

# Uganda Coffee Platform

## Terms of Reference

### 1. The Uganda National Coffee Platform

#### 1.1 Background

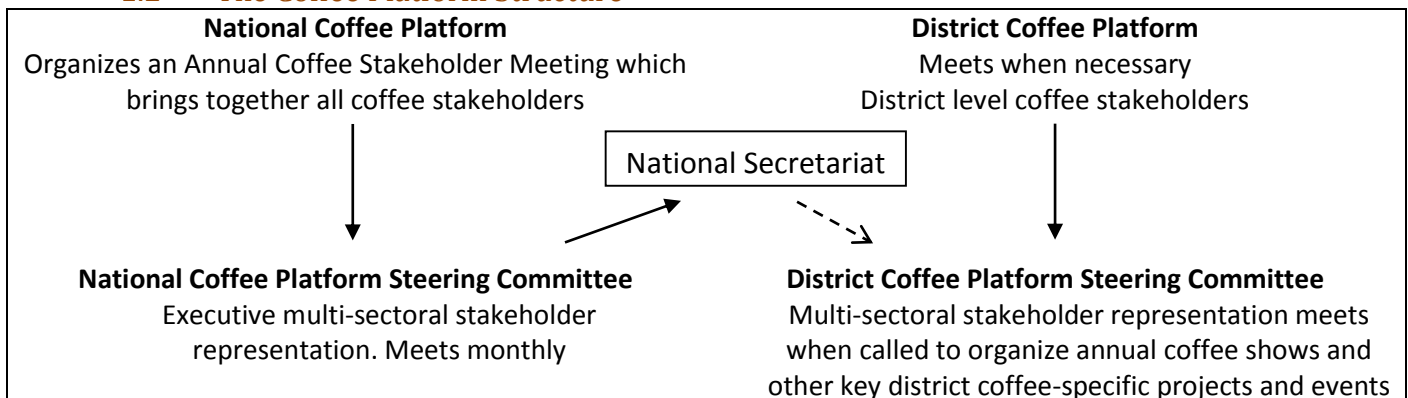
The Uganda Coffee Platform, established in November 2006 brings stakeholders together on a pre-competitive basis to discuss the challenges facing the coffee sub-sector and identifies strategies and initiatives to increase coffee production in a sustainable manner.

The National Coffee Platform is positioned in line with Uganda's Vision 2040, National Development Plan II, the Ministry of National Agricultural Policy, Agricultural and Animal Industries DSIP (and its successor, ASSP) and subsequently the Uganda National Coffee Strategy 2040 Plan for 2015/16 – 2019/2020.

The National Coffee Strategy 2015/2020 has four pillars (1) Coffee Production and productivity; (2) Value addition and quality; (3) Market development and intelligence, and (4) Institutional development and accountability.

Progress against key milestones agreed within each of the four pillars is monitored by the Uganda Coffee Platform's National Steering Committee (NSC) throughout the year, culminating in an Annual Stakeholders Meeting where a large number of sector stakeholders come together to share progress reporting.

#### 1.2 The Coffee Platform Structure



#### 1.3 Coffee Platform Objectives

1. Advocate for sector-wide initiatives for an enabling environment.
2. Host a learning agenda and promote best practices.
3. Provide an open and transparent multi-sectoral stakeholder forum for coffee sub-sector stakeholders to discuss key sector constraints and opportunities.
4. Gather information regarding initiatives and developments in the coffee sector

#### 1.4 Coffee Platform Resourcing

Platform members represent various institutions and organisations with different mandates. Each member organisation supports individual voluntary representation.

### 2. Coffee Platform Steering Committees

Steering committees at both the National and District levels provide an executive body for the Uganda Coffee Platform.

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### 2.1 National Steering Committee (NSC)

#### 2.1.1 NSC multi-sectoral stakeholder representation

The National Coffee Strategic Plan 2015-2020 defines the need for a multi-sector approach in the implementation of the development of the sub-sector. The Uganda Coffee Platform echoes this with participation from sector-wide implementers of the coffee strategy, namely:

1. GoU Line Ministries, Departments and Agencies
2. Private sector associations
3. Research and academia
4. Farmers and farmers organisations
5. Development partners/ funding agencies
6. International projects
7. Womens Representation
8. Youth representation
9. Civil Society

#### 2.1.2 NSC member commitment

1. Members will represent the NSC with commitment, energy and transparency and contribute to the development of creative and effective approaches, initiatives and solutions.
2. Regularly consult with and report to their respective institutions or constituencies on NSC dialogue, soliciting support for NSC decision making to promote and contribute to broader advocacy and lobbying.
3. Members will take every opportunity to inform other relevant dialogue platforms and forums about its deliberations and discussions and seek ways to link with these initiatives to advance the development of the coffee sub-sector.
4. Members will actively promote an annual coffee show calendar, which will see at least 20 district coffee shows taking place (depending on financing), mobilising support and attending at least 1 annual coffee show.

#### 2.1.3 NSC member joining, renewal and withdrawal

1. The NSC is a public committee and members can agree to invite new members, provided they bring specific technical knowledge that will contribute to the NSC objectives.
2. Membership and performance of the NSC will be reviewed annually by members. Any member organisation will be automatically be disqualified if it is not represented at three consecutive NSC meetings, without adequate explanation.
3. Should a member chose to withdraw membership, the remaining Committee members will propose a list of candidates for the vacant position and agree on invitation of a new member

#### 2.1.4 NSC quorum and regularity of meetings

1. The NSC quorum is at least 60% of its membership.
2. The quorum for working group meetings will be 30% of members.
3. Decisions will be made in all meetings, where possible, by consensus.
4. Meetings are held the final Thursday of each month at the UCDA Board Room.

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### 2.1.5 NSC member roles and responsibilities

**The Chair** - The NSC Chair (*and the Vice Chair*) is determined by a majority of members' votes, reviewed every 3-years. The Chair and Vice Chair will be from different sectors.

1. Chair monthly NSC meetings
2. Ensure NSC agreed positions and actions are implemented
3. Provide formal linkages between the NSC, other relevant platforms and networks
4. Review matters of concern and challenges reported and allocate to working groups for technical inputs and resolutions
5. Represent the platform at local, national, regional and international events

**Ordinary members** - organisations nominate a senior, primary and alternative representative as a member of the NSC. Members' responsibilities include:

1. The primary or alternative representative, if the primary cannot, will attend monthly NSC meetings.
2. Present 2, or more, key areas of focus relating to the implementation milestones of the National Coffee Strategic Plan 2015/16 – 2019/20.
3. Regularly report (at least quarterly), on the status of members' focus area and on any other key information or initiatives arising in the coffee sub-sector: issue, actions taken, challenges and successes, and recommendations for specific NSC support or action.
4. Present member focus area annual updates for Annual Stakeholder Meeting reporting.
5. Agree on NSC joint action and initiatives to address key challenges and mobilise resources for new initiatives and programs.
6. Initiate, draft and/or make policy recommendations for the coffee sub-sector and lobby policy makers, stakeholders and the media.
7. Review and evaluate the Secretariat performance annually

### NSC Working Groups

NSC Working Groups may be established by the NSC to provide specific technical inputs on issues arising:

1. Working Groups will consist of at least 5-NSC members that have specific expertise in the area of focus.
2. Working Group members will utilise each member's broader organisational or institutional knowledge and resources where possible to carry out technical and analytical discussion on specific issues, defining specific problems and presenting recommendations. This may involve development of research and other types of technical papers where appropriate.
3. The Working Group Chair is determined by working group members.
4. The Working Group Chair will make formal presentations to the NSC on its progress, findings and recommendations
5. Working Groups may co-opt external experts when necessary to participate in deliberations and contribute learning and advice.

### 2.1.6 The Secretariat

UCDA and support from development partners allows Café Africa Uganda to provide the NSC Secretariat providing administrative and technical support to the NSC. The Secretariat is responsible as follows:

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1. Formulates, shares and coordinates meeting agendas, scheduling, venue preparation, documentation and refreshments for the monthly NSC meetings, individual Working Group meetings, and any other meeting requirements of the NSC during the year.
2. Collates, copies and shares presentations, minutes and other relevant documentation.
3. Actively participates at monthly NSC meetings contributing advice and technical support to strengthen the national coffee platform coordination mechanisms.
4. Makes follow-up on NSC member activities, decisions and recommendations.
5. Acts as a point of contact for coffee stakeholders in Uganda and visiting investors/ or Development Partners on behalf of the NSC membership.
6. Coordinates, mobilises support and participates in the annual coffee show calendar, including establishment and/ or mobilisation, provision of technical and financial support to DSCs to coordinate coffee shows at the district level.
7. Maintains stakeholder database and NSC documentation repository.
8. Participates in national dialogue and consultations meetings/ events.

### 3. Annual Stakeholders' Meeting (ASHM)

An annual meeting of all coffee stakeholders is held towards the end of the calendar year. This is a public conference open to a range of stakeholders. The stakeholder meeting is a forum for the NSC to report on specific member focus areas in the coffee sub-sector, challenges and opportunities arising over the previous 12 months. The Annual Stakeholder Meeting (ASHM) provides an opportunity for district level stakeholders to engage in dialogue and contribute to the next years priorities and NSC focus.

Should resources be available, the ASHM may be preceded by regional stakeholder meetings. The purpose of regional stakeholder meetings is to reinforce grassroots ownership of the coffee sub-sector activities, and review district level progress and experiences to identify learning to feed into national level operational and policy planning.

### 4. Coffee Platform Success Criteria (all depending on funding availability)

1. A minimum of 10-NSC meetings held in a year with 70% member attendance.
2. A minimum of 2 active Working Groups reporting progress on key milestones under the National Coffee Strategic Plan 2015/16 – 2019/20.
3. Annual stakeholder meeting held with at least 100-key coffee stakeholders within 12 months of the last meeting.
4. Annual coffee shows held
5. Reporting on the extent to which the Platform members have had an influence on policy.

### 5. District Steering Committees

DSCs with a similar multi-stakeholder membership (see Annex 2), exist to guide and coordinate district level activities. Membership may vary from district to district depending on the level of coffee activities and varying levels of commitment by voluntary district committees. DSCs are supported by the NSC Secretariat to coordinate annual coffee shows in their respective districts.

DSC terms of reference will be developed separately by the respective Districts with support from the NSC and its Secretariat, where funding allows.

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<b>Annex 1</b>		
<b>National Steering Committee Membership as at June 2015</b>		
1	Government line ministries, departments and agencies	<ul style="list-style-type: none"><li>• Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)</li><li>• Uganda Coffee Development Authority (UCDA)</li><li>• National Coffee Research Institute (NaCORI)</li><li>• National Agricultural Advisory Services (NAADS)</li></ul>
2	Farmers	<ul style="list-style-type: none"><li>• Uganda Coffee Farmers Alliance (UCFA)</li><li>• NuCAFE</li></ul>
3	Exporters	Uganda Coffee Federation (UCF)
4	Agro-input dealers	Uganda National Agro-input Dealers Association (UNADA)
5	Development Partners	<ul style="list-style-type: none"><li>• USAID (on behalf of Agricultural Development Partner Group)</li><li>• aBi Trust</li></ul>
6	International Projects	<ul style="list-style-type: none"><li>• Hanns R. Neumann Stiftung</li><li>• USAID - Enabling Environments (EEA)</li><li>• USAID - Commodity Production and Marketing (CPM)</li></ul>
7	Women's representation	International Women's Coffee Alliance Uganda Chapter (IWCA)

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Annex 2 Typical District Steering Committee Membership		
1	Government line ministries, departments and agencies	<ul style="list-style-type: none"> <li>• District Production Officer (DPO) / Ministry of Local Government (MoLG)</li> <li>• Secretary for Production / Vice Chair of District / MoLG</li> <li>• District Agricultural Officer (DAO) / MoLG</li> <li>• District Commercial Officer (DCO) / MoLG</li> <li>• District Planner (DP) / MoLG</li> <li>• Extension worker / MoLG</li> <li>• CAO or LCIV / MoLG leaders representative</li> <li>• Regional Coffee Extension Coordinator (RCEO)/ UCDA</li> </ul>
2	Farmers	An active farmer organisation in the district.
3	Nursery operators	An active nursery operator from that district
4	Exporters	Uganda Coffee Federation (UCF)
5	Agro-input dealers	Active agro-input dealer in the district
6	Traders/ producers	Representation from active traders or producers in the area
7	District projects	Active district project or exporter representative
8	Women	A District women's group representative
9	Youth	A District youth representative
10	Banks/ SACCOs/ MFIs	An active district bank or financial institution representative
11	Sub-county leadership	For annual coffee show planning: <ul style="list-style-type: none"> <li>• Sub-county chief</li> <li>• LC1</li> <li>• Plus 2 other active community members</li> </ul>

*Note: can vary from district to district depending on presence and level of activity*