



Miller Center

for Social Entrepreneurship

Name of social enterprise: NUCAFE (The National Union of Coffee Agribusinesses and Farm Enterprises)

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.nucale.org/>

GSBI 2016 business plan presentation:

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

Headquarters: Kampala, Uganda

Location(s) of research: Uganda

Background: The National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE) established a Farmer Ownership Model that builds the capacity of farmers to own their coffee through the value chain. This allows them to remain in charge of their own affairs and be responsible for their own actions but work in partnership with other stakeholders as facilitators. NUCAFE is a union of some 200+ local coffee coops, and is the leading coffee institution in Uganda. It advances its mission by teaching the Farmer Ownership Model, which economically empowers smallholder farmers, and helps them foster more sustainable and climate-smart agriculture. NUCAFE hosted Global Social Benefit Fellows in 2018 and 2019, and has participated in Miller Center's Scale Out program in 2019. In 2020, NUCAFE will provide an apprenticeship to Catholic Sisters to help them learn the Farmer Ownership Model for themselves, and local farmers. The Sisters will then launch their own coffee social enterprises, as part of the Sisters Blended Value Project (see below).

The challenge: To document, improve and communicate how NUCAFE is scaling its impact, including its partnership with Catholic Sisters.

Action research products needed:

1. A report that analyzes progress and obstacles encountered by the Sisters in their journey to learn the Farmer Ownership Model, share it with local coffee farmers, and launch their own coffee social enterprises. This will also make recommendations for continuous improvement.
2. Two videos that communicate the impact of NUCAFE on smallholder farmers through the Farmer Ownership Model. One video would communicate NUCAFE's model to impact investors, and another would explain its innovative collaboration with Catholic Sisters.

Student skills needed: Learning assessment, monitoring and evaluation, cross-cultural interviewing skills, sustainable agriculture, and excellence in writing.

Keywords: coffee value chain, social entrepreneurship, sustainable agriculture, coffee as a global commodity, farmer field schools, farmer training, scaling through partnerships.

Special features of this GSBF placement: The Sisters Blended Value Project provides formation and practical training for Catholic Sisters as they launch social enterprise initiatives in their local communities, and eventually transform their congregations into social enterprises. This project was initiated in August 2018 by the Association of Consecrated Women of Eastern and Central Africa (ACWECA), which represents 30,000 Catholic Sisters in ten English speaking countries. ACWECA requested Miller Center to provide the learning formation, and accompaniment, drawing from Miller Center’s methodology and our local social enterprise partners. Participating congregations identify a project team of three Sisters who participate in this project for a period of about two years. The first major component is the Enterprising Sisters Apprenticeship, which provides practical, hands-on training in business skills within a successful social enterprise business model for about eight months. The first apprenticeships were launched in November 2019, with two congregations each working with NUCAFE and Eggpreneur (See 2019 GSBF portfolios, to be posted January 2020). Sisters will learn how to replicate the elements of these successful social enterprises. In 2020, we will launch additional apprenticeships, and also provide the second major component of the project, an accelerator to support the Sisters as they engage in business planning and business model innovation to launch their own enterprises. These Sisters want to adopt social entrepreneurship for their service to the local poor, but also to sustain and renew their congregations, and thus, they chose the name “Sisters Blended Value Project.”



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