,000

ANNEXES

Annex 1.1: Outcome level results

Goal / Objectives	Outcomes	Indicators	Baseline	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Goal: Increase coffee earnings and create inclusive employment along the value chain		Total volume of coffee produced (Mil of 60kg bags)	7.75	10.2	12.65	15.1	17.55	20
		Value of total annual coffee export earnings (USD mil.)	583	766.4	949.8	1133.2	1316.6	1,500
		No. of Jobs created along the entire value chain	-	8,000	16,000	24,000	32,000	40,000
		Foreign exchange earnings, %	13	15	18	21	24	25
Objective 1: Increase coffee production and productivity	Increased production volumes of coffee	Total acreage under coffee in 1000 Ha	583	606.4	629.8	653.2	676.6	700
		Rejuvenated trees per year (%)	4	11	18	25	32	40
		Yields per Tree	Robusta- 0.79kg/tree Arabica- 0.6Kg/tree	R-0.9 A-0.7	R-1.1 A-0.8	R-1.2 A-1.0	R-1.4 A-1.1	Robusta- 1.5Kg/tree Arabica- 1.2Kg/tree
Objective 2: Modernise post-harvest handling and storage	Increased storage capacity	Coffee post-harvest losses (%)	40	36	32	28	24	20
		Percentage of farmers practicing good coffee harvesting practices	30	40	50	60	70	80
Objective 3: Increase coffee processing and value addition	Increased processed coffee products	Percentage of roasted coffee to total production	6	8	10	12	14	15
		Percentage of coffee sold as roasted coffee to total coffee exported	0.01	0.608	1.206	1.804	2.402	3.00
		Percentage of coffee exported as speciality increase	9	11.2	13.4	15.6	17.8	20
		Percentage of coffee exported as fine Robusta increase	0.5	1.4	2.3	3.2	4.1	5
		Operational efficiency of coffee hulling factories	40	46	52	58	64	70

Goal / Objectives	Outcomes	Indicators	Baseline	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Objective 4: Increase consumption of Ugandan Coffee and its products	Increased coffee exports	Volume of coffee exports (Mn bags)	R-4.1 A-1	R-5.86 A-1.42	R-7.62 A-1.84	R-9.38 A-2.26	R-11.14 A-2.68	R-12.9 A-3.1
	Increased domestic consumption	Bags of 60kgs exported (Mns)	5.1	7	10	12	13	15
		Market share (%)	4	5	7	8	9	11
		Value of total annual coffee export earnings (USD Mil.)	496	696.8	897.6	1098.4	1299.2	1,500
		Raw beans exported, %	95	67	68	71	73	75
		Domestic consumption (Per capita in kg)	0.8	0.96	1.12	1.28	1.44	1.6
		Coffee exports to total production, %	6	6.8	7.6	8.4	9.2	10
		Percentage of sustainable/certified coffees to total coffee exports	5	6	7	8	9	10
		Percentage of coffee exported as specialty	9	11.2	13.4	15.6	17.8	20
Objective 5: Increase mobilization and access to agricultural finance	Increased access and utilization of agricultural finance	Amount of funds mobilized from private sector (Mn USD)	0	6	12	18	24	30
		Amount of government concessional funds accessed (Million USD)	0	27	54	81	108	135
		Percentage of coffee FOs/ Cooperatives having access to financial support	40	44	48	52	56	60
Objective 6: Strengthen UCDA institutional Capacity to deliver on its mandate.	Improved service delivery	Turnaround time compliance rate (%)	80	85	87	90	94	95
		ICT utilization rate	85	90	100	100	100	100
		Employee retention rate	95	95	95	95	95	97
		Employee satisfaction index	71	73	76	78	80	80
		Stakeholder/ client satisfaction index	-	60	65	70	75	80
		Percentage increase in NT Revenue generation	-	10	15	25	50	75

Annex 1.2: Output level results

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
1. Increase coffee production and productivity	1.1 Invest in new and rehabilitate old infrastructure for coffee research including laboratories, offices, technology demonstration and training centers, etc.	New infrastructure for coffee research established	No. of new infrastructure for coffee research established (Screen houses)	-	2	-	2	2	2	DS
		Old infrastructure for coffee research renovated	No. of old infrastructure for coffee research renovated	-	1	1	1	1	1	DS
	1.2 Strengthen agricultural research and technology development	New coffee market responsive varieties developed	Number of market responsive coffee varieties developed	-	-	2	2	2	2	DS
		Technology incubation centres established and operational	Number of parishes in which coffee agronomic practises are demonstrated	200	700	1,200	1,700	2,100	2,538	DS
	1.3 Strengthen management and control of coffee pests and diseases	Build capacity of farmers on coffee pests and disease control	No. of trainings conducted on coffee pests and disease control	-	10	10	10	10	10	DS
		Good Agronomic Practices (GAPs) Demonstrated in all coffee growing parishes	No. of parishes in which coffee agronomic practices are demonstrated	-	1700	1700	1700	1700	1700	DS
		Pesticides and fungicides distributed to farmers	No. of Sachets and bottles of imidachloprid and Tebucconazole procured and distributed to farmers ('000s)	-	300	300	300	300	300	DS
			Litres of copper-based fungicides procured and distributed to farmer organizations to control leaf rust in Arabica coffee growing areas	-	25,000	25,000	25,000	25,000	25,000	DS
		1.4 Increase access to Quality Planting materials	Coffee seedlings and CWDR plantlet distributed	-	30	30	30	30	30	DS
			No. of CWDR plantlets distributed (Mns)	-	10	10	10	10	10	DS
			Nursery operators supported with nursery infrastructure	-	350	350	350	350	350	DS
			CWDR mother gardens established	-	185	185	185	185	185	DS
	1.5 Incentivize small holder farmers to increase acreage and	Coffee productivity enhanced	No. of unproductive trees stumped (Millions)	0	-	23	23	23	23	DS

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
	density through coffee rehabilitation and renovation	Coffee farmers trained on coffee rehabilitation and renovation (stumping)	No. of Coffee farmers trained on coffee rehabilitation and renovation (stumping)	-	2,000	2,000	2,000	2,000	2,000	DS
		Organic foliar Fertilizer distributed	Litres of organic foliar fertilizer procured and distributed ('000s)	-	200	200	200	200	200	DS
		Organic Fertilizer distributed	Kg of bags of organic fertilizers procured and distributed an incentive for stumping ('000s)	-	153	100	100	100	100	DS
	1.6 Interest and recruit medium size large land owners into coffee growing	Increased acreage of land under coffee cultivation	No. of acreage of large scale farmers recruited	-	50	50	50	50	50	DS
	1.7 Integrate women and youth (including disadvantage groups) in provision of services for farm renovation, rehabilitation and other services	Increased number of women and youths (including disadvantage groups) participation in coffee production due to support provided.	No. of Women and youth (including disadvantage groups) involved into coffee production ('000s)	-	85	85	85	85	85	DS
	1.8 Develop infrastructure and services for bulk water storage	Multi-purpose water development schemes including valley dams, valley tanks developed	No. of Micro- irrigation schemes constructed	-	10	20	30	30	30	DS
		Concession to farmers with more than 10 acres to access renewable energy systems provided to farmers	No. of Solar pumps for coffee irrigation procured and provided to farmers	-	125	125	125	125	125	DS
	1.9 Strengthen Coffee extension systems	Parish Development Agents recruited and trained	No. of Parish Development Agents recruited and trained	-	1,416	1,416	1,416	1,416	1,418	DS
		Coffee Extension workers recruited and equipped	No. of Coffee Extension workers recruited and equipped (RCEOs & RCTEOs)	-	20	20	20	20	20	DS
		Coffee farmers Registered	No. of Coffee farmers Registered	-	-	1,700,000	-	-	-	DS
2. Modernize post-harvest handling and storage	2.1 Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale	Modern coffee drying facilities that suit needs and capacities of value chain actors including farmers, traders, and processors procured	No. of Modern coffee drying facilities procured and distributed	-	125	125	125	125	125	DS

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
		Capacity of cooperatives, communities, farmers and traders developed in post-harvest handling and storage including; business management; value addition; quality requirements and principles of cooperative movement	Number of beneficiary cooperative members trained	0	1000	1000	1000	1000	1000	DS
		Cooperative societies, communities supported with cleaning, drying, grading and processing equipment	No. of solar drying demonstrations established	0	-	125	125	125	125	DS
	2.2	Promote good harvesting practices to encourage selective picking of only ripe cherries	Good harvesting practices by coffee farmers	-	2,538	2,538	2,538	2,538	2,538	DS
	2.3	Develop and enforce regulations on sale of poor-quality coffee	Regulation developed and enforced	-	10	10	10	10	10	DS
			Regulations on sale of poor-quality coffee developed					1		DS
	2.4	Establish and promote use of post-harvest handling, storage and processing infrastructure	Post-harvest handling, storage and processing infrastructures established	-	10	10	10	10	10	DS
	2.5	Promote Good Post Harvest Practices (GPHPs), coffee fermentation techniques and conduct coffee competitions	Coffee exported as under grades reduced	12.4	12.1	11.9	11.6	11.2	10.8	QRS
	2.6	Skill youths and sector players (exporters) through intermediary Quality training course and primary level players i.e processors , farmers and traders in regions (3 sessions dedicated to hard to reach areas Bukwo, Mt Rwenzori & Paidha)	Capacity of youths and sector players improved	10	15	40	60	80	100	QRS
			No. of sector players trained in intermediary quality course	30	45	120	180	240	300	QRS
	2.7	Build capacity of sector players to analyze specialty and fine coffees	Improved capacity of sector players to analyze specialty and fine coffees	20	20	20	20	40	40	QRS

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
3. Increase coffee processing and value addition	3.1 Establish new and enhance the efficiency of the existing dry hulling factories	Dry hulling factories established	No. of Dry hulling factories established	-	2	2	2	2	2	DS
	3.2 Promote wet processing to increase the share of washed coffees both Robusta and Arabica in export market share	Wet mills/ washing stations established	No. of Wet mills/ washing stations established	-	125	125	125	125	125	DS
	3.3 Establish Soluble coffee Plant	Soluble coffee plants established	No. of Soluble coffee plants established	-	-	-	2	-	-	SBD
	3.4 Enhance supervision and regulation of coffee processing facilities including development and enforcement of standards	Improved standards of coffee processed through periodic monitoring and inspections	No. of Periodic monitoring and supervision to inspect coffee processing facilities conducted	43	43	16	16	60	60	QRS
	3.5 Promote production of Specialty and sustainable coffees	Production of sustainable and specialty coffees increased	% of sustainable and specialty coffees produced	3.0	3.6	4.2	4.8	5.4	6.0	QRS
	3.6 Establish and adequately equip Coffee certification laboratory facilities in various strategic locations	National and regional laboratories constructed and equipped with	No. of National and regional certification laboratories constructed and equipped with	2	2	2	2	3	4	QRS
	3.7 Enforce product certification	Coffee traders, primary processors, roasters, brewers, exporters inspected	Number of traders and processors inspected	0	-	-	-	-	-	QRS
	3.8 Increase awareness on coffee standards and regulations including sanitary and safety in coffee growing regions	Trainings on coffee sanitary and safety standards and regulations established	No. of coffee stakeholders trained on coffee standards and regulations including sanitary and safety	40	40	100	120	160	200	QRS
		No of training curriculum developed for courses on coffee quality standards	No. of training curriculum developed for coffee quality standard courses	0	0	0	0	1	1	QRS
	3.9 Promote adoption of appropriate technologies and engagement of international experts in roasting and processing	Coffee stakeholders trained in processing, roasting, certification and vending of coffee	No. of coffee stakeholders trained in processing, roasting, certification and vending through adoption of appropriate technologies and engagement of international experts in roasting and processing	250	250	250	300	310	320	QRS
	3.10 Improve the quality of the coffee brewed through providing support to youth & women at tertiary level	Improved quality of brewed coffee served at tertiary level.	No. of youth & women supported to brewed quality at coffee at tertiary level	0	20	0	25	30	40	QRS

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
	3.11 Support cooperatives in post-harvest, cooperative and business management	Improved skills and knowledge in post-harvest, cooperative and business management	No. of cooperatives/ FOs trained coffee in post-harvest, cooperative and business management		1000	1000	1000	1000	1000	SBD
	3.12 Develop local capacity of stakeholders (Farmer organizations and Cooperatives) coffee standards certification	Enhance Farmer organization capacities in certification of standards	No. of farmers organizations or groups supported to acquire certification to selected sustainable standards	15	3	0	3	4	6	QRS
			No. of farmer groups trained in sustainable coffee production systems	30	0	0	14	20	30	QRS
4. Increase consumption of Ugandan Coffee and its products	4.1 Promote local coffee products to enhance domestic consumption	Increased domestic coffee consumption of Uganda coffee	Domestic consumption (Per capita in kg)	0.8	0.96	1.12	1.28	1.44	1.6	CS
		Increased domestic coffee consumption of Uganda coffee (e.g. enjoy Ugandan coffee, our true tradition and culture	No of Ugandan coffee story developed					1		CS
	4.2 Leverage the BUBU policy to encourage public offices to serve Ugandan coffee	Increased domestic coffee consumption of Uganda coffee in public offices	No. of public offices provided with coffee brewing machines	0	0	0	5	10	15	QRS
	4.3 Identification, mapping and analysis of new markets to focus on using market size, characteristics, risks and benefits	Improved availability of market information	No. of Market surveys/ studies conducted	1	2	1	1	1	1	SBD
	4.4 Promote Uganda coffee in new emerging markets such as China, UAE	Increased exports of Uganda coffee in new markets	No. of promotional expos conducted in new markets	5	0	5	3	5	7	QRS
	4.5 Strengthen a communication strategy that leverages diverse tools for enhancing coffee promotion	Increased information about Uganda coffee	Percentage of planned activities in line with approved communication strategies implemented	-	25	50	75	85	100	CS
	4.6 Development of Uganda coffee profiles	Uganda Coffee profiled	No. of Uganda coffee origins profiled	0	0	0	0	4	5	QRS
	4.7 Promote local exhibitions and participation in the international exhibitions	Uganda coffee promoted	No. of Local exhibitions hosted and participation in regional and global coffee exhibitions	15	0	20	25	30	35	QRS

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
	4.8 Promote access and utilization of ICT in coffee promotion	Increased visibility of UCDA activities on social media	No. of people accessing UCDA activities on social media platforms ('000)	-	5	10.5	25	60	100	CS
	4.9 Support implementation of the promotion and marketing strategy of Uganda coffee to China and Far-East countries	Increased access to information about Uganda coffee	No. of electronic platforms for coffee advertisements such as WeChat and Weibo utilized	0	0	2	3	4	6	QRS
			Qty. of 60kg Uganda Coffee Shipped to China for promotion	0	0	720	720	900	1200	QRS
			No. of Chinese coffee brands profiled	0	0	0	40	45	50	QRS
			No. of cupping sessions conducted to promote Uganda Coffee in China	0	0	2	4	6	8	QRS
			No. of promotional materials translated into Chinese and participation in exhibitions	0	0	0	2	3		QRS
	4.10 Promote Ugandans' appreciation for coffee as a drink, and the coffee sector as significant cultural and economic factor through various media channels, Events and innovative messages targeting different audience	Coffee and coffee products disseminated in different fora	No. of for a for coffee dissemination held		5	5	5	5	5	CS
	4.11 Promote Uganda coffee at international, Regional and local promotional events and symposiums in China, as well as at Uganda missions and embassies	Product markets for Uganda's key products mapped, profiled and market frameworks with countries of export interest negotiated	Number of product market frameworks with countries of export negotiated		2	5	10	15	20	
		Ugandan coffee profiled and branded for speciality markets	Coffee brands promoted		50	50	50	50	50	
		Increased access to information about Uganda coffee at local, regional and international level in China	No. of china promotional expos, events and symposium in which Uganda coffee is promoted	12	4	0	8	10	10	QRS
	4.12 Promote use of the traceability data collection tool in all coffee growing regions	Traceability data collection system established	No of traceability data collection system established	1	1	1	1	1	1	DS

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
	4.13 Strengthen the coffee statistics structures and systems under central control	Geo-spatial Monitoring and Evaluation System trucking and data collection and management developed	No. of Geo-spatial Monitoring and Evaluation Systems trucking and data collection and management developed	1	1	1	1	1	1	DS
5. Increase mobilization and access to agricultural finance	5.1 Establish and/ or strengthen the farmers groups leveraging the systems and structures of the Parish Development Model	Agricultural financiers secured	No. of farmer groups trained and accessing financial support through groups	1000	1000	1000	1000	1000	1000	SBD
	5.2 Strengthen the capacities of the private sector to access and manage agricultural finances	Improved capacities of the private sector on access and management of agricultural finances	No. of private sector supported to access and manage agricultural finances	-	2	10	10	10	10	SBD
	5.3 Establish linkage between coffee value chain actors and prospect financiers	Linkage between coffee value chain actors and prospect financiers established	No. of regular dialogue between the coffee value chain actors and the financiers on agricultural finance	2	2	2	2	2	2	SBD
	5.4 Promote the bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs in the coffee industry	Improved bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs	Percentage of bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs	-	10	10	10	10	10	SBD
	5.5 Promote investment in the coffee industries	Improved access investment information	Percentage of private investors seeking information provided clear information, and regulatory support to attract private investment	-	100	100	100	100	100	SBD
	5.6 Increase availability of impact funds for coffee	Increased amount of impact funds mobilized	Amount of impact funds mobilized/ secured (Bn)	-	10	10	10	10	10	SBD
	5.7 Strengthen coordination with the Uganda Development Bank and with Uganda Coffee producers and exporter's associations to avail cheap investment capital for coffee processors, roasters, establishment of soluble coffee plants and washing stations	Increased amount of funds mobilized	Amount of funds mobilized establishment of soluble coffee plants and washing stations	-						SBD

Objective	Intervention	Output	Indicator	Baseline 2018/19	Targets					Responsibility Department
					2020/21	21/22	22/23	23/24	2024/25	
6. Strengthen UCDA institutional Capacity to deliver on its mandate	6.1 Strengthen ICT access and utilization in extension and advisory services including Climate-smart Coffee production and early warning systems, certification, marketing and traceability system	Increased use of ICT in coffee extension and advisory services	No. of UCDA staff using ICT to providing extension and advisory services	-	80	83	100	100	100	CS
	6.2 Strengthen Monitoring and Evaluation System to track the implementation	Functional M&E system established	An M&E system established and operationalized	0	-	-	-	1	-	SBD
	6.3 Strengthen statistical management system to guide planning and reporting	Improved statistical system established	No. of integrate statistical management system developed	0	-	-	-	1	-	SBD
	6.4 Strengthen laws and regulations governing the coffee industry	Improved quality of coffee in the market	No. relevant laws and regulations established	1	-	2	-	-	-	CS
	6.5 Ensure existence strong Human Resource personnel to deliver the authority mandate	High retention rate of UCDA staff	Rate of staff retention	-	100	100	100	100	100	CS
	6.6 Strengthen Revenue Resource base	Increased amount of NT Revenue generated to support implementation of the strategic plan due to implementation of Revenue Enhancement Plan	% increase in NT Revenues generated	-	10	15	25	50	75	CS

Annex 1.3: Detailed Cost Implementation Matrix

Strategic Objectives	Interventions	Outputs	Actions	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1. Increase coffee production and productivity	1.1 Invest in new and rehabilitate old infrastructure for coffee research including laboratories, offices, technology demonstration and training centers, etc.	New infrastructure for coffee research established	Establish new infrastructure for coffee research	Development	2.00	2.10	2.21	2.32	2.32	10.94
		Old infrastructure for coffee research renovated	Renovate old infrastructure for coffee research	Development	1.00	1.05	1.10	1.16	1.16	5.47
	1.2 Strengthen agricultural research and technology development	New coffee market responsive varieties developed	Develop new coffee market responsive varieties	Development	3.93	4.12	4.33	4.54	4.54	21.46
		Technology incubation centres established and operational	Establish and operationalize technology incubation centres	Development	1.20	1.26	1.32	1.39	1.39	6.56
	1.3 Strengthen management and control of coffee pests and diseases	Capacity of farmers built on coffee pests and disease control	Train coffee farmers on coffee pests and disease control methods	Non-Wage Recurrent	3.00	3.15	3.31	3.47	3.47	16.40
		Good Agronomic Practices (GAPs) demonstrated in all coffee growing parishes	Demonstrate Good Agronomic Practices (GAPs) in all coffee growing parishes	Non-Wage Recurrent	10.91	11.46	12.03	12.63	12.63	59.66
		Pesticides and fungicides distributed to farmers	Distribute pesticides and fungicides to farmers	Non-Wage Recurrent	0.80	0.84	0.88	0.93	0.93	4.37
	1.4 Increase access to Quality Planting materials	Coffee seedlings and CWDR plantlets distributed to farmers	Distribute coffee seedlings and CWDR plantlets to farmers	Non-Wage Recurrent	10.40	10.92	11.47	12.04	12.04	56.86
		Nursery operators supported with nursery infrastructure	Provide support to Nursery operators with nursery infrastructure	Development	1.15	1.21	1.27	1.33	1.33	6.29
		CWDR mother gardens established	Establish and support CWDR mother gardens	Development	1.05	1.10	1.16	1.22	1.22	5.74
	1.5 Incentivize small holder farmers to increase acreage and density through coffee rehabilitation and renovation	Coffee productivity enhanced	Enhance Coffee productivity through promotion of stumping of old and unproductive coffee trees	Non-Wage Recurrent	9.41	9.88	10.37	10.89	10.89	51.45
		Coffee farmers trained on coffee rehabilitation and renovation (stumping)	Train coffee farmers on coffee rehabilitation and renovation (stumping)	Non-Wage Recurrent	4.06	4.26	4.48	4.70	4.70	22.20
		Organic foliar Fertilizer distributed to coffee farmers	Distribute Organic foliar fertilizers to coffee farmers	Non-Wage Recurrent	1.00	1.05	1.10	1.16	1.16	5.47
		Organic fertilizer distributed to coffee farmers	Distribute Organic Fertilizer to coffee farmers	Non-Wage Recurrent	9.41	9.88	10.37	10.89	10.89	51.45

[illegible]

Strategic Objectives	Interventions	Outputs	Actions	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
			drying, grading and processing equipment							
	2.2 Promote good harvesting practices to encourage selective picking of only ripe cherries	Good harvesting practices by coffee farmers promoted	Promote Good harvesting practices by coffee farmers	Non-Wage Recurrent	0.52	0.55	0.58	0.60	0.63	2.88
	2.3 Develop and enforce regulations on sale of poor-quality coffee	Regulation on sale of poor-quality coffee developed and enforced	Develop and enforce Regulations on sale of poor-quality coffee	Non-Wage Recurrent	-	-	-	0.71	0.50	1.21
	2.4 Establish and promote use of post-harvest handling, storage and processing infrastructure	Post-harvest handling, storage and processing infrastructures established	Construct post-harvest handling, storage and processing infrastructures at regional levels	Development	-	-	2.60	2.73	2.87	8.20
	2.5 Promote Good Post Harvest Practices (GPHPs), coffee fermentation techniques and conduct coffee competitions	Coffee exported as under grades reduced	Support reduction of coffee exported as under grades through training farmers on Good Post Harvest Practices (GPHPs)	Non-Wage Recurrent	0.09	0.09	0.10	0.10	0.11	0.48
	2.6 Skill youths and sector players (exporters) through intermediary Quality training course and primary level players i.e processors , farmers and traders in regions (3 sessions dedicated to hard to reach areas Bukwo, Mt Rwenzori & Paidha)	Capacity of youths and sector players improved	Train youths and sector players on coffee quality course	Non-Wage Recurrent	0.05	0.06	0.06	0.06	-	0.23
	2.7 Build capacity of sector players to analyze specialty and fine coffees	Improved capacity of sector players to analyze specialty and fine coffees	Train the sector players to analyze specialty and fine coffees	Non-Wage Recurrent	0.04	0.04	0.04	0.05	0.05	0.22
3. Increase coffee processing and value addition	3.1 Establish new and enhance the efficiency of the existing dry hulling factories	Dry hulling factories established	Construct dry hulling factories	Development	-	-	1.50	1.58	1.65	4.73

Strategic Objectives	Interventions	Outputs	Actions	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	3.2 Promote wet processing to increase the share of washed coffees both Robusta and Arabica in export market share	Wet mills/ washing stations established	Procure and distribute wet mills/ washing stations to increase the share of washed coffees for both Robusta and Arabica in export markets	Development	-	-	3.00	3.15	3.31	9.46
	3.3 Establish Soluble coffee Plant	Soluble coffee plants established	Construct soluble coffee plants in two regions	Development	-	-	-	85.00	-	85.00
	3.4 Enhance supervision and regulation of coffee processing facilities including development and enforcement of standards	Standards of coffee processed through periodic monitoring and inspections improved	Carryout intensive monitoring and supervision to improve the standards of coffee processed through periodic monitoring and inspections	Non-Wage Recurrent	0.12	0.13	0.13	0.14	0.15	0.66
	3.5 Promote production of Specialty and sustainable coffees	Production of sustainable and specialty coffees increased	Provide support to farmers to produce sustainable and specialty coffees	Non-Wage Recurrent	0.15	0.16	0.17	0.17	0.18	0.83
	3.6 Establish and adequately equip Coffee certification laboratory facilities in various strategic locations	National and regional laboratories constructed and equipped	Construct and equip National and regional laboratories	Development	-	-	10.50	-	-	10.50
	3.7 Enforce product certification	Coffee traders, primary processors, roasters, brewers, exporters inspected	Inspect coffee traders, primary processors, roasters, brewers, exporters	Non-Wage Recurrent	0.20	0.21	0.22	0.23	0.24	1.11
	3.8 Increase awareness on coffee standards and regulations including sanitary and safety in coffee growing regions	Trainings on coffee sanitary and safety standards and regulations conducted	Conduct trainings on coffee sanitary and safety standards and regulations	Non-Wage Recurrent	0.25	0.26	0.28	0.29	0.30	1.38
	3.9 Promote adoption of appropriate technologies and engagement of international experts in roasting and processing	Coffee stakeholders trained in processing, roasting, certification and vending of coffee	Train coffee stakeholders in processing, roasting, certification and vending of coffee	Non-Wage Recurrent	0.35	0.37	0.39	0.41	0.43	1.93
	3.10 Improve the quality of the coffee brewed through providing support to youth & women at tertiary level	Improved quality of brewed coffee served at tertiary level.	Train and provide support to youth & women to improve quality of brewed coffee served at tertiary level	Non-Wage Recurrent	0.80	0.84	0.88	0.93	0.97	4.42

Strategic Objectives	Interventions	Outputs	Actions	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	3.11 Support cooperatives in post-harvest, cooperative and business management	Improved skills and knowledge in post-harvest, cooperative and business management	Train cooperatives and coffee farmer organisations improvement in post-harvest, cooperative and business management	Non-Wage Recurrent	0.70	0.74	0.77	0.81	0.85	3.87
	3.12 Develop local capacity of stakeholders (Farmer organizations and Cooperatives) coffee standards certification	Farmer organization capacities in certification of standards enhanced	Provide support to farmer organisations and cooperatives to build their capacities in certification of standards	Non-Wage Recurrent	0.13	0.13	0.14	0.15	0.15	0.70
4. Increase consumption of Ugandan Coffee and its products	4.1 Promote local coffee products to enhance domestic consumption	Increased domestic coffee consumption of Uganda coffee	Carry out promotion to increase domestic coffee consumption of Uganda coffee	Non-Wage Recurrent	0.39	0.41	0.43	0.45	0.47	2.16
	4.2 Leverage the BUBU policy to encourage public offices to serve Ugandan coffee	Increased domestic coffee consumption of Uganda coffee in public offices	Facilitate increase in domestic coffee consumption of Uganda coffee in public offices through provision of coffee brewing machines to public offices	Non-Wage Recurrent	1.50	1.58	1.65	1.74	1.82	8.29
	4.3 Identification, mapping and analysis of new markets to focus on using market size, characteristics, risks and benefits	Improved availability of market information	Prepare and avail frequently market information to coffee stakeholders	Non-Wage Recurrent	0.39	0.41	0.43	0.45	0.47	2.15
	4.4 Promote Uganda coffee in new emerging markets such as China, UAE	Increased exports of Uganda coffee in new markets	Conduct market studies to enable increased exports of Uganda coffee in new markets	Non-Wage Recurrent	0.50	0.53	0.55	0.58	0.61	2.76
	4.5 Strengthen a communication strategy that leverages diverse tools for enhancing coffee promotion	Increased information about Uganda coffee	Popularize information about Uganda coffee	Non-Wage Recurrent	2.50	2.63	2.76	2.89	3.04	13.81
	4.6 Development of Uganda coffee profiles	Uganda Coffee profiled	Profile Uganda Coffee	Non-Wage Recurrent	0.70	0.74	0.77	0.81	0.85	3.87
	4.7 Promote local exhibitions and participation in the international exhibitions	Uganda coffee promoted	Participate in local and international exhibitions to promote Uganda coffee	Non-Wage Recurrent	0.60	0.63	0.66	0.69	0.73	3.32

Strategic Objectives	Interventions	Outputs	Actions	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	4.8 Promote access and utilization of ICT in coffee promotion	Increased visibility of UCDA activities on social media	Facilitate use social media to promote UCDA activities	Non-Wage Recurrent	0.80	0.84	0.88	0.93	0.97	4.42
	4.9 Support implementation of the promotion and marketing strategy of Uganda coffee to China and Far-East countries	Increased exports of Uganda coffee	Develop and implement promotion and marketing strategies of Uganda coffee to China and Far-East countries	Non-Wage Recurrent	0.25	0.26	0.28	0.29	0.30	1.38
	4.10 Promote Ugandans' appreciation for coffee as a drink, and the coffee sector as significant cultural and economic factor through various media channels, Events and innovative messages targeting different audience	Coffee and coffee products disseminated in different fora	Disseminate Uganda coffee and its products in different fora	Non-Wage Recurrent	0.50	0.53	0.55	0.58	0.61	2.76
	4.11 Promote Uganda coffee at international, Regional and local promotional events and symposiums in China, as well as at Uganda missions and embassies	Product markets for Uganda's key products mapped, profiled and market frameworks with countries of export interest negotiated	Map and profile product markets for Uganda's key products and market frameworks with countries of export interest negotiated	Non-Wage Recurrent	0.70	0.74	0.77	0.81	0.85	3.87
		Ugandan coffee profiled and branded for speciality markets	Profile and brand Ugandan coffee for speciality markets	Non-Wage Recurrent	0.45	0.47	0.50	0.52	0.55	2.49
		Increased access to information about Uganda coffee at local, regional and international level in China	Support increase in access to information about Uganda coffee at local, regional and international level in China	Non-Wage Recurrent	-	-	0.20	0.21	0.22	0.63
	4.12 Promote use of the traceability data collection tool in all coffee growing regions	Traceability data collection system established	develop and use traceability data collection system	Non-Wage Recurrent	0.45	0.47	0.50	0.52	0.55	2.49
	4.13 Strengthen the coffee statistics structures and systems under central control	Geo-spatial Monitoring and Evaluation System trucking and data collection and management developed	Develop Geo-spatial Monitoring and Evaluation System trucking and data collection and management	Non-Wage Recurrent	-	-	0.45	0.47	0.50	1.42

Strategic Objectives	Interventions	Outputs	Actions	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
5. Increase mobilization and access to agricultural finance	5.1 Establish and/ or strengthen the farmers groups leveraging the systems and structures of the Parish Development Model	Agricultural financiers secured	Facilitate farmer groups formation and linkage to Agricultural financiers	Non-Wage Recurrent	0.30	0.32	0.33	0.35	0.36	1.66
	5.2 Strengthen the capacities of the private sector to access and manage agricultural finances	Improved capacities of the private sector on access and management of agricultural finances	Provide financial information to private sector and train them on access and management of agricultural finances	Non-Wage Recurrent	0.60	0.63	0.66	0.69	0.73	3.32
	5.3 Establish linkage between coffee value chain actors and prospect financiers	Linkages between coffee value chain actors and prospect financiers established	Hold meetings between coffee value chain actors and prospective financiers	Non-Wage Recurrent	0.95	1.00	1.05	1.10	1.15	5.25
	5.4 Promote the bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs in the coffee industry	Improved bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs	Provide support to improve bankability of smallholder coffee farmers, farmer organizations and other agri-MSMEs	Non-Wage Recurrent	0.25	0.26	0.28	0.29	0.30	1.38
	5.5 Promote investment in the coffee industries	Improved access investment information	Provide capital investment information	Non-Wage Recurrent	0.08	0.08	0.09	0.09	0.10	0.44
	5.6 Increase availability of impact funds for coffee	Increased amount of impact funds mobilized	Mobilize impact funds	Non-Wage Recurrent	0.15	0.16	0.17	0.17	0.18	0.83
	5.7 Strengthen coordination with the Uganda Development Bank and with Uganda Coffee producers and exporter's associations to avail cheap investment capital for coffee processors, roasters, establishment of soluble coffee plants and washing stations	Increased amount of investment capitals	Mobilize cheaper investment capitals	Non-Wage Recurrent	0.50	0.53	0.55	0.58	0.61	2.76
6. Strengthen UCDA institutional Capacity to deliver on its mandate	6.1 Strengthen ICT access and utilization in extension and advisory services including Climate-smart Coffee production and early warning systems, certification, marketing and traceability system	Increased use of ICT in coffee extension and advisory services	Promote use of ICT in coffee extension and advisory services	Non-Wage Recurrent	-	-	0.40	-	-	0.40

Strategic Objectives	Interventions	Outputs	Actions	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	6.2 Strengthen Monitoring and Evaluation System to track the implementation	Functional M&E system established	Establish functional M&E system	Development	-	-	-	0.45	-	0.45
	6.3 Strengthen statistical management system to guide planning and reporting	Improved statistical system established	Establish an improved statistical system to guide planning, reporting and decision making	Development	-	-	-	0.28	-	0.28
	6.4 Strengthen laws and regulations governing the coffee industry	Improved quality of coffee in the market	Establish the National Coffee Act	Non-Wage Recurrent	-	-	0.45	0.47	-	0.92
	6.5 Ensure existence strong Human Resource personnel to deliver the authority mandate	High retention rate of UCDA staff	Develop and implement Human Resource Plan including prompt payment of salaries, reward of good performances, identification and supporting identified staff trainings needs etc	Wage	10.13	10.63	11.16	11.72	12.31	55.95
	6.6 Strengthen Revenue Resource base	Increased NT Revenue resource base for implementation of strategic plan	Develop and implement Revenue Enhancement Plan	Non-Wage Recurrent	0.05	0.05	0.06	0.06	0.06	0.28
Total					108.99	114.44	207.16	221.22	136.69	788.51

Annex 1.4: UCDA Organizational structure

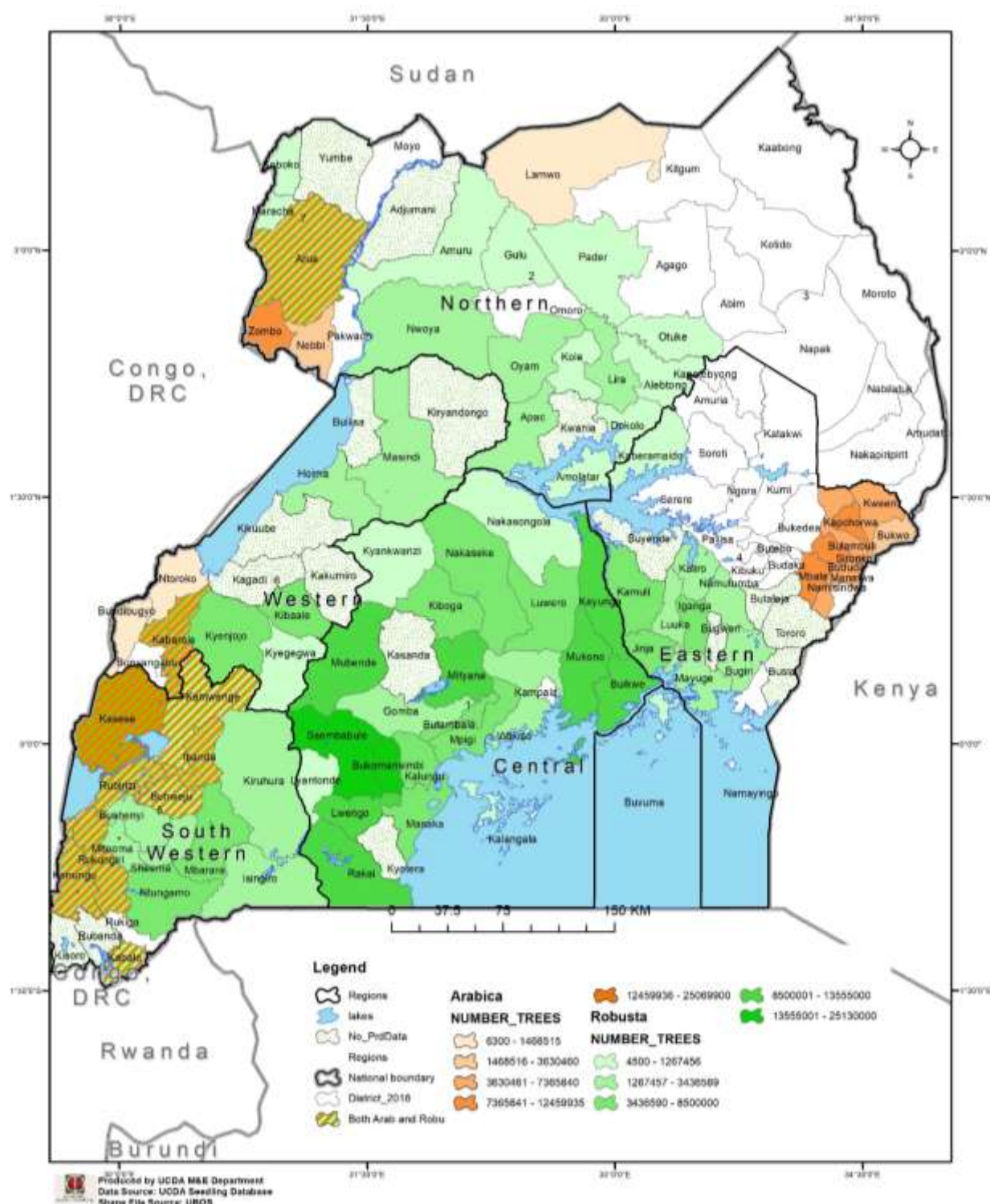
DIRECTORATE	UNIT / DEPT	Position	Approved position	Filled position	Vacant position
Executive	MANAGING DIRECTOR'S OFFICE	1. Managing Director (MD)	1	1	0
		2. Executive Personal Assistant (EPA)	1	1	0
		3. Executive Technical Officer	1	0	1
		Sub Total	3	2	1
	INTERNAL AUDIT AND RISK	1. Head Internal Audit and Risk	1	0	1
		2. Senior Internal Auditor	1	0	1
		3. Senior Risk Officer	1	0	1
		4. Internal Auditor	2	1*	1*
		5. Risk Officer	1	1	0
	Sub Total		6	2	4
	PROCUREMENT	1. Procurement Manager	1	0	1
		2. Senior Procurement Officer	1	0	1
		3. Procurement Officer	3	3	0
	Sub Total		5	3	2
	CORPORATE COMMUNICATIONS	1. Corporate Communications Manager	1	1	0
		2. Senior Corporate Communications Officer	1	0	1
		3. Corporate Communications Officer	1	1	0
		4. Front Desk Assistant	1	0	1
	Sub Total		4	2	2
	PROJECTS AND PARTNERSHIPS	1. Projects and Partnerships Manager (PPM)	1	0	1
	Sub Total		1	0	1
	Total (EXEC)		19	9	10
DIRECTORATE OF DEVELOPMENT SERVICES	DIRECTOR DEVELOPMENT SERVICES OFFICE	1. Director Development Services	1	1	0
		2. Administrative Assistant	1	0	1
		3. Documentation Assistant	1	0	1
		Sub Total	3	1	2
	EXTENSION	1. Extension Manager	1	1	0
		2. Regional Extension Manager	10	8	2
		3. Coffee Extension Officers	75	53	22
	Sub Total		86	62	24
	TECHNOLOGY DEVELOPMENT	1. Technology Development Manager	1	1	0
		2. Senior Technology Development Officer	1	0	1
		3. Technology Development Officer	1	0	1
	Sub Total		3	1	2
	TECHNICAL EXTENSION	1. Technical Extension Manager	1	1	0
		2. Senior Technical Extension Officer	1	0	1

DIRECTORATE	UNIT / DEPT	Position	Approved position	Filled position	Vacant position
		3. Regional Coffee Technical Officer	10	8	2
	Sub Total		12	9	3
	Total (EXEC)		104	73	31
DIRECTORATE OF QUALITY AND REGULATORY SERVICES	DIRECTOR QUALITY AND REGULATORY SERVICES OFFICE	1. Director Quality and Reg. Services	1	1	0
	QUALITY ASSURANCE	1. Quality Assurance Manager	1	0	1
		2. Senior Quality Assurance Officer	1	0	1
		3. Quality Assurance Officer – Cupping and Grading	10	10	0
		4. Quality Assurance Officer – Export Certification	35	17	18
		5. Laboratory Officer	1	0	1
		6. Laboratory Analyst	1	0	1
		7. Lab Technician	5	5	0
		8. Administrative Assistant	1	0	1
		9. Documentation Assistant	1	0	1
	Sub Total		57	33	24
	COFFEE SUSTAINABILITY DEVELOPMENT	1. Coffee Sustainability Development Manager	1	0	1
		2. Senior Coffee Sustainability Officer	1	0	1
		3. Coffee Sustainability Officer	2	0	2
	Sub Total		3	1	2
	Total (QRS)		60	34	26
VALUE ADDITION AND PROMOTION		1. Director Value Addition and Coffee Promotion	1	0	1
		2. Marketing and Promotions Coordinator China	1	1	0
		3. Senior Marketing and Promotions Officer	1	0	1
		4. Promotion Officer	1	0	1
	Sub Total		3	1	2
	PROMOTION AND BRANDING	1. Promotions and Branding Manager	1	0	1
		2. Senior Value Addition Officer	1	0	1
		3. Value Addition Officer	2	0	2
	Sub Total		4	0	4
	VALUE ADDITION	1. Value Addition Manager	1	0	1
		2. Senior Promotions and Branding Officer	1	0	1
		3. Promotions and Training Officer	1	0	1
	Sub Total		3	0	3
	Total (QRS)		10	1	9
DIRECTORATE OF STRATEGY	DIRECTOR STRATEGY AND	4. Director Strategy and Business Development	1	1	0

DIRECTORATE	UNIT / DEPT	Position	Approved position	Filled position	Vacant position
AND BUSINESS DEVELOPMENT	BUSINESS DEVELOPMENT OFFICE	5. Administrative Assistant	1	0	1
		6. Documentation Assistant	1	0	1
	Sub Total		3	1	2
	PLANNING AND BUSINESS DEVELOPMENT	1. Planning and Business Development Manager	1	0	1
		2. Senior Planning and Strategy Officer	1	0	1
		3. Senior Planning and Business Development Officer	1	0	1
		4. Planning and Strategy Officer	1	1	0
		5. Business Development Officer	2	0	2
	Sub Total		6	1	5
	MONITORING AND EVALUATION	1. Monitoring and Evaluation Manager	1	1	0
		2. Senior Monitoring and Evaluation Officer	1	0	1
		3. Monitoring and Evaluation Officer (MEO)	2	2	0
	Sub Total		4	3	1
	MARKET INTELLIGENCE AND INFORMATION	1. Market Intelligence and Information Manager (MIIM)	1	1	0
		2. Senior Statistician	1	0	1
		3. Statistician	1	0	1
		4. Senior Market Intelligence and Information Officer	1	0	1
		5. Market Intelligence and Information Officer	2	2	0
	Sub Total		6	3	3
	Total (SBD)		17	8	9
BOARD SECRETARY / LEGAL SERVICES DIRECTORATE	BOARD SECRETARY'S OFFICE	1. Board Secretary / Director Legal Services	1	1	0
		2. Executive Personal Assistant (EPA)	1	1	0
	LEGAL	3. Legal Manager	1	0	1
		4. Senior Legal Officer	1	0	1
		5. Legal Officer	1	1	0
	Sub Total		5	3	2
	Total (BS/LS)		5	3	2
DIRECTORATE OF CORPORATE SERVICES	FINANCE	1. Director Corporate Services / Head Finance	1	1	0
		2. Manager Finance (MF)	1	0	1
		3. Senior Accountant	1	1	0
		4. Accountants (ACC)	3	2	1
		5. Assistant Accountant	2	1	1
	Sub Total		8	5	3
	INFORMATION COMMUNICATION TECHNOLOGY (ICT)	1. ICT Manager	1	0	1
		2. Senior Systems and Network Administrator (SNA)	1	0	1

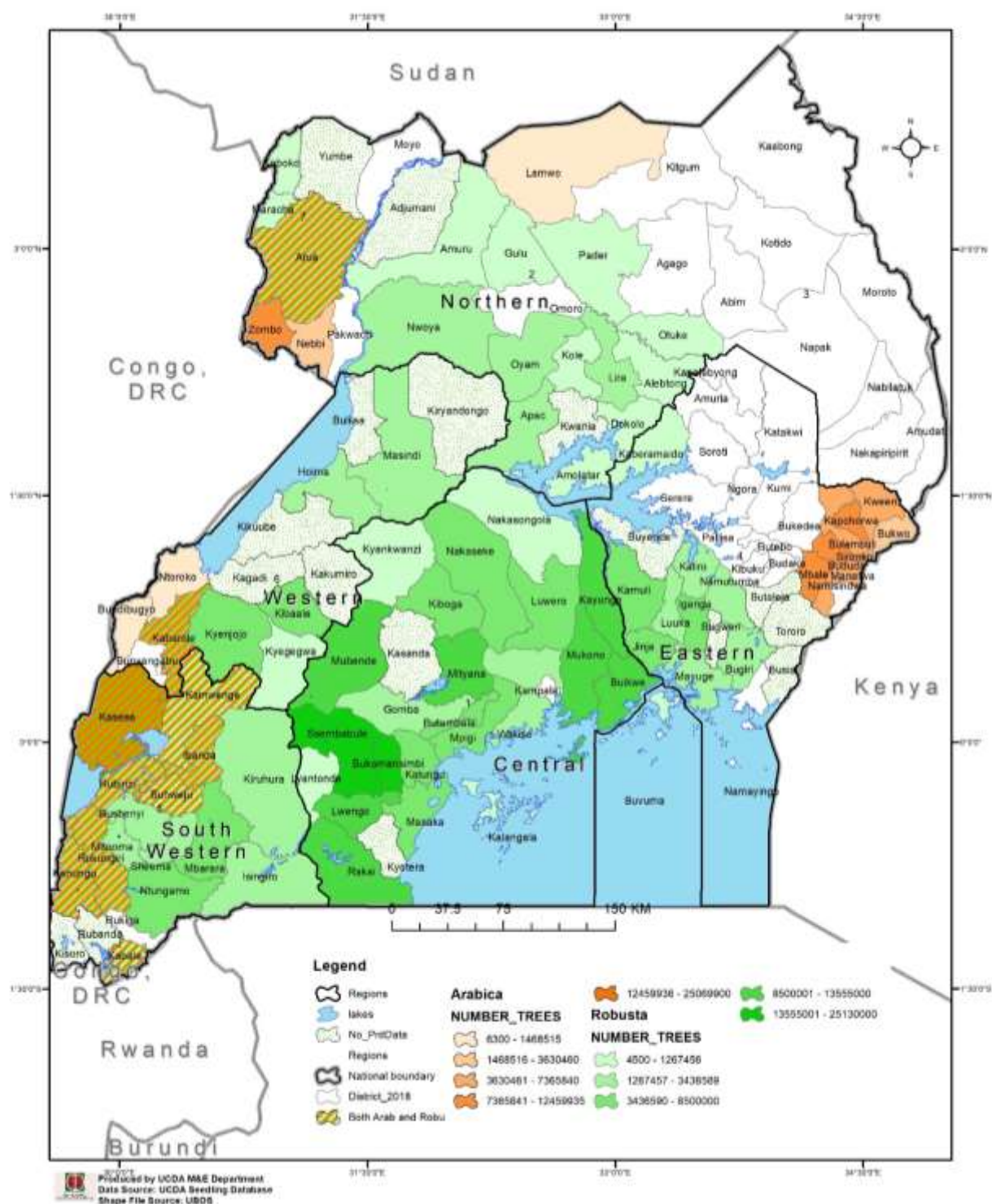
DIRECTORATE	UNIT / DEPT	Position	Approved position	Filled position	Vacant position
		3. Senior Applications and Databases Officer	1	0	1
		4. Systems and Network Administrator (SNA)	1	1	0
		5. Applications Database Administrator (ADA)	1	0	1
		6. ICT Assistant	1	0	1
	Sub Total		6	1	5
	ESTATES AND ADMINISTRATION	1. Estates and Administration Manager	1	1	0
		2. Senior Administration Officer	1	0	1
		3. Estates Management Officer	1	0	1
		4. Records and Information Officer	1	0	1
		5. Stores and Logistics Officer	1	1	0
		6. Administration Officer	1	1	0
		7. Estates Assistant	1	1	0
		8. Assistant Administration Officer	3	2	1
		9. Drivers	6	5	1
	Sub Total		16	11	5
	HUMAN RESOURCE	1. Human Resource Manager	1	1	0
		2. Senior Human Resource Officer	1	0	1
		3. Human Resource Officer	2	1	1
	Sub Total		4	2	2
	Total (CS)		34	19	15
	TOTAL		249	147	102

Annex 1.5: Coffee Density Per District and type



Source: UCDA Coffee seedlings database, 2020

Annex 1.6: Distribution of commercial coffee farms by district



Source: UCDA Coffee seedlings database, 2019