



GLOFA

GREAT LAKES ORGANIC FARMERS ASSOCIATION

STRATEGIC PLAN · RWENZORI REGION, UGANDA

GLOFA Strategic Plan

2026/27 — 2030/31

Promoting **Sustainable Livelihoods** through the Farmer Family Learning Group (FFLG) Approach — advancing agro-ecology, climate resilience, and inclusive organic value chains for smallholder farmer households.

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About this Plan

This is the **2nd Strategic Plan** for the Great Lakes Organic Farmers Association, covering the period **2026/2027 to 2030/31**. It was developed through a highly participatory process led by the GLOFA Board, staff, Member Organizations and stakeholders, and facilitated by the Resource Mobilization Officer for the ESFROMA Partnership.

29

MEMBER
ORGANIZATIONS

100

TARGET FFLGS

9

RWENZORI DISTRICTS

5 yrs

PLANNING HORIZON



Executive Summary

A snapshot of GLOFA's position, direction and ambition for 2026/27 – 2030/31

INTRODUCTION

This is the 2nd Strategic Plan for the Great Lakes Organic Farmers Association (GLOFA), covering 2026/2027 to 2030/31. By mid-2026 GLOFA was legally incorporated as a company limited by guarantee (reg. no. 8002000340807), registered as an NGO (certificate no. 8397), and licensed to operate in the Rwenzori region (permit no. 1400).

Membership stood at 29 Member Organizations — Kasese 13, Bundibugyo 8, Kabarole 4, Kyenjojo/Kyegegwa 3 and Kamwenge/Kitagwenda 1 — forming an active AGM. GLOFA had a duly elected Board, a Secretariat of 3 full-time staff supported by 11 Master Facilitators, and a well-equipped head office at Emin Street, Kasese Municipality.

PROCESS & OBJECTIVES

The plan was developed through a highly participatory process led by the Board, staff and stakeholders, and facilitated by the ESFROMA Partnership Resource Mobilization Officer. It involved desk review of the ending plan (2021–2026), stakeholder consultations,

field visits, round tables, a validation meeting and final Board approval.

Its three principal objectives are to position GLOFA as the leading association of smallholder organic farmers in the Rwenzori region; to refocus smallholder organic production toward the requirements of the organic market; and to position GLOFA as the champion agency for the rights and voice of smallholder farmers in decision-making on organic agriculture, climate adaptation and marketing.

COMPETITIVENESS

GLOFA operates amid agro-input dealers, produce buyers, a conventional-leaning government extension system, better-resourced development actors, undifferentiated markets and agro-processors. Its edge lies in reaching last-mile households through the unique FFLG approach, low-cost rainwater harvesting, participatory tools (visioning, GALS), ESFROMA membership, strong local and ministry collaboration, and a clean record of including women, youth, men and persons with disabilities.

Enabling Factors

Renewed stakeholder interest in organic agriculture; the Parish Development Model (PDM); Uganda's 10-fold growth strategy focus on organic agriculture and farmer groups/cooperatives; access to affordable agricultural financing; compliance with regulatory and organic-certification frameworks; and rising global and national interest — and funding — in climate change adaptation and smallholder resilience.



Target Groups & Offering

Who GLOFA serves, the constraints they face, and the services it will deliver

TARGET GROUPS & CONSTRAINTS

This plan identifies Smallholder Farmer-Households in the Rwenzori region as GLOFA's primary targets. They face declining productivity; limited climate resilience; poor access to information, knowledge and skills; and a small, underdeveloped domestic organic market with fluctuating prices.

Further constraints include food insecurity and income poverty; limited infrastructure for production, post-harvest handling, processing and marketing; limited financing; constrained access to organic certification; weak farmer organizations; and limited access to research and knowledge products.

PRODUCT / SERVICE OFFERING

GLOFA will strengthen the capacity of smallholder farmers and their groups; increase adoption of climate-resilient systems — rainwater harvesting, agroforestry and landscape restoration — through the FFLG approach; and sharpen the focus on producing for the market.

It will deepen value addition via cottage industry; enhance adherence to organic standards; grow niche-market penetration locally and internationally; and expand access to affordable finance through local savings (FFLG VSLAs & SACCOs).

Overall Goal

"To promote sustainable improved livelihoods of the smallholder organic producers and consumers through the Farmer Family Learning Group (FFLG) approach."

Strategic Objectives

SO 1

Promote resilient, sustainable organic production among FFLGs and increase production of organic products meeting local and international market standards.

SO 2

Promote increased market access for the organic products of smallholder farmers by 2031.

SO 3

Strengthen the agency of smallholder farmers to engage in sustained advocacy and networking in the organic sector.

SO 4

Enhance inclusion and mainstream human rights, gender, youth and cross-cutting concerns across organic value chains.

SO 5

Strengthen the institutional capacity of GLOFA and her members for a strong, sustainable and impactful organization.



Key Results & Budget

Outcomes to be delivered over the five-year period, with indicative budgets (UGX)

RESULT / OUTCOME — ESTIMATED BUDGET (UGX)

Result / Outcome	Estimated Budget
1.1 Increased competence of 100 FFLGs across the organic value chains	78,000,000
1.2 Increased production of organic products complying with market demands	450,000,000
2.1 Formal & informal market linkages established & strengthened	145,000,000
2.2 Increased access to specialty organic markets	300,000,000
3.1 Strengthened capacity in action research	84,000,000
3.2 Enhanced local-led advocacy engagements	77,000,000
4.1 Inclusiveness in the organic agriculture value chains attained	65,000,000
4.2 Increased inclusion & participation of women and youth	24,000,000
4.3 Enhanced resilience & responsiveness of FFLGs to climate change	374,000,000
5.1.1 Human Resource — staff costs	1,521,000,000
5.1.2 Human Resource — Board costs	113,000,000
5.1.3 Human Resource Development costs	75,000,000
5.2 Local office costs (rent, equipment, facilities, vehicles, maintenance)	457,000,000
5.3 Institutional systems	30,000,000
6.0 Other general costs (studies & reviews, M&E, audit, resource mobilization)	316,000,000
7.0 Contingency reserve (5%)	208,450,000
GRAND TOTAL	4,377,450,000

Annual Budget Estimates (UGX)

YEAR 1 997.99M 997,989,000	YEAR 2 941.81M 941,814,000	YEAR 3 926.30M 926,299,000	YEAR 4 808.06M 808,064,000	YEAR 5 786.66M 786,664,000
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1 Introduction of GLOFA

Vision, mission, objectives and the planning process

The Great Lakes Organic Farmers Association (GLOFA) is a membership organization established and registered in 2021 with the Uganda Registration Service Bureau as a Company Limited by Guarantee (reg. no. 8002000340807). Its first AGM elected the inaugural Board in 2021. In 2025 GLOFA was registered by the Uganda National NGO Bureau (certificate no. 8397) and received operational permit no. 1400 to operate across all districts of the Rwenzori region.



OUR VISION

"An empowered organic producers and consumers' community."



OUR MISSION

"To promote organic producers and consumers' improved livelihood through the Farmer Family Learning Group (FFLG) approach."

Core Values



Transparency

Open, accountable governance and honest reporting to members, partners and communities.



Integrity

Doing what is right, keeping commitments, and upholding the trust placed in GLOFA.



Respect Nature

Agro-ecological practice that protects soils, water, biodiversity and the landscape.

GLOFA Objectives

- ◆ Promote resilient organic production methods among the FFLGs and increase production that meets local and international market requirements and standards.
- ◆ Promote increased market access for the organic products of smallholder farmers.
- ◆ Strengthen the capacity of members to engage in sustained advocacy and networking in the organic sector.
- ◆ Enhance inclusion, inclusiveness and a holistic approach to mainstreaming human rights, gender, youth and cross-cutting concerns in organic value chains.
- ◆ Strengthen the institutional capacity of GLOFA and her members.

1 The Planning Process

Goals for the process and the road map followed

GOALS OF THE PLANNING PROCESS

Position GLOFA as the leading association of smallholder organic farmers applying sustainable, resilient agro-ecological practices in production, collective marketing, value addition, processing and marketing of high-quality organic products in the Rwenzori region.

Refocus smallholder organic production toward the requirements of the organic product market.

Position GLOFA as the champion agency that supports and enhances the claim for rights and voice of smallholder farmers in decision-making

at household, community, district and national levels on climate adaptation, resilient farming and marketing of organic products.

HOW THE PLAN WAS DEVELOPED

The plan emerged from a highly participatory process led by the GLOFA Board, staff, Member Organizations, stakeholders and the KOFLEC team, facilitated by the ESFROMA Partnership Resource Mobilization Officer. It included desk review of the ending plan (2021–2025), stakeholder consultations, field visits, round-table engagements and a validation meeting whose inputs shaped the final document approved by the Board.

TABLE 1 — ROAD MAP FOR DEVELOPING THE STRATEGIC PLAN

Activity / Milestone	Output	Time Frame	Responsible
Desk review of the 2021–25 Strategic Plan and other documents	Summary of achievements, lessons and challenges	Apr–May 2026	RMO
Stakeholder consultative meeting with members & stakeholders	Stakeholders' views captured & documented	May 2026	ED GLOFA
Consolidating the stakeholders' views	Draft strategic plan	June 2026	RMO
Field visit by task team to monitor deliverables of the ended plan	Stories of change captured	Jul–Aug 2026	RMO
Task team meeting to validate the draft plan	Final stakeholder views captured & documented	Jul–Aug 2026	GLOFA ED
Preparation and submission of final SP	Final SP submitted to GLOFA	Aug 2026	RMO
GLOFA Board meeting approves final SP	Final SP approved, printed & disseminated	Sept 2026	GLOFA ED

2 Context & Strategic Assessment

The state of GLOFA as at 30th June 2026

GLOFA members are drawn from the districts of Kasese, Bundibugyo, Kabarole, Kamwenge, Bunyangabu, Kyenjojo, Kyegegwa, Kitagwenda and Ntoroko in the Rwenzori region and countrywide. Membership is open to Farmer Family Learning Groups (FFLGs) and other stakeholders in agro-ecology, agroforestry, agribusiness, marketing and research, in four categories: full (zonal), associate, direct (organizations) and honorary. By the close of 2025 membership stood at 29 Member Organizations, constituting the GLOFA Annual General Assembly which elects the Board of Directors.

TABLE 2 — BOARD OF DIRECTORS

Name	Address	Occupation	Contact
Thembo Charlisi Kahitison	Nyakabingo S/C	Farmer	0775 895 276
Kihuku Joseph Matte	Kasese	Agriculturalist	0772 374 615
Kabalisa Rhoda	Bundibugyo	Farmer	0775 059 032
Ndyabahika Denis	Kamwenge	Trainer	0774 233 931
Ahabwe Abdul Ahadu	Kyegegwa	Coordinator	0773 408 874
Masereka Longino Kyakora	Kasese	Social Worker	0772 926 498
Tibasiima Thadeo Kahigwa	Fort Portal	Agriculturalist	0782 313 068
Musoki Nancy	Kasese	Gender	0767 743 267

TABLE 3 — GLOFA SECRETARIAT STAFF

Name of Staff Member	Designation	Contact
Masereka Longino Kyakora	Executive Director	0772 926 498
Mbambu Razia	Accountant / Admin	0772 893 746
Masika Roset	Water Harvesting Technology Officer	0779 777 563

The head office of GLOFA is located at Emin Street, Central Division, Kasese Municipality, in western Uganda.

2 Market, Competition & Key Issues

GLOFA's positioning within the organic agriculture sector

THE COMPETITIVE SET

GLOFA operates alongside agro-input suppliers and dealers, produce buyers (notably for coffee and cocoa), a government extension system that mainly promotes conventional agriculture, better-resourced development actors, a market that does not differentiate organic from conventional produce, and agro-processing industries.

GLOFA'S COMPETITIVE EDGE

GLOFA's advantage is its ability to reach last-mile smallholder households through the unique FFLG approach, complemented by low-cost rainwater harvesting technologies and participatory methods including visioning and the Gender Action Learning System (GALS). Membership of the ESFROMA Partnership drives co-creation and joint learning, and GLOFA maintains excellent collaboration with local authorities and line ministries.



Last-mile reach

FFLG approach connecting directly to smallholder households.



Inclusive track record

Including women, youth, men and persons with disabilities.



ESFROMA Partnership

Co-creation, joint learning and shared resources.



Value-chain engagement

Facilitating SHF participation across value-chain nodes.

Key Strategic Issues to Address

Declining production and productivity; limited climate resilience; weak access to information, knowledge and markets; food insecurity and income poverty; limited infrastructure and financing; constrained access to organic certification; and weak farmer organizations. This plan is designed to transform these constraints into opportunities.



Goals for this Strategic Plan

Future business model, the GLOFA brand, culture and measuring success

FUTURE BUSINESS MODEL

GLOFA will build a self-sustaining organic agriculture ecosystem anchored on the FFLG approach: mobilizing and strengthening farmer groups, driving climate-resilient production, aggregating and collectively marketing certified organic produce, and growing cottage-industry value addition and local savings mobilization.

UNIQUENESS OF THE GLOFA BRAND

The GLOFA brand stands for trusted, certified, last-mile organic agriculture rooted in agro-ecology and inclusiveness. Its differentiators are the FFLG model, low-cost rainwater harvesting, participatory GALS and visioning tools, and a credible, collaborative presence across the Rwenzori region.

STRENGTHENING ORGANIZATIONAL CULTURE

GLOFA will reinforce a culture of transparency, integrity and respect for nature; participatory decision-making; accountability to members and partners; continuous learning; and inclusion of women, youth and persons with disabilities across every node of the organic value chain.

WHAT GLOFA WILL ACHIEVE & HOW IT WILL MEASURE SUCCESS

Success will be measured by the proportion of smallholder farmers adopting resilient practices, growth in the quantity and quality of organic produce, increased volumes sold in niche markets, and strengthened farmer agency in decision-making — tracked through GLOFA & ESFROMA M&E reports, activity and annual reports, and external audits.

UGX 4.38B

TOTAL 5-YEAR BUDGET

5

STRATEGIC OBJECTIVES

12+

KEY OUTCOMES

Strategic Milestones — 2026/27 to 2028

Strengthened adoption of resilient ecological farming via an enhanced FFLG approach; enhanced farmer agency; increased productivity and quality; strengthened collective marketing; growing volumes meeting niche-market requirements; enhanced value addition; and increased market access.

Strategic Milestones — 2029 to 2031

Scaling impact through large-scale sustainability projects and multi-year funding; strengthened farmer agency and influence in decision-making; a stronger local organic movement; and strong partnerships shaping policy within the organic agriculture sector.

4 Core Strategies

The approaches GLOFA will use to achieve its strategic goals



Rainwater Harvesting

Low-cost water-harvesting technologies and micro-irrigation for resilient farming.



Seed Saving & Sharing

Community seed-saving and sharing schemes safeguarding local varieties.



Women & Youth Empowerment

Engendered, inclusive value chains focused on youth and women (GALS).



Organic Farming

Climate-resilient agro-ecological systems, agroforestry and landscape restoration.

Strategic Approaches, 2026/27 – 2030/31

- ◆ The Farmer-Family Learning Group (FFLG) approach.
- ◆ Adoption of climate-sustainable, resilient agro-ecological farming systems.
- ◆ Organic farmer certification (UNBS, PGS, specialty organic market certification).
- ◆ Collective aggregation and marketing.
- ◆ Marketing organic products in niche markets locally and internationally.
- ◆ Cottage-industry hubs: bio-agro-inputs, solar drying, value addition and processing (juices, wines, apiary, mushrooms, herbal products).
- ◆ Operationalizing organic product outlets: stalls, institutional kiosks, shops and open markets.
- ◆ Local savings mobilization for affordable agricultural financing.
- ◆ Seed saving and sharing schemes.
- ◆ Local-led (community-based) advocacy influencing agricultural decision-making.
- ◆ Engendered and inclusive organic value chains focused on youth and women.
- ◆ Action research in partnership with research and academic institutions, including field-based laboratories and demonstrations.

5 Strategic Direction — Log-Frame

Logical Framework matrix for the period 2026/27 – 2030/31

Strategic direction (goal): “Improved livelihoods of the smallholder organic producers and consumers.” The matrix below links the goal and strategic objectives to Objectively Verifiable Indicators, Means of Verification, and Risks / Assumptions.

Goal & Strategic Objectives	Objectively Verifiable Indicators (OVIs)	Means of Verification	Risks / Assumptions
GOAL			
To promote improved livelihoods of smallholder organic producers and consumers through the FFLG approach.	- Proportion of SHF adopting resilient farming practices - Proportional increase in production of organic products (quantity & quality) - Proportional increase in organic products sold in niche markets - Qualitative increase in farmer agency (rights claimed; participation in decision-making)	- GLOFA & ESFROMA M&E reports - Local Government reports - Media reports	- Conducive, enabling environment (no epidemics, insurgency or climate extremes) - No disruptions in the donor landscape - Farmers participate in complementary Government programs (e.g. PDM)
STRATEGIC OBJECTIVES			
SO1— Promote resilient organic production among FFLGs and increase production meeting market standards.	- Proportion of FFLGs with increased competence in the organic value chain - Proportional increase in quantity & quality of compliant organic produce	- GLOFA & ESFROMA M&E reports - Activity & annual reports - Local Government & media reports	Favourable weather conditions
SO2 — Promote increased market access for smallholder organic products by 2031.	- Number of formal market linkages (signed MoUs) - Quantity of organic products sold in niche markets	- GLOFA & ESFROMA M&E reports - GLOFA activity & annual reports - Media reports	No disruptions in local and international agricultural commodity markets
SO3 — Strengthen farmer agency for sustained advocacy and networking.	- Increase in farmers & groups actively engaged in advocacy - Number of collaborative action-research engagements with FFLGs	- GLOFA & ESFROMA M&E reports - Local Government reports - Activity & annual reports	No disruptions in civic service and farmer-led activism
SO4 — Enhance inclusion and mainstream rights, gender, youth and cross-cutting concerns.	- FFLGs adopting participatory tools (GALS, visioning, gender mainstreaming) - Increase in youth and women engaged in value chains - FFLGs adopting climate-resilient practices	- GLOFA & ESFROMA M&E reports - Media reports - Activity & annual reports	No disruptions in civic service and farmer-led activism
SO5 — Strengthen institutional capacity of GLOFA and her members.	- Members, Board & staff retooled - Institutional systems & policies reviewed - Increase in resource envelope & asset portfolio	- Activity & annual reports - External audit reports - M&E reports	Sufficient human, financial and non-financial resources

5 Log-Frame — Key Results

Outcome-level indicators, verification and assumptions

Key Results / Outcomes	Objectively Verifiable Indicators (OVIs)	Means of Verification	Risks / Assumptions
1.1 Increased competence of FFLGs across the value chains	- FFLGs profiled, retooled & on GLOFA's digital database - FFLGs shifting to commercial production & value addition - Groups, MAs & cooperatives retooled & compliant	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
1.2 Increased production complying with market requirements	- FFLGs & individual farmers certified - FFLGs engaged in aggregation & joint marketing	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
2.1 Formal & informal market linkages established	- Number of formal market linkages established - VSLA schemes & SACCOs operationalized	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
2.2 Increased access to specialty organic markets	- Specialty markets penetrated - FFLGs complying with specialty requirements - Proportion of organic products sold in specialty markets	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
3.1 Strengthened research capacity	- Research collaborations undertaken - Plant doctors trained & deployed - Plant clinics conducted	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope

5 Log-Frame — Key Results

Outcome-level indicators, verification and assumptions (continued)

Key Results / Outcomes	Objectively Verifiable Indicators (OVIs)	Means of Verification	Risks / Assumptions
3.2 Enhanced advocacy engagements	- FFLGs that are members of the Organic Movement - Collaborative advocacy engagements undertaken	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
4.1 Inclusiveness in value chains attained	FFLGs implementing inclusiveness & participatory approaches	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
4.2 Increased inclusion of women & youth	- FFLGs adopting gender mainstreaming - Women & youth in entrepreneurship within the value chain	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
4.3 Enhanced resilience to climate change	- FFLGs with enhanced climate-adaptation capacity - FFLGs practicing rainwater harvesting & micro-irrigation - Proportion of degraded landscapes restored - Increase in production & use of bio-agro-inputs	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope
5.1 A strong, sustainable, impactful GLOFA	- Institutional policies & systems reviewed & implemented - Members, Board & staff retooled - Increase in asset base & resource envelope	- Activity & annual reports - M&E reports (internal & external)	- Conducive, enabling environment - Adequate resource envelope

6

Financial Forecast (Budget)

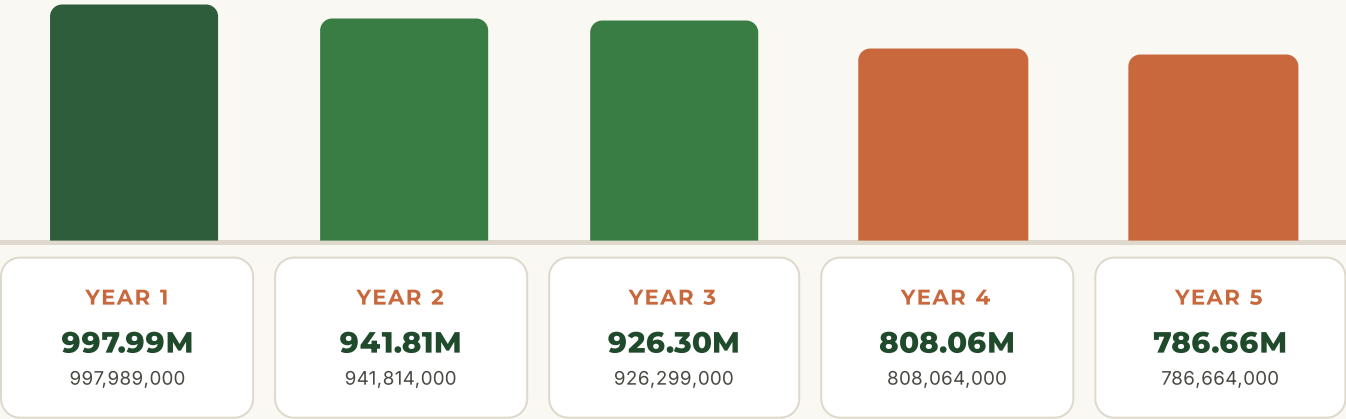
Five-year result-based budget and annual estimates (UGX)

This section sets out the financial implications of GLOFA’s strategy for 2026/27 to 2030/31, reflecting the timing of investments and the returns on those investments. The detailed budget and work plan are maintained in accompanying spreadsheets.

BUDGET SUMMARY BY RESULT AREA (UGX)

Result Area	Amount	Share
SO1 — Resilient production & competence (1.1 + 1.2)	528,000,000	12.1%
SO2 — Market access & linkages (2.1 + 2.2)	445,000,000	10.2%
SO3 — Research & advocacy (3.1 + 3.2)	161,000,000	3.7%
SO4 — Inclusion & climate resilience (4.1–4.3)	463,000,000	10.6%
SO5 — Institutional strengthening (HR, office, systems)	2,296,000,000	52.4%
6.0 — Other general costs (studies, M&E, audit, resource mobilization)	316,000,000	7.2%
7.0 — Contingency reserve (5%)	208,450,000	4.8%
GRAND TOTAL	4,377,450,000	100%

Annual Budget Trend (UGX)





Commitment & Approval

Board resolution and mandate

This Strategic Plan has been approved by the GLOFA Board of Directors on this day of (month) in the year at a duly held Board Meeting. By this resolution the GLOFA Executive Director is hereby mandated to execute the implementation of this Strategic Plan by undertaking the following actions:

- ◆ Making requests for funding.
- ◆ Obtaining Board approvals.
- ◆ Making budget variances where needed.
- ◆ Signing agreements to support and work toward the plan's goals.

Chairperson, Board of Directors

Executive Director, GLOFA



Acknowledgement

With gratitude to all who shaped this plan

GLOFA extends its sincere appreciation to the Board of Directors, the Secretariat, Master Facilitators, Member Organizations, Farmer Family Learning Groups, the KOFLEC team, local and national government partners, and the ESFROMA Partnership for their invaluable contributions to this Strategic Plan. Special thanks go to the smallholder farmer households of the Rwenzori region, whose resilience and commitment to organic agriculture remain the heart of GLOFA's mission.

Our Promise

"Promoting sustainable livelihoods through the Farmer Family Learning Group approach — with transparency, integrity, and respect for nature."



GLOFA

GREAT LAKES ORGANIC FARMERS ASSOCIATION

Emin Street, Central Division, Kasese Municipality, Western Uganda ·
Rwenzori Region

STRATEGIC PLAN 2026/27 – 2030/31