

Project proposal

APPLICATION FOR PROJECT FUNDING IN THE FIELD OF THE PROMOTION/PROTECTION OF THE CIVIC SPACE

PROJECT NAME:	Expanding civic space for inclusive development for family farmers in Uganda
AMOUNT REQUESTED:	€ 250,000
DURATION:	24 months
DATE OF INTRODUCTION:	15 AUGUST, 2021

1. Organization

- Full name: Trias Uganda
- Abbreviation: N/A
- Legal status: Not-for-profit organization. Registration certificates attached
- Official address: Lugwana Kagwa close, P.O. Box 5617, Kampala Uganda
- Representative (name and function): Januario Ntungwa, Regional Director, Trias East Africa
- Website: www.trias.org
- Contact person: Januario Ntungwa
- Telephone: 0414-266371
- Cell phone: 0782384060
- email: januario.ntungwa@trias.ngo

2. Bank data

- Name of the bank: Stanbic Bank Uganda Limited
- Bank address: Plot 3A2/3A3, Sports lane Lugogo
- Account number / IBAN (EU): 9030008615291
- Bank holder: Trias Uganda
- BIC / SWIFT: SBICUGKX
- Reference to be included when payments are executed: Trias Uganda

3. Motivation (Relevance)

Uganda's civil space is shrinking (Konrad Adenauer Stiftung: Centre for Development Alternatives, 2019, CIVICUS 2017) despite its importance in enhancing the quality, depth and reach of democratic dialogue. Civil society organizations (CSOs), particularly those working on issues of human rights, democracy, corruption, media rights, the rule of law and governance find it harder to effectively engage or peacefully oppose the state without the risk of attack or closure of operations. Yet, despite these difficulties, CSOs remain very critical in the development and delivery of policies and programmes that contribute to poverty reduction and human development. More so, in an environment where the Covid-19 pandemic has caused unprecedented economic negative shocks and has had a large impact on the day-to-day life, civil society organizations that represent a wide range of people and work with marginalized communities are key in consensus building among citizens.

This action aims to support the Uganda National Farmers Federation (UNFFE) – an apex civil society organisation for 121 district level farmers' organizations, representing approximately 2 million individual farmers – in its efforts to mainstream/entrench civic values, human rights, democracy and respect for the rule of law for a vibrant farming ecosystem in Uganda. The action focuses on the binding constraints that create barriers to effective engagement of farmers' organisations in the development process for inclusive growth, such as (i) weak internal governance of farmers' organisations; (ii) inability to mobilise and sustain citizen participation and representation; and (iii) lack of capacity to influence public policy. The capacity support of Trias in this action will result in increased knowledge, skills and internal organizational policies for UNFEE and its members which address these binding constraints and become more inclusive organisations integrating women, youth and underprivileged people. UNFFE and its members will also be more capable of engaging with government agencies and local government units and able to work within a very challenging civic space context.

The proposed action is highly relevant to the needs and constraints of CSOs in Uganda, focusing on rural areas and the agricultural sector, which employs over 70 per cent of the working population. CSOs in agriculture are critical for the mobilization of citizens and their participation and engagement in economic and, ultimately, political processes.

However, farmers CSO are relatively weak and their specific socio-economic constraints such as the high levels of poverty, ignorance of laws and fundamental rights, inequality in economic opportunities, illiteracy among farmers and the distance from the capital where political decision-making mostly takes place, limit their civic engagement.

This proposed action is aligned with the DGD call and addresses components a, b, c, d and f of the call; and takes into account the lessons from the CIVICUS country monitor and the recommendations from the Universal Periodic Review (UPR) of United Nations Human Rights Council (UNHRC) in which the human rights records of states are reviewed every four and a half years. The current recommendations call on the government to prioritise its engagement with civil society in the formulation and implementation of policies and legislation affecting citizens. The proposed action satisfies the call in terms of focus on strengthening CSOs, addressing social exclusion and deprivation of civil liberties.

The proposed action is also part of the global approach of Trias of transforming Member Based Organisations (MBOs) into agents of change who promote social justice. This will build on the successes of previous Trias programmes in Uganda funded by the Belgian government and European Union on strengthening MBOs in lobby and advocacy among others. It will contribute to Trias' commitment in the attainment of the Joint Strategic Goal of inclusion under the Joint Strategic Framework 2022-2026 for the Belgian NGO cooperation in Uganda (JSF) and the National Development Plan (NDP 3). This project will further address the political risks for the JSF of shrinking civic space in Uganda as discussed in the SD of BNGAs in Uganda in April 2021.

4. Objectives (Effectiveness)

The **general objective** of the action is to contribute to improved and sustained engagement of civil society with the government as a means of influencing and driving inclusive development.

The **specific objective** of the action is to strengthen the capacity of UNFFE **to influence responsive service delivery and increase access to basic government services for farmers**, in particular women, youth and vulnerable people, through its **lobby and advocacy work**.

5. Activities and Strategies (Efficiency)

Trias' overall strategy is one of Organisational Strengthening and Institutional Development (OS/ID) of our partners in areas linked to the self-identified constraints that create barriers to the functioning of farmers organisations. In the case of UNFFE, these are (i) internal governance; (ii) inability to mobilise and sustain citizen Participation and representation; and (iii) lack of capacity to influence public policy.

The planned activities in cooperation with UNFFE are conceived within the overarching OS/ID strategy of Trias, the anticipated results and outcome of this action. Owing to the motivation of this action, the activities have also been determined to drive towards greater engagement by the people in real issues of social exclusion and deprivation. As thus the activities are a combination of capacity building, for example in advocacy and lobbying techniques but also engaging in advocacy itself. It's also in the understanding of the action that people generally fear to speak about their own oppression or that of others, and for that matter, it's not enough to build technical capacities but also working at the mind level. These considerations set the tone for the set of activities, the methodologies and strategies to be implemented in this project and are presented below, organised according to the three complimentary results.

Result 1: UNFFE and its selected members are more aware of the symbiotic relationship between the quality of the civic space and inclusive development; exclusion mechanisms in their communities and organisations and work on appropriate measures to be more inclusive, democratic and for the empowerment of members.

The strategies and activities under this Result include:

- ✓ Train UNFFE and 20 members in the Trias gender and inclusion trajectory

The gender and inclusion trajectory is an empowerment course developed by Trias to support behavioural change towards inclusion, fairness, equity, equality and women empowerment. It works at individual and institutional levels to expose and thus address, the individual and collective conceptions by which forms of exclusion are produced and reproduced. In view of the action's attention on empowering vulnerable groups, increasing citizen participation and active citizenship, particularly that of women, young people and other vulnerable groups, the trajectory generates the inner power for people to decide to change their life circumstances for the better. It further helps with the mechanisms to do so such as the formulation of genuinely progressive policies for inclusion, gender equality, women empowerment and democracy. For more information on this tool, see <https://www.trias.ngo/en/gender-inclusion-trajectory>.

- ✓ Facilitating of access to information on relevant matters (i.e., national budgets, EIA reports, customary land rights, government services etc.) as a prerequisite for public participation in decision-making

The activity concerns democratising information such as information on rights and laws that afford basic protections for people especially the vulnerable and the rights that are frequently flouted such as land rights of the local people in favour

of Foreign Agricultural Investment (FAI) related activities. UNFFE will collaborate with think tanks like ACODE (Coalition for Development and Environment to source empirical information in the relevant themes.

- ✓ Sensitize UNFFE members in target communities by contributing to on-going relevant debates such as youth unemployment, the fight against corruption, forceful and violent land evictions and gender-based violence at national and regional levels.

UNFFE will organise quarterly radio talk shows to engage in public discussions on topical issues framed within the wider attributes of active citizenship.

Result 2: UNFFE and its selected 20 members have improved their organisational governance and can thus, attract and retain members and attract the necessary resources to facilitate their growth and performance.

The strategies and activities under this Result include:

- ✓ Train UNFFE and 20 members in governance and leadership

Leadership strengthening through the LEATRA (Leadership Trajectory) approach, will be rolled out by Trias to the benefit of UNFFE and its member organisations. LEATRA is a leadership course developed and used by Trias for strengthening the leadership of Member Based Organisations. It was developed in Uganda in 2012 and is now already deployed in 9 Trias countries on 3 continents (Latin-America, Africa, Asia). The Leadership Trajectory stems from the idea that strong MBO's need strong leaders. Therefore, LEATRA aims at creating transformational leaders who are able to effectively lead people, produce accountable results, feel confident in inspiring visions and ideas, and be able to motivate and govern in a participatory and inclusive way.

LEATRA works according to the vision that good leaders can become exceptional by developing just a few of their strengths to the highest level. LEATRA works with the given strengths of people, not with their weaknesses. Each participant in the trajectory will have the chance to develop 2 preferred strengths (out of a choice of 13 strengths), through 2 tailored modules.

- Review of organisational policies and procedures as part of improving the governance of the members of UNFFE and operational performance.
- Training in risk management and policy development to increase the resilience of the organisations
- Training in digital applications for M&E, information management and communication
- Strategic planning
- Resource mobilization

Result 3: UNFFE and its selected 20 members have improved understanding of the locus of power for the advancement of their interests and have increased their influence in national and subnational decision-making processes

The strategies and activities under this Result include:

- ✓ Train UNFFE members in the FACT methodology to increase their lobby and advocacy capacities

The FACT (Farmers Advocacy and Consultation Tool) methodology is a method to support farmer leaders in their role to voice the feelings, concerns; interests and opinions of the grass-root members of their organisations. FACT helps with a number of questions: How to construct focused advocacy issues from the multitude of opinions that come up in meetings in scattered villages? How to come to sound proposals? How to manoeuvre strategically among a multitude of interest groups? The FACT methodology is highly relevant in this action as it puts the affected people at the centre of the entire advocacy process, thus, giving them a voice to speak for themselves. Decision and policymakers pay more attention to voices of the affected people when they speak for themselves as opposed to consultants' views.

- ✓ Policy research and analysis to check for coherence of policies and programs with the needs and concerns of the people and provide alternatives where they fall short.

Research and analysis of government proposals, policies and programs that influence farmers' lives (including land rights and discrimination) will be conducted, documented and published. These policy briefs will nurture round-table meetings with decision makers to present evidence-based policy alternatives.

- ✓ Roundtable meetings with policy makers: UNFFE will organise once every year, small effective meetings with key policy makers and influencers at the national level to present evidence-based policy alternatives and nurture constructive partnerships with the civil society.
- ✓ Establish multi-stakeholder advocacy platforms to provide space for constructive dialogue and engagement between farmers and policy & decision makers on critical issues affecting farmers at the local and national levels.

Advocacy platforms is a technique for creating spaces in which people can speak about their issues of concern, be heard and hold accountable the elected officials. UNFFE is familiar with this technique and has used it in its previous work.

Since governments have the mandate of the people to provide them services, the advocacy platforms are jointly organised with district local governments for ownership of the outcomes by the latter and the legitimacy of the concerns and solutions. Multi-stakeholder meetings will be organised bi-annually at sub-national level.

Please find the detailed calendar of activities at pages 6 – 7.

6. The target group

The target group of the action consists of a) at least 2,000 key officers, leaders, staff and members of UNFFE and 20 of its member DFAs (District Farmers Associations) in 20 districts in Uganda directly involved in the capacity building trainings b) at least 10,000 farmers of whom 70% are women, and 45% are youth and other marginalized groups, with improved livelihoods from the direct support of the inclusive policies adopted through this intervention; and (c) 100,000 members of UNFFE who will benefit from the better governance of the federation and improved service delivery.

The project will specifically target refugee hosting districts earmarked by UNHCR and the Office of the Prime Minister as refugee districts including Kamwenge, Kyegegwa and Isingiro in Western Uganda, Arua, Adjumani, Koboko and Moyo in West Nile, Lamwo and Kitgum in Northern Uganda. Other districts will include, Kasese, Kabarole, Masindi, Hoima, Kiboga, Gulu, Oyam, Agago, Apac, Nebbi, and Zombo. In all the target districts, special emphasis/priority will be given to women and youth who are often marginalized in decision-making and access to services.

The Uganda National Farmers Federation (UNFFE) is a national federation of 121 District Farmers Associations (DFAs) with an aggregate membership of over 2 million farmers. UNFFE has been representing farmers' interests and influencing policies in their favour for over 28 years and is one of the most influential civil society group representing farmers. UNFFE has specialised departments responsible for lobbying, advocacy and networking and is driven by a non-confrontational and consensus building approach to influence government policy.

The intervention will also indirectly benefit (d) the family members (approximately 50,0000 at 5 people per family) of the selected DFAs who will indirectly benefit from improved livelihoods supported by UNFFE; and (e) the entire farming population of 6 million people who will indirectly benefit from improved national policies and local / government practices brought about by lobby and advocacy work.

7. Partners

The partners in this project consist out of Trias and UNFFE. Trias Uganda is part of Trias VZW Belgium and has been operating in Uganda since 2003. Our global mission is to empower organisations of farmer and non-farmer family entrepreneurs worldwide, so that they can act as powerful catalysts of social and economic change towards an equitable economy and a just society. Besides the thematic expertise, Trias Uganda has extensive expertise and experience in Programme Management, covering planning, monitoring and reporting, and finance. This has been analysed and considered of good quality through various audits and evaluations – including the international EFQM-label and more recently, an ECB certificate.

UNFFE is a partner of Trias in the current DGD programme and has thus benefited from the OS/ID support of Trias in the past. It also has a team of experienced technical staff in the area of policy dialogues, farmer institutional development and governance. UNFFE has implemented several USAID funded projects related to i) influencing the policy environment for climate change adaptation, youth and women entrepreneurship, including through the creation of civic space in 10 districts. ii) Creating an enabling environment for agriculture activity; iii) the restoration of livelihoods in the North. UNFFE also implemented an Oxfam-Uganda funded project "Right to Food" where UNFFE worked with and defended the rights of vulnerable farmers in Nebbi, Amuru and Soroti. UNFFE has spearheaded various policy dialogues at national level which have resulted into policy and program reforms such as the Agricultural Financing strategy, public agricultural extension services, provision of inputs to farmers, counterfeits in agricultural inputs, seed policy reforms, agro forestry strategy, land policy, coffee law, agricultural mechanization policy, water for production, irrigation policy and many others.

In the run-up to the last two national general elections in Uganda, UNFFE worked with other CSOs to compile Farmers' Manifesto, which were presented to all Political Parties that participated in the elections. The intention was to present farmers' priority areas for the in-coming government to consider and implement both at national and district levels. The Farmers' Manifesto captured priority policy, program and strategic areas for the farmers, including issues of accountability and the rights of farmers. UNFFE would like to build on these efforts to further engage other organizations that will collaborate to achieve the project objectives include the District Local Governments (DLGs); Transparency International Uganda (TIU) and Advocates Coalition for Development and Environment (ACODE).

8. Synergy and complementarity

The action is complimentary to the DGD funded Trias Uganda programs 2017-2021 and 2022-2026 which focus on Organisational Strengthening and Institutional Development of member-based organisations (MBOs) farmer and non-farmer family entrepreneurs to become more inclusive, result oriented and sustainable organizations. As already stated,

we pay explicit attention to women, youth and the vulnerable people and we always put on our inclusivity glasses and our glasses of systems change when formulating an action as it is our dream to see women, youth and other underprivileged people have full access to all relevant knowledge and services; feel safe, speak freely and have a voice in society.

The action is also complimentary to the SURE DEAL project funded by the EU Delegation to Uganda on youth employment and agency in West Nile and the Dutch government funded Challenge Fund for Youth Employment project starting 2021 in which Trias Uganda with its partner - TUNADO in conjunction with a Dutch NGO Woord en Daard aim at creating jobs for 1,000 youth by strengthening entrepreneurship in the honey value chain, and the EU funded FO4ACP (Farmers' Organisations For African Caribbean and Pacific countries) programme which supports two of the partner MBOs to provide commercial services to their members especially those that integrate them in the market sustainably. The common thread in all these projects and programmes is the focus on women and the youth as we always aim at creating a real impact on the way in which local and global societies evolve towards more sustainable and inclusive systems.

On the part of the local partner UNFFE, the action compliments a number of ongoing projects. These include a) the ALIVE project, which is a 5- year project (2020-2024) covering 8 districts in Uganda, with one of the intervention areas being policy advocacy and the right to food. This project is funded by Vi-Agro-forestry; b) the "Restoration of Livelihoods in the North" covering 9 districts and focuses (among others) on building strong governance and internal operational structures of DFAs and also defending the rights of vulnerable smallholder farmers in Uganda; c) the ongoing GLY project, targeting youth farmers in the refugee host districts of Arua, Moyo and Adjuman, which aims at supporting the youth to get meaningful employment in agriculture and protecting the rights of refugees that have accessed land for agriculture.

The action will also complement ongoing policy dialogues at national level organized by UNFFE for presenting policy issues to different government decision and policy makers where UNFFE has formal space for civic participation. UNFFE has formal space for dialogue and civic participation with Parliament of Uganda, Ministries responsible for Agriculture, Trade, Finance, Local Government, Lands and Environment, East African Community Affairs and Office of the Prime Minister.

9. Impact and sustainability

The impact of the action will come from our pathway of change which seeks behavioural change of key members (board members, leaders etc.) of member-based organisations. We are convinced that this has a direct impact on the performance of the organisation as a whole, and hence on the empowerment of the broader membership. Through the action, UNFFE will gain the awareness, confidence, skills and dispositions to become a change agent for an inclusive society.

The impact of the action will also result from the discursive engagement about issues of inequality and exclusion which will result in improvements in the lives of the marginalised and socially excluded groups.

To ensure sustainability, the action strengthens the capacity of UNFFE to be a strong voice for the farmers and eventually enabling farmers to speak for themselves. Sustainability is also streamlined in the methods of work such as the use of bottom-up participatory process for relevance and ownership of the action, knowledge transfer that enables people to do things for themselves and use of ICT to improve outreach and the learning experience.

10. Donor visibility

The project will implement visibility actions, making known that the action is financed by the Directorate-general for Development Cooperation (DGD) by showing in text and image the identity of the donor in all communication materials and platforms.

The planned donor visibility actions include:

- The production of project brochures and pull-up banners.
- The production of information resources as also part of project implementation.
- Introduction of the project on all the media platforms of Trias and UNFFE and continuous updating of project information.
- Invitation of the media for all major meetings and workshops to increase media coverage and therefore, public knowledge of the project and its activities.

11. Monitoring methods (Management capacity)

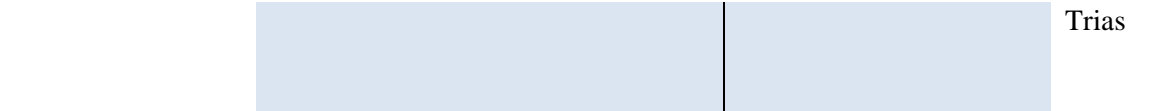
The action will be monitored using the Trias monitoring and evaluation system, composed of a diverse but integrated set of tools and approaches. The key mechanism to ensure maximum effectiveness of our interventions is the participatory nature of our planning, capacity strengthening and monitoring processes, which is the basis of our SPIDER

approach. It is a bottom-up and co-creative process which will involve the leaders and members of UNFFE to reflect together on the current capacities with regard to the necessary competences to implement the project and the changes they want to see in a period of two years. Trias will facilitate this process at inception for this action and resultantly set the baseline for the selected indicators. The logical framework will be updated following the SPIDER workshop with UNFFE in the first quarter of project implementation.

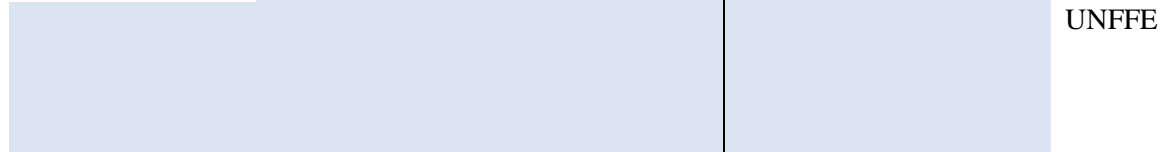
Calendar of activities

YEAR 1	Q1		Q2			Q3			Q4			Q5	Q6	Q7	Q8	Responsible
Activity	1	2	3	4	5	6	7	8	9	10	11	12				
Result 1. UNFFE and its selected 20 member are more aware of the symbiotic relationship between the quality of the civic space and inclusive development; exclusion mechanisms in their communities and organisations and work on appropriate measures to be more inclusive, democratic and empowering for the members.																
1.1 Train UNFFE and 20 members in the Trias gender and inclusion trajectory																
a) Assessment to determine the appropriate steps and tools to apply for training																Trias
b) Implementation of tools according to assessment - Trainings for UNFFE board and staff.																Trias
c) Follow up workshop on the Trias gender and inclusion trajectory																Trias
d) Advisory/ Mentoring support on gender, inclusion, civic participation and democratic governance																Trias
1.2 Facilitating access to information on relevant matters.																
a) Synthesis of information through research and documentation																UNFFE
b) Production of information materials and dissemination																UNFFE
1.3 Linkages with on-going relevant debates																
a) Conduct quarterly radio talk shows in Kampala																UNFFE
Result 2: UNFFE and its selected 20 members have improved their organisational governance and can thus, attract and retain members and attract the necessary resources to facilitate their growth and performance.																
2.1 Train UNFFE in the methodology of LEATRA (Leadership Trajectory)																
																Trias
2.2 Train 30 Learning Facilitators, Learning Coaches (so they become trainers themselves)																
																Trias
2.3 Train UNFFE in Financial Management and Resource mobilization.																
																Trias
2.4 Train UNFFE in digital applications for M&E, information management and communication																
																Trias
2.5 Replication of trainings on financial management and resource mobilization, digital applications for M&E, information management and communication for UNFFE members																
																UNFFE

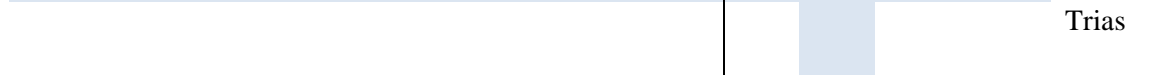
2.6 Advisory/ Mentoring support - Leadership trajectory coaching, risk management, human resource planning, strategic planning and M&E/MIS for UNFFE



2.7 Advisory/ Mentoring support – review and development of organizational policies and procedures, leadership coaching, risk management, human resource planning, strategic planning and M&E/MIS for UNFFE members



2.8 Train UNFFE in the methodology of LEATRA (Leadership Trajectory)- 2nd competence.



2.9 Experience sharing workshop for 30 Learning Facilitators, Learning Coaches.



Result 3: UNFFE and its selected 20 members have improved understanding of the locus of power for the advancement of their interests and have increased their influence in national and subnational decision-making processes.

3.1 Training in the FACT methodology

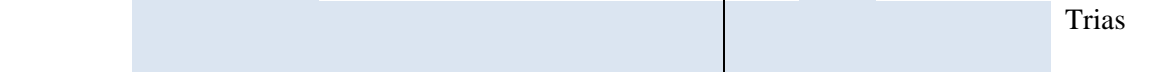
a) Conduct a T.o.T in the FACT methodology



b) Conduct experience sharing workshops in FACT

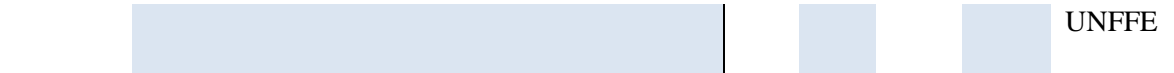


3.2 Advisory, Coaching, mentoring on linking/ facilitating collaboration and alliances with other stakeholders

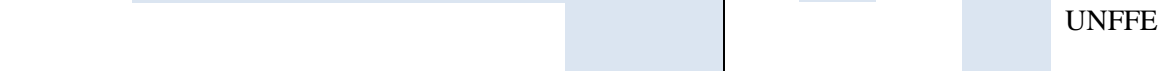


3.3 Implementation of the advocacy platforms

a) Organise and conduct meetings of the advocacy platforms at sub national level

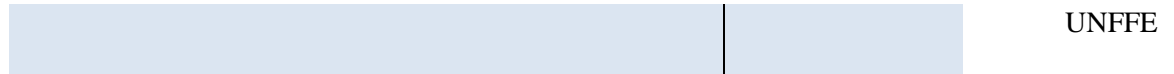


b) Conduct multi stakeholder policy dialogues on emerging issues at the national level.

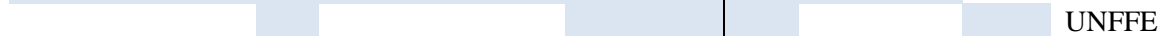


3.4 Policy research and analysis

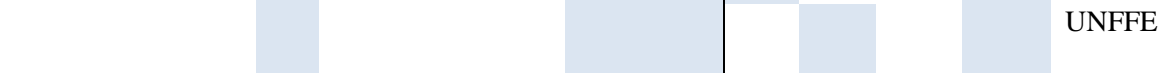
a) Conduct consultations over government proposals, programmes and policies especially those relating to agriculture.



b) Develop and disseminate policy briefs



c) Conduct round table meetings with decision makers to present evidence-based policy alternatives.



Project Logical framework

Narrative		Baseline	Target Year 1	Target Year 2	Risks and Assumptions
Outcome:	Strengthened capacity of UNFFE to influence responsive service delivery and access to basic government services for farmers through its lobby and advocacy work.				<p>Assumptions</p> <ul style="list-style-type: none"> -Continued favourable operational environment even when difficult debates arise. -CSOs are increasingly seen as partners, rather than enemies of development. -The credibility of CSOs improves (reference is made to recent corruption scandals in NGOs). <p>Risks</p> <ul style="list-style-type: none"> -Lack of consensus on what is oppressive and needing redress given the diversity in political groupings. -Self-interests of the leaders of the CSOs.
Indicator 1:	Number of successful engagements conducted with government resulting in changes in policies and actions that are favourable to the farmers.	5	7	10	
Indicator 2:	The percentage of members that strongly feel that UNFFE represents the interests of the farmers, giving special focus to women, youth and the vulnerable people.	TBD ¹	TBD	TBD	
Indicator 3:	Number of member organisations that have benefited tangibly (agricultural equipment, infrastructure support, capital etc) from government services and resources for agriculture, thanks to L&A work of UNFFE.	5	10	15	
Result 1:	UNFEE and its selected 20 member are more aware of the symbiotic relationship between the quality of the civic space and inclusive development: exclusion mechanisms in their communities and organisations and work on appropriate measures to be more inclusive, democratic and empowering for the members				<p>Risks</p> <ul style="list-style-type: none"> -Disasters like droughts, floods and pandemics (COVID-19) -Slow government response to the advocacy issues leading to low morale in the advocacy platforms. -Apathy within citizenry about civic work.
Indicator 1.1	The SPIDER score of UNFFE on the core capacity "inclusion" has increased.	TBD	TBD	TBD	
Indicator 1.2	The number of member organisations with an institutional strategy and plan that ensures equitable opportunities for women, youth and vulnerable people.	TBD	TBD	TBD	
Result 2:	UNFFE and its selected 20 members have improved their organisational governance and can thus, attract and retain members and attract the necessary resources to facilitate their growth and performance.				
Indicator 2.1	The SPIDER score of UNFFE on the core capacity "Leadership, governance and management" has increased.	TBD	TBD	TBD	
Indicator 2.2	Number of member organisations with update and functioning operational policies and procedures relating to leadership and governance, financial and human resource management.	TBD	TBD	TBD	

¹ Trias will conduct a SPIDER workshop at the earliest in quarter 1 to set these targets. These targets will be determined through a facilitated process of self-assessment by UNFFE out of which, the baseline will be established and the expected improvements in the course of two years of the action.

Result 3:	Result 3: UNFFE and its selected 20 members have improved understanding of the locus of power for the advancement of their interests and have increased their influence in national and subnational decision-making processes.				
Indicator 3.1	The SPIDER score of UNFFE on the core capacity "lobby, networking and advocacy" has improved.	TBD	TBD	TBD	

12. Detailed Results-Based Budget (Efficiency)

1. Budget for the Action

Costs	Total Cost (in €) – 2Years	Total Cost (in €) Year 1
1. Human Resources		
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)		
<i>Subtotal Human Resources</i>	89,330.40	45,040.20
2. Travel		
<i>Subtotal Travel</i>	4,540.00	2,270.00
4. Local office		
<i>Subtotal Local office</i>	9,640.00	4,820.00
5. Other costs, services		
<i>Subtotal Other costs, services</i>	7,720.00	3,150.00
6. Other: activities		
6.1 Project management, M&E	5,100	4,600
6.2 Result 1: Civic space and inclusion	16,200	8,100
6.3 Result 2: Organisational governance	42,950	22,775
6.4 Result 3: L&A (Power to influence in national and subnational decision-making processes)	58200	29,100
<i>Subtotal Other</i>	122,450.00	64,575.00
7. Subtotal direct eligible costs of the Action (1-6)	233,680.40	119,855.20
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)	16,358	-
9. Total eligible costs of the Action, excluding reserve (7+ 8)	250,000	119,855.20
10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)		
11. Total eligible costs (9+10)	250,000	119,855.20
12. Total accepted costs of the Action (11+12)	250,000	119,855.20

Additional administrative costs of this project incurred by Trias will be Euros 22.926 (**9.2%** of the total project cost). The project will leverage on 65,000 Euros from the running project being implemented by UNFFE in strengthening DFAs, lobby and advocacy referred to in section 8 above.

13. Risk analysis

Risk	Description	Possibility and impact	Mitigation
Disasters like droughts, floods and pandemics (COVID-19)	These are unexpected natural phenomenon, depending on the magnitudes can bring work to a standstill, loss of livelihoods and life.	High	-Working on prevention through disaster reduction plans for farmers' organizations. -Collaborate with extension service providers to provide information and skills for farmers in climate-smart measures.
Apathy within citizenry about civic work	In some communities, citizens have reached the point of accepting to live with their challenges, because they do not care about doing something about them.	Medium	-Political conscientization and education; UNFFE will undertake community awareness and sensitization of the farmers to appreciate the power they have and their rights to participate in decision-making.
Shrinking civic space in Uganda	Government, both at national and district levels, has increasingly become hostile to those with dissenting views. A lot of force is used against such organizations, thereby abusing human rights.	Medium	There will be concerted efforts through building coalitions and partnerships with other CSOs to occupy the available civic space, as lobbying for more space is going on. UNFFE has formal space with government at national level for engagement and will endeavour to interest the districts to emulate the same.
Lack of consensus on what is oppressive and needing redress	People of different political groups perceive the acts of government in different ways. Often, what one group sees as oppressive, another group sees as appropriate	Medium	-Conduct civic education and engage in comprehensive debates on the concepts and notions of social justice with the citizens
Self-interests of the leaders of the CSOs	Some leaders focus on individual benefits and forfeit the common good to fulfil their personal desires.	Medium	-Provide leadership training -Support organisations to have effective operational policies and procedures -Sensitization to show the link between individual actions and the local/global challenges
Slow government response to the advocacy issues leading to low morale in the advocacy platforms.	A lot of times, the government receives citizens' recommendations, but the planning cycles of government are not flexible to adaptations at the pace issues are raised.	Medium	-Conduct roundtable meetings and build alliances with active policy makers to speed up response to matters raised. Additionally, the issues raised for action should be feasible to prompt a response rather than out of the world or unrealistic demands.