



Republic of Uganda

Popular Version

National Coffee Policy



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Foreword

Coffee is currently the most widely traded tropical agricultural commodity in international trade. It is a strategic commodity for Uganda as a major foreign exchange earner as well as providing income for over 1.5 million households. Given the social and economic importance of Coffee in Uganda, it requires a policy direction to enable it continue to play this role.

The Coffee subsector has, over the decades, been guided by various policy documents of the National Development Agenda, which required harmonization and consolidation as well as taking into account new emerging developments.

A comprehensive National Coffee Policy that defines clear-cut interventions required for scaling up performance and development is vital. The formulation process of this policy was highly consultative involving all key stakeholders in Government, Coffee industry and non-government institutions and cross sections of society. The policy will, therefore, be a solid foundation for review of supportive legal and regulatory frameworks that will create an enabling environment for guiding the coffee sub-sector.



This policy aligns the major thrust areas of the sub-sector with the Vision 2040 that aspires to transform Uganda's agriculture sector and make it more productive, profitable and competitive. The policy will address the critical areas aimed at increased production and productivity; improving coffee research; extension; supporting and strengthening farmer organizations; streamlining and strengthening coffee laws and regulations; promotion of value addition processes; and development of the domestic coffee market.

The Ministry of Agriculture, Animal Industry and Fisheries will undertake to support the institutional and functional frameworks that will embrace all the actors in the Coffee Sub-sector for successful realization of the policy objectives and strategies.

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A handwritten signature in black ink, appearing to read 'Tress Bucyanayandi'.

***Tress Bucyanayandi (MP)
Minister of Agriculture, Animal
Industry and Fisheries***



Statement from the Managing Director, Uganda Coffee Development Authority

In August 2013, the cabinet approved and passed the National Coffee Policy, the guiding instrument of the coffee subsector. The aim of this policy is to lay a strong foundation for long-term competitiveness that is socially, environmentally and economically sustainable and also ensure that Uganda coffee flourishes throughout the world.

This policy represents a new partnership between Government and the coffee industry. Real success will depend on inter and Intra-institutional co-ordination and cooperation. Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Local Governments and other government departments responsible for energy, transport and water, together with Development Partners, Private sector, Civil Society and Cultural Institutions will be key players for successful implementation of this policy. MAAIF through Uganda Coffee Development Authority (UCDA) will ensure that mechanisms for the effective implementation of various roles and responsibilities are put in place.

It is essential that the policy is widely disseminated to all stakeholders. To this end, the popular version, which summaries the major elements of the



Policy, has been produced and translated into 10 languages spoken in the major coffee producing areas of Uganda. These include: Luganda, Lusoga, Lumasaba, Lango, Acholi, Alur, Runyoro-Lutoro, Rhukonzo, Runyankore-Rukiga and

Kup-Sabiny.

Finally, I extend my appreciation to all who contributed to the formulation of this policy. The industry actors along the value chain who actively participated at all stages of the policy development. The Permanent Secretary MAAIF and the Director Crop Resources who were very instrumental in guiding the process. DANIDA who helped to start the process and the United States Government through, USAID/Uganda Feed the Future Enabling Environment for Agriculture Activity for the continued support towards creating a conducive policy and regulatory framework for the coffee industry including the production and dissemination of this popular version of the Policy.

Henry Ngabirano
Managing Director, Uganda Coffee
Development Authority

Stakeholders Speak Out

MINISTER OF STATE FOR AGRICULTURE

“The process of developing the National Coffee Policy was a prompt response to the stakeholders’ desire for a consolidated guide that addresses a range of challenges, opportunities and threats which are facing the coffee industry that could only be tackled if a policy framework is in place.” **Professor Zerubabel Nyira, Minister of State for Agriculture**



Photo: Manuel Diaz

MEMBER OF PARLIAMENT

“Now that the policy is out, we need to urgently develop a strategic plan that will operationalize the policy. And as Parliamentarians, we are taking that lead of embarking on regional mobilization meetings and eventually reaching all coffee farmers at the grass root.” **Hon. Mathias Kasamba, Chairperson, Committee on Agriculture, Parliament of Uganda**

COFFEE FARMERS’ REPRESENTATIVE

“This National Coffee Policy is the new industry guide that focuses efforts towards achievement of desired goals that benefit all stakeholders. I need to state that unlike the previous coffee regulations, this time; there is significant coverage of farm level activities.”

Tony Mugoya, Executive Director, Uganda Coffee Farmers Alliance



Photo: Cafe Africa

COFFEE PROCESSORS

“The National Coffee Policy is timely to increase the country’s crop production, productivity with keen emphasis on proper handling and value addition. This windfall will definitely optimize profitability for all along the sector chain. I am certain that colleagues in export and processing are excited and will render all the support to bring this effort to fruition.” **Nuwagaba Michael Chief Operations Officer, UGACOF Limited**

Stakeholders Speak Out

YOUTH VOICES

“We are profoundly glad that the UCDA has finally realized the need to integrate youth in the National Coffee Policy. We strongly believe the youth are the future of the industry and we are looking forward to more support from government such that we can be the engine for the growth and sustainability of the industry.”

Kenneth Kakiiza Okwir, Project Manager- Youth and Child Development Project, Hanns R. Neumann Stiftung Africa Ltd.



Photo: Cafe Africa



Photo: Manuel Diaz

WOMEN VOICES

“As we implement the National Coffee Policy, special focus should be put on the participation of women at all stages of the value chain including teaching them how to cup. This will enhance their understanding of the importance of good agricultural practices for highest quality coffee production that will lead to better markets and higher incomes for women.” **Jane Magombe, IWCA**

DEVELOPMENT PARTNER REPRESENTATIVE

“The Ugandan coffee industry has many comparative advantages and has significant opportunities for expansion. However, Uganda’s coffee sector is also challenged by low yields, poor quality, under-investment, pests and diseases, climate change, and growing threats from international competitors. The adoption of the National Coffee Policy, Coffee Strategy and revisions to the statute, regulations, and standards will help to address these challenges.” **Jo Lesser-Oltheten, Director, Office of Economic Growth, USAID/Uganda**

Why we need a National Coffee Policy

Coffee remains the leading commercial agricultural commodity and major foreign exchange earner accounting for nearly 20 percent of all exports by value during the past several years. In addition, nearly 1.5 million, mostly rural households (approximately 9 million people) depend on coffee related activities for their livelihood.

Previously, government policy on the subsector was contained in various

documents and implemented by different institutions. The National Coffee Policy has brought together several issues affecting the subsector into one document so that the Industry can grow and surpass its previous level as the leading producer of coffee in Africa and beyond.

Following the approval and launch of the National Coffee Policy, the subsector now has a clear instrument for guiding its development and growth.

What are the guiding principles for the National Coffee Policy?

The implementation of the policy will be guided by six principles:

- Coffee production, processing, marketing shall be undertaken by the private sector as individual farmers, farmer organizations and business companies.
- The sub sector shall operate under a liberalized market environment within the framework of a regulatory body.
- Coffee development services will be provided to all farmers with special emphasis on women and youth. Through farmer organizations, small holder farmers shall be empowered to participate at all stages of the coffee value chain.
- Small holder farmers shall, through farmer organizations, participate at all stages of the coffee value chain.
- Service delivery shall be guided by the needs of all actors in the value chain.
- Value addition shall be pursued at all stages of the coffee value chain.

What is the goal of the National Coffee Policy?

The goal of the National Coffee Policy is expressed in the vision and mission of the industry.

The vision is:



The mission is:



What are the objectives of the National Coffee Policy?

To realize the goal of the coffee industry, stakeholders will pursue seven key objectives in the medium to long-term. These include:

- **Coffee Production and Productivity**
- **Coffee Research**
- **Coffee Extension**
- **Coffee Farmers' Organisations**
- **Coffee Laws and Regulations**
- **Value Addition**
- **Domestic Coffee Consumption**

Coffee Production and Productivity



Photo: Manuel Diaz

Coffee - Banana enterprise: A rural woman tending to her coffee

Policy objective

Increased and sustainable production and yield at the farm level.

What we will do to achieve this objective

- Promote adoption of best agronomic practices at farm level.
- Encourage coffee production in new areas and expand acreage in traditional coffee areas.
- Promote the use of improved varieties.
- Improve pest and disease management.
- Improve the use of agro inputs in coffee production.
- Mainstream youth and women into the coffee value chain activities.
- Ensure environmental and biodiversity conservation is practiced in producing coffee.
- Promote the availability of water for production at farm level.
- Promote coffee farming as a business among small holder farmers.

Coffee Research



Tissue culture seedling

Photo: Vivek Bahukhandi



Photo: Vivek Bahukhandi

Tissue culture lab



Photo: Vivek Bahukhandi

Cup tasting: To match consumer taste

Policy objective

Establish a coffee research system that is responsive to the industry's needs.

What we will do to achieve this objective

- Set up a Coffee Research Institute as provided for in the National Agricultural Research Systems (NARS) Act.
- Put in place a Coffee Research Trust Fund to ensure sustainable financing of research activities.
- Strengthen the linkage between research, development and extension.

Coffee Extension



Photo: coffe africa

Coffee demonstration site: Extension worker trains farmers on Good Agricultural Practices

Policy objective

Support coffee specific extension within the unified/centralised delivery systems that meets the prevailing industry requirements.

What we will do to achieve this objective

- Support coffee-specific extension in every coffee producing district.
- Build capacity of coffee-specific extension service providers.
- Support farmer-led extension systems.
- Incorporate coffee extension into tertiary level education curriculum.

Coffee Farmers' Organisations



Photo: UCDA

Farmer group being trained on accessing market information using mobile phones

Policy objective

Support and strengthen coffee farmers' organisations to participate effectively in all the stages of the coffee value chain.

What we will do to achieve this objective

- Mobilize and sensitise farmers to form farmer organizations leading to formation of an Apex body that operates as a business unit.
- Support farmer organisations to participate at higher levels of the coffee value chain.

Coffee Laws and Regulations



Photo: Vivek Bahukhandi

Coffee Cupping: The tastes and aromas of brewed coffee being assessed at the UCDA laboratories at Lugogo



Photo: Vivek Bahukhandi

Different grades of Arabica in Uganda



Photo: Vivek Bahukhandi

Different grades of Robusta in Uganda

Policy objective

Develop and strengthen coffee laws and regulations at all stages of the coffee value chain.

What we will do to achieve this objective

- Amend and implement the revised National Coffee law.
- Amend and implement the revised Coffee Regulations.

Value Addition



Photo: Cafe Africa

Farmers participating in a wet processing demonstration at the farm level



Photo: Vivek Bahukhandi

Coffee roasting



Photo: Vivek Bahukhandi

Ugandan coffee brands

Policy objective

Promote value addition at all stages of the coffee value chain.

What we will do to achieve this objective

- Promote primary processing at farm level.
- Promote bulking and export grading at farm/farmers' organisation level.
- Support increased export of value added products.
- Promote and support coffee certification schemes.
- Support the establishment of an instant /soluble coffee factory.

Domestic Coffee Consumption



A barista making a coffee cappuccino

Photo: Vivek Bahukhandi



Photo: Vivek Bahukhandi

Roasted beans sold locally wrapped in banana fibre



Photo: Vivek Bahukhandi

Coffee drinker enjoying cappuccino

Policy objective

Promote domestic consumption of coffee.

What we will do to achieve this objective

- Create awareness on the benefits of coffee drinking among health professionals and consumers.
- Build the capacity of local roasters and brewers.
- Develop and institute standards and regulations for the internal marketing of coffee as a final product.

Implementing the National Coffee Policy

How will the policy be implemented?

The National Coffee Policy will be implemented through the National Coffee Strategy (NCS). The NCS shall elaborate interventions with clear

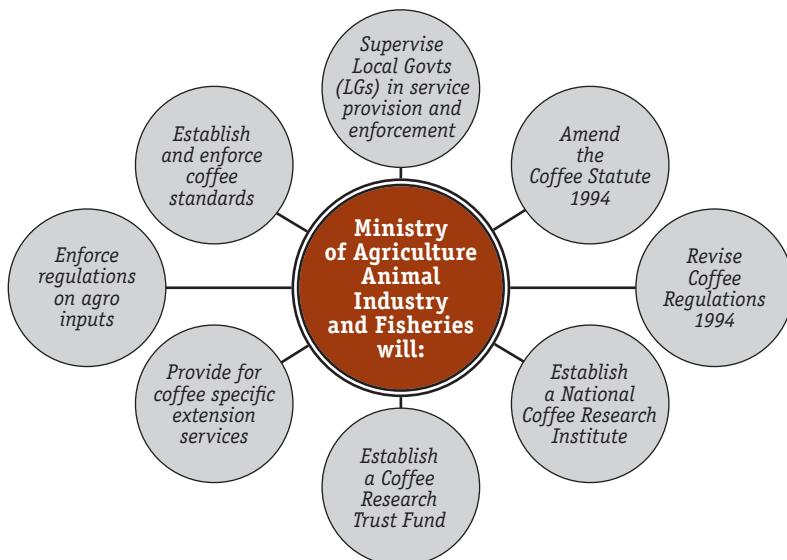
activities, performance indicators, implementation responsibilities and budgets.

Who will implement the policy?

The National Coffee Policy will be implemented by various stakeholders depending on their mandates and roles in the coffee value chain. These include:

- Government Ministries, Departments and Agencies;
- Local Governments;
- Private Sector Firms and Associations;
- Farmers and Farmers' Organizations;
- Development Partners;
- Academia.

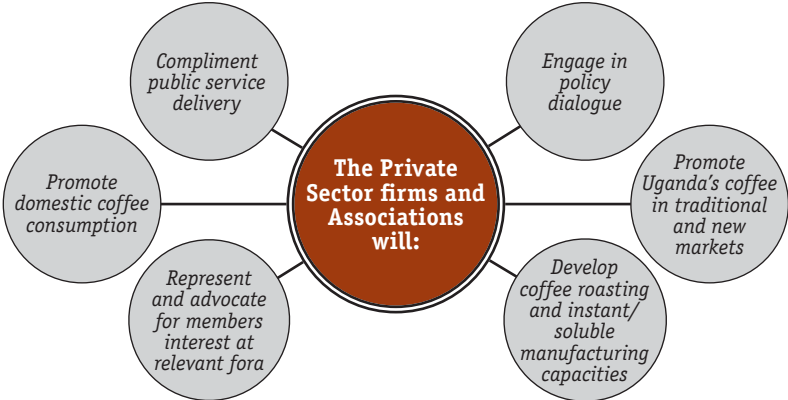
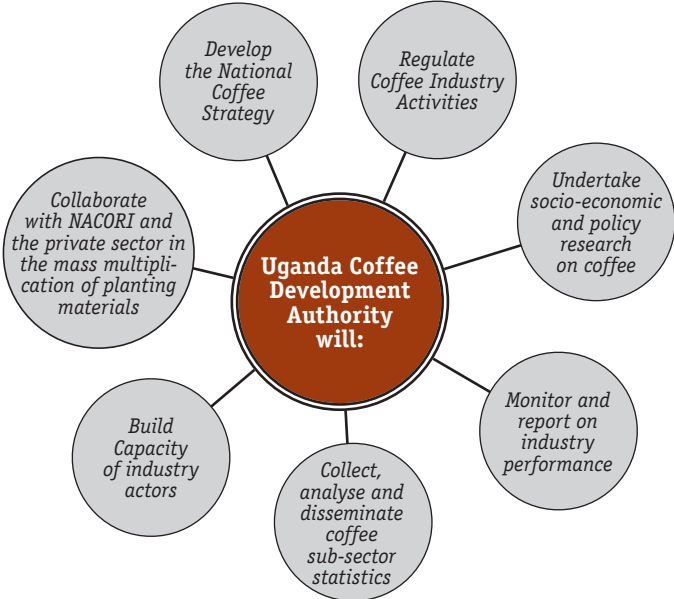
Specifically, the implementation responsibilities of the stakeholders are as follows:



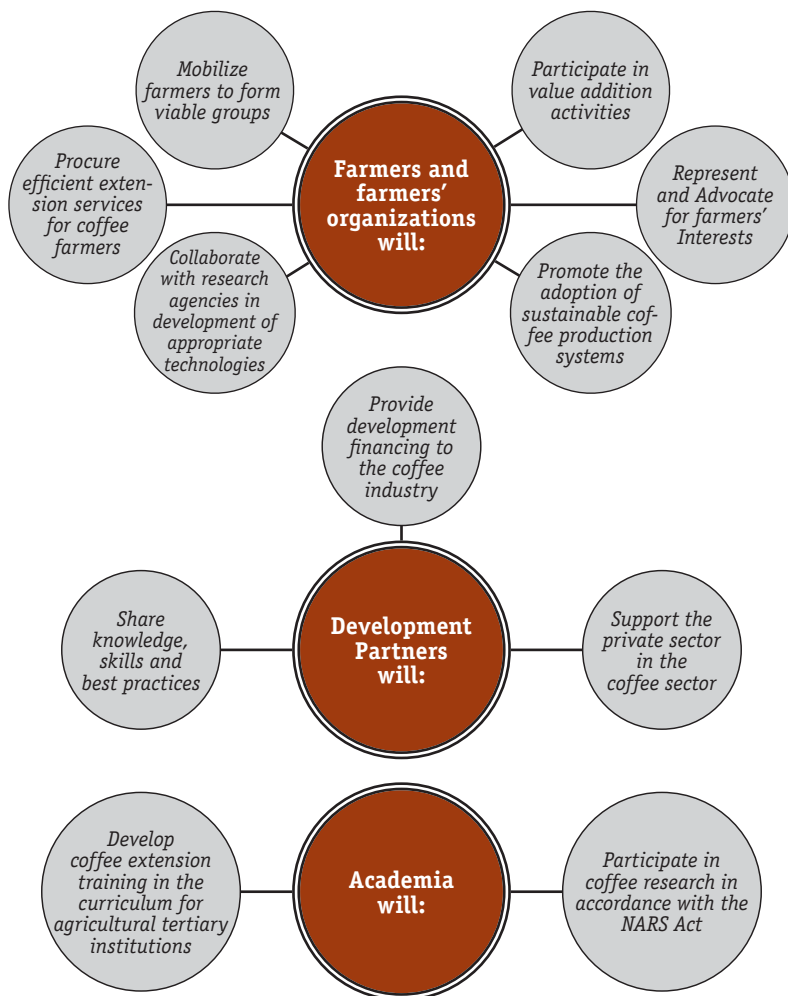
Implementation Responsibilities



Implementation Responsibilities



Implementation Responsibilities



How will we monitor progress?

The implementation of the National Coffee Policy will be monitored using the existing monitoring and evaluation system of UCDA in col-

laboration with industry stakeholders. The monitoring reports shall be shared with stakeholders during Review Meetings.



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