

GenX Guideline

How to support Generation Exchange
and Farm Succession in Agriculture



Imprint

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Definitions

GenX	GenX or Generational Exchange can be described as the process of farm succession from one generation to another.
GenX Process	The GenX Process was designed as a series of steps, namely workshops and coaching phases. The aim of the process is to build the capacity of farm owners and potential successors, the older and younger generation of farmers, for them to successfully, and peacefully, hand over, co-manage, and/or take over a farm.
Supporting Activities	The supporting activities are designed to prepare and accompany the GenX Process in a country or region. This includes a country or regional specific situation analysis, and a variety of awareness-raising and public relation activities to promote support for farmers in farm succession.
Farm Succession	Farm succession implies the transfer from one generation to the next, or from one owner to another. Farm succession could occur internally (within a family) or externally.
Implementing organisations	The organisation conducting the GenX Process is referred to as an “implementing organisation”. It may operate on its own or work in tandem with a development partner such as GIZ. An implementing organisation is a type of organisation with a mandate to support (youth) farmers through advice and capacity building, such as Farmers’ Organisations (FO), NGOs, community-based organisations or similar organisations.
Thematic fields	Three main thematic fields were identified, in which capacity is vital for successful farm succession. These main thematic fields are (1) the farm as a Business (or entrepreneurial aspects of the farm), (2) the field of Communication (or social aspects in the family and beyond) and (3) the field of Law (a wide range of legal aspects). Each thematic field is covered in the GenX Process by one or several modules.
Workshops	Workshops, in the context of the GenX Process, are 2-3 days sessions consisting of modules presented in this guideline.
Module	A module, in the context of the GenX Process, is a training entity covering one concise topic (i.e. ownership and land). It has a duration of 30 minutes to 6 hours depending on the topic. For every thematic field, several modules have been developed.
Ugandan pilot	The GenX Process was developed and first conducted in Uganda in a cooperation between AHA and the Young Farmers’ Organisation of Uganda (UNYFA) from March to December 2020. Experiences from this process are shared to enrich this guideline.

I. Introduction

i. Problem Analysis

More than two-thirds of the **African population are under 30 years old**¹. Most of them still live in rural areas despite migration to the cities. **Unemployment and Underemployment** determine the living conditions in urban as well as rural settings. However, in many African countries, **agriculture is overaged**². The reasons are a high level of manual labour, high risks, and income insecurity, which make entry into the **agricultural sector seemingly unattractive** for young people. Lack of access to finance and land exacerbates the problem³. However, with the rising demand for food, **agriculture can be a viable business**, a good source of income and employment for young people in Africa and worldwide, consequently resulting in food security and economic stability.

Family farming is the predominant form of food and agricultural production in both developed and developing countries, producing over 80 percent of the world's food in value terms. Given the multidimensional nature of family farming, farm and family, food production and living, farm ownership and work, traditional knowledge and innovative solutions, the past, present and future are - or should be - all deeply intertwined. Family farmers hold unique potential to become key agents of development strategies and sustainable and productive food systems.⁴

However, especially in the African context, **intra-family land conflicts** are a major problem for sustainable development and agricultural productivity. Often land lies fallow after the death of the older generation because an unmanageable community of heirs cannot agree on who cultivates the land and for whose profit. Many conflicts are triggered by unresolved inheritance disputes, often complicated by polygamous family relationships. Inheritance law, especially regarding girls, as well as the culturally-based obligations to divide land within the heirs, make it **difficult to hand over land and means of production**. If the land is divided over generations, the fields are soon too small to give sufficient yield for the young and the old. The transfer of farm, land, livestock and means of production in such cases only makes sense, if the quality of the land and the business model allows for an increase in production.

In several African countries, buying and/or renting land are not real options for young people because they **lack access to capital**⁵. In general, land markets are insufficient, especially in peri-urban regions with high demand. The lack of access to capital is mostly due to the absence of guarantees in the form of land titles. Local traditions often speak against alternative land tenure such as leasing. Without a **pension system**, the older generation is forced to generate their income until they reach old age. This results in decades, in which the younger people have to bridge income generation before they can become agriculturally active. Also, the older generation secures its pension through the continuous sale of small pieces of land. This makes it even more **difficult or impossible for the younger generation to inherit a plot big enough to sustain a livelihood**. For women, the situation is even more difficult given cultural biases and legal restrictions in inheritance, business creation, financial independence, and many more aspects. Finally, in many cases, parents do not want their children to face the same hard life in agriculture as they did. They want their investment in the education of the younger generation to bear fruit, whether in the form of employment or in "clean" economic activities, far from the daily reality of farming. There is **little imagination as to how more modern agriculture could produce bigger yields and lead to a better life**. Although the number of young,

¹

https://www.ifad.org/documents/38714170/39135332/17_Research_Age_Sex_web.pdf/34ebef51-79f5-4361-bd0e-cf139d6fafad

² <https://www.ifad.org/en/web/latest/blog/asset/41207683>

³ <http://www.fao.org/3/y6831e/y6831e-02.htm>

⁴ <http://www.fao.org/family-farming/detail/en/c/1195619/>

⁵ <http://www.fao.org/3/y6831e/y6831e-02.htm>

successful women and men in the agriculture business is growing, **role models** are still rare.

Several of the above-mentioned problems can be found in most African countries. However, numerous challenges are related to specific traditional rights and practices, policies, laws and economies, and therefore differ greatly between regions, countries, and cultures.

Nevertheless, there is an interest with both the older and younger generation to find win-win solutions. Numerous older farmers wish to hand over their farms, while finding solutions for their own livelihoods. And several young people, men and women, farmer's children and 'outsiders', have started identifying opportunities in modern agriculture.

ii. Rationale

If agriculture is to offer a future for both the old and the young generation, **better framework conditions must be created for the family farmers and their farms**. This includes a conducive environment for **farm succession to ensure that it is smooth and serves both generations** and all parties involved. In addition, **new models of management, including co-management** between the generations, are to be developed in order to create **sustainable prospects for family farming in Africa**.



Brian Ogolo

... was born and grew up in Kampala. He is 27 years old and has 8 brothers. When he realized his passion for agriculture, he decided to move back to the North of Uganda, where his father used to own a farm with 24 acres. However, his father left the village when he was 16 and handed the farm to his sister. When Brian returned, only a small part of it was still with his aunt while the rest was encroached by Brian's uncles. In a clan meeting he managed to convince them to give back most of it to his father. Not all his brothers supported him with this, since some were afraid of wrangles and witchcraft when asking for their father's land. After getting back his land, his father decided to give only half an acre to each of his sons. Seeing Brian's efforts, one of his uncles decided to make him his heir since he himself did not have a suitable in his own family. When his father returned to the village for a visit and saw Brian's work, he decided to let him manage his land and hand over full rights after his passing.

The farming families, young and old, must gain access to a wide range of **knowledge and support mechanisms** to overcome the multiple challenges of farm succession. **Tailor-made advisory services and the coaching of individuals and families** will help overcome conflicts, develop creative solutions, and solve multiple technical issues along the way. Intra-family farm transition as well as co-management models benefit both generations and are interesting approaches for youth to start farming. With these approaches, access to land becomes easier as financial investment is limited.

In several African countries, supporting services as well as innovative management models are rare. Family farmers are stuck with no way out of the complexity of challenges they face in making a transition from older to younger farmer generations. The experience in Germany over the past decades however show, that supporting farm succession is a key to the survival of family farming, a door-opener to the youth getting into farming, and a safety net for the older generation. Support services adapted to the situation of the farmers and complementary to existing general provisions, have proven an important element in fostering a positive development. We, the Andreas Hermes Akademie (AHA), together with the German Farmers Association (DBV), have gained extensive experience in accompanying farmers in their succession processes.

Inspired by the positive outcomes in Germany, we have developed this Guideline in cooperation with the GIZ Global Project Employment in Rural Areas with Focus on Youth, to help implementing organisations in African countries create the support services needed for farmers to successfully handing on their farms from one generation to the next.

Supporting farmers in their generational transition is a complex endeavour. It has many facets, needs the skilled accompaniment of trainers and coaches, requires the input of a variety of specialists, and takes time. For this reason, we did not create a simple series of trainings or workshops, but a process. This GenX Process can be used as described in this Guideline or adapted to your situation. The

Guideline will therefore also help you to assess the situation in your location and adapt the GenX Process according to context and beneficiaries.

If you choose to implement the GenX Process as given in the chapters below, we provide a detailed description of the standardised modules.

iii. This Guideline is Written for...

This Guideline is written for providers of advisory services in the agriculture sector. These can be farmers' organisations (FO), development partners like GIZ, NGOs, parastatals, or other organisations interested and mandated to support youth in agriculture. The process may also involve a combination of the above organisations. The Guideline in particular addresses **project owners and managers**, as well as the facilitators and coaches that conduct the trainings and accompany the families and individual farmers.

This Guideline is intended to be used by GIZ projects, NGOs parastatals or other organisations in cooperation with local implementing partners, in order to test and further adapt the GenX Process. The Guideline is a living document where experiences, lessons-learnt and good practice examples can be collected and added.

iv. Scope & Limitations

The development of the GenX Guideline benefitted from a body of knowledge and experience of Uganda and Germany. The process design is based on a methodology and years of implementation experience in Germany, which was adapted to the context of Uganda with a view to Sub-Saharan Africa in general.

In each country, each region, and each organisation, in which this Guideline shall be applied, the legal, economic, social, religious, and cultural situation of farmers varies. Therefore, each time the GenX Process is implemented in a new country or geographic context, there will be a need to adapt certain aspects to the national, local and individual circumstances. On the one hand, we tried to describe the GenX Process as concrete and detailed as possible. On the other hand, we described the process as generalised as possible to go beyond the specific country context.

v. Brief Reflection on the Genesis of the GenX Guideline

The **Andreas Hermes Akademie (AHA)**, the central capacity-building institution of the German farming sector, has ample experience in guiding farmers in their succession processes. AHA, therefore, was requested by the **GIZ Global Project on Employment in Rural Areas with a Focus on Youth** to develop a methodology to guide and support generation exchange and farm succession (including co-management) in agriculture as part of a larger GIZ initiative to improve rural livelihood and employment for youth.

The **GenX Guideline** was developed and piloted in Uganda together with the Young Farmers Federation of Uganda (UNYFA). UNYFA is a very active and ambitious youth organisation capable to organise and moderate such a process. It belongs to the Ugandan National Farmers' Federation (UNFFE), giving it access to both older and younger generations of farmers.

The Guideline was created in 2020. It was planned that AHA's international trainers would work alongside Ugandan trainers and experts for its development. The global Covid-19 pandemic hit Uganda and Germany simultaneously just before the first workshop started, so plans had to be rearranged. While the workshop content was developed jointly by German and Ugandan trainers and experts, the implementation and facilitation of the workshops was done by UNYFA, its trainers, experts, and coaches only.

II. How to Use this Guideline

i. Where to Find What?

The Guideline – Main document

This document introduces you to the GenX Process and gives some general background information. This includes:

- Key information to implement the GenX Process.
- Key information to tailor the GenX Process to your country/your region and to conduct it with the requisite partners, trainers, coaches, and experts.
- Brief references and lessons learned from the Ugandan pilot, which served to develop this Guideline.

If you are a project manager and/or the implementing organisation bound to set up the GenX Process, this will give you all the information you need.

The Guideline – Annexes:

In the Annexes, you will find more detailed information on how to conduct the GenX Process. This includes:

- Detailed session plans and handouts for all the workshops
- Reports and further narrative documents resulting from the Ugandan pilot.

Some documents are directly attached to the end of this document. However, most other documents can be accessed via the [AHA Intranet](#)⁶. Please log-in with the following access data:

Username: *GenX Guideline*

Password: *Annex2021*

If the access to the Intranet is not working, you also have the possibility to access the information through the [AHA website](#)⁷. All PDFs are openly accessible. All Word and PowerPoint documents are for implementers only and are password secured. If you want to implement the GenX Process in your country and need the password, please contact AHA (international@andreas-hermes-akademie.de).

The following documents can be accessed via the [AHA Intranet](#):

- Session Plan Assessment Workshop
- Session Plan Consultation Workshop I
- Session Plan Consultation Workshop II
- Session Plan Consultation Workshop III
- All Session Plans thematically sorted
- Handout Consultation Workshop I
- Handout Consultation Workshop II
- Handout Consultation Workshop III

Examples Uganda:

- Data Collection Report GenX Uganda
- Desk Study Situation Analysis GenX Uganda
- Sensitisation Concept GenX Uganda
- GenX Questionnaire Kobo Toolbox

⁶ <https://intranet.andreas-hermes-akademie.de/login>

⁷ <https://www.andreas-hermes-akademie.de/en/downloads/>

- Photo Report Assessment Workshop
- Report Assessment Workshop
- Photo Report Consultation Workshop I
- Report Consultation Workshop I
- Photo Report Consultation Workshop II
- Report Consultation Workshop II
- Photo Report Consultation Workshop III (final)
- Report Consultation Workshop III (final)
- E-Flyer GenX Uganda

ii. Tailoring GenX to Your Situation

The challenges in creating sustainable farm successions are omnipresent on the African continent and the world over. When approaching the topic in workshops, some tools and methods such as a SWOT analysis or communication trainings are generally applicable and relevant. However, some topics are specific to the context and cannot be approached through standard training elements. Land rights or inheritance laws and traditions, for example, are different everywhere. Thus, the GenX Process cannot be designed as 'one size fits all'. Some elements need to be adapted to respond to the local situation and needs. It also depends a lot on the project context, partner structure, scope of beneficiaries and available time and human as well as financial resources. This adaptation, or 'tailoring', is explained in more detail in this Guideline and will be explained in the appropriate chapters.

III. Brief Summary

Title	GenX: How to Support Generation Exchange and Farm Succession in Agriculture
Location	Applicable globally but with a focus on Sub-Saharan Africa. The Process is conducted at local level.
Aims & Objectives	The GenX Process aims to support farmers of the younger and older generation in finding ways to co-manage and/or hand over their farms from one generation to the next, while keeping in mind social, legal and economic aspects of both generations.
Expected Impact	<p>The expected impact of guiding farmers in handing over, taking over and/or co-managing a farm is:</p> <ul style="list-style-type: none"> → That more young farmers in Africa gain access to land and successfully manage farms, either together with the older generation, or after regular takeovers within families or across family ties, making them less reliant on inheritance. → That young and older farmers have a secure livelihood. → That more and diverse prospects for rural youth are created. → That African farmers' organisations and other implementing organisations can successfully advise and accompany farmers in this great challenge and offer their members and constituencies added value. → That there are examples of successful land and farm succession in the local community.
Beneficiaries	<p>The beneficiaries of the GenX Process are (small- and medium-scale) farmers of different generations with the potential to transfer, take over or jointly manage land and/or farms. These are not particular to individuals, but also entire families of all types and sizes, married couples, siblings, or other relatives. In the African context, polygamous family relationships must also be considered. The GenX Process can play a role in supporting unrelated individuals and families who are interested in handing over or taking over land and farms or in jointly managing them.</p> <p>20 participants may translate into 20-40 extended families (or app. 100 – 500 people) as beneficiaries touched by the process.</p>
Target / Participants	A group of participants should generally consist of approx. 20 people, as a balanced mix of farmers from the older and younger generation (not necessarily of the same family), women and men, individuals or small groups (for example family representatives of each generation).
Key Steps	<p>GenX Process</p> <ul style="list-style-type: none"> → Selection of Participants → Consultation Workshops (3-4) → Coaching Phases (between Consultation Workshops)

Supportive Activities:

- Country Specific Situation Analysis
- Assessment Workshop
- Sensitisation Activities
- High-Level Event

Duration

We propose to conduct the process over a period of **approx. 6 (-8) months** from inception to evaluation. This will allow the participants to actively implement their own generational transition process alongside the workshops accompanied by coaching sessions.

When conducting the GenX Process for the first time in your region/country, you should plan for 12 months, including a preparatory phase and a closing event.

Implementing Organisation

The more an organisation fulfills the following conditions, the better our chances for a successful GenX Process and the sustainable realisation of participants' farm succession

It is advised that the organisation ...

- Is well respected in the target geographic area
- Is well-connected to the target groups
- Is well-informed, has access to relevant skills and knowledge, which allows for appropriate implementation, including contacts to legal and business experts as well as governmental institutions
- Has access to a broad network and resource base, from which to gather the data, identify stakeholders
- Has access to and is trusted by both older and younger generations of farmers and has a base of members or a constituency in need of this type of support. The range of applicants from which to select the participants needs to be wide enough to ensure that the participants form a well-balanced group (successors/owners, men/women, different villages, etc.)
- Has access to trainers, experts and coaches, who are capable to use this guideline and create a tailor-made GenX Process, including adapted, location-specific workshops
- Is capable to use the GenX experience and develop a business model for a sustainable advisory service to support its members/constituency in farm succession.

Planning considerations

When planning a GenX Process, you should reflect on the following aspects:

- If it is the first GenX Process, allow for the time to adjust the standard structure of the GenX Process to your country.
- Set up the Process in such a way that it can be further developed into a paid service of the implementing organisation. Find solutions to sustainably finance the service. Do you have sponsors? Can you expect participants to contribute?

Approximation regarding

- Management and administration
- Trainers, coaches and expert
- Activities

Recurring expenses: The GenX Process	One time investment: GenX module tailoring	Supporting Activities
<p>(project setup, identifying 20 participants, conducting 3 workshops in a central location, managing coaching sessions, logistics, administration, accounting, etc.):</p> <ul style="list-style-type: none"> → 1 Project Manager (PM), 15-20 days → 1 Social Media Person (SM), 12 days → 1 Accountant (AC), 5 days → 2 Coaches, each 25-30 days → 1 Lead Trainer/Facilitator, 15 days → 2-3 Experts, each 15 days, this means at least: <ul style="list-style-type: none"> ○ 1 business expert ○ 1 legal expert (areas of expertise include land, inheritance, family law, business law, tax laws, etc.) these may be practitioners, government representatives and or experts from universities. ○ 1 communication expert (consider choosing the Lead Trainer in such a way that he/she may have the skills to also serve as communication expert) <p>Experts are sourced from institutions such as law firms, universities and other institutions for law and business, tax authorities, mediators, etc. Depending on their source, they may demand a full fee, reduced fee, or even just covering of expenses.</p>	<p>adapting 5 modules to a new country):</p> <ul style="list-style-type: none"> → 1 Project Manager, 1 days → 1 Lead Trainer/Facilitator 1-2 days → Experts in total 2-3 days 	<p>(detailed resources listed in chapter 3)</p> <ul style="list-style-type: none"> → Country Specific Situation Analysis: Cost vary according to selected activities. → Assessment Workshop: 3 days, central location, prominent venue, 25 participants including government officials, various resource persons including famers, experts, trainers and coaches. → Sensitisation Activities: Cost vary according to activities. <p>High-Level Event: 1-day event with high level participation, including 20 participants of GenX Process, minister, donors, press, etc.</p>

Cost vs. benefit

The GenX Process, once tested and established in an organisation, can be rolled out regularly with new groups, overlapping in time. A capable organisation may start with approximately three to six Processes in a year with 20 participants each. Given the duration of six months, six Processes will be completed in 1,5 years.

Each group of 20 participants might translate into 20-40 extended families (or app. 100 – 500 people) touched by the Process. The real benefit, however, is not in the numbers but rather in the successful access of a young farmer to land and the possibility, to create his or her successful farming enterprise. If young participants with promising business ideas are selected, chances are high that they will move on to employ staff on their farm, generate business opportunities for local transport, storage, value addition, and sales. He or she may use machinery, buy inputs, and use local services to thrive. The local rural economy, as well as nutrition security, will grow. On the other hand, a successful farm succession process will leave the older generation with a safety net against poverty and a chance of a secure third age.

The investment in the supporting activities as well as the tailoring of the GenX Process for any new country or region, will most likely require financial support. It is rather unlikely that a local farmers' organisation can manage these costs out of their pocket. However, once established, the GenX Process can eventually be run as an in-house advisory service of a good farmers' organisation, with limited funds from outside or even as a self-sustaining activity. To allow for both an efficient process and longer-term sustainability, it is crucial to include cost-benefit considerations from the beginning.

IV. The GenX Guideline

1. The GenX Process

1.1. General Structure

The GenX Process consists of a series of three to four workshops conducted with a group of approximately 20 participants. Between the workshops, there are phases, during which the participants apply the learning in their own farm succession processes. During these phases, coaching support is offered to the participants individually. Also, participants exchange in peer-to-peer learning and support. Therefore, for the GenX Process to be successful, the group of participants must be well selected. Peer-to-peer learning and support is a crucial element for long-term impact.

→ **Step A:** Selection of Participants

... to ensure a diverse group for the best possible outcome of the Process.

→ **Step B:** Consultation Workshops

... to build the capacity of the participants.

→ **Step C:** Coaching Phases

... to accompany the participants, as individuals, generational pairs, groups or families, in conducting their own farm succession process.

GenX Process



Figure 1: The GenX Process

The **Supporting Activities** describe a range of steps to be conducted to prepare the Process, raise awareness for the need to help farmers in their succession processes, and create a demand (and awareness) amongst the farming community to access the support. They also include some events, which help to mobilise funds and expert support to help as many farmers as possible in their farm succession.

Where the GenX Process is introduced in a country for the first time, some of the below Support Activities help to create a strong foundation. Some of those activities may only need to be conducted once (such as the country-specific situation analysis) while some may need to be repeated (for example the sensitisation activities) to support consecutive GenX Processes.

→ **Step 1:** Country Specific Situation Analysis

... to create a body of knowledge and local experience from which to draw in the workshops and coaching sessions. The situation analysis consists of various activities such as a desk study, and/or a survey, and the collection of local best practices/experiences.

→ **Step 2:** Assessment Workshop

... to identify and assess the demand and supply side of knowledge, experience, and expertise in all aspects relevant to farm succession. It is realised with the involvement of members of the target group. The assessment workshop also serves to bring into one room potential participants, trainers, experts, and other resource persons.

→ **Step 3: Sensitisation Activities**

... to create general awareness around the topic of farm succession, to motivate farmers to seek support and apply for the GenX Process, and to motivate potential donors to support farm succession processes.

→ **Step 4: High-Level Event**

... to advocate for a conducive environment and framework conditions to enable successful farm succession, and (again), to find further funding sources for the implementation of several more GenX Processes.

Supporting Activities



Figure 2: Supporting Activities

1.2. Key Success Factors

When starting a GenX Process in a new country, it is advised to spend some time and money on good preparation. This will ensure that the Process is adapted to the specific legal, cultural, and economic circumstances in your country or region. Thorough preparation constitutes an investment, it will create the basis for the implementation of high-quality, smooth running GenX Processes in your country/region and thus constitute real support for the farmer participants to find good, individual solutions for their farm succession challenges.

Preparation

The preparation of a successful GenX Process in a new country/region, should ideally include:

- The identification of a competent organisation, including a qualified lead trainer, is crucial for the professional tailoring and implementation of the Process. See also below: “Working with an Implementing Organisation”
- The country specific situation analysis and collection of local best practices (experiences of farm succession cases) creates the knowledge basis for the tailoring of the consultation workshops.
- The assessment workshop can also be useful to better understand the local situation, existing advisory services and expertise in all aspects relevant to farm succession and speed up the tailoring process.

Lessons learned from Uganda

In the case of Uganda, the selection of UNYFA as implementing organisation was based on the reflection that UNYFA is a member of the Uganda National Farmers Federation (UNFFE). This gives access to experts, trainer-coaches and participants of the younger and older generation.

UNYFA is a very active and ambitious organisation. It was founded in 2017 and today has about 30,000 young farmers as members. It is well organized at national level as well as in a regional structure, so that farmers of different ages could be directly addressed and reached via a district association.

→ Sensitisation activities will help you promote the approach to the target groups and identify potential participants. In order to develop a continuous demand for the service, first round participants need to be well selected. Give yourself the benefit of choosing “easy” cases. This allows you to practice and learn while still achieving good results with the initial participants. Therefore, broad sensitisation activities that make people aware of GenX and mobilize interested potential participants are important.

If you want to be quick or have limited funds, make sure to read the sections on the supporting activities to learn about the objectives and expected results. Try to consider

how you can achieve these results in different way and be aware that exchange with target groups, as realised in the assessment workshop and the sensitisation activities is providing you not only with valuable “real-life” learning of the target group’s situation. Understanding their thinking and language also helps a lot for adjusting the GenX Process.

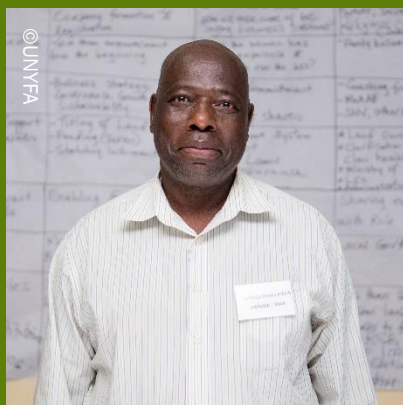
Adaptation

The Consultation Workshops need to be adapted to the cultural, economic and legal situation of your country or region. Only if the information is based on the local situation, the advice given will be relevant to your participants and their specific challenges. The description of [Step B Consultation Workshops](#) guides you in the adaptation process. If you find the need to further add elements to cover the specificities of your location, the GenX Process is open and flexible to these additions.

Realisation and Learning

Dealing with the target group and the individual participants, experiencing the thousands of varying constellations and situations, is a very **rich learning process**. Be sure to take advantage of this by staying attentive during the GenX Process implementation, collecting the learnings from each event and each batch. Ask the trainers after each Process to contribute to the improvement, ideally in a structured approach. This includes all phases of the Process, as well as the organisational aspects.

Patrick Delba Kirya



... is an herb and fruit farmer for already 17 years. Although he always wanted to escape farming, after several years of working abroad he decided to buy land and return to farming. He has two children of his own, who are not really interested in farming. He also raised his sister’s child living with him on the farm. Regarding farm succession, he feels not well prepared but currently he still counts on his wife who is living and maintaining the farm with him. He is convinced that she will be able to continue in case of his death.

Since his children lack interest in farming, he is considering bringing other employees as co-managers or partners to the farm and thus planning farm succession with them. By gaining higher profits from farming, he still sees an opportunity to convince his own children to work in the agricultural sector.

1.3. Working with an Implementing Organisation

In many cases, GenX may be introduced in the context of a development project. Experience shows, that when funding is coming from external sources for a limited time, good results risk not being sustainable. So, the question is: Who is best suited to conduct a GenX Process? This is an important question to answer if the GenX Process shall have a continuously positive impact on the family farms in your region. Given that the GenX Process should be a service provided to the farming communities of a country or region in the long term, it is helpful to choose a local implementation organisation with the mandate and capacity to become a long-term provider of effective GenX Processes.

The GenX implementing organisation should ideally answer to the following criteria:

- Be trusted in the farming community and understand the farmers' challenges.
- Have access to a broad network and resource base, from which to gather the data, identify stakeholders and resource persons, including legal and business experts as well as governmental institutions.
- Have access to and be trusted by both the older and younger generation of farmers. Ideally have a base of members or a constituency from which to select a diverse range of participants (successors/owners or small-scale/medium-scale farmers).
- Have access to trainers and coaches, who are capable to use this guideline, including adaptation of some modules to the local situation.
- Be capable to use the GenX experience and develop a business model for a sustainable advisory service to support its members/constituency in farm succession.

The organisation also needs a certain level of maturity and professional staff to implement the GenX Process and have an interest in utilising the GenX Process beyond the donor-funded project period.

Resources

The implementing organisation will be responsible for the planning, budgeting, implementation, documentation and evaluation of the GenX Process. It is, therefore, necessary for the organisation to have a small team of dedicated paid staff.

The team should include, for the duration of the project, a **project manager** (part-time), backed up by a **finance officer** (part-time) and some internal logistical support to deal with all administrative aspects of workshops and other activities.

One qualified **lead trainer** (staff or free-lance) for the planning, adaptation and implementation of the workshops is required to join the team for the entire project duration. He/she will work together with 2-3 coaches (staff or freelance). They assist in the workshops, build trust with the participants and accompany individuals and families in going through their own farm succession process.

Some **2-3 experts** (law, business, etc.) will join the team for some of the steps on a daily-rate basis.

Awareness-raising is crucial for the future of farm succession, and also serves as the invitation of farmer-participants to apply. Therefore, a **social media person** is an excellent addition to the team. He/she will be responsible to spread the information on farm succession.

Human Resources	Quantity	Time needed per batch
Project Manager	1	15-20 days
Social Media Person	1	12 days
Finance Manager	1	5 days
Local Coaches	3	25-30 days
Local Lead Trainer	1	15 days
Local Experts	2	15 days

Figure 3: Resources for the GenX Process (Uganda Example)

Human Resources	Quantity	Time needed per country
Project Manager	1	10-20 days ⁸
Social Media Person	1	5-10 days
Finance Manager	1	3 days
Local Coaches	2	3 days
Local Lead Trainer	1	10 days
Local Experts	2	10 days

Figure 4: Resources for Supporting Activities (Uganda Example)

Estimated figures are based on the pilot project. For the GenX Process (see Figure 3 above), the figures include the participant selection, three consultative workshops and the intermediate two coaching phases.

For the supporting activities (see Figure 4 above), the Uganda example includes the Country-specific situation analysis, the assessment workshop and one round of sensitisation activities (for details see below).

Women and Farm Succession

In most African countries, land rights are generally owned by men or kinship groups controlled by men. Women's access to land is mainly given through a male relative, usually the father or husband. Women are routinely required to turn over the proceeds of land sales to a man and have little say in how these proceeds are spent. For example, unmarried women have access to their fathers' land, but lose it when getting married. This happens based on the assumption that they can access their husbands' land. However, when the husband passes away, his land gets transferred to sons or other male relatives within the family, rather than to his wife. Many women are unaware of their legal rights to inherit or claim their "rightful" property. This heavily impacts women's prospects to own and manage farms in their own right.

In April 2017, the African Union (AU) endorsed the Pan-African Women's Charter on Land. This endorsement, while not binding, gives rural women legal recognition and serves as a step towards more inclusive land laws. Coupled with the 2016 AU pledge to ensure that women make up 30% of landowners by 2025, this action shows that the AU recognizes the plight of rural women and intends to direct more attention to their issues.

Sources: <https://www.un.org/africarenewal/magazine/april-2008/women-struggle-secure-land-rights> and <https://www.lowyinstitute.org/the-interpretor/india-and-africa-women-farmers-need-land-rights>

⁸ Depending on data availability

GenX Process

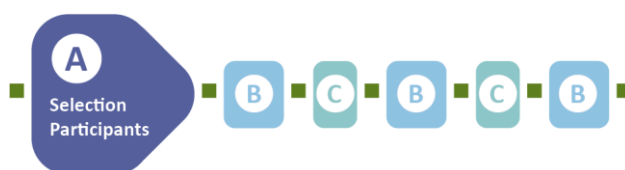


2. GenX Process Implementation Steps

In this chapter, each step of the GenX Process is described in detail, including the aim, methodology, and resources needed for implementation. For each activity, more detailed material is provided on the [AHA Intranet](#).

We suggest keeping in mind the advantage of implementing also the Supporting Activities ([Chapter 3](#)), if time and budgets allow. They are key factors for sustainable success.

2.1. Step A: Selection of Participants



Aim

The selection aims to identify a group of participants who will genuinely benefit from the in-depth GenX Process. The group shall amplify the learning process through good group dynamics, and a diversity of experiences and perspectives. A key element of success is for the participants to open up, trust each other, and speak freely about their experiences and challenges.

Methodology

The GenX Process is conducted in groups of approximately 20 participants, all of whom plan to, or are already actively involved in a farm succession process.

Identifying farmers who need the GenX Process may not be easy at first as farmers are not used to thinking of their problems as something to either talk about or seek help for. Therefore, it may be advised to conduct some sensitisation activities in the target region or even a wider-reaching awareness campaign (see [Step 3](#) 'Sensitisation Activities').

Where a farmer-based organisation is conducting the Process (see also [chapter 1.3](#) 'Working with an Implementing Organisation'), farmers may be invited to apply through existing communication channels.

Communication tools such as USSD systems, local radio, social media or the internet may be used for the promotion. Applications are best done on paper or through the phone, but where possible internet or social media may also serve the cause. An example of an application form can be found in [Annex 1](#).

Key selection criteria for the group of participants are:

- Ensure the group includes approximately 50:50 farm owners and successors. Participants may apply as young/old couples or individually. The important aspect is to have the farm owners and successors so that they can learn to understand each



other. The idea is not to have a matchmaking, but rather an individual analysis of each participant's situation. Participants have either already started the process of farm succession or are planning to do so.

- Ensure a balanced proportion of women and men is present in the group. This is of high importance as a gender balance leads to better group dynamics and offers more diverse perspectives, leading to a better understanding of different positions. Additionally, women face a range of additional challenges in the process of farm succession and the farming business in general.
- Ensure participants originate from different regions/that do not know each other in order for them to open up and speak more freely (if your neighbour is in the room, people may prefer to stay mute).
- Among the young farmers, select those who wish to conduct market-oriented (family-) farming. Handing over a farm to a new generation of subsistence farmers is not considered sustainable.
- Ensure that the young participants have the spirit and basic education that will allow them to build and manage a farm.
- The older generation participants must have a farm to hand over and a willingness to find solutions for the future of their farm. Thus, focus on an older generation with a capacity for an open mind.

Lessons learned from Uganda

In Uganda, participants were selected as follows: 3 participants were identified during the Assessment Workshop; 6 participants were proposed by partner organisations of UNYFA; 10 participants were selected through an online application process.

The online application form (see Annex 1) included personal details like name, age, contact and farm location. Details about the farm were required like farm size, value chain, and ownership. Furthermore, applications needed to include a description of the motivation why he/she intended to take part in the GenX Process. Among the 15 participants of the workshops, 5 were women and 10 men with an age bracket between 26 and 60 years. 9 were farm owners and 6 farm successors.

All applicants should be interviewed during the application process. The commitment of an applicant is crucial for a successful process. He/she will be engaged for several months and should aim to conduct a farm succession process in his/her own life. If this real succession process can already be conducted alongside the GenX Process the participants can fully benefit from the coaching.

It is recommended to charge a small fee to the participants to increase their commitment.

If an Assessment Workshop is conducted (see [Step 2](#)), this workshop can be used as an additional platform to identify participants.

Resources

The project manager, together with the lead trainer and one or two additional resource persons with a sound level of interpersonal skills and experience of the farming community will conduct the selection process. The key resources are time, a keen interest in the farmers, and curiosity for their problems relating to farm succession. When talking to potential participants, good communication skills are vital to understand if the GenX Process is the right choice for any given applicant. Finally, the people charged with the selection need an ability to envisage the formation of a group with potentially good group dynamics.

Lessons learned from Uganda

In the Ugandan context, women are vulnerable to losing their property and rights to inheritance upon succession unless the owner has left a clear and valid will incontestable in court or by culture. Land ownership is also a contentious and complex matter in Uganda. The country has a variety of ways land is owned as well as for the rights to use and to accrue farmland. These again, however, are vulnerable upon succession if not formalised by registration and title.

2.2. Step B: Consultation Workshops



Aim

The Consultation Workshops are the main capacity building block in the GenX Process. They help the participating farmers gain the skills and knowledge and prepare themselves and their families for the farm succession. They offer relevant content, context, and practical learning opportunities. The workshops revolve around three key thematic fields of farm succession, which are:

- *Business* (or entrepreneurial aspects of the farm),
- *Communication* (or social aspects in the family and beyond) with a focus on the interaction between the generations).
- *Law* (including a wide range of legal aspects).

Cultural and religious aspects are crosscutting and surface, where relevant, in all three thematic fields.

The Consultation Workshops also aims to promote the cooperation and exchange between the participants for future peer-to-peer exchanges.

The final Consultation Workshop is aiming to complete the knowledge building and to evaluate the process by giving all participants the opportunity for feedback.

Methodology

The GenX Process generally includes **three Consultation Workshops**. These are interactive sessions with presentations, group work, joint exercises, and other standard training methods. They consist of thematic modules, opening- and closing sessions, as well as a feedback and evaluation round on the final day.

The thematic modules focus on knowledge and soft skills in the thematic fields mentioned above. They concern the farm as an enterprise ('business'), the communication within the family ('communication') and a range of legal aspects from inheritance to landownership ('law').

The workshops are paired with the Coaching Phases, during which the participants will start implementing their own succession process and apply the knowledge, skills, and networks gained during the workshops. In this, they will be accompanied and supported by coaches (see [Step C](#)).



At the end of the GenX Process, participants should have developed their individual farm succession plan. This plan should consist of a checklist of steps to be undertaken, including some milestones to be achieved along the way. It should be developed jointly and agreed upon, to support the owners and successors to successfully finalise the farm succession initiated during the GenX Process. Some guiding aspects, which this plan should include, can be found in Annex 2.

Practical consideration: In order to ensure participants have the time to follow the workshops and engage in their own farm succession process, plan according to crop cycles.

Workshop Schedules: Standard Structure




















The standard structure of the Consultation Workshops consists of 17 thematic modules in 3 days, plus opening- and closing sessions, as well as an evaluation on the final day of the last workshop. The modules vary in length, ranging between 60 and 360 minutes (with breaks in between).

Keeping in mind the need for the participants to travel to and from the workshop location, the programme of each workshop starts at 9:30 am, and closes on day three at 3 pm. Each day starts with a brief opening session and ends with a closing session. After each lunch break, a short refresher is introduced to keep the participants motivated. Depending on the context, prayers may be culturally appropriate at certain times.

We pay a lot of attention to the dynamics in a group. Therefore, a lot of time is invested in the initial phase of coming together and getting to know each other. With interactive methods, an initial mobilization to speak up, a conducive atmosphere and sensitive trainers, everyone is mobilised to contribute actively to the whole process.



















All Handouts and Session Plans are shared on the [AHA Intranet](#). Additionally, some reports from the Ugandan workshops can also be accessed there.

a) Consultation Workshop 1

Time	Day 1	Day 2	Day 3
9:00 - 10:30	Arrival	 3 Opening of the day (10')	 3 Opening of the day (10')
	 1 Workshop Opening	 4 Farm succession aspects	 3 Business ownership & registration
	 1 Importance of farm succession		
	tea	tea	tea
11:00 - 12:30	 1 Active listening	 1 Ownership & land	 3 Business ownership & registration
	lunch	lunch	lunch
13:30 - 15:00	 5 Activation	 5 Activation	 5 Activation
	 2 Farm Profile – current situation	 2 Mindset and comprehension	 2 Workshop Closing
	tea	tea	tea
15:30 - 17:00	 3 Farm Profile – SWOT Analysis	 2 Family and marital status	
	 4 Closing of the day (10')	 4 Closing of the day (10')	

-  Thematic Module: Business Aspects
-  Thematic Module: Communication
-  Thematic Module: Law and Legal Aspects
-  Planning and Motivation Module

b) Consultation Workshop 2

Time	Day 1	Day 2	Day 3
9:00 - 10:30	Arrival	 3 Opening of the day (10')	 3 Opening of the day (10')
		 4 Last will and inheritance laws	 3 Roles and responsibility
			 4 Communication in official, clan and family meetings
	tea	tea	tea
11:00 - 12:30	 1 Workshop Opening	 4 Last will and inheritance laws	 7 Goals and next steps
	lunch	lunch	lunch
13:30 - 15:00	 5 Activation	 5 Activation	 5 Activation
	 5 Profitability and farm value	 4 Last will and inheritance laws	 2 Workshop Closing
	tea	tea	tea
15:30 - 17:00	 6 Record keeping accountancy	 3 Roles and responsibility	
	 4 Closing of the day (10')	 4 Closing of the day (10')	

c) Consultation Workshop 3 and Closing Event

Time	Day 1	Day 2	Day 3
9:00 - 10:30	Arrival	3 Opening of the day (10')	3 Opening of the day (10')
	1 Workshop Opening		
	tea	tea	tea
11:00 - 12:30	3 Refresher C.3		6 Feedback&Evaluation
	6 Refresher B.6		
	lunch	lunch	lunch
13:30 - 15:00	5 Activation	5 Activation	5 Activation
	8 Finance and investments		
	9 Insurance		
	tea	tea	tea
15:30 - 17:00	7 Goals and next steps	4 Closing of the day (10')	
	4 Closing of the day (10')		

Figure 5: Standard Structure of Consultation Workshops

In the design of the final workshop, we have left some space for additional modules as well as for feedback and evaluation. Given the aim for the participants to form a group, which in the future also acts as peer-to-peer support for each other, this final workshop is crucial also as last opportunity for bonding. It is therefore good to give ample room for the participants to raise final questions for clarification and confirm the required steps and actions towards attaining their goals for an effective farm succession.

The feedback and evaluation module on the last day is designed to collect feedback on each component of the Consultation Workshops. This includes the organisational components, the modules, the quality of content and the delivery of materials.



The Modules

The following modules were designed based on AHAs previous experience in accompanying farm succession in Germany, as well as the Ugandan pilot, including desk-top research, and findings of the assessment workshop.





Thematic Modules for Consultation Workshops									
 Business Aspects	1	2	3	4	5	6	7	8	9
	Importance of farm succession (70') ↔	Farm profile – current situation (100') ↔	Farm profile – SWOT analysis (150') ↔	Farm succession aspects (90') ↔	Profitability and farm value (190-240') ↔	Record keeping accountancy (180') ↔	Goals and next steps (120') ↔	Finance and investments (120') ↔	Insurance (60') ○
 Communication	1	2	3	4					
	Active listening (15') ↔	Mindset and comprehension (120') ↔	Roles and responsibility (220') ↔	Communication in official, clan and family meetings (180') ↔					
 Law and Legal Aspects	1	2	3	4					
	Ownership & land (160') ○	Family and marital status (110') ○	Business ownership & registration (265') ○	Last will and inheritance laws (360') ○					
Planning and Motivation Modules									
 Planning and Motivation	1	2	3	4	5	6			
	Workshop Opening (80-100') ≈	Workshop Closing (150') ≈	Opening of a day (15') ≈	Closing of a day (60') ≈	Activation (10') ≈	Feedback & Evaluation (360') ↔			

Figure 6: List of 23 Modules for Consultation Workshops

- ↔ **Generic modules:** These modules are generic and thus can be used in any given country or region. They are mainly 'soft-skill' modules and standard modules on topics like accounting.
- **Tailor-made modules:** Modules are tailored to the context of the specific country or region. These are mainly 'knowledge modules', such as land law or inheritance law. Every time a GenX Process starts in a new country, the content of these knowledge modules therefore must be adapted to the specific context.
- ≈ **Other workshop elements:** A workshop not only consists of content related modules, but also of daily opening and closing session, refreshers after lunch as well as an evaluation of the entire process after the last workshop. These modules are listed above as Planning and Motivation Modules.



Tailoring country specific modules

As mentioned in ‘How to Use this Guideline’ (see [chapter II](#)), some elements of the GenX Process need to be adapted to the local situation. These are the five modules marked as tailor-made modules in Figure 6 above.

As for all other modules, session plans and handouts are also provided for these five modules. However, in order to prepare for your Consultation Workshops, you need to invest in tailoring the five country specific modules to your country or region. The basis for this adaptation shall be created through desk research, interviews, the assessment workshops or other. A suggestion on how to develop the necessary knowledge base is given in [Step 1](#) (‘Situation Analysis and Best Practices’).

Short Module-Description

In the following, short descriptions of all modules of the standard structure are given.




They are organized according to the three themes plus the Planning and Motivation Modules:

- Table 2: Business Modules
- Table 3: Communication Modules
- Table 4: Modules on Law and Legal Aspects
- Table 5: Planning and Motivation Modules

The following are the five modules, which need country specific adaptation. A description of the modules content is provided based on the Ugandan pilot.

- Business Aspects 9: Insurance
- Law and Legal Aspects 1: Ownership and land
- Law and Legal Aspects 2: Family and marital status
- Law and Legal Aspects 3: Business ownership and registration
- Law and Legal Aspects 4: Last will and inheritance laws

The full set of session plans and hand-outs is available on the [AHA Intranet](#).

 Business Aspects	
 1 Importance of farm succession	Further Information
<p>Participants are introduced to the series of consultation workshops and to the coaching phases.</p> <p>They learn about the important benefits of having a long-term plan for their farm succession.</p> <p>They understand the different perspectives of farm owners and successors, older and younger generations, and gain an insight into cross-generational communication.</p> <p>Information to be given: A functional family is key for a well-running family business, at least while properties are shared or if more than one household should live of the farms’ benefits. Communication, agreements, compromises, and joint goals/visions are key for family peace and a succession supported by all stakeholders.</p>	<p>This should be the first session in the first workshop after the P.1 Workshop Opening.</p> <p>Groupwork based on guiding questions:</p> <ul style="list-style-type: none"> → Why is farm succession important for owners and successors? → What happens if I do not prepare? → What are the benefits of a planned farm succession? <p>Followed by a plenary discussion based again on guiding questions:</p> <ul style="list-style-type: none"> → Which topics, points do we have in common? → Which necessities have you discovered that will lead you to communicate and work together? <p> <i>Highlight the different perspective for women farmers</i></p>

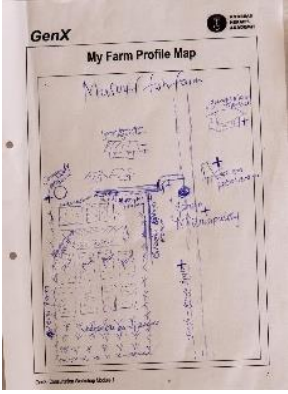
2 Farm profile – current situation

Owners and successors determine the current situation of their farms as a basis for farm valuation and succession planning. They become aware of possible bottlenecks and consequences.

Participants create a **visual analysis of their farms** and its surroundings with supportive guiding questions.

- Who are you? An individual/sole proprietorship, a family, ...?
- Where is the business located?
- When did the business start?
- What are the business's products/services?
- How is the farm handled/managed by the family?
- Who does the work?
- Who is making decisions?

Further Information



Handout CW 1, page 5-7

3 Farm profile – SWOT Analysis

Participants identify **strengths and weaknesses, threats, and opportunities of their farm/business**. They discuss different perspectives of successors and owners including possible ways to develop a business for everyone.

After the participants filled out the SWOT matrix in their handouts, the business expert/trainer gives some further input:

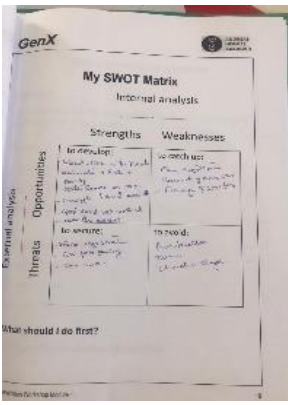
We have two possibilities:

- If we combine threats and weaknesses, we can calculate and minimise the risks of the farm business.
- If we combine strengths and opportunities, we have a good direction to go forward.

Trainer explains that one must be careful not to get overwhelmed by the negative points but use them constructively to improve and secure the farm business. Trainer invites participants to a self-reflection and asks them to make a note in the handbook:

- Looking at my SWOT Analysis: What should I do first?

Further Information



Handout CW 1, page 8-10

4 Farm succession aspects

Participants jointly with the trainer and the **experts identify the main aspects of farm succession**. This results in an overview of topics of the consultation workshop 1, as well as some indication of the whole GenX Process.

- 1. Family**
 - Stakeholder analysis (family and all concerned by succession)
 - Expectations and goals of all stakeholders
 - Navigating generational, cultural, and traditional differences
 - Functional communication strategy towards an agreement
- 2. Fairness for all parties**
 - Protection of minority owners
 - Benefits of phased retirement
 - Regular evaluation of farm assets
- 3. Management/business**
 - Business analysis
 - Business vision/business expectations and goals
 - Business plan
- 4. Clear ownership situation**
 - Obligations arising from contracts (service contracts = staff, warranties, handling)
 - Obligations arising from taxes, social security obligations, supplier liabilities
 - Obligations under credit agreements and mortgages
 - Are there any patent or trademark rights?
- 5. Challenges & Surprises & Disruptions**

Further Information

Handout CW 1, page 11-12



♀ *Note: Highlight relevance for women!*

5 Profitability and farm value

Participants learn how to evaluate their farms using balance sheets, including an understanding of the differences between variable and fixed cost, turnover, and gross margin.

After participants **filled out their individual balance sheets** (which can be found in the handout), they analyse them in small groups, based on some guiding questions like which products make sense to continue (strengths)? Which facts should I develop in the future (opportunities)?

During this module, **guidance from the business expert** is needed. The expert also supports the participants in adjusting their individual SWOT matrix based on the results of the balance sheets.

Further Information

Handout CW 2, page 3-8

The handout includes a 'Profit and Loss Statement' form with fields for Sales, Cost of Goods Sold, Gross Profit, Operating Costs, and Net Profit or Loss. Below it are formulas: Sales = Quantity sold x Price, Quantity sold x cost per unit sold = Cost of Goods Sold, and Sales - Cost of Goods Sold = Gross Profit. To the right is a SWOT matrix with 'Internal origin' (Strengths, Weaknesses) and 'External origin' (Opportunities, Threats) categories.

6 Record keeping accountancy

Participants get an **overview of different record-keeping systems** and are assisted in identifying individual deficits and plans.

After the business expert briefly explains the different types of record-keeping and accountancy systems as well as taxation as far as concerned, participants meet in small groups and **reflect on their current record keeping systems** they use.

In the plenary, the expert shows a very basic possibility for good record keeping, based on an example.

Further Information

Handout CW 2, page 9-12

The handout shows two 'Record Keeping Templates'. The first is for 'Sales Record Keeping' with columns for Date, Product, Quantity sold, Selling price, and Sales (in money). The second is for 'Cost of Goods Sold Record Keeping' with columns for Date, Product, Quantity sold, Cost per unit, and Cost of goods sold (in money). Both templates include a 'Remember: Quantity sold x Cost per unit = Sales' formula and a 'Total Month's Sales' row.

7 Goals and next steps

Participants learn to define their own clear **short-, mid-, and long-term goals** for their business **based on the SMART concept** (Specific, Measurable, Attractive, Realistic, Time-Bound).

The theory is supplemented by an exercise and followed by a joint reflection.

Recommendation: This module should at least be done once at the end before P.6 Evaluation. It could be placed in shorter versions at the end of every workshop to clarify the next steps. In the Ugandan pilot, we put it at the end of workshop 2 and made an update in consultation workshop 3.

Further Information

Handout CW 2, page 28-31

The handout features an exercise titled 'The Way to the Goal' with a 'Guiding question: Develop and define your personal way to the goal keeping in mind that the way might change on the road.' It includes a graphic of a target and a path leading to it.

8 Finance and investments

Participants develop the **golden rules for sustainable investments**.

A business expert explains in plenary, **hard facts about existing financial services** and possibilities from banks and corporations:

- ➔ Factors of Eligibility
- ➔ Financial service offers and their differences:
 - Banks
 - Cooperation
 - Micro finance service (SACCOs)

In small groups, participants work through **two case studies** (best case and worst case) identifying golden rules to be respected when negotiating investments.

Experts collect in plenary the golden rules for sustainable investments and add their points if necessary.

Further Information

Handout CW 3, page 3-6

Examples for golden rules:


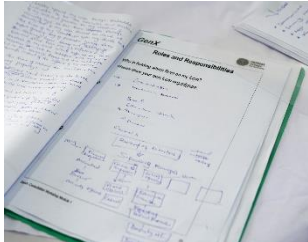

- ➔ Calculation of interest rates written in % p. a. (per year)
- ➔ % p.m. (per month) ATTENTION Danger
- ➔ Interest rate higher than 20-30% is hardly allowing any profitable investment
- ➔ Realistic terms and conditions
- ➔ Liability of guarantors
- ➔ Consequences of the signature
- ➔ ...

💡 9 Insurance	Further Information
<p>○ Tailor-made module</p> <p>Participants get an overview of available insurance services, challenges, and benefits.</p> <p>In the plenary, the business expert gives a presentation of insurance possibilities, giving live examples for harvest, weather, and market insurances.</p> <p>Afterward, participants reflect in small groups their individual situation:</p> <ul style="list-style-type: none"> ➔ Does your family farm business have valid insurance? ➔ Does it have valid contracts? ➔ What family farm business assets are assured? ➔ Was the insurance premium paid timely and completely? ➔ Are there any risks that are not insured? ➔ What is your plan for those risks? 	<p>Attention: Insurance services are country specific!</p> <p>Handout CW 3, page 7-9</p> <p>Benefits of insurance</p> <ul style="list-style-type: none"> ➔ Insurance provides payment for covered losses when they occur ➔ Insurance helps to manage cash flow uncertainty ➔ Insurance helps to share the risk between the individual and the insurance company ➔ Insurance provides financial and economic protection against the unexpected occurrences ➔ It helps to maintain the standards of living ➔ With insurance, savings are encouraged ➔ It eliminates dependence in case of deaths ➔ Insurance guarantees loans ➔ It helps to operate the business smoothly ➔ It helps to control inflation

💡 9 Ugandan example
<p>Common insurance packages for family farm business in Uganda:</p> <ul style="list-style-type: none"> ➔ Life insurance: In case of disability, debilitating illness, death of the insured person. ➔ Property insurance: Protects the property against fire, theft, and some weather damage. This comes in form of packages such as fire insurance, flood insurance, earthquake insurance, home insurance, or boiler insurance. ➔ Fire insurance: This is property insurance that covers damage and losses caused by fire. ➔ Goods in transit insurance cover: Goods transported for delivery from the farmer to the client ➔ Business comprehensive insurance cover: Covers most of the things that affect agriculture (theft, fire, pests, climate change etc.)

Figure 7: Business Modules

💬 Communication	
💬 1 Active listening	Further Information
<p>Participants are working on their active listening skills for comprehension and active facilitation of cross-generational and family discussions. They gain an understanding of the differences between owners' and successors' goals.</p> <p>As an introduction, the communication expert/trainer presents key facts and questions:</p> <ul style="list-style-type: none"> ➔ We often do not listen but only bring forward our point of view ➔ Ideas and points of others are important for joint solutions. If there is only one decision taker there might be open or hidden resistances sabotaging the project ➔ Observation of yourself and others. ➔ Question: How do we let others know that we are not listening? <p>By dividing groups in successors and owners, participants practice their active listening skills.</p>	<p>Handout CW 1, page 4</p> <p>Guiding questions to practice active listening in small groups:</p> <ul style="list-style-type: none"> ➔ What are your goals with farm succession? <p>Participants ask clarifying questions to help their fellow participants to get the goals as clear as possible.</p> <p>Then participants ask for the challenges:</p> <ul style="list-style-type: none"> ➔ What challenges do you have or foresee in communicating your goals?

 2 Mindset and comprehension	Further Information
<p>Participants reflect their own mindset. They learn to share information in a positive way and practice content-free questions (questions that do not presuppose answers) leading towards comprehension and joint solutions. The participants experience that non-violent communication is an effective way towards accepted agreements.</p> <p>After an introduction to the module, the coaches/experts present a role-play, demonstrating how our mindset filters (culture, tradition) and how this affects our perception of reality.</p> <p>Afterwards, the concept of content-free questions is explained before participants practise in groups.</p> <p>Group work: Each participant raises an issue or challenge they are facing regarding farm succession. The participants take it in turns in three roles:</p> <ul style="list-style-type: none"> → A- being the one raising the issue. → B- the one asking the content-free questions and who listens actively. → C- the one who observes the process and offers feedback on what was good and what could be improved. <p>Participants should switch between the roles, allowing everyone to once have the practical role and once the observing role.</p>	<p>Handout CW 1, page 19-21</p> <p>Role-play script can be found at the end of session plan of workshop 2.</p> <p>Examples for content-free questions:</p> <ol style="list-style-type: none"> 1. What is the issue? 2. What makes it an issue now? 3. Who owns this issue/problem? 4. How important is it on a 1-10 scale?
<p>Participants understand the concept of roles. They discuss, who is holding which roles on their farm, identify conflict potential and learn about conflict management.</p> <p>After an introduction to the topic, participants work on their individual farm organigram, based on the following questions:</p> <ul style="list-style-type: none"> → What are the different areas and tasks on a farm? → Who is doing what? → Who takes decisions? <p>Following the organigram, participants discuss in groups conflict potentials and how to avoid them. Afterwards, participants reflect on their own situation and develop a plan of roles and their responsibilities (organigram) and how it could evolve over time to minimise conflict potential – smooth succession.</p> <p>In the plenary, the trainer gives more insights on how to handle conflicts. What to do if the conflict gets harsh? What do we need?</p> <p>Participants see how it works in a role play. After a first role play in the plenary, participants go into smaller groups of three and try conflict role plays themselves. One is always the observer.</p> <p>The results are jointly reflected afterwards and collected on a flipchart.</p>	<p>Handout CW 2, page 23-24</p>  <p>Trainer asks for 2 volunteer "actors" 1 owner, 1 successor. Trainer asks other participants to define exemplary instructions:</p> <p>For example:</p> <ul style="list-style-type: none"> → successor (e.g., take over the whole farm immediately, or owner leaves the farm) → owner (does not trust the successor, wants no changes, wants to continue to take all decisions and the successor should execute only) <p>After 5 Minutes of role play the trainer interrupts and reflects in the plenary:</p> <ul style="list-style-type: none"> → What worked well? → What worked poorly? → What could we have done to solve the conflict? <p>Trainer notes all lessons learned on the flipchart.</p> <p> <i>Note: Include special aspects relating to women's situation!</i></p>

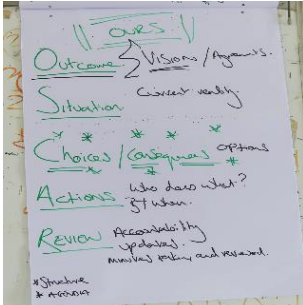



4 Communication in official, clan & family meetings	Further Information
<p>Participants find their ways to start family communication constructively; they learn about documentation and structure of meetings; they become aware of cross-generational and cross-cultural communication.</p> <p>After an introduction, the trainer presents the OSCAR tool (Outcome, Situation, Choices and Consequences, Actions, Review) as a concept for structuring meetings, communication and paraphrasing emotions.</p> <p>Participants exchange in small groups examples like marriage, church meetings and identify factors for successful meetings like:</p> <ul style="list-style-type: none"> → Organisation → Minutes of meeting → Time management → Non-violent communication → Regularity follow-up <p>After the results were discussed, a small exercise takes place: Two truths and one lie. Every participant writes two truths and one lie about themselves (hobby, work etc.) on a paper that is then glued on his/her back. All participants read the others' papers and mark one lie on the papers of each other according to their feeling and the other's body language.</p> <p>Conclusion: Non-verbal communication has a very big part. The message I sent out can be understood in different ways. I am probably not aware of others' perception of me.</p> <p>Trainer explains how paraphrasing and emotion mirroring works. Coaches paraphrase and mirror trainer's emotions and word for lively explanations.</p>	<p>Handout CW 2, page 25-26</p>  <p>Group work "Paraphrasing and Mirroring of Emotions"</p> <p>Methodology</p> <ul style="list-style-type: none"> → A- Answers the question and expresses emotion → B- paraphrases and mirrors the emotion → A- giving a short answer if B understood A well → B- Answers question and so on until everybody has answered the questions and paraphrased <p>Guiding questions for paraphrasing and emotion mirroring:</p> <ul style="list-style-type: none"> → What was an embarrassing moment for you? → What was a very happy moment? → What was a very anxious moment? → What was a very peaceful moment? <p> <i>Note: Include special aspects relating to women's situation!</i></p>

Figure 8: Communication Modules

 Law and Legal Aspects	
1 Ownership & land	Further Information
<p>O Tailor-made module</p> <p>Participants understand different types of land tenure and what it means for business and succession.</p> <p>As an opening, the law expert presents land tenure systems in the respective country.</p> <p>Following the introduction, two case study examples (might need to be adjusted for each country) are presented with the following guiding questions:</p> <ul style="list-style-type: none"> → What do you think of this situation? What were the key issues? → What is your land tenure & what are your rights that accrue from thereunder? Do you feel safe that third parties cannot claim the same? → How does the tenure affect the farm being passed on successfully? → What are your experiences with the succession of such land and how have they affected your mindset? → Why should circumstances have influenced that decision? <p>Finally, in group work separated between owners and successors, participants exchange on their personal situation.</p>	<p>Handout CW 1, page 13-18</p> <p>Case study example</p> <p>Consider the Family of Kakoza who inherited twenty acres from his father. He farmed the same successfully and subsequently married Mrs. Justine in a customary wedding in 1999 which is not registered as is the case with almost 80% of all customary marriages. He subsequently acquires twenty more acres with Justine where they run a productive farm albeit unregistered. They also bear three children John, James and Joan. In 2005 he has a child with Janet and they also acquired land totalling 15 Acres. Kakoza has no idea about the land tenure of the land where he has an interest. He, however, passes away in a motor car accident in June 2020. As it is the custom, he is buried, and his brother is appointed as the heir. The fact that Justine cannot prove her marriage as she did not register the same in the mandatory six months also frustrates her desire to seek letters of administration. Due to the intermeddling by Kakoza's siblings and patrilineal extended family, the farms were eventually sold due to pressures and demands from the said family members.</p> <p> <i>Note: Include special aspects relating to women's situation!</i></p>

1 Ugandan example

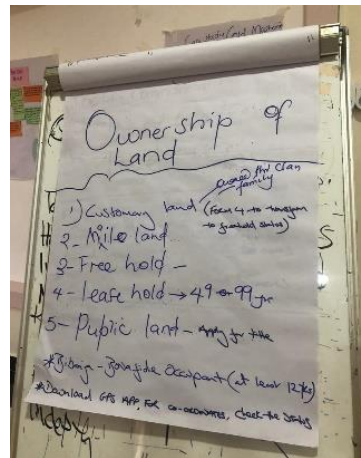
The following are the types of land tenure systems in Uganda as enshrined in the 1995 Ugandan Constitution:

Mailo Land Tenure System: Under mailo tenure, land is held in perpetuity, with ownership of a title certificate providing the advantage of security of tenure.

Freehold Land Tenure System: Freehold tenure holders have the right to use, sell, lease, transfer, subdivide, mortgage, and bequeath the land as they please.

Leasehold Tenure System: Leasehold tenure is characterised by land held based on an agreement between a lessor and lessee, usually for a specific period, whereby the tenant pays rent according to the agreement.

Customary Land Tenure System is characterised by land that is governed by the customs, rules, and regulations of the local community. Under customary tenure, holders of land do not have an official title to the land they use, but they usually have secure land tenure.



See Handout WS 1, page 13-18

Further necessary adjustment: Case studies from your country

2 Family and marital status

Tailor-made module

The module gives an **overview of different types of family and marriage** as well as their legal impact on farm succession; participants **reflect on their own situation** and **identify necessary actions** concerning marriage and women's rights.

After the introduction and the presentation of the types of marriage in the respective country, participants analyse their current situation along the following guiding questions:

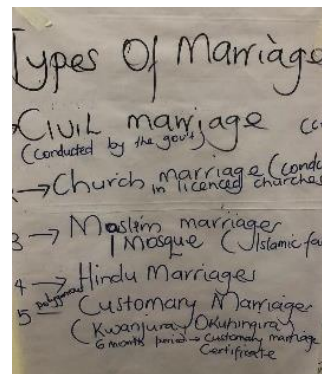
- How often do you discuss the farm's future with your spouse or adult children?
- How do you plan on tackling the process? Which other possibilities do you have? Which one is probably the best option?
- What have you heard and or experienced after a person passes away without a valid will?

In the plenary, results are discussed, and a conclusion is formulated:

- What does this mean for us?
- What are my next steps?
- For which steps do I need assistance?

Further Information

Handout CW 1, page 22-24



Note: Include special aspects relating to women's situation!

2 Ugandan example

Uganda has 5 types of marriage:

- Customary marriage i.e. kwanjula, okuhingira.
- Mohammedan marriage i.e. Muslim marriage.
- Church marriage.
- Civil marriage i.e. before the Registrar.
- Hindu marriage.

3 Business ownership & registration	<i>Further Information</i>
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○ Tailor-made module

Participants understand **different business registration types**, know legal facts of marital status, get the awareness of their own situation, and reflect on possible options.

The opening is a **case study prepared by the experts**. The case studies for ownership & land, marital status, business ownership & registration are shared and discussed in plenary for identifying the different aspects and offering some feedback.

The legal expert asks participants for their knowledge, to conclude, add and explain the common forms of farm businesses in the country:

Farm businesses are usually in form of:

- a sole proprietorship
- limited liability company
- partnerships

In group work, participants are having a look at their farm profile map to help them answer the following questions:

- What are the farm assets?
- Who has the rights to the properties of the farm?
- Is my farm in joint and sole ownership?
- Who owns the farm?

After a break, the law expert introduces the topic of registration. The expert gives explanations and answers the following questions in an interactive way:

- Why is it necessary to register the farm?
- How do I register my farm?
- What is the process?

Templates, examples of registration forms to be showed and discussed with participants.

Handout CW 1, page 25-28

The module uses a presentation of registration types in the respective country; individual reflection is based on the drawn farm map from B.2.

Recommendation: L.1 and L.2 should have been done before this module.

3 Ugandan example	<i>Further Information</i>
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In Uganda, farm businesses are usually in form of:

a) Sole proprietorship

One person is responsible and has sole liability.

b) The limited liability company (also known as limited by shares) is the most common form of farm business in Uganda. The shareholders are persons (sometimes family members) or corporate bodies with Ugandan and non-Ugandan directors and shareholders.

c) A partnership as defined under section 2 of the Partnerships Act, 2010 is the relationship that exists among persons numbering between 2 and 20 who carry on a business together with the aim of making profits.

The steps to register a company in Uganda include:

- Search for business name
- Reserve the business name
- Obtain certificate of incorporation
- Obtain an investment license
- Obtain a Taxpayer Identification Number (TIN)
- Obtain a trading license
- Register with National Social Security Fund (NSSF)
- Make a company seal

4 Last will and inheritance laws	<i>Further Information</i>
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○ Tailor-made module

Participants understand the **importance of their last will**; they can **write a valid will** which cannot be contested.

After an introduction to the module, the law expert shows the **main factors for a valid last will** (might be country specific). The expert explains inheritance taxes and goes through the template in the handout.

Afterwards, participants meet in mixed groups (owners and successors) and read the **case studies** from the handout and the accompanied questions. After a short break, the results are discussed in plenary.

The trainer introduces the topic of **personal legacy**: Legacy is not only material but as well personal heritage of my influence through words and acts on my surroundings. Thinking about my last will, I should think about both aspects.

Attention: Last will and inheritance laws is a country specific module!



Handout CW 2, page 13-22

Recommendation: L.1 to L3 and B.1 to B.5 should have been done before this module.

Further necessary adjustment: Case studies from your country

Guiding questions for self-reflection:

- ➔ How does a member of my family remember me?
- ➔ What should a friend say about me after I have left?
- ➔ What might work colleagues tell my successor about me?

Finally, participants get time to **start writing and reflecting their last will**.



Note: Include special aspects relating to women's situation!

4 Ugandan example

Last will in Uganda:

Section 36 of the Act lays down the conditions to be met before a person can make a valid will. First, a person must be of sound mind. That is, they must not be insane, drunk, too sick or too old to understand what they are doing.

The will must thus demonstrate coherence, state the beneficiaries and the property and show clear intention to deal with the property in a particular way.

The testator must not be a minor. Even though the Succession Act places the age at 21, the Constitution recognises those of eighteen years and above as adults.

The Constitution being the supreme law of the country will prevail, and court recognises a will made by anyone who is eighteen and above. What is important is that the testator acted voluntarily, consciously, and intentionally while making the will.

THE REPUBLIC OF UGANDA
IN THE MATTER OF THE SUCCESSION ACT (CAP 139)
THE LAST WILL AND TESTAMENT
OF
NYERERE CLINTON
LAST WILL AND TESTAMENT
THIS IS THE LAST WILL AND TESTAMENT of me **NYERERE CLINTON** of Kibuye, Mpologoma, - Mpigi District, made thisday of20...., while I am of sound mind and in good health.

1. I HEREBY REVOKE all former Wills, Codicils and testamentary dispositions previously made by me.
2. I have 5 (Five) children from 3 (three) different women, with **MRS LOYCE TUGUME** the mother of 3 (Three) as the official wife and these are my only children, i.e.
 - **KAMBONA PATRICK**
 - **OJARA ALEX**
 - **ROSE KATUNTU**
 - **KAITARE ANGELLA**
 - **NINSIMA JOY**
3. I hereby appoint my wife **Loyce Tugume** to be the executor and trustee of my will, and guardian to my Children of minority age to see them through school, but if my wife should be dead at the time of my death, or after my death but before granting of probate hereof, then **Mr. Kanuhanga James** and **Mr. Ojara Augustus** shall take over as Executors and trustees of my said Will. (I urge all my other relatives not to interfere with my wife's and or Mr. Kanuhanga James and Mr. Ojara Augustus's conduct of the affairs of my estate).
4. At the time of making this Will, I own the following property:
 - i. Property/land consisting of a house (my home) and a around my home at Kibuye 1, Local Council 1, Mpologoma Parish, Kigali Sub County, Mpigi District, neighboring Karambira from the North, Karambye from the South, Kyomuhanga & Kawasimira from the East and Kapo Omato from the West.
 - ii. Property/Eucalyptus forest across the road from my said home, neighboring Keffa from the West, The Late Zizuma from the East and Masingus from the North and South.
 - iii. Property/Farm Land (3 pieces separate from each other) but all within Kazo Banda, Mukono; i.e. Farm land measuring approximately 2.5 Acres neighboring Heraro and Katundi; Farm land measuring approximately 2.5 acres neighboring the Kibuye Mosque and the Public Land; Another piece also measuring about 2.5 acres neighboring Rukondo and Katundi.

See Handout WS 2, page 13-22

Further necessary adjustment: case studies from your country

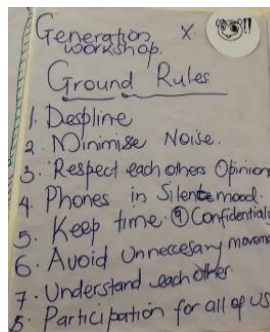
Figure 9: Modules on Law and Legal Aspects

Planning and Motivation

1 Workshop opening

The aim of this module is to create a good working atmosphere. The module introduces the concept of farm succession, the experts, and the participants. It clarifies rules and goals and ends with a collection of expectations from the participants. There are 2 versions: P.1 First workshop opening P.1.1 Following workshop openings

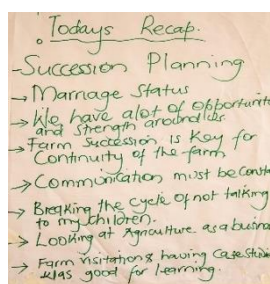
Further Information



2 Workshop closing

Participants reflect their learnings and identify next steps; logistic and administrative topics are clarified. The module serves the evaluation of the workshop, the planning of the upcoming coaching phase and other logistic and administrative topics.

Further Information



3 Opening of a day

The module serves to activate the participants and to mark the start of a day. Previous inputs are jointly refreshed with the participants and open questions are answered.

4 Closing of a day

Reflection of learnings; feedback concerning atmosphere and cooperation between participants and experts. and marking the end of the day.

5 Activation

The aim is to activate participants. This includes physical and/or mental activities.
 Activation is used after lunch breaks and when participants show signs of fatigue during the day.

Further Information



6 Feedback and Evaluation

The evaluation serves to collecting constructive feedback for an optimised rollout conception of farm succession workshops.
 The long version in the session plan is designed for the Ugandan pilot.
 Applicable as a feedback sheet to be filled out in individual work after a workshop or at the end of the complete rollout.

Further Information



Figure 10: Planning and Motivation Modules

Resources

The Consultation Workshops require the full team to be on board. Project manager, lead trainer, and coaches need to be present for all three workshops. Ideally, even the experts are present throughout. Although optional, this may increase the learning effects, as cross references and a continued dialogue are beneficial. It is also advised, that after the end of a workshop day, the above-mentioned team members stay a bit longer for a short feedback and review session without the participants, to reflect and adjust the programme. This is also an opportunity to talk about the group dynamics and to identify eventual support needs of individual participants.

Description	Qty	Unit	Qty	Unit	Description	Qty	Unit	Qty	Unit
Local trainer (planning, implementation reporting)	12	days	1	persons	Venue (big enough to conduct an interactive workshop)	3	days	1	unit
Business expert	3	days	1	persons	Workshop material	1	unit	1	unit
Law expert	3	days	1	persons	Transport costs staff (car hiring)	1	unit	1	unit
Accommodation	3	days	25	persons	Transport costs staff (fuel)	1	days	1	unit
Meals and drinks	3	days	25	persons	Transport costs participants	2	unit	20	persons

Figure 11: Resources for Each Consultation Workshops

Expanding on the Standard Process

A short note on additional modules

In order to determine, if there is a need to adapt the GenX Process more thoroughly to the country-specific context, we recommend you conduct an in-depth situation analysis (see [Step 1](#)) and an Assessment Workshop ([Step 2](#)). Summarise the results of these activities and define the needs, which the GenX Process must respond to. Compare the needs to the existing modules and identify gaps. This will lead you to the creation of additional modules.

The same small team of qualified people, who are involved in the Consultation Workshops, will form the design team to create additional modules. The project manager and the expert(s) will lead content development, while the lead trainer will shape the methodology.

Potential additional modules identified in the Uganda pilot were:

Business modules:

- Product commodity analysis
- Working capacity
- Development of an own vision for the farm
- Development of a common vision by owner and successor for the farm
- Resources and business plan development

Communication modules:

- How to turn my goal into reality

Modules on Law and legal aspects

- Taxation

Additional workshops

The standard structure of the Consultation Workshops allows for four additional modules to be added. If you wish to add more modules, you may either consider adding more days to the existing workshops or adding the fourth workshop.

In order to design an additional workshop, the modules need to be arranged in a sequence and complemented by other elements. You will determine the number of days and thus the number of workshops required in your country depending on the number and length of the additional modules.

Figure 12 shows the recommended generic structure of a three-day workshop. The same holds as for the standard structure of the GenX Process: The first day should start at a time that allows the participants to arrive the same day. Day 3 should close at a time that allows participants to travel home again. Besides a daily opening and closing session, each workshop day should be structured into sessions with adequate lunch and tea breaks in between. Furthermore, it is recommended to have a short refresher after each lunch break to keep the participants motivated.










Time	Day 1	Day 2	Day 3
9:00 - 10:30	Arrival	 3 Opening of the day (10')	 3 Opening of the day (10')
		Session 3	Session 7
	tea	tea	tea
11:00 - 12:30	 1 Workshop Opening	Session 4	Session 8
	lunch	lunch	lunch
13:30 - 15:00	 5 Activation	 5 Activation	 5 Activation
	Session 1	Session 5	 2 Workshop Closing
	tea	tea	tea
15:30 - 17:00	Session 2	Session 6	
	 4 Closing of the day (10')	 4 Closing of the day (10')	

Figure 12: Standard Schedule for Consultation Workshops



2.3. Step C: Coaching phase



Aim

The coaching phase runs alongside the Consultation Workshops. The sessions support the individual person, providing one-on-one opportunities to examine the farm succession plan, its feasibility and progress.

The expected results of the coaching phase are as follows:

- Coachees are empowered, finding solutions and approaches for their individual situations.
- Coachees are taking steps to start and continue implementing their plan for farm succession, developed during the Consultation Workshops.
- Coachees are motivated to maintain the momentum gained.
- Coachees are prepared for the next Consultation Workshop.

Methodology

Structure and Process

The standard structure of the GenX Process is three Consultation Workshops spread out over six (to eight) months. The Coaching Phases take place between these workshops. The duration of the Coaching Phase is crucial, as the participants need time to work on their farm succession plans (see [Step B Consultation Workshops Methodology](#) and [Annex 2](#)) and processes, reflect, practise, and put to work the individual learnings. During the three-month Coaching Phases, the coach provides at least two sessions of four hours each per participant.

During the first workshop, coaches build trust and rapport with the participants, and arrange a schedule of visits and coaching sessions. The same coach works with the participant throughout the GenX Process. He/she connects the work during farm visits to the group-work sessions of the Consultation Workshops. The coaching can take the form of individual meetings and/or family sessions. Depending on the situation, the coach can work with them individually or together. In a group set-up, the coach may take the role of a mediator. This may be particularly interesting in the second coaching phase.

Figure 13 demonstrates this process graphically. Please note, that if you adjust the standard process to your specific situation, it is also possible to increase the number of Consultation Workshops and therefore also the number of Coaching Phases in between (see [Step A](#)). It may also be advised to flexibly adjust the intensity of coaching in between the Consultation Workshops, and even beyond if funding allows.



Figure 13: Standard Structure Consultation Workshops and Coaching Phases

It is recommended to do the coaching in personal face-to-face sessions. If time is limited or the participants live too far away, a coaching session can also be held in an online format or over the phone. However, coaches should visit the farm at least once in the early stages of the coaching process. This helps him/her to know the context and to further build the trust between the participant and the coach.

At the beginning of the second and third Consultation Workshop, participants give feedback about the coaching sessions. This is necessary to both reflect on the individual progress between the workshops, and to guarantee the quality of the coaching sessions.

Role & approach of coach

Coaches are not advisors! They are facilitators empowering participants in their solution-finding. They guide through questions, not by giving ready-made answers. This ensures that the solutions identified by the coachee are well suited to contribute to his/her goals while avoiding unwanted negative effects for the environment, including the family and wider network.

The coach may also take the role of the moderator in family processes. This includes conflictual situations where the coach facilitates peaceful and constructive communication.

Coaches are responsible for the process, not for its outcome. They ensure goals are defined, pathways identified, decisions are taken at the requisite moments, motivation is maintained to pursue the goals, and decisions are implemented. It is the coachee who takes decisions and is responsible for their implementation. A good coach will not influence the decision of the coachees but help them identify their own intention and develop solutions, thus strengthening their solution-finding capacity. The self-responsibility of the coachee must be kept under all circumstances.

It is very important that the coachees clearly define their goals. This makes the success of the coaching phase measurable, gives the coach a clear goal to work towards it and is already a big step for the coachee to succeed.

Lessons learned from Uganda

UNYFA recruited coaches from within the organisation's pool of trained coaches to support the consultation workshops.

The coaches were selected by their suitability to the participants, namely being able to speak the languages of central and western Uganda and both male and female to support gender sensitivity and cultural appropriateness.

The coaches made scheduled appointments at the end of the first consultation workshop and took the opportunity to listen and review their coachees' farm succession plans.

Required competencies of coaches:

- High level of empathy and respect for people
- Personal knowledge about the agricultural sector and family structures
- Paying special attention to the status, situation, and role of women
- Ability to do one-on-one coaching but also coaching of groups (family, others)
- Non-violent communication skills (content-free questions)
- Systemic approach: coach has the questions – coachee the answers (knowing his/her situation better than anybody else and being therefore capable of finding the best adapted solutions)



Typical tools, formats and topics:

During Consultation Workshops, the coach and the coachee define the topics on which he/she would like to focus during the coaching process. A coach, like a trainer, uses tools and methods to conduct a session. These help him/her to engage with the coachee in a more structured, flexible, inventive and open manner. Typical tools to be used:

- SWOT – find approaches to weaken weaknesses and strengthen strengths.
- Bird's Eye view – triggering creativity to find solutions using the opportunities available in the coachee's reach and context in a most effective way.
- Letting the coachee visualise a situation, relationship, problem, etc. to visualise and thus (him/herself) get a new perspective and better understanding.
- Visualisation can be done through: drawing, using objects/figurines/substitutes on a table, and many other means.
- Use of games to visualise a problem.

Typical topics to be addressed:

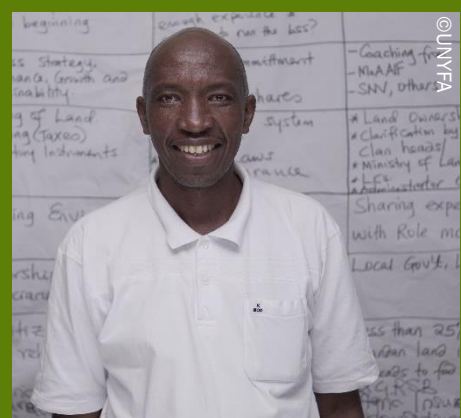
- Family meetings and challenging discussions: Finding approaches, clearing mind sets, assisting as moderator at meetings.
- Business registration – finding the best adapted business form and start the registration process.
- Profitability and farm value – reducing costs, starting niche products, create contact for value estimations, prepare the meeting of value estimation often done by banks or specialists from cooperatives.
- “Last will” – reflection with perspective changing questions to help the coachee to be confident that the chosen way leads to the coachee's goal.
- Roles and responsibilities - reflection of new roles or changing roles for a beneficial change in business.
- Clan meetings – preparing the coachee, clearing mindset and possibly moderating the clan meetings.
- Record keeping – finding and implementing a record keeping system.

Emmanuel Kyeishe

... is a 56-year-old cattle farmer. His father inherited Emmanuel's grandfather's farm and he also expects to pass it to his children after his death. Farm succession was always part of the family history. However, it always happened in an informal procedure and Emmanuel sees the need to change this to a formal process.

Possession of cattle and the ranch is key in tradition of Balise people and therefore of great importance. It is also part of rituals and social procedures as marriages. He has registered his farm as a business and involved his children in it.

Facing similar problems of ownership as mentioned by Nshagano (see below), he sees the importance of discussing farm succession as part of the business with his children while he is still alive. By diversifying his farm with dairy and beef production, Emmanuel also considers value addition as part of his business and as a motivating factor for his children to stick with cattle keeping.



© UNVTA



Challenges of coaching during farm succession:

Coaching as an individual process generates solutions that are perfectly adapted to the coachee. However, many topics in farm succession affect the whole family and sometimes need their agreement or even help and commitment. The necessary exchange with the family can show that a solution is not doable or needs adjustments. It might as well be that the solution is fine, and resistances to change (natural aspects of people facing changes) are blocking the progress of amelioration. The coach should take care that his/her coachee is aware that this is not personal but rather 'natural'. By posing many questions concerning the risks seen by family members and by addressing their fears with patience and good will, a good coach may be able to either lift the obstacles out of the way or to improve the solution/decision made by the coachee. This may allow the coachee to proceed with a committed family behind him/her.

Phases in the coaching process

Phase	Description
1	Analysis: <ul style="list-style-type: none"> → Who wants what, from whom? → Role clarification (Coachee, Coach) → Description of the situation and questions → Coachee describes his/her situation as concretely as possible, explains concern and formulates the questions to which he/she seeks an answer.
2	Clarifications for better comprehension of the coach: <ul style="list-style-type: none"> → Coach asks comprehension questions to understand the situation more precisely. → No cause study (no why questions) or evaluation of the situation.
3	Goal: <ul style="list-style-type: none"> → Coach asks questions to guide the coachee to define her/his goal for the described situation.
4	Coaching Phase 1: <ul style="list-style-type: none"> → Coach asks content free questions to open coachee's mind for new ideas and guide him/her with questions to possible solutions to reach his/her goal.
5	Feedback by the coachee: <ul style="list-style-type: none"> → Coachee says what was useful, and what was not.
6	Coaching Phase 2: <ul style="list-style-type: none"> → The coach asks questions to help the coachee reflect and evaluate the various solutions. → The coach now names his/her view of the situation and can make a proposal for changing or solving the problem if the coachee has not made a choice yet. → Coachee takes a decision. → Environmental check: coach asks questions to help the coachee estimate possible damages to the environment including family and networks due to the chosen solution. In the best case, only advantages are found. → Coachee decides on next steps towards the solution.
7	Feedback coachee and coach: <ul style="list-style-type: none"> → What have I experienced? (Coachee gives feedback on content and process).
8	Outlook: <ul style="list-style-type: none"> → Coachee will define what to achieve next → Coach and coachee determine if further sessions are needed. If so, it must be clarified who pays the coach to continue his/her work

Figure 14: Coaching Phases

Resources

Description	Quantity	Unit	Quantity	Unit
Coach fees (for a group of 20 coachees) including travel time	20	days	2	person
Transport costs coaches (car hiring)	10	days	2	persons
Transport costs coaches (fuel)	1	Unit	2	persons

Figure 15: Resources for Coaching Phase

Nehemiah Buwule

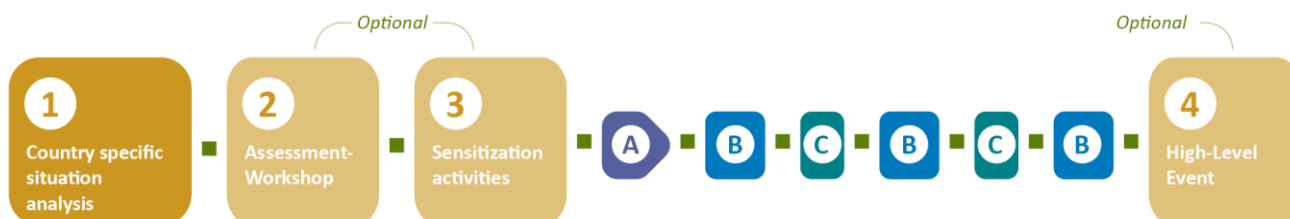
...is a 36-year-old farmer, who grew up on a family farm. He comes from a polygamous family and has 3 brothers and 6 sisters. After he left for university, he returned and decided to become a farmer like his father and grandfather.

However, he faced various challenges. His grandfather's original 200 hectares were divided and partly sold, while the rest was owned by his uncle and father. His uncle already handed over parts of the land to his children, while Nehemiah's father was not willing to provide Nehemiah with an area for his own cultivation. Although Nehemiah and his brother are the only children interested in agriculture, their father wanted to keep his land free so he could pass it to all his sons after his death.

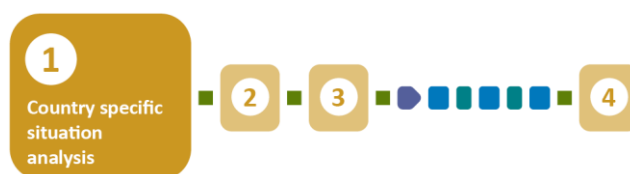
Therefore, Nehemiah bought land from his uncle and started his own farm business. He also offered his brother to practice agriculture on his land. After the young farmer exchange program in Germany, he learned that young farmers in other countries face similar problems and decided to make a difference with his own children: Let them participate and discuss farm succession earlier with their father.



3. Supporting activities



3.1. Step 1: Situation Analysis and Best Practice Collection



Aim

To successfully advise farmers on farm succession in any given country, it is key to understand the local context. This includes a variety of aspects that influence how family farms are owned, managed, and inherited. At the core are legal, social, and economic aspects relating to people, land, means of production, and finances.

- **The aim of the Situation Analysis** is to lay the foundation for the GenX Process. The gained knowledge and understanding of key social, legal, and economic aspects serve to identify stakeholders and thematic experts, prepare the Assessment and especially the Consultation Workshops, and guide the trainers and coaches in their work. **It is highly recommended to conduct a Situation Analysis before starting the first round of the GenX Process** to identify whether the standard process has to be adjusted or not. In any case, it will serve to adjust the country-specific modules.
- **The collection of best practices** aims to increase the understanding on how farm succession is currently being done in a variety of cases in the given country (region/community). The focus is on success stories, while each story also includes the challenges and the journey to get to a successful succession. The stories will serve as a basis and a pool of examples to be used during the entire GenX Process. It can be used in awareness-raising campaigns, media outreach, the assessment and consultation workshops, as well as the coaching sessions.



The Situation Analysis and best practices also aim to identify gaps in the perception, knowledge and information that farmers may have on farm succession. This will serve the development/adaptation of all steps described in the Guideline.

Methodology

The **Situation Analysis** shall cover family and farm factors, economic, as well as policy and legal factors including customary practices and go beyond information available on the internet. An initial desktop research will be followed by interviews with key stakeholders and experts. A variety of different methods can be employed to gather information about the farm succession situation in each country including a customised questionnaire for interviewing individual stakeholders. An example for a questionnaire

from Uganda can be found on the [AHA Intranet](#). The methods need to be appropriate to the context and allow for the collection of information from a broad scope of stakeholders within the agricultural sector including policymakers, practitioners, and farmer families. These may be the same experts and stakeholders identified and invited to the Assessment Workshop (see [Step 2](#)).

The **collection of positive practical examples** includes case studies, best practices, and testimonials from the implementing country/region. The collection is done in the form of videos and fact sheets to be used in all next project phases. It is recommended to develop a semi-structured interview guideline to lead the narratives in the right direction.

The situation analysis and the collection of best practices can be done almost in parallel to the Assessment Workshop (see [Step 2](#)). For example, testimonial videos can be recorded during the assessment workshop.

On the [AHA Intranet](#), you can access both studies conducted in Uganda, the desk study as well as the data collection report. All results of the reports from Uganda were incorporated into the design of the Consultation Workshop.

Resources

Description	Quantity	Unit	Quantity	Unit
Transport costs staff (car hire)	5	days	1	unit
Transport costs staff (fuel)	5	days	1	unit
Accommodation	5	days	5	persons
Meals and drinks	5	days	5	persons
Stationaries	1	unit	1	unit

Figure 16: Resources Situation Analysis and Best Practice Collection

Lessons learned from Uganda

Desk study key findings:

The limited information on some of the factors that affect farm succession makes it difficult to understand the current situation. However, in some areas of Uganda like the western region, organized farm succession is known to be happening. Nevertheless, there is no documented information about the process. Furthermore, the polygamous nature of the households coupled with their large numbers of family members, is likely to accelerate intra-familial conflicts. Unclear land boundaries due to old cadastral continuously cause additional conflicts. The unclear land laws, the outdated Succession Act of Uganda, but also the unwillingness of the young generation to take over the farm, lead to difficulties in transferring farms to the next generation.

Data collection report key findings:

Most of the farming families still practice subsistence farming, facing challenges of low returns, security of land tenure, limited knowledge in managing the farm as a business, preparing the farm for the next generation etc. Many farms are owned by individuals with an average of 55 years and above. This shows the low involvement of youth in the sector. Mindset change and creating fair compensation between the sibling and the outgoing generation, sensitisation on legal aspects on how to prepare the farm to be transferred is lacking. Amidst all this the cultural norms, religion and tribes are strongly rooted within the lifestyle of most farmers.

Summary of existing best practices:

- Most of the household heads are willing to transfer their farms but are challenged with little information on how farm succession can be done and when to start engaging their families without causing the alarm of death.
- Some communities practice farm succession within their culture. However, it is not documented and until the head of the household dies, no one can take over the farm. In most cases the eldest child assumes the managerial position.
- However, increasingly often children growing up on family farms do not want to stay on the farm. Thus, difficulties arise in finding a willing heir to take up and maintain the farm.
- Land conflicts resulting from unclear land ownership, the lack of proper land demarcation due to old cadastral from the local governments result in conflicts between neighbours and the community.
- Lack of clear land ownership rights within the mailo land system led to low security of tenure. This has impeded high investments and attracts less value to the farm hence encouraging fragmentation for sale.

3.2. Step 2: Assessment Workshop



Aim

The Assessment Workshop builds on the results from the Situation Analysis to further elaborate the country situation. Based on the Situation Analysis, the Assessment Workshop serves the following purpose:

- Identify key topics, challenges, and opportunities regarding farm succession in your country.
- Identify farmers' needs and interests, which will serve as a basis for the future effective farm succession service.
- Identify key stakeholders including the understanding of their role in farm succession.
- Create an inventory of relevant existing counselling/support services.
- Create a basis for farmers to apply for participation in the GenX Process.
- Establish a team of trainers, experts, and other stakeholders to become part of the GenX Process.

In doing so, prepare the basis for all elements of the GenX Process, especially the content of the Consultation Workshops. The Assessment Workshop is a recommendation but not necessarily required.

Methodology

The workshop is organized over two days. The participants are invited from a cross-section of society and the agricultural sector landscape. These include policy makers, experts from academia and the private sector, representatives of member-based farmers' organisations including cooperatives, relevant line ministries, non-governmental organisations, and development partners. Finally, the participants include selected young and older farmers from different parts of the future target group.

After the results of the analysis phase are shared and discussed, the participants are asked to contribute their experience and suggestions as to several questions designed to draw out the most important aspects for successful farm succession. The detailed session plan for the assessment workshop can be found on the [AHA Intranet](#). In the following figure 17, the main questions and issues addressed are briefly summarized.

Topic	Question	Methodology
Sociometric Positioning	Rate answers from 1 (very bad) to 10 (very good)	Plenary
	→ How good is the current range of consulting services for concerned farmers?	
	→ How good is your knowledge of farm succession?	
	→ How well do you feel prepared for farm succession today?	
Stakeholder	→ Which people, groups organisation and institutions are directly or indirectly concerned or can contribute?	Group Work
Current Situation on Advisory Services	→ What knowledge, awareness, advice, laws, and support exist for concerned farmers?	World Café
	→ What is important for the stakeholders/farmers before, during and after farm succession?	
	→ Where are gaps?	
Keywords Farm Succession	→ Which information is helpful for GenX?	Group Work
	→ How can my branch (specialist) support GenX?	
	→ What or which information specialists branch needs to be able to give support?	
	→ What do concerned farmers need to know?	
	→ What can concern people actively do to support GenX?	
	→ Which kind of support do concerned farmers need?	
Key Topic Questions	→ Which questions should the passing generation ask themselves?	Group Work
	→ Which questions should the following generation ask themselves?	
	→ Which questions should farmer families ask themselves whilst preparing for farm succession?	

Figure 17: Key Questions for Assessment Workshop

These key questions and areas can be collated to provide the basis to decide whether you will use the standard structure provided in this guideline, or whether you adapt and/or add modules and/or consultation workshops. It is important to build a rapport among the participants during these initial phases as the areas for discussion may reveal cultural sensitivities and underlying communication aspects.

Resources

Description	Quantity	Unit	Quantity	Unit
Local Coach	2	days	3	persons
Local Trainer (Implementation and reporting on WS)	3	days	1	persons
Local Experts	2	days	3	persons
Accommodation	2	days	25	unit
Meals and drinks	2	days	25	persons
Workshop material	1	days	1	unit
Transport costs for participants	2	Trip	15	persons

Figure 18: Resources Assessment Workshop

Lessons learned from Uganda

During the initial Assessment Workshop, it became clear that farmers in Uganda require more information on legal aspects, including laws of succession and on how to make their business more viable. Sensitisation on laws, communication, financial literacy, will-making, and mindset change are some of the services that farmers would require at this stage.

It also became clear that the elderly parents may want to pass on their farms to their children but are impeded because;

- They do not have a clear guideline for the process.
- They are not aware of what the state laws suggest regarding succession.
- They are bound to cultural and religious beliefs which give only guidance on how to divide their property after passing away.
- There are no role models and success stories to inspire them to undergo the process.
- Unwillingness of the children to take up the farms and work in agriculture.
- Lack of confidence in the children that they possess enough skills to take up the farm.

The Assessment Workshop also showed, how little other stakeholders are aware or involved in matters of farm succession.

In Uganda, the workshop engaged the participants in full discussions to reveal the most effective content and delivery of a farm succession service. These discussions encompassed the many contextual complexities inherent in the subject of farm succession, including culture, beliefs, geographical diversity, and legal specifications pertaining to land ownership, inheritance, and succession of estates.

For further information, please see the report of the Assessment Workshop on the [AHA Intranet](#).

3.3. Step 3: Sensitisation Activities



Aim

Typically farm owners, families, the young and older generation in Africa are not aware that they are not alone with their problems of generational change and that there could be support offers for their problems.

Therefore, sensitisation activities involve utilising the most widely used and effective media channels and sources to inform and inspire farmers and their families to register for the programme and engage with the process of farm succession.

The expected results of the sensitisation phase and awareness campaign are as follows:

- Sensitisation and awareness-raising among the population about farm succession.
- Farm successors and owners apply for participation in the GenX workshops.
- If the project is conducted by a member-based organisation: attraction to become a member and gain from services of the organisation.

In the GenX Process sensitisation activities are recommendation but not necessarily required.

Methodology

The sensitisation needs to be presented through and by the channels and media most easily and widely used by farmers, their families, and communities. This may include television, radio, and print media and increasingly online platforms pertaining to agriculture, business, etc. Sensitisation is best done through a series of informative programmes and interviews with clear information on how to register for the programme. It is also possible to use multipliers such as youth organisations, religious institutions, training centres, associations and cooperatives, traders, staff of agricultural offices, and teachers.

Nshagano Philomena

... is a widow who owns an 80-ha large cattle range. Her aim is to keep the land together and as her family's property. Therefore, she decided to register her farm as a business and hire her children as board members and managers of the farm. In case the business will grow she considers hiring additional staff as well as a business expert to support them. By creating this business, she wants to keep the tradition of cattle raising alive, engage her children in it and avoid that the land will be split into smaller pieces, probably in favour of her sons after her passing.

When it comes to farm succession, she sees management, finance, and human resource as key skills, especially for cattle farmers who often lack knowledge in these topics. Nshagano still sees ownership as a problem in farming. It is still common that children do not own livestock or land as long as their fathers or parents are alive. Running the farm as a business, however, creates opportunities to plan the process of farm succession in an improved and professional way.



Resources

The use of resources depends on the platforms used for the sensitisation. Figure 19 summarises the cost positions according to the sensitisation activities underdone in the Ugandan pilot. During the pilot, the focus was not only to motivate potential participants, but especially to create awareness among the Ugandan farmers about farm succession.

Description	Quantity	Unit	Quantity	Unit
Publishing of newspaper article	1	Unit	1	days
Radio talk show	1	Unit	1	days
TV talk show	1	Unit	1	days
E-Flyer design	1	Unit	1	days
Media expert (strategy development and management of media campaign)	1	Unit	1	days
Media expert (Development of print material)	1	Unit	1	days

Figure 19: Resources Sensitisation Activities

Please note that in terms of sensitisation and awareness raising, nothing must, but a lot can be done. The only necessity is to inform and mobilize people to participate in the GenX Process. A less resource-intensive way to find participants may include the distribution of flyers and posters for example via farmers' organisations, youth groups, NGOs, churches, extension workers, matching or job information platforms or others. Additionally, a lot of outreach can be achieved via social media channels which, however, address mainly the younger generation, the farm successors.

Lessons learned from Uganda

As mentioned above, the sensitisation phase in Uganda was not only to motivate potential participants, but especially to create awareness among the Ugandan farmers about farm succession. UNYFA developed a sensitisation concept in advance to identify the most effective media channels to inform farmers.

There are over 350 licensed radio stations and over 30 free -to- air TV stations serving a population of 41 million people. Uganda has an estimated 21 million internet users with an estimated three-quarters of the population owning mobile phones. The most popular medium is believed to be radio. English is the official language for communication and Luganda is the most popular language for business. The concept and an analysis of the diverse media sector in Uganda is available on the [AHA Intranet](#).

Based on the analysis, UNYFA addressed the following media:

- Publishing a newspaper article (see Annex 3)
- Appearance in a radio talk show
- Appearance in a TV talk show
- Publishing of an E-Flyer on various social media channels

In Uganda, a strategy of direct engagement with the three main media houses was chosen with an English language print media in the Daily Monitor, supported by a Luganda radio and morning television show. This was further enhanced by a media flyer on the UNYFA social media platforms. The media campaign allowed for a two-week window of registration from interested parties. The participants for the ensuing three consultation workshops were asked to provide information regarding their age bracket, the size and location of their farm, the value chain in which their farm fits and their expectation from the workshop.

3.4. Step 4: High-Level Event



Aim

The High-Level Event is not a mandatory part of the GenX Process. It is an optional event at some point of an implementing phase to raise further awareness.

The expected results of the High-Level Event are as follows:

- Through inviting the media, the topic of farm succession gets more attention.
- Through inviting high-level politicians, the topic of farm succession moves higher on the government's agenda.
- The implementing organisation can receive positive publicity by inviting the media.

The High-Level Event is a recommendation but not necessarily required.

Methodology

The High-Level Event aims to raise awareness about farm succession. Its aim, however, is not to evaluate and reflect on the GenX Process. For this there is an evaluation module at the end of each round of Consultation Workshops (see [Step B](#)). It might be conducted after the first round of Consultation Workshops, or after several rounds have taken place. The decision depends on the situation in the country, including the level of awareness at the farmer level and in the government. In any case, it can be combined with the final Consultation Workshop to also include some of the participating farmers to give impressions to the invited media and politicians.

The High-Level Event is meant to present the GenX Process to the public and political officials. Therefore, the main content consists of describing the process and giving impressions by showing testimonials. For a brief overview, please see Figure 20 below.

High-Level Event

Aim: Creating public awareness and placing the topic in official, administrative sectors, and ministries

Core content: Lobbying and advocacy for customers, partners, ministries etc.

Participants: It is important to find patronage for farm succession and to invite people who will promote the cause. Also, invite people who are in positions to improve framework conditions such as politicians and decision-makers in government.

Human Resources for conception and implementation: Trainer (communication expert), partner organisations

Elements and Methodology:

Input: Welcoming; official speeches by partner organisations and high-level guests; Description of the GenX story and the GenX Process; Presentation of testimonials filmed during a round of Consultation Workshops

Interaction: Plenary discussions

Duration: 3 Sessions = 255 minutes

Figure 20: Methodology High-Level Event

Resources

Figure 21 summarises the cost positions of the high-level event as during the Ugandan pilot. Please note that this is just one option to conduct such an event. However, it might be most reasonable to have the high-level event at the end of a GenX workshop to save costs (e.g. farmer participants do not have to travel again) and to lower the organisational efforts.

Description	Quantity	Unit	Quantity	Unit
Local trainer (planning, implementation, and reporting of workshops)	2	day	1	persons
Venue	1	day	1	unit
Meals and drinks	1	day	30	persons
Workshop material	1	unit	1	unit
Transport costs staff (car hiring)	1	unit	1	unit
Transport costs staff (fuel)	1	days	1	unit

Figure 21: Resources High-Level Event

Lessons learned from Uganda

In the Ugandan pilot, the high-level event was combined with the last Consultation Workshop. The last day was designed as the high-level event. Invited guests included the AHA Project Manager and lead trainers of AHA, elected representatives of UNYFA and UNFFE (representing young and old generations), representatives from the Ministry of Agriculture, development partners and the private sector.

UNYFA provided background information of the pilot and the rationale behind developing a farm succession service in Uganda. These presentations combined videos of the series of consultation workshops and contributions from the overall team including facilitators, experts, coaches and the participants themselves. All were invited to provide their feedback on the opportunities and benefits of an integrated farm succession service.

Finally, all participants received a manual containing the pertinent knowledge and information underpinning the content of the farm succession service.

V. Conclusion and Outlook

Farm succession is a topic concerning many farmers all over the world. The GenX Process intends not only to raise awareness about the topic of farm succession but also to guide farm owners and successors through the process of handing and taking over a farm.

The final workshop of the pilot in Uganda showed that the GenX Process not only supported individual farmers in their successful farm succession but also made UNYFA, the implementing organisation, grow as an institution. The feedback from several stakeholders during the closing event was very promising for a future roll-out of the GenX Process. While all emphasised the importance of the topic of farm succession and thanked UNYFA for their commitment, the Assistant Commissioner of the Ministry of Agriculture even encouraged UNYFA to develop an MoU with the ministry for further smooth operations and implementation of a GenX Process. This clearly shows the high potential of the GenX Process also for other implementing partner organisations.

Further demand for future rounds of the GenX Process has come from development partners (like SNV⁹) and farmers alike.

Since the end of the pilot GenX Process in Uganda, the participants moved on with organizing their farm succession. One coffee farmer, for example, drafted his will, using the recommendations from the respective workshop session. Another used the newly developed connection to the legal expert to help him certify the land ownership of his property. One cooperative, who sponsored several participants, already went ahead and identified more interested farmers for an upcoming round of GenX. At the same time UNYFA has drafted proposals to secure further funding to conduct several GenX Processes in 2021/2022. Finally, UNYFA is reflecting on how to offer the GenX Process a self-sustaining service for member farmers.

⁹ Dutch not-for-profit international development organisation

VI. Annex

i. Annex 1: Registration Form to Participate in the GenX Farm Succession Consultation Workshop

Name				
Farm name - if applicable				
Contact				
Age-Category	18-39	40-55	56-65	66-above
Gender	Male		Female	
Address				
Farm Location				
Farm size				
Type of ownership	Proprietor	Inherited	In line	
Type of Value chain	Crop	Livestock	Mixed	
What do you expect from the workshops?				

ii. Annex 2: Checklist for a Farm Succession Plan

The topics below are likely to come up in a farm succession process. Check, which are relevant in your case. What resources and time are required to solve them, where do you get information and solutions from, how long will it take to solve the topics, and if/how they are interdependent.

No	Topic	Key questions	Necessary time and resources?	Where to get information from? Official places to solve the problems?	Timeline and interdependency
1	Farm profile	→ Current situation, SWOT analysis	→	→	→
2	Ownership & land rights	→ What do I own? → What rights do I have on my land? → What rights can I achieve?	→	→	→
3	Financial situation and farm value	→ How much is my farm worth? → What other financial resources do I have? → What of these will be free to be inherited?	→	→	→
4	Investment opportunities/necessities and farm profitability	→ Is my farm profitable? → Do I need to increase the farm value to make it profitable for my heir?	→	→	→
5	Insurance	→ How is my current insurance situation? → What insurance do I need when I want to inherit/pass my farm?	→	→	→
6	Family and marital status	Owner: → Who should inherit? → Who has to inherit? Successor: → Who else needs to be taken into account?	→	→	→
7	Business ownership & registration	→ How is my farm currently registered? → What do I have to change before I can pass on my farm?	→	→	→
8	Goals	→ What are my goals in passing over/inheriting my farm? → What will make me proud when I look back at my life and my farm?	→	→	→
9	Last will	→ Write a last will	→	→	→
10	Roles and responsibility	→ Who has which role in my family? → Who has which responsibility? Especially when I pass away?	→	→	→
11	Communication in official, clan and family meetings	→ How do I communicate my last will/my wishes for succession? → How can I communicate best to not offend other members of the family?	→	→	→
12	Next steps	→ Formulating concrete next steps	→	→	→

iii. Annex 3: Sensitisation Uganda – Newspaper article



FRIDAY, JULY 31, 2019 supplement. 21

Daily Monitor
www.monitor.co.ug

FOOD SECURITY
DURING AND AFTER
COVID-19 IN UGANDA



Skills. In order to have a good farm succession, there is need to empower the youth with modern agriculture skills

BY CHARLOTTE NINSIMA
editorial@ug.nationmedia.com

Cases of family land wrangles continue to escalate in different parts of Uganda. This is attributed to the increasing unemployment, which has forced many people to get involved in unscrupulous land deals.

The escalating land wrangles, especially to people from the agriculture sector is mainly as a result of lack of land and farm succession plans from the farm founders to the new generation.

Developed countries have managed to register success in farming after adopting good farm succession plans.

Mr Buwule Nehemiah, a farmer of vegetables is working towards legalising his documentation for his children after his agribusiness tour in Germany. He was enlightened that farms exist under more than three generations.

Farm succession and inheritance is increasingly considered a complex phenomenon, which not only affects core dimensions of farm family life but also the agricultural sector at large.

Mr Denis Kabiito, the national coordinator of Young Farmers' Federation of Uganda (UNYFA), says farm succession involves the legal transfer of rights ownership, assets and charges of an entity from one generation to the next to ensure continuous stay of the farm for generations.

He says farm succession is a gradual process that should be planned early and well. It involves the farm founder to communicate and train children about how profitable agriculture is and how it should be handled. With the acquired mod-

Farm succession key in agriculture sector



Men being trained on how to make a family succession plan recently. COURTESY PHOTO

ern skills, improved mindset and passion, new blood (new generation) can venture into the profitable family farm business so as to maintain and uplift its legacy and value with protection from the law since family farm ready for transfer are legally existing.

All components of farm succession aim at ensuring good supply and quality.

"The more we make the farms sustainable, the more we are certain of sustainable food supply. The justifications for punches of food insecurity is because producers are

having a blink future hence shortages or no food," Mr Kabiito says.

The collapse of many farms can partially be attributed to lack of good succession plan, which clearly stipulates how the farm is maintained currently, and how it should be maintained over the time.

This can be done through a formal will. Numerous types of land tenure are communal without clear ownership and many farm units are not legalised business entities.

However, one can do away with the loss by communication and building consensus within the fam-

ily members disputing the cultural aspect attributed to them. If someone is taking over the farm, what are the rest going to do since they have rights over the farm?

There is need for continuous skilling of young people as this gives a better position of making contracts that are more crucial in any ownership transfer process.

"All actions have to be geared towards making a farm business unit and work on the retirement of farmers in an honourable way. The succession plan looks at what the farmer is going to do after retire-

ment," Mr Kabiito says.

Once the business units are in place, then there will be investments which can be bankable.

UNYFA and its partners are highlighting this as something long overdue, especially if food is to be supplied to the next generation as a food security measure.

The commencement of the programme is to help farmers learn how to go about it and understand the different complexities. UNYFA is coming out with case specific modules that will help other people in their enterprises and use it to have a succession plan.

Mr Mawejje Harbert, the project Manager GEN-X, says three modules are being developed on aspects of communication; how do we communicate to our families without creating the impression that owner is about to die, how do we concentrate all the feelings and motions so as to a raise to common vision.

Others include how do we ensure that we transfer our farms legally, how do we properly register our farms as business and they obtain legal exists, how do our life styles and behaviours affect succession, which type of land ownership is the farm and how do we obtain its security of ownership: Finance; how do we commercialise our small farms, which type of business registration is more suitable for our families, how do we manage our books of records to ensure farm growth.

This is to help farmer identify their stage and how best to move forward towards their goal.

ESTABLISHING CENTRE

UNYFA is planning to establish a centre of best agronomic practices that will be shared, accommodate a demonstration, training and recreation centre for youth in agribusiness.

Getting youth to engage in agriculture

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Agriculture is the core of the economy and the primary source of employment in Uganda, engaging 73 per cent of the country's labour force primarily in the rural areas, a World Bank report indicates.

Despite employing many people, agriculture remains one of the despised sectors, especially by the youth in Uganda.

To change the perception towards the sector, the Young Farmers' Federation of Uganda (UNYFA), an umbrella body for young farmers in Uganda with 54 rural based member associations is transforming youth through continuous empowerment into proper agricultural methods.

Mr Denis Kabiito, the CEO-

UNYFA, says the organisation focuses more on skilling, informing and exposing the youth through agribusiness tours to different technologies to gain insights and apply them on ground. UNYFA also offers business development service training on organising products, value addition, register and connecting with other service providers.

UNYFA highlights the gaps and does continuous advocacy on pertinent issues that government and all other actors should factor into ranging from infrastructure to policy and conducive environment.

"We advocate for checking out the available structures that can help the young people reduce the post-harvest handling losses. If it is the warehouse system, is it feasible for the youth?" he says. A food secure society is one

that can easily access, distribute and avail food of different quantities and qualities at all times to the different masses around the country.

Mr Kabiito says UNYFA's role is to skill the producers of food in agriculture-related aspects, improve production and voice out the interests of the farmers to different duty bearers in order to improve the Agribusiness Environment.

Mr Geoffrey Okot, the Chairman of UNYFA, says the biggest challenge young farmers face is lack of access to land even by inheritance.

"We need to learn from developed countries. We cannot access finance because of minimal security. As a federation, we want to submit a position paper to government to act on amending some land bills to include inheritance of

farmlands amongst young people.

Many people fear to give out their property to the youth due to the disinterest and urge to own luxurious materials. However, proper trainings from the federation on how to utilise and benefit from land will be easy for the older people to entrust them with it," he says.

Four years since inception, UNYFA plans to have more role model farmers, expand the apprenticeship programme on agricultural systems to 15 farmers per trip, build a farm succession service for all and develop a centre for best agronomic practices.

Mr Ologo Brian, a cereal farmer in Oyam District is one of the beneficiaries of UNYFA trainings. He has gained leadership skills and has been exposed to different agronomic practices in other coun-

tries.

"The trainings I have received have changed my mindset from subsistence to commercial farming," he says.

Mr Buwule Nehemiah, another beneficiary grows fruits and vegetables at Pharmacy Farm in Zirorobe. He says the organisation has enabled him to showcase his products on its different platforms hence getting networks with other farmers and customers.

"I also attained a three-month apprenticeship on food systems in Germany. Succession starts at a young stage thus children are involved to love farming so that generations can inherit and productively use land. I have also trained other farmers in urban and backyard gardening as opposed to the older times when I used to mind my own business," he adds.

To learn more about farm succession, one can contact UNYFA on www.unyfa.org or by sending an email to unyfa2016@gmail.com

