



Miller Center

for Social Entrepreneurship

Name of social enterprise: NUCAFE

Mission statement: To establish a sustainable market-driven system of coffee farmer enterprises and organizations, which are empowered to increase their household incomes through enhanced entrepreneurship and innovation.

Webpage: <http://www.nucafe.org/>

GSBI 2016 business plan presentation:

<https://www.youtube.com/watch?v=0OpzxnVk7mY>

Headquarters: Kampala, Uganda

Location(s) of research: Uganda

Impact to date:

- 200,051 farmers engaged
- 1,000,000 lives impacted
- Over 150 farmer associations ready for export

Background: The National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE) established a Farmer Ownership Model that builds the capacity of farmers to remain in charge of their own affairs and be responsible for their own actions but work in partnership with other stakeholders as facilitators. This model addresses the value gap between producers and traders. The global coffee revenue from 2005 to 2015 has oscillated between 70 –130 billion United States dollars. Uganda has only been able to get foreign exchange earnings of 162 – 450 million US dollars from raw forms of green coffee beans. To combat this value gap, farmers are organized into cooperatives, which work together to bulk their products and deliver them to a central hub. NUCAFE then facilitates further value addition and other business services, such as secondary processing and manufacturing, training, marketing, information dissemination and advocacy.

The challenge: NUCAFE seeks to certify their value chain, Farmer Ownership Model, and franchise the model to increase impact. The certification will focus on the social, economics of farming, and entire value chain not only environmental impacts. In order to scale effectively, certification benchmarks and criteria need to be created and digitized not just for coffee, but for a variety of agricultural commodities, such as cocoa and cassava.

Action research products needed:

1. Enhance value chain franchise processes. Help create systems and structures for repeatable processes, and propose more efficient steps to certification and marketing.
2. Digitization of scalable certification model, both narrative and financial, that are effective for a variety of agricultural commodities.

Student skills needed: financial modeling, market analysis, certification and business model knowledge, survey creation, social science analysis.

Keywords: smallholder agriculture, coffee production, value chain analysis, agriculture commodity analysis, agricultural cooperatives



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