

## FARMER ENTREPRENEURSHIP DEVELOPMENT WORKSHOP REPORT BY PELUM UGANDA



Arch Apartments, Kiwatule, Ntinda,  
Kampala, Uganda.

21<sup>st</sup> to 25<sup>th</sup> June 2010

Trainers / Facilitators: John Jagwe <sup>#</sup>, Sarah Mayanja <sup>+</sup>, Diana Nalubowa <sup>\*</sup>

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## 1.0 Introduction and Background

Participatory Ecological Land Use Management (PELUM) Uganda is a network of Non Governmental organizations that have come together to improve the livelihoods of communities through sustainable use of natural resources. PELUM Uganda's mission is to build the capacity of member organizations, in providing quality ecological land use services, through training, networking, research, advocacy, and participatory approaches.

In Africa as elsewhere, agricultural development is taking place in the context of rapid urbanization and market integration. As a result, the livelihoods of small farmers are increasingly influenced by the demands of urban consumers, market intermediaries and food industries. In modernizing agricultural markets, small farmers are often at a significant disadvantage relative to larger commercial farmers, who benefit from economies of scale and better access to market information, services, technology, and capital.

Though Research & Development (R&D) Institutions have achieved commendable success in supporting farmers to increase production, there are a number of problems that constrain development of markets for various agricultural commodities. These include limited access to clean planting materials for commercial varieties, limited access to market information, poor quality of commodities sold to end users - mainly due to improper harvesting, sorting and grading, inadequate packaging of both fresh and processed products, and lack of storage facilities, especially at the trader level. Consequently, this has led to limited market demand and low prices.

Collective action, usually via farmer cooperatives, has been proposed as one way to improve the prospects of small farmers in emerging high-value agricultural markets. However, Market chain innovation is also needed to allow small farmers to participate advantageously in high-value markets.

Farmer entrepreneurship provides an opportunity for facilitating market actors to collaborate and address some of these constraints through generating innovations that improve market access. It has proved effective in Uganda for strengthening innovation capacity and for developing market chain innovations that benefit small farmers as well as other market chain actors. Valuable capacities for innovation have been developed, particularly in the realms of knowledge, attitudes, skills and social capital. These new capacities are potentially valuable assets for stimulating future innovations in market chains in Uganda or in other countries of the region.

## **2.0 Farmer Entrepreneurship Training**

In order to strengthen the capacity of her Member Organizations (MO) to empower smallholder farmers in entrepreneurship development, PELUM-Uganda initiated a capacity needs assessment exercise to determine critical areas of capacity needs among her membership. A total, 22 MOs (out of the 33) participated in the needs assessment, and the results obtained indicated capacity gaps in farmer entrepreneurship development in general and, marketing management in particular.

It is upon this background that PELUM Uganda organized a training workshop for her member organizations focusing on; marketing, enterprise selection, and business planning. The list of participants is shown in appendix (i). They comprised of 22 participants of which 9 were females, and 13 were males.

### **2.1 The objectives of the training**

The objectives of the training workshop were;

- To increase member organizations' knowledge and understanding on marketing management, enterprise selection, and business planning of farmer enterprises.
- To provide a platform for member organisations to share their best practices on farmer entrepreneurship and possible replication of different models.

### **2.2 The training method**

The training methodology employed in this workshop included the use of power point presentation by the facilitators with active participation from the learners on the issues presented. Each topic was illustrated with practical examples and the learners were accorded opportunities to ask questions on the topics. The learners were given some practical assignments in groups to practice some of the concepts learnt. The learners toured an agricultural enterprise engaged in producing organic food products for both the local and export market. This accorded them exposure to practical application of farm entrepreneurship.

### **2.3 The facilitators / Trainers**

The facilitators/trainers included; John Jagwe; an Agricultural Economist with 12+ years experience in agricultural marketing, agro-enterprise development and agricultural value chains.



Ms. Sarah Mayanja; an is agriculturalist with 15+ years experience with NGOs, farmer organisations and agro-commodity trade.

Ms. Diana Nalubowa is an Economist with 3 year experience in qualitative and quantitative research methods.



## Day One

### **3.0 The Opening Session:**

The workshop was opened with a word of prayer by one of the participants, introduction by members present, and a brief welcome remark and background to the workshop by Ms Linnet Awor of PELUM Uganda, who also introduced the facilitators to the participants. The participants were given a chance to highlight their expectations and these included the following;

- To learn how to guide farmers in enterprise selection in regard to market demands. (Being able to practice farming as a business)
- To expand knowledge on marketing and entrepreneurship.
- To acquire practical skills in farming and entrepreneurship and also get tips on successful farming.
- To learn more about PELUM and how it operates.
- To acquire the ability to teach rural farmers on the advantages of collective marketing and bargaining.
- To be able to design an implementable business plan
- To build social networks and also acquire a certificate of attendance.

The participants introduced one another highlighting their likes and dislikes and the institutions they work with.

## Session 1:

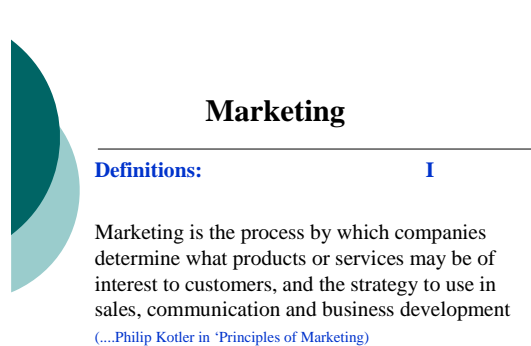
Monday 21\* June 2010, Time: 10:00am - 12:45pm

### 4.0 Topic 1: Marketing

Facilitated by: John Jagwe

This session covered the following topics;

i) Marketing definitions:



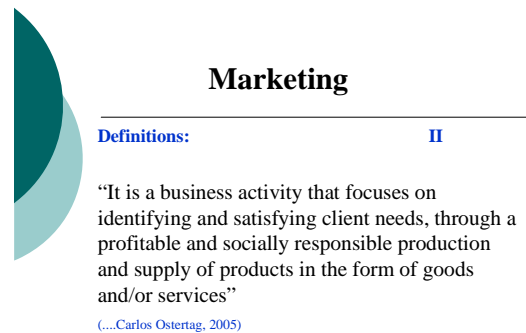
**Marketing**

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**Definitions: I**

Marketing is the process by which companies determine what products or services may be of interest to customers, and the strategy to use in sales, communication and business development

(...Philip Kotler in 'Principles of Marketing)



**Marketing**

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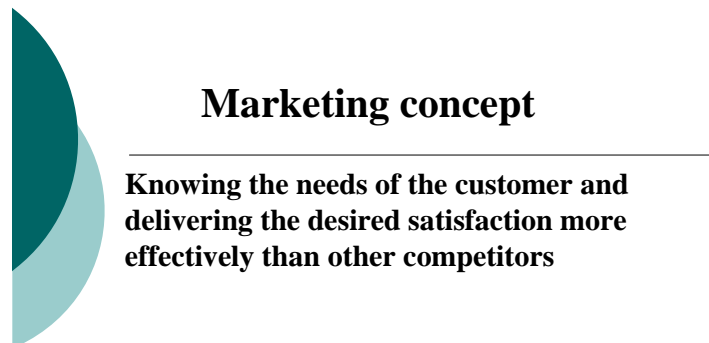
**Definitions: II**

"It is a business activity that focuses on identifying and satisfying client needs, through a profitable and socially responsible production and supply of products in the form of goods and/or services"

(...Carlos Ostertag, 2005)

The facilitator emphasised that the definition of marketing should include a) identifying and satisfying of clients need, b) profitability and c) a strategy.

ii) The concept of marketing:



**Marketing concept**

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**Knowing the needs of the customer and delivering the desired satisfaction more effectively than other competitors**

### Illustration 1:

The concept of marketing was illustrated using the example of purchasing a soda at Kampala Serena hotel as compared to purchasing it at a Take away restaurant in Ntinda. The price of soda is Ugsh 5,000 at Serena while it could cost Ugsh 1,000. This is an indication of the Price, Promotion and Place being key components of Marketing.

iii) The 6P's of marketing

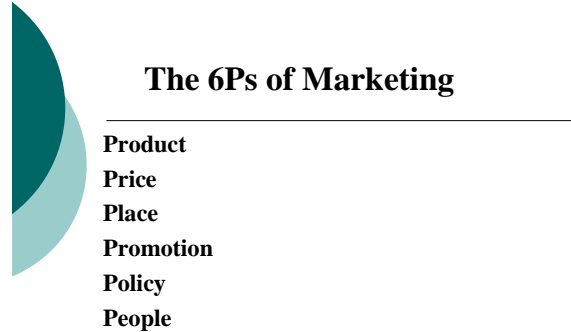


Illustration 2:

**Product** suggests the following aspects:  
Variety, Quality, Design, Characteristics, Brand, Packaging, Sizes, Services and Guarantees.  
When considering the Product, Branding and market segmentation are very crucial elements.  
The examples of brands such as Colgate (for tooth paste), Omo (for washing powder) and Panadol (for paracetamol) were given to illustrate the importance of branding products.

**Price:** Aspects such as margins, discounts and credit are considered. The principle of profitability overrides while considering, turnover, long-term commitment and loyalty of customer.

**Place:** The following aspects are mainly considered; sales points, spatial coverage, locations within markets, inventories/stock of products and transportation channels.

Illustration 3:

The market vendors in Kalerwe market have moved into the road as a means of getting closer to the buyers considering that their customers may not be able to get out of their vehicles and go the designated stalls.

**Promotion:** Aspects such as advertising, personal sales, trade fairs and customer relations are very important.

Illustration 4:

Sarah Mayanja gave an example of how she was always referred to by her first name whenever she called the reception for help while boarding in an up-market hotel in Kampala. John Jagwe also gave an example of how Shoprite sales attendant could remember that he had forgotten one of his purchased items the previous week.

**Policy:** mainly referring to local, nation and international policies that affect the marketing of a commodity.

Illustration 5:

It may not be possible to sell pork sausages in Saudi Arabia or Libya.

**People:** Consider consumers as well as your human resource used in marketing. “Marketing starts and ends with the people”.

Session 2:

Monday 21\* June 2010, Time: 2:00pm - 4:30pm

Facilitated by: John Jagwe

This session covered the following topics;


Market growth strategies

- The Product-Market Growth Matrix (by H. Ansoff)

What is the importance of a marketing strategy?

- for better management of resources
- Every entrepreneur has targets and goals and these goals can only be achieved through a planned course of action.
- Markets are dynamic and fragile and consumer needs are changing
- Strategies are important for risk aversion.
- An entrepreneur needs to be competitive if he/she is to stay in a business.

**Product-Market Growth Matrix**  
(by Ansoff, 1957)



	Existing products	New products
Existing markets	1. Market penetration	3. Product development
New markets	2. Market development	4. Diversification

### Illustration 6:

The example of the pineapple beverage produced by RUCID (c/o Mr. Nyanzi) was used to demonstrate how to adopt the correct marketing strategy for a new product in an existing market. The participants made a very good critique of the product. i.e. The labelling did not show the content details, expiry date, date of manufacture and the nature of product (organic).

### **Questions from participants:**

Are there specific steps/ strategies one can carry out to increase Market Penetration? (by Sumba)

### **Response from facilitators:**

1. Reduction in prices by increasing scale of operation. This can be done through Economies of scale where there's a reduction in the unit cost when bigger quantities are dealt with.
2. Improving Distribution and increasing promotions this can be done when new markets are replaced with existing markets. For example most farmers discovered Southern Sudan as a new market and now sell their products in Southern Sudan as well. Promotion is also important and Mr. Nyanzi's pineapple juice is used as an example. The product is of high quality and organic but the packaging is poor.

### 5.0 Topic: Market information:

 <b>Market Information</b> <hr/>	 <b>Market Information</b> <hr/>
<p><b>What is Market Information ?</b> Refers to any information critical to marketing e.g.</p> <ul style="list-style-type: none"><li>i) <b>Product prices</b></li><li>ii) <b>Potential buyers</b></li><li>iii) <b>Quantities tradable</b></li><li>iv) <b>New market opportunities</b></li><li>v) <b>Changes in consumer behaviour</b></li><li>vi) <b>Shocks in product supply</b></li></ul>	<p><b>Why Market Information important?</b></p> <ul style="list-style-type: none"><li>- <b>for strategic planning</b></li><li>- <b>for risk aversion</b></li><li>- <b>For effective pricing</b></li><li>- <b>For enhanced competitiveness</b></li></ul>

## Questions from participants

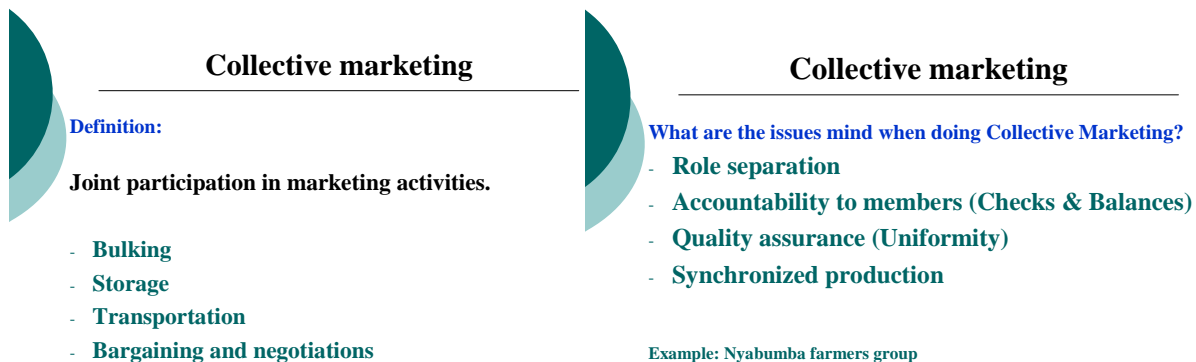
**Question:** How do members organizations of PELUM use information supplied to them by PELUM? (by Mr. Nyanzi).

**Response:** Members use the information that is applicable to them to set prices for their products. The example of one participant Joyce was given.

**Question:** How do we make people confident of products made in Uganda considering the attitude of the people about locally manufactured products? (by Moses Baase)

**Response:** It is important to convince people that our products are good and this can only be done by producing genuine products. With time the clients develop confidence in the product and eventually the product markets its self. When it picks then it will market and sale it's self. (Example of Hima cement and hardware outlets is given).

## Topic: Collective Marketing



The day was wrapped up with an evaluation of the training sessions and the house keeping issues.

## Day Two

The day begun with a re-cap of the previous day's sessions facilitated by Ms Diana Nalubowa. The participants' evaluation indicated that the workshop was generally running smoothly.

### Session 3:

Tuesday 22<sup>nd</sup> June 2010, Time: 10:00am - 12:45pm

Facilitated by: Ms Sarah Mayanja

Topic: Definition of entrepreneurship, an entrepreneur and the qualities of an entrepreneur.

#### - **What is entrepreneurship?**

Entrepreneurship involves reacting very fast to a situation. It refers to a skill of doing business / promoting a product, analyzing the environment around the business and taking immediate action. It is the act of being innovative to sustain a business / idea. It refers to manipulation of ideas to lay strategies of establishing profitable enterprise. It is seeing an opportunity where there are challenges.

#### - **Who is an entrepreneur?**

An entrepreneur is an innovative person who sets up a business in order to acquire profit in the long run. An entrepreneur is often a risk-taker.

#### - **What are the key qualities of an entrepreneur?**

Risk taker, Innovator, Open mindedness, Ability to own and organize

Topic: Entrepreneurship and small businesses: Identifying viable enterprises and enterprise selection.

- Entrepreneurship is especially critical in small businesses because:

- Important sources of competition for large firms; challenge their economic power
- Offer a wide range of choice to consumers
- Sources of innovation and creativity
- Good career opportunities to work in an unstructured environment of a small company

Topic: Key steps in identifying possible enterprises

- 1. Conduct a Rapid Market Survey to determine a range of economically viable enterprises
- 2. List and discard obvious enterprises (in terms of feasibility) e.g. cant be grown in the area, requires high investment, no comparative advantage, high market risks, long incubation period etc
- 3. Conduct analysis on:
  - (a) agronomic viability b) Financial viability (profitability & investment) c) Market viability

Topic: Factors to consider in enterprise selection include;

- Availability of reliable market with ample demand
- Profitability
- Capital requirements
- Duration/maturity period
- Risks involved
- Skills
- Productivity
- Available space to host the enterprise
- Sustainability : economically & environmentally

Topic: Establishment and management of enterprises

(i) Formation and growth,

- Formal and legal procedures of formation- memoranda and articles of association
- Sole proprietorship
- Partnership
- Private limited
- Public listing
- Cooperative

(ii) The 5 steps of becoming an entrepreneur

- Know yourself (Stamina, ability to work with people)
- Know your market (market, competitors..)
- Know your product and industry (trends, cost...)
- Know how to manage (desired experience in management)
- Know your financial situation (Income statement, Cash flow projection, business plan)

(iii) Getting money to grow your business (equity)

**Question:** How do you set the price of your products (by Mr Nyanzi)

**Response:** Know your product and industry and all the costing involved in producing your product.

**Question:** How can you capitalize your business (by Sulait)

**Response:** by seeking for finances from financial institutions using business plans or by seeking for co-investors.

### Illustration 7:

An example of Kyagalanyi coffee was given where the entrepreneur linked up with foreign investors to recapitalise his business after having considered the long-term risks and uncertainties.

### **Session 4:**

**Tuesday 22<sup>nd</sup> June 2010, Time: 2:00pm - 4:45pm**

**Facilitated by: Ms Sarah Mayanja**

The major aspects of management namely:

- i) Marketing management
- ii) Operational management
- iii) Financial management
- iv) Organisational management

**Question to the participants:** How are you going to manage your business?

**Response:** In order to manage business, we need financial management, human resource, operations management, marketing management, setting targets, looking for customers, being up to date with market trends and carrying out market research. A small entrepreneur should not try to out larger enterprises in production but should work with them and devise means of improving their product.

## Day Three

### Session 5:

Wednesday 23<sup>rd</sup> June 2010, Time: 10:00am - 12:45pm

Facilitated by: John Jagwe

**Topic: Business plan (Definitions and importance)**

**Definition:** A formal statement of business goals and the plans of attaining them with the team of members in the organization. It is a decision making tool representing all aspects of a business (i.e. Vision, finance, operations, human resources)

**What is its importance?**

It enables;

- Total Quality Management
- Strategic Planning
- Fundraising

**Topic: The components of a business plan**

- Description of the business
- Analysis of the business environment
- Industry background
- Market analysis
- Marketing plan
- Operations plan
- Financing plan
- Milestones

### Illustration 8:

When analyzing the business environment consider the location of premises in terms of the distribution network and manufacturing process. Why put a factory in Kyebando and cause pollution to your neighbors yet you could move a few kilometers outside Kampala. It is also important to consider the rules and regulations e.g. local waragi was banned in some areas in Uganda, because they were not meeting Uganda National Bureau of Standards.

### Practical exercise

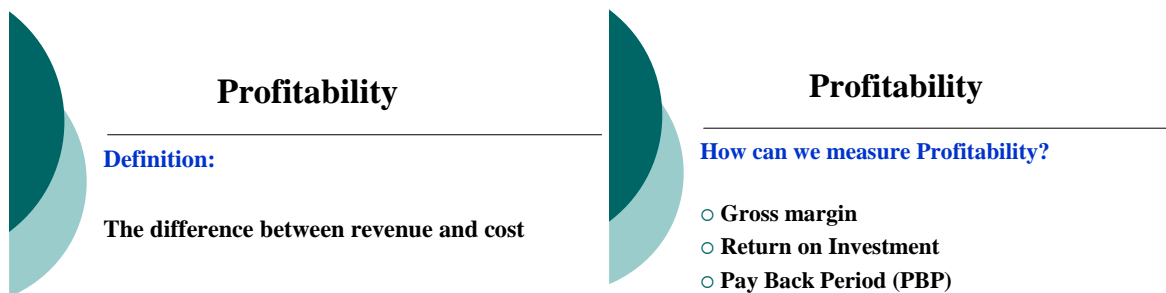
The participants were divided into 3 groups and each of the groups was tasked to develop a business plan. The business plans developed by the participants included the following businesses i) Organic processing (RUCID) ii) Secondary school and iii) Produce marketing.

### Session 6:

Wednesday 23<sup>rd</sup> June 2010, Time: 2:00pm - 4:50pm

Facilitated by: John Jagwe

Topic: Profitability (Definitions and quantification measures)



Topic: Ways of measuring profitability

- i) Gross margin percentage
- ii) Return on Investment
- iii) Pay back period

iv) Net present value

The examples used to illustrate the following measures of profitability are contained in the presentations made to the participants.

## Day Four

### Field tour

Thursday 23<sup>rd</sup> June 2010, Time: 9:00am – 3:30pm

The participants travelled to Kikyusa sub-county, Luwero District, 60KM north of Kampala to visit SULMA FOODS Ltd. which is specialises in growing, processing and exporting vegetables.

The production range is pineapples, potatoes, hot peppers and honey. The other 90% comes from outgrower farmers in Luwero, Mpigi and Iganga and Projects and conventional agriculture certified by EU regulation for export to Uganda.

The main market of the products is currently facing challenges and for this reason the export market is falling. Some of the major challenges are;

- The financial global crisis where most of the expatriates who were working in Dubai and consuming these products have left.
- Air Freight out of Entebbe is
- High costs on fuel and packaging
- Competition
- Consumers are changing consumption more in the European market



CEO of SULMA Foods addressing participants



The farm manager answering participants questions

SULMA FOODS Ltd. works with three hundred bee keepers in Luwero District and produces organic honey. Quality is the basis of their growth in terms of production systems and they lay emphasis on the internal controls system (ICS). They work on plans and they have a business plan that is renewed every five years. They also have a strong marketing team that works domestically. As a means of promoting their products, SULMA gives samples free of charge and distributes flyers in and around Kampala. Most importantly quality is paramount.

SULMA boast of a strong internal control system and bridges the gap between the farmers and company, e.g. when the farmers have a problem he first place they go to for help is SULMA foods. SULMA has exploited the opportunity presented by the East African community by taking advantage of the loosening of the border restrictions, goods can now move freely



A visit to the SULMA Foods Apiary

across the borders of the East African countries without being taxed. SULMA has carried out several trials in Nairobi and have three organic shops in Nairobi and Supermarkets willing to take on their products

**Questions by participants:**

**Questions:** What techniques are being used to promote SULMA products?

**Response by Abdul Karim (CEO SULMA FOODS):** SULMA gives samples free of charge and distribute flyers in and around Kampala. Most importantly quality is paramount.

**Question:** What approaches have been used to strengthen SULMA farmer groups?

**Response:** SULMA has a strong internal control system and bridges the gap between the farmers and company, e.g. when the farmers have a problem the first place they go to for help is SULMA foods.

Competition is encouraged amongst farmers, they encourage farmers to work together and give farmers a sense of belonging.

**Questions:** How has SULMA taken advantage of the East African Community benefits?

**Response:** SULMA has exploited the opportunity presented by the East African community by taking advantage of the loosening of the border restrictions, goods can now move freely across the borders of the East African countries without being taxed.

SULMA has carried out several trials in Nairobi and have three organic shops in Nairobi and Supermarkets willing to take on their products.

**Questions:** What strategy does SULMA have to stay afloat amidst increased competition?

**Response by Mr Abdul Karim:** “We plan to maintain an active marketing plan. We are now using tools such as face book to market our products. We are changing from fresh products to other products such as concentrates and puree. Since EU markets are now going for “baby products” we are also reconsidering what to offer on the market”.

## **Day Five**

### **Session 7:**

**Friday 25<sup>th</sup> June 2010, Time: 8:30am - 10:30pm**

**Facilitated by: Sarah Mayanja**

The participants were availed with some materials to make some crafts. Upon completion, each of the groups presented their products and marks were awarded depending on innovation and application of skills acquired during the course.

### **Practical session: Developing Action Plans**

The participants were tasked to develop action plans which they would pursue using the skills they had acquired during the workshop. The action plans of each participant are outlined in appendix (ii).

### **Session 8:**

**Friday 25<sup>th</sup> June 2010, Time: 10:30am - 12:30pm**

**Facilitated by: Sarah Mayanja**

Topic: Introduction to value chain development

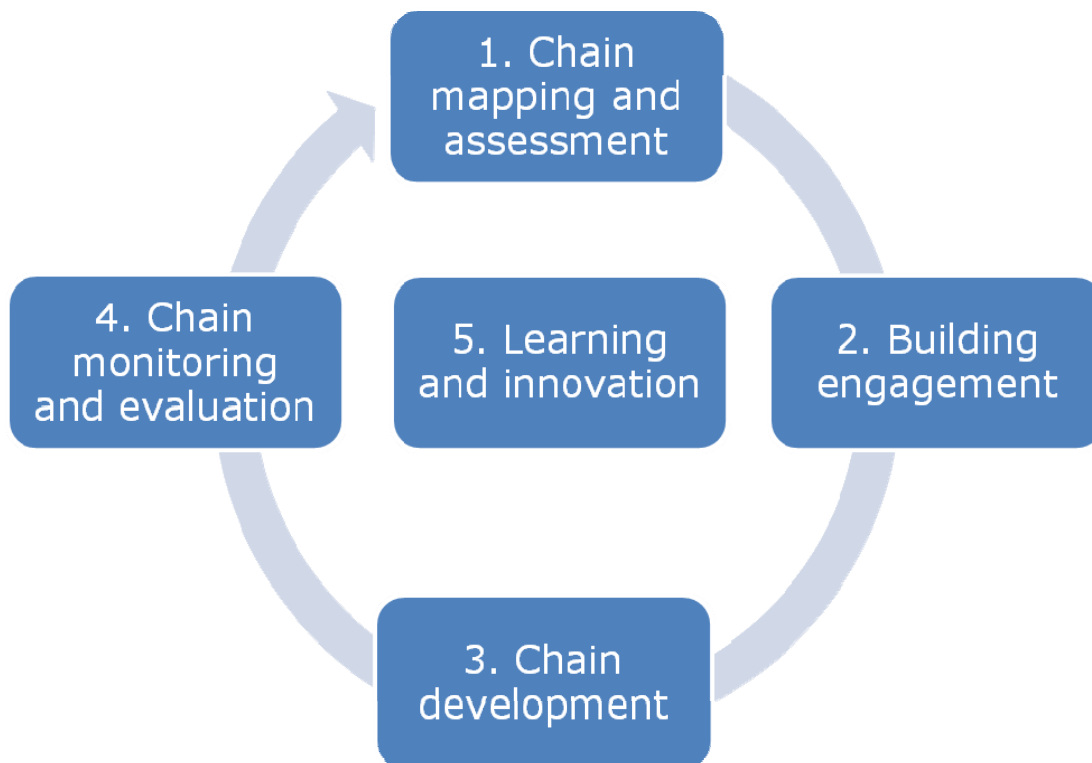
- **SUPPLY CHAINS:** A set of linkages between actors where there are no binding relationships, except during transaction
- **VALUE CHAINS:** A specific type of supply chain – where the actors know each other well and form stable long term relationships. They support each other to increase efficiency and competitiveness, and have one common goal i.e. satisfying the consumer.

FACTORS	SUPPLY CHAINS	VALUE CHAINS
Information flow	Little or none	Extensive
Principal focus	Cost/price	Value/quality
Strategy	Basic product (commodity)	Differentiated product
Orientation	Led by supply	Led by demand
Organization structure	Independent actors	Interdependent actors
Philosophy	Competitiveness of the enterprise	Competitiveness of the value chain

Topic: Justification for value chain development

- Previous interventions focusing on sections of the chain have not been very fruitful (e.g. focus on producers or traders only)
- Marketing is basically informal in nature
- The markets are very volatile i.e. market conditions change significantly over time, and vary from place to place
- No integration in markets e.g. weak linkages between village and city markets
- Limited access to supporting service e.g., finance, insurance, transport etc
- Components of chain interventions

Topic: Components of chain interventions



Topic: Benefits of a value chain

- **STANDARDIZATION:** this assures the consumer of the quality, quantity and safety of the produce
- **CONTRACT ENFORCEMENT:** provides transaction security to all actors in the chain and improves chain relationships
- **MARKET INFORMATION:** reliable and accurate market information enables chain actors to make informed decisions
- **FORMAL BUSINESS ORGANIZATION:** formal organizations oversee members interests, and support trade

**Closing session:**

**Friday 25<sup>th</sup> June 2010, Time: 2:00pm - 3:30pm**

**By Chair of Board of PELUM Association Ms Agnes Kirabo**

She expressed gratitude to the participants and facilitators for the good work done and challenged them to put into practice whatever they had learnt during the week. She emphasised the importance of being competitive especially now that East Africa is integrating into a common market. She presided over handing



certificate to the participants and closed the workshop. The workshop was evaluated by the participants. The evaluation is contained in appendix (iii).

**Appendix (i) List of participants**

	<b>NAME</b>	<b>ORGANIZATION</b>
1	Aijuka Joshua	PELUM Uganda
2	Adome Julius Ben	International Institute of Rural Reconstruction - IIRR
3	Arineitwe Karusya Frank	Caritas Kabale Diocese
4	Awor Linnet	PELUM Uganda
5	Baase G Moses	UEEF
6	Baguma Sumba	SATNET
7	Cwinyaai Wilfred	AFARD
8	Dokutho Christabel	Caritas Nebbi
9	Kabateraine Olive	VEDCO
10	Kaluya Geoffrey	Integrated Rural Development Initiative - IRDI
11	Kibuuka Dennis	Community Integrate Development Initiatives - CIDI
12	Kyanamiro Henry	AAP Buredo
13	Lumala Ritah	Africa 2000 Network Secretariat
14	Luletero Dinah	PEFO Jinja
15	Musisi Sulait	Agency For Integrated Rural Development - AFIRD
16	Nabatanzi Judith	National Organic Agriculture Movement of Uganda
17	Namuli Joyce	Youth Association for Rural Development - Lugazi
18	Nabbagala Ruth	PELUM Uganda
19	Nyanzi Samuel	Rural Community In Development - RUCID
20	Ssembogga S	A2N Uganda
21	Tibashoboka Doreen Hona	St. Jude Family Project Masaka
22	Wamboga Perez	Kulika Uganda

**Appendix (ii) Proposed Action plans of participants**

<b>KARUSYA FRANK from CARITAS / KABALE DIOCESE</b>					
<b>WHAT</b>	<b>WHEN</b>	<b>WHERE</b>	<b>HOW</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Introduce the marketing, enterprise selection, business plans & value chains to programme staff.	July 2010	At Caritas Offices	In a one day work shop	<ul style="list-style-type: none"> <li>○ Tea and accompaniments</li> <li>○ Lunch</li> <li>○ Flip charts, markers and projector</li> </ul>	<ul style="list-style-type: none"> <li>○ Monthly work plans and reports.</li> </ul>
Introduce the marketing collective strategy to farmers	September 2010	Designated / Respective group venues	Training workshops and group visits	Instruction materials and transport means	<ul style="list-style-type: none"> <li>○ Extensions database and excel based result monitoring frames</li> </ul>

**TIBASHOBOKA DOREEN HONA**

<b>WHAT</b>	<b>WHEN</b>	<b>WHO</b>	<b>HOW</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Improve the St. Jude family project in all sectors.	On 14 <sup>th</sup> November 2010, during the last term meeting  Therefore improvements will be showing by the end of 2011	The project coordinator who has been present for the PELUM workshop	By having all members involved: our out growers, St. Jude staff and family.  Training and Marketing	<ul style="list-style-type: none"> <li>○ Increased promotion budget and promotion activities</li> <li>○ Out networking with other organizations</li> <li>○ Capacity building in a bottom to top method</li> <li>○ Establishment of a website.</li> </ul>	How shall we know and measure improvements? <ul style="list-style-type: none"> <li>○ By welcoming more farm / centre visitors.</li> <li>○ More local sales</li> <li>○ Quality production produce</li> <li>○ Number of new markets found</li> <li>○ Number of new members</li> <li>○ Establishing platforms like PELUM</li> <li>○ Number of new networks</li> <li>○ Increasing awareness of the St. Jude programme</li> </ul>

**JUDITH NABATANZI**

<b>WHAT</b>	<b>WHEN</b>	<b>WHO</b>	<b>HOW</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Plan to carry out the following:- <ul style="list-style-type: none"> <li>○ Write a business plan</li> <li>○ Establish close contact with suppliers</li> <li>○ Plan advertising channels.</li> </ul>	I am planning to start immediately especially the close monitoring of farmers	Work very closely with the shop, suppliers as I learnt from SALMA foods.	Make advertisements for our services through the media. Give out flyers	<ul style="list-style-type: none"> <li>○ Financial assistance</li> </ul>	This will be measured depending on the increase of sales.

**HENRY KYANAMIRO**

<b>WHAT</b>	<b>WHEN</b>	<b>WHO</b>	<b>WHERE</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Training of management	Between the first and second week	Management of the organization	At the office of the	<ul style="list-style-type: none"> <li>○ Stationery</li> </ul>	Knowledge and skills after the training

	of July 2010		organization	<ul style="list-style-type: none"> <li>○ Facilitators who trained us on entrepreneurship</li> </ul>	
Training of farmer groups	Towards the end of July 2010	Management and trained person on entrepreneurship	Premises of the office	<ul style="list-style-type: none"> <li>○ Stationery</li> <li>○ Our facilitators wit skills</li> </ul>	<ul style="list-style-type: none"> <li>○ Knowledge and skills</li> <li>○ Opening up new entrepreneurship</li> </ul>

<b>OLIVE KABATERAINE</b>					
<b>WHAT</b>	<b>WHEN</b>	<b>WHO</b>	<b>WHERE</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Value chain analysis maize in all the regions of VEDCO	4 <sup>th</sup> quarter of 2010 to next year	VEDCO and partners will be involved  Stakeholders	Success will be measured by the level of use of the chain	<ul style="list-style-type: none"> <li>○ Fuel</li> <li>○ Allowances</li> <li>○ Stationery</li> <li>○ Consultant (Technical back stopping)</li> </ul>	Report
<b>JULIUS ADOMBE - IIRR</b>					
<b>WHAT</b>	<b>WHEN</b>	<b>WHO</b>	<b>WHERE</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Mobilization of farmers into associations	July 2010	IIRR Facilitators	Use of LCs and local leaders	<ul style="list-style-type: none"> <li>○ Fuel</li> <li>○ Personnel</li> </ul>	Monthly work plans
Registration of the association	August 2010	IIRR Facilitators and Associations	Districts & Sub counties	Money, constitution and bank account	Weekly work plans
Technical support to the association	July 2010	IIRR Staff facilitators	Programme officers and field visits	<ul style="list-style-type: none"> <li>○ Fuel</li> <li>○ Personnel</li> </ul>	Monthly work plans

<b>LULETERO DINAH - PEFO - JINJA</b>					
<b>WHAT</b>	<b>WHEN</b>	<b>WHO</b>	<b>WHERE</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Holding meetings to share information gotten with	Beginning of July	P.O likelihood	Community and sub	<ul style="list-style-type: none"> <li>○ Fuel</li> <li>○ Refreshments</li> </ul>	

farmers			counties	o Info	
Work together with farmers to identify a commodity we can collectively produce alongside conducting a simple survey.	Beginning of July	PEFO, farmers and other stake holders	Community and sub counties	o Demand o Market info o Research	Farmers and outside experts reports on commodity identified
Formation of a business with the farmers  Developing M&E tool	Beginning of July	PEFO and farmers	Community and sub counties		Farmers and outside experts reports on commodity identified

**PEREZI WAMBOGA**

WHAT	WHEN	HOW	WHERE	RESOURCES	M&E
Organize holders of small coffee stock and sale their coffee in bulk	August – December 2010	Kulika and farmers	Kisozi Kamuki	o Finance o Fuel	o Group Selling points (Depot committee stores) o Quantity of coffee each farmer has sold to Depot committee o Presence of an Apex committee to sell the farmers coffee

**LUMALA RITAH \_ A2N**

WHAT	WHEN	HOW	WHERE	RESOURCES	M&E
Coffee processing machine	2011	Write a business plan, fundraising and mobilizing coffee growers	Mukono - Bukekea	o Land o Labor o Coffee seeds o Market	Sales

**STEPHEN SSEMBOGA**

WHAT	WHEN	HOW	WHO	RESOURCES	M&E
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Training on value chain development	2 – 3 months from now	Workshops, field trips and exposure visits	PELUM Ug Experience Facilitator	Funds	Simple tests and awarding certificates.
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<b>SULAIT MUSISI</b>					
<b>WHAT</b>	<b>WHEN</b>	<b>HOW</b>	<b>WHO</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Gift and Beauty outlet	August 2010 at Pioneer mall	Mobilize willing participants Training of participants on the different products	I will lead the supervision team and involve all the participants in the day to day work.	<ul style="list-style-type: none"> <li>o Locally available products like bananas</li> <li>o Fibers, Glue</li> <li>o Strings, Sim-sim, rice</li> <li>o Dry banana leaves</li> <li>o Small branches from</li> </ul>	Analyze work plan and review mile stones set.

<b>WILFRED AFARD</b>					
<b>WHAT</b>	<b>WHEN</b>	<b>HOW</b>	<b>WHO</b>	<b>RESOURCES</b>	<b>M&amp;E</b>
Brief Staff on farming entrepreneurship	28 <sup>th</sup> August 2010	Monday morning meetings	Wilfred		Buy in by AFARD staff
Detailed discussion and strategy development for entrepreneur and value chain development	Between July and September 2010	Use district network meetings as an opportunity to sale and get buy ins from producers	AFARD, SNV and beneficiary group		Beneficiary organizations (primary producers) and AFARD will have outlined value chain development processes
Value chain development integration in2011. WENDI programme	October	Activities to develop value chain by producer groups and AFARD mainstreamed	AFARD		Indicators developed during 2011 planning in a participatory manner.

<b>SUMBA BAGUMA - SATNET</b>
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WHAT	WHEN	HOW	WHO	RESOURCES	M&E
To enhance farmers' access to markets in Ruwenzori region	July 2010 to February 2011	<ul style="list-style-type: none"> <li>○ Assess farmers' marketing situation.</li> <li>○ Conduct training</li> <li>○ Initiate demonstration in MCA</li> <li>○ Backstop the process</li> </ul>	<p>Farmer Association</p> <p>SATNET training centre</p> <p>Farmers association site</p>	<ul style="list-style-type: none"> <li>○ Training hall</li> <li>○ Stationery</li> <li>○ Personnel</li> <li>○ SATNET Secretariat</li> </ul>	

**CHRISTABEL DOKUTHO – CARITAS NEBBI**

WHAT	WHEN	HOW	WHO	RESOURCES	M&E
Mobilize community groups for produce joint selling	End of July	-	Sustainable Staff	Fuel / Transport	Follow up
Look for market for farmers' produce	November – December 2010	-	Team of community group leaders	<ul style="list-style-type: none"> <li>○ Active leaders</li> <li>○ Transport</li> <li>○ Produce availability</li> </ul>	Follow up on available markets
Follow up on community group activities	Continuous	-	CARITAS	Transport	<p>Group discussions</p> <p>Visit group activities</p>

**SAMUEL NYANZI - RUCID**

WHAT	WHEN	WHO	WHERE	RESOURCES	M&E
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Improve on the packaging of the juice	By September during the food fare in Jinja	Nyanzi leader in consultation with all members here		Technical personnel	Look at time taken to accept the product
Promotion of RUCID products	As soon as possible	Canteen attendant of organizations represented today	Organization canteens	<ul style="list-style-type: none"> <li>○ Good will of people present</li> </ul>	Look at the way new outlets are being developed

### Appendix (iii) Workshop evaluation

Key: 1- Very Good

2- Fair

3- Poor

Evaluation is based on the 22 people who attended the workshop.

TOPIC	RATING		
	1	2	3
1. The concept of marketing	19	1	2
2. The 5Ps of marketing	19	2	1
3. Market growth Strategies	20	0	2
4. Importance of collective marketing	19	3	0
5. Importance of market information	18	2	2
6. Identification of Enterprises	19	1	2
7. Selection of Enterprises	20	0	2
8. Establishment of enterprises	19	2	1
9. Management of Enterprises	19	2	1
10. What is business planning?	21	1	0
11. How can you make a business plan?	21	0	1
12. Measuring Profitability	21	1	0
13. Exercise: Making Business Plans	20	2	0
14. Study trip	21	0	1
15. Introduction to value chain	18	3	1

### HOUSE KEEPING

	1	2	3
Training Room	18	4	0
Time keeping	16	6	0
Meals and Accommodation	18	3	1