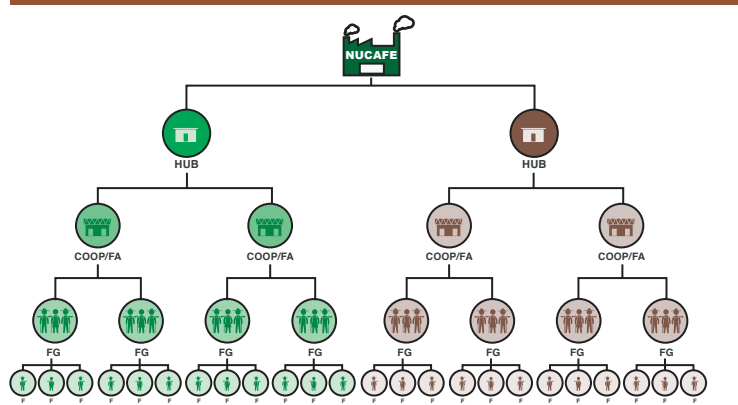




## NUCAFE OPERATIONAL STRUCTURE



### Market linkage service:

We facilitate linkage of high quality coffee from member organizations to high end markets (local and international) to create increased shared value to farmers.

### Production, productivity and quality Enhancement service:

Enable farmers to produce better quality coffee that meets global standards.

### Coffee Value Chain addition services:

We facilitate farmers' access to value adding services that include cleaning, drying, destoning, grading, color sorting, export handing, roasting, grinding, blending, branding and packaging.

### Access to financial services:

We create awareness of available financial services for farmers and farmer enterprises. We link farmers to financial institutions and builds capacity in managing and accessing finance.

### Attestation, Certification and Verification services:

We provide services to farmers that enable them to comply with international, regional and domestic coffee market standards for speciality market readiness and penetration. These include: The Farmer Ownership Model(FOM) standard, Fairtrade, Rainforest Alliance (UTZ), Organic Trade.

### Gender Equity Enhancement Service:

We improve livelihood of women, men and the youth coffee farmers in the households through increased productivity, quality and profitability of coffee derived from enhancing equity in decision making in the household.

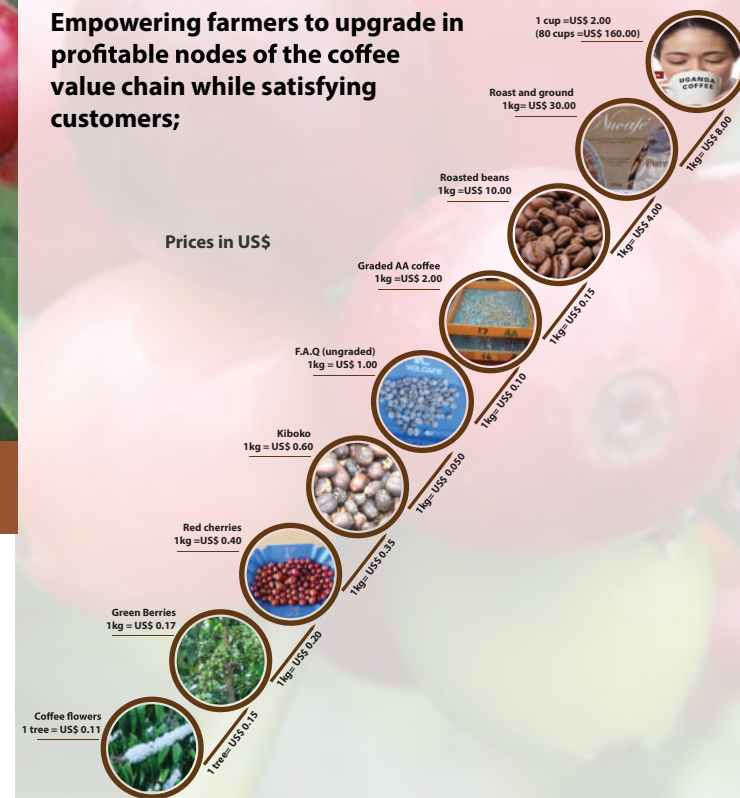
### Resilience building

NUCAFE relentlessly works to build resilience of farmers and farmer organizations in climate adaptation and mitigation practices along the entire coffee value chain.



## Facilitating investment in the coffee value chain

### Empowering farmers to upgrade in profitable nodes of the coffee value chain while satisfying customers;



Source: Joseph Nkandu, 2018

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## BACKGROUND

NUCAFE is the National Union of Coffee Agribusinesses and Farm Enterprises. It was founded in 2003 as a successor of the Uganda Coffee Farmers Association (UCFA). NUCAFE is social entrepreneurial organization and it is a non-profit company limited by guarantee without share capital. It is the umbrella organisation of coffee farmers in Uganda.

NUCAFE membership has grown to over 230 rural community based farmer associations and Cooperatives with over 2.0 million smallholder coffee farmers.

### Vision

Coffee farmers profitably own their coffee along the value chain for sustainable livelihoods, customer satisfaction and societal transformation.

### Social Mission

To establish a sustainable market driven system of coffee farmer enterprises and organizations which are empowered to increase farming household incomes and improved livelihoods through enhanced social entrepreneurship and innovation.

### Business and Development Model

NUCAFE is implementing a sustainable farmer-driven approach to better position the farmers within the coffee value chain as Masters of their own destiny. This is aimed at enhancing quality, and increased shared value to farmers. All these activities are implemented by using a Farmer Ownership Model.

## The NUCAFE Farmer Ownership Model.

Farmers and Farmer groups are encouraged to take on as many functions as possible within the coffee value chain in order to improve their shared value and power relations. With this model, NUCAFE empowers farmers with inputs and services that empower them to upgrade in the profitable nodes of the coffee value chain. Here, the role of the middleman is to render services that are paid for rather than buying raw material coffee from farmers. In case of coffee processing, the processed product can either go back to the farmer if the farmer has market or the processor can market the coffee for the farmer/farmer association.

The services that are paid for include: precleaning, sorting, grading, roasting, grinding, branding, packaging among others.



## OUR VALUES

- Professionalism
- Compassionate Leadership
- Creativity and Innovation
- Moral Integrity
- Social Entrepreneurial Culture.

## STRATEGIC OBJECTIVES

- Strengthen the organizational capacity of NUCAFE at the CAFE in deepening and up scaling the Farmer ownership Model.
- Empower member farmer Associations/cooperatives /enterprises towards self sufficiency.
- Develop a new generation of farmers that own coffee and are integrated in the profitable nodes of the coffee value chain.
- Influence policy to enable a conducive environment for farmers and other coffee value chain actors.



## NUCAFE SERVICE PORTFOLIO

- **Mobilization and Organisation of Coffee Farmers for Membership (Customer) Development;**  
Ensure good corporate governance and management for the growth of NUCAFE and its member organizations/enterprises.
- **Policy Advocacy for improving business environment;**  
Through lobby and advocacy, this service contributes to improvement of the business environment for the coffee farming business for increased productivity and profitability.