

CROP POST HARVEST PROGRAMME

**Promotion and development of the Participatory Market Chain
Approach (PMCA) in Uganda**

R8418 (ZB0370)

PROJECT FINAL REPORT

15 January 2005 – 15 January 2006

Core Partners: PRAPACE Network, INNOVA, INCOPA

Managing Partner: Papa Andina Programme

Managing Partner's Institute: International Potato Center (CIP)

Project Final Report

Section A Executive Summary

The purpose of the project was to assess, adapt and put in use the participatory market chain approach (PMCA) in Uganda. The four outputs of the project have contributed to achieving this purpose including the following key activities:

1. PMCA materials adapted and available (Output 1): The PMCA user guide has been completed based on end user evaluation with project participants. This feedback has been solicited through both focus groups and an informal editorial team that consisted of a select number of project participants. The guide has been used as a basis for applying PMCA in the field.
2. Ugandan partners trained in PMCA (Output 2): 25 staff members from 15 Ugandan R&D organizations have been trained on the concepts, principles and procedures of PMCA in three workshops. In addition, the project participants received technical backstopping by PMCA specialists from the Andes on a regular basis. Based on this capacity strengthening in PMCA, the project participants have successfully evaluated market chain interventions and facilitated the implementation of three pilot PMCA applications in Uganda. A total of 155 project beneficiaries were mobilised and introduced to PMCA.
3. Pilot PMCA applications initiated in Uganda (Output 3): The project participants from 12 Ugandan R&D organizations have implemented PMCA in three market chains, that is sweetpotatoes, potatoes, and vegetables. Each commodity group conducted a market chain survey and a stakeholder event to define, analyze and implement joint market opportunities. The participants of these final PMCA Phase 1 events, including farmers, traders, processors, retailers and R&D staff, have expressed strong interest to continue the collaboration and the mutual learning process. These results were shared with all project participants in poster presentations and final group reports, which were discussed during the final training workshop. Because of the positive results of PMCA Phase 1 and the commitment to implement PMCA Phases 2 and 3, the participating organizations have included PMCA in their work plans.
4. A base for future applications of PMCA in Uganda is established (Output 4): During the final workshop the project participants assessed the potential of PMCA in the context of Uganda. Based on the assessment a comprehensive list of strengths and weaknesses of PMCA was developed in terms of key lessons that also included suggestions for improvements. During the same event donors and 3 representatives from 3 R&D organizations in Kenya and Tanzania endorsed recommendations to promote PMCA in their region.

Section B Identification and design stage

Contribution to poverty reduction

Through a collaborative process the coalition partners and stakeholders identified needs and opportunities in market access for resource poor sweetpotato farmers that could be addressed by PMCA. By focussing on pro-poor market chain innovations this collaborative learning process helped to overcome the farmers' isolation from markets and information as well as to secure new sources of income for them. The project fell mainly under the category focussed, that is, it addressed the issue of increased market access for resource poor (sweet potato) farmers.

The project addressed development issues that correspond with those laid out in the Ugandan government's Plan for Modernisation of Agriculture (PMA) as well as in its Poverty Eradication Action Plan (PEAP), of which the PMA is a central element. Based on these policy frameworks,

the Ugandan government seeks to increase agricultural commercialisation and export production, which is considered particularly important for poverty reduction given the dependence of the majority of the poor on agriculture as their main source of income. In particular, the Ugandan government plans to increase the incomes, reduce food insecurity and improve the quality of life of poor subsistence farmers through increased productivity and increased share of marketed production. These objectives were also confirmed in the findings of surveys conducted by Uganda project coordinator and those conducted by the three commodity groups, including a SWOT analysis during the first workshop (see Section D).

For PMCA to be successful, it must be based on approaches that link agriculture and other sectors. PMCA is an approach that addresses this issue in that poor farmers together with other market chain actors are enabled to enhance their capabilities and resources to improve their livelihood through coordinated action along the market chain. During the course of the project the participants have confirmed in their reports and during the field visits the importance of bringing together different market chain actors.

Targeting livelihood constraints

The project targeted livelihood constraints that are among those identified in the PMA, that is, restricted access to (rural) markets and lack of (market) information. As mentioned above, the findings of the surveys as well as the PMCA applications of the three commodity groups have shown that resource poor farmers would benefit from both improved access to markets and more information, especially regarding prices and markets. The PMCA applications have shown that the groups were able to address the issue of exploitation through middlemen and to create new options for farmers to improve their profits. Through PMCA the level of trust among the different market chain actors could be increased. The collaborative learning process (that is, the creation of social capital) helped the participants to take advantage of joint opportunities and to cope with unforeseen difficult situations in the future. On the operational level, the project included special surveys applied to the potato, sweetpotato and vegetable sectors, and a stakeholder event in each case. In all these cases, this involved the participation of the market chain actors in the research process during which they identified existing constraints and opportunities for joint action. This strong involvement of end users coupled with pro-poor process leadership from R&D organizations promises sustainable innovations that will positively influence poor farmers' livelihoods.

Working with different groups of end users

The project participants applied their knowledge about PMCA on three commodity market chains of potato, sweetpotato and vegetables. They conducted 201 interviews with the different market chain actors including farmers for three commodity groups. The purpose of these surveys was to understand the different market chain actors with their activities and problems encountered as well as possible solutions and innovations along the chain. All this information was analysed and results helped to plan the first event for each of the commodity groups, where all the actors interviewed and other interested groups participated. A total of 155 project beneficiaries were mobilised and introduced to PMCA and involved in Phase 1 activities. Smaller, thematic groups were formed based on the interests of the participants to examine possibilities of business opportunities and future plans.

Adoption of project outputs

Twenty-five participants from 15 R&D organisations were trained on PMCA concepts, principles and procedures. They evaluated the draft PMCA user guide with the objective of improving it. This helped to enhance learning and adoption of the method, even more so because a detailed revision was necessary for applying it in market chains in Uganda. During the final workshop the experience with PMCA and the method's potential for Uganda were discussed. Policy makers and R&D experts from Kenya and Tanzania attended the same event to learn about

Activities for Output 1

- 1.1 Initial visit of Ugandan partners to Bolivia and Peru
- 1.2 Translate PMCA user guide from Spanish into English
- 1.3 Develop a training manual
- 1.4 Create and maintain a PMCA website to document project activities

Activity 1.1 *Initial visit of Ugandan partners to Bolivia and Peru*

Activities for the project commenced in March 2005 with a Ugandan core project team visiting Peru, to get a first hand impression on PMCA before embarking on activities of the project in Uganda. The team of three persons, two from PRAPACE and one from CIAT, were introduced to the PMCA work in Peru. The team visited different market chain actors in Lima and in Huánuco in the Peruvian highlands, including farmers, processors and supermarket staff. The team also met with different staff members of Papa Andina to better understand how PMCA was developed and used in Peru. In the closing meeting the group discussed how the first PMCA workshop in Uganda should be planned and implemented.



Core project team visits farmer's associations in one of Papa Andina's pilot sites in Huánuco, Peru.



Core team and Papa Andina members interact during an introductory meeting.



Core project team with Peruvian partners in Huánuco, Peru.

Activity 1.2 Translate PMCA user guide from Spanish into English

In preparation for the first PMCA workshop in Uganda in April 2005, the available resource materials about PMCA were collected and translated from Spanish into English. A team consisting of the Andean collaborators, including the project's PMCA specialist, CIP's Head of Training and a Papa Andina staff member was formed to develop a detailed document. This team developed a first draft version of the user guide [1]. The document was distributed to the participants of the first PCMA workshop, who evaluated it in two focus groups.

Activity 1.3 Develop a training manual

Each of the three training workshops was carefully planned in terms of content, structure and learning activities. Using the PMCA user guide as a foundation, a mix of presentations, group discussions and field visits was developed. This helped to expose the participants to the different theoretical and practical aspects of PMCA. At the same time discussions were held with the participants about their specific needs for a training manual and its possible characteristics. The various materials used during the workshops were distributed to them in both paper and electronic format. At the same time the feedback from the participants was used to further specify the scope for training materials about PMCA.

Activity 1.4 Create and maintain a PMCA website to document project activities

The project participants considered the use of the Web to disseminate the PMCA project materials as an important asset. However, because of limited access to the Internet in Uganda this issue was not considered as too critical. All the materials generated during the course of the project have been distributed to the participants in digital format on CD-ROMs as well. At the same time, the work on redesigning Papa Andina Web site using an open source content management system (Typo3) continued alongside with the establishment of a single source publishing workflow.

Activities for Output 2

- 2.1 Conduct task analysis for workshop priorities
- 2.2 Hold first PMCA training workshop in Uganda
- 2.3 Hold second PMCA training workshop in the Andes
- 2.4 Hold third PMCA training workshop in Uganda

Activity 2.1 Conduct task analysis for workshop priorities

In preparation of the first workshop in Uganda an institutional survey [2] was planned and conducted by the Ugandan coordinator. The specific objectives of the survey were to:

- Describe the specific activities of the institutions related to market chains.
- Determine key issues to help farmers improve their market access.
- Identify development institutions interested in participating in the PMCA project.
- Define the skills that the project participants need to have in order to implement PMCA.
- Obtain necessary information that will enable to plan the 1st PMCA workshop efficiently.

From initially 44 organizations, 21 were identified that were involved in any kind of market chain work. Out of these, 20 were then interviewed and invited to the first PMCA workshop. The participants included members from R&D organizations, higher education, the private sector, NGOs as well as policy makers.

Activity 2.2 Hold first PMCA training workshop in Uganda

The first PMCA training workshop was held In April 2005. Staff from 20 Ugandan R&D organizations were contacted (as a result of Activity 2.1). In the end, 20 staff members from 15 R&D organizations actually participated in the first PMCA workshop. The participants were introduced into the concepts and principles of PMCA. The Andean project team—including staff from INNOVA and INCOPA—shared their experiences with the first PMCA applications in Bolivia and Peru. Finally, two videos about the Peruvian potato chain were shown to illustrate how PMCA has stimulated innovations in this context.

During this workshop, participants evaluated the draft PMCA user guide (Activity 1.2) and discussed potential PMCA training materials (Activity 1.3). Then, in a participatory process, participants grouped themselves into four “commodity groups”, based on their interests, to evaluate PMCA in the context of a specific market chain. Participants chose to work on the following four commodities: sweetpotatoes, potatoes, bananas and vegetables.

The findings of a SWOT analysis about PMCA’s potential for Uganda were presented and discussed by each commodity group in a plenary. Finally, based on the strong interest expressed by the participants to begin applying PMCA in Uganda, they were requested to draft a commodity proposal [8-11] to be submitted soon after the workshop. These proposals were then evaluated by three PMCA specialists in the Andes. The participants were informed that their participation in the application of PMCA Phase 1 and the 2nd workshop in the Andes would depend on a positive evaluation of their proposal.

The project team handed out forms to assess participants’ learning and the quality of the workshop. This and all the other material shared and elaborated during this workshop was then later compiled on a CD-ROM and sent out to all participants, via the Uganda Coordinator [4].



Group of participants of the first PMCA workshop in Uganda.



The “PMCA Sketch” intended to present to the participants the meaning of PMCA. In this case, each individual represented one word of the (PMCA); i.e Participatory, Market, Chain and Approach.

Activity 2.3 Hold second PMCA workshop in the Andes

A second PMCA workshop was held in July in the Bolivia and Peru. This gave 15 Ugandans who attended the workshop the opportunity to learn first hand about the application of PMCA in the Andes. Since the project was not able to finance all the 25 participants from the first workshop, project leaders decided—as communicated at the end of the first workshop (see Activity 2.2)— to support only one member from each organization and only those that would get actively involved in the application of PMCA in Uganda. The participants were selected and invited based on the evaluation of the four commodity proposals [8-11].

The purpose of this second workshop was to strengthen the participants' knowledge about PMCA principles and concepts. This was achieved through a mix of general presentations PMCA theoretical framework and its application in Peru and Bolivia as well as field visits.



In Peru, when visiting Lima's potato wholesale market, the participants had a first impression about the informal commercialisation of potatoes. They also learned about how PMCA can generate feasible innovations and foster trust among market chain actors.



The visit to Wong supermarket, the biggest national food retailer, underlined the fast change and growing need for quality produce, revealing even more the need to obtain optimal collaboration along the market chain.

During these visits the participant met directly with market chain actors. In Peru, the participants met with potato traders, agents from supermarkets and chefs. In Bolivia, the field visits brought the participants in contact with different farmer groups and a potato processing company.



In Bolivia, Claudio Velasco presented the PMCA experience within the context of the Innova project. This case was used to prepare the participants about what they could expect to see in the subsequent field visits. The participants confirmed that the Bolivian experience is very similar to what could be expected in Uganda when using PMCA.



Also in Bolivia, the participants visited an association of potato farmers from the Candelaria district, who, thanks to the PMCA work and the strong continuous support from the PROINPA Foundation, are now commercialising native potatoes to different supermarkets and processors.

During the workshop the PMCA Phase 1 work plans were also discussed in order to help them start implementing the method on their return to Uganda (see Activity 3.1). At the end of this workshop, again all the materials presented were compiled in a workshop CD-ROM together with a photo album [6].

Activity 2.4 Hold third PMCA workshop in Uganda

The third PMCA workshop was held in Uganda at the end of the project in December. The purpose of this workshop was to share and reflect about the commodity groups' experience with PMCA (that is, the PCMA Phase 1 applications). For that purpose the Horizontal Evaluation was applied, a method developed and used by Papa Andina that aims at stimulating mutual learning through the sharing of experiences and ideas. According to this method, the workshop involved two groups of participants:

- **Internal Group:** consisting of those who have participated in the three PMCA Phase 1 applications.
- **External Group:** consisting of “outsiders” who have not directly participated in the PMCA Phase 1 applications in Uganda (including individuals from the Andes, the Netherlands, Uganda, Kenya and Tanzania).



Participants were split into three groups for poster presentations. After 15 minutes of presentation and 15 minutes of discussion at each poster, groups rotated to allow them to see all three PMCA Phase 1 applications.

Sweet Potato Commodity Group

Background

Sweet potato is increasingly becoming a number one cash crop in key production areas like Kumi and Soroti district. Although Production has increased in the last 5 years, farmers and other market chain actors are not happy with incomes from the crop. Instead, producers are getting more frustrated with low prices due to overproduction in seasons of abundance.

Sweet potato marketing in Uganda is characterized by unhealthy competition, mistrust and lack of collaboration. Actors in the market chain are working individually and the few existing linkages are informal and narrow based.

These conditions are ideal for application of PMCA, which seeks to address challenges by involving participation of all market actors.

PMCA also enhances generation of group innovations based on mutual trust and collaboration. In applying PMCA Phase 1 in Uganda, dialogue for future collaboration among market chain actors has been initiated.

Achievements in PMCA Phase 1

- ▶ Formed multi-institution PMCA implementation team consisting of staff from NARO, CIP, Makerere University.
- ▶ Shared PMCA concepts with other R&D actors in a stakeholder workshop.
- ▶ Conducted market chain survey to identify challenges and opportunities.
- ▶ Formed thematic groups (i.e. orange-fleshed and non-orange-fleshed sweet potato) for further work in PMCA Phase 2 and 3.
- ▶ Conducted Final event of Phase 1 that brought together market chain actors for the first time.

Challenges faced in the sweet potato market chain

- ▶ Lack of organised marketing system
- ▶ Mistrust among market chain actors
- ▶ Poor packaging and labeling
- ▶ Low quality of processed products
- ▶ Unavailability of affordable post harvest processing equipment

- ▶ High transport costs due to poor roads in producing areas
- ▶ Lack of market information
- ▶ Lack of standardization of measures
- ▶ Low shelf life of sweet potato roots
- ▶ Bulkiness of sweet potato roots
- ▶ Seasonal fluctuation in production

Market opportunities

- ▶ Orange fleshed roots
- ▶ Roots of Local varieties
- ▶ Vines
- ▶ Fried chips and crisps
- ▶ Dry chips
- ▶ Flour
- ▶ Juice
- ▶ Pastries
- ▶ Cosmetics (soap and vaseline)
- ▶ Animal feeds
- ▶ Selected vegetable market chain actors interested to collaborate, identified
- ▶ Forum for market chain actors established based on thematic groups.
- ▶ New products, technologies and processes identified in the two sectors
- ▶ Awareness of PMCA promoted amongst interested parties

Collaboration and funding

- ▶ Proposals for funding of phase 2 have been discussed with CIP-Uganda and NARO (Mulono Agricultural Research and Development Centre, and Kawanda Post-harvest programmes).
- ▶ Institutions that have participated in PMCA phase 1 have shown interest for further collaboration. These include NARO (post harvest programme), National Sweet Potato Improvement Programme, Faculties of Agriculture and Food Science of Makerere University.

Challenges and future needs

- ▶ Sustainable funding for completion of PMCA cycle
- ▶ How to get more market chain actors especially traders actively involved in the PMCA process
- ▶ Technical backstopping for phase 2 & 3 from CIP

Each commodity group developed a poster to outline the context, the activities and findings of each PMCA application.

During the first day of the workshop, each commodity group presented a poster that illustrated their experience of the PMCA Phase 1 application. This insight was then deepened during the second day with field visits (see Figure 1). During these visits the participants were split into three groups to meet directly with different market chain actors from the sweetpotato, potato and vegetable chain who have been collaborating with the three commodity groups during PMCA Phase 1.

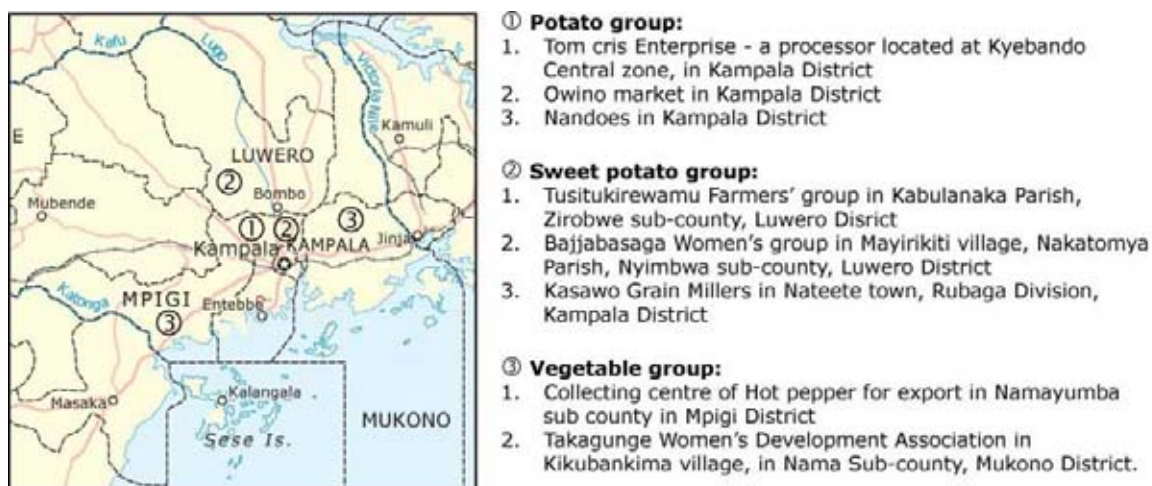


Figure 1: Location of field visits (adapted from Uganda Map No. 3862 Rev. 4, United Nations, May 2003)

The purpose of these field visits was “to assess the potential of PMCA to generate pro-poor market chain innovations in Uganda.” The following four criteria were used to assess the potential of PMCA to:

- Create new market opportunities
- Empower small-scale market chain actors
- Enhance gender equity
- Improve networking and learning between market chain actors and supporting organizations



Participants met with different market chain actors linked to the potato, sweetpotato and vegetable market chains at the various project sites. The leaders of each commodity group, enabled visitors to interact directly with the stakeholders, organizing these visits.

After the field visits, each group shared its impressions in a plenary session. Based on this information, participants started to work in small groups—“internal” and “external”—to assess PMCA’s potential in Uganda using the four criteria mentioned above. For each criterion specific “strengths” and “weaknesses” of PMCA needed to be discussed. In addition, each group made some “suggestions” on how to improve PMCA and its application in Uganda (see Section D for details).

The final part of the workshop focused on the elaboration of Phase 2 work plans and on ideas on how PMCA could be continued in Uganda, considering the fact that new funding would be needed to support the implementation of PMCA Phase 2. The Internal Group split into commodity sub-groups to develop a rough work plan and a budget for Phase 2. The External Group looked at possibilities and strategies to provide further funding.



Overall, all groups agreed that PMCA’s strengths outweigh its weaknesses as a method to promote pro-poor innovations in Uganda.

The workshop ended with a final assessment of how participants have perceived the workshop and what they have learned during the project. Participants’ responses were analysed and included in the final workshop report [7].

Activities for Output 3

3.1 Implement diagnostic research of PMCA Phase 1.

3.2 Hold an event to present and discuss results from diagnostic research of PMCA Phase 1.

Activity 3.1 Implement diagnostic research of PMCA Phase 1.

Those three commodity groups (sweetpotato, potato and vegetables) that received the highest scores for their work plans and/or proposals [8-11] (see Activity 2.2) started their PMCA Phase 1 implementation after the second PMCA workshop in August 2005. As a first step, each commodity group developed a checklist, which then was used as a basis to interview a series of different market chain actors involving farmers, processors, traders/brokers, transporters, service providers, consumers, members from super markets, hotels, fast food restaurants, R&D organizations and schools.

In the potato commodity chain, for instance, 86 interviews were done with various actors of potato market chain in the districts of Kampala and Kabale. The vegetable commodity group

interviewed 60 different market chain actors with regard to tomatoes and hot pepper linked to the districts of Kampala and Wakiso. 55 interviews were conducted with sweetpotato actors involving farmers and traders from the districts of Kumi, Soroti, Mpigi, Luwero and Kampala. The purpose of these surveys was to understand the different market chain actors with their activities, inputs, outputs, level of governance in the chain, collaboration within the chain, problems encountered as well as possible solutions and innovations along the chain.



In the potato commodity chain, for instance, 86 interviews were done with various actors of potato market chain in the districts of Kampala and Kabale.

During the survey each group discussed its progress with the PMCA specialist, who came to Uganda to backstop the groups and provide further training and insight on how to plan the final PMCA event. Once the surveys were completed, all the results were compiled and analysed at the level of each commodity group [12-14]. Based on the survey findings, the final PMCA Phase 1 event was planned (see Activity 3.2).

Activity 3.2 Hold an event to present and discuss results from diagnostic research of PMCA Phase 1.

The project's Uganda coordinator ensured that different dates were chosen for the final PMCA Phase 1 events, which all took place in the last two weeks of November 2005 in or near Kampala. These events were an integral part of PMCA Phase 1 applications and were organized by the commodity groups themselves, who selected their participants on the basis of their survey (see Activity 3.1).

The final event of the Potato Group was held on 28 November 2005 in which 26 actors participated.

The event of the Vegetable Group was held on 29 November 2005 with the participation of 46 actors linked to production and commercialisation of tomatoes and hot pepper.

The event of the Sweetpotato Group was held on 30 November 2005, which 83 actors attended.



Interactions with a small crisp processor are the first steps that have been reached through the implementation of PMCA in Uganda.





Local fast food restaurant linked to small-scale farmers that supply them with irish potatoes.



Activities for Output 4

Activity 4.1 Hold meeting with leaders of R&D institutions to discuss options to promote further PMCA application in the region.

Activity 4.2 Write up final report that systematically answers the project's leading research questions and draws important conclusions.

Activity 4.1 Hold meeting with leaders of R&D institutions to discuss options to promote further PMCA application in the region.

As part of the workshops and visits in Uganda, key actors were approached by the project's PMCA specialist to discuss interest and opportunities to promote PMCA in the region. During the first workshop in Uganda, in April, special meetings were held with NAADS and FOODNET.

During the backstopping visit in October, a meeting was held with the Ministry of Finance, with whom the initial experiences of applying PMCA in Peru and Uganda was shared. Based on this information it was discussed if and how the Midterm Competitive Strategy (MTCS) could support this work in the future. A second meeting was held with NAADS to reconfirm their interest in maintaining their involvement in the PMCA activities and to clarify how future work related to PMCA could potentially be supported.

In the last workshop, special meetings were held with workshop participants from Kenya and Tanzania, who expressed their interest to start using PMCA in their own countries.

Activity 4.2 Write up final report that systematically answers the project's leading research questions and draws important conclusions.

This activity was covered during writing of the final project report (see Section D), where the leading questions of the project mentioned in the original proposal (see page 12) are systematically answered based on the information that was gathered during the project period.

Special expertise used in the project

The project drew on special expertise from the Andes to guarantee optimal training and sharing of experiences around PMCA. Besides the project leaders, two PMCA specialists were strongly involved in all project activities, one from Bolivia (INNOVA project) and one from Peru (INCOPA project). The participation of Dan Kisauzi—COPHP East Africa Regional Coordinator—to act as workshop facilitator in all three workshops was extremely helpful and highly appreciated.

Section D – Outputs

This section presents for each output the achievements that have been obtained by the corresponding activities. For each output, the activities' achievements are presented first; then OVI's achievements are discussed in a table at the level of each Output (1 to 4).

Activities for Output 1

- 1.1 Initial visit of Ugandan partners to Bolivia and Peru
- 1.2 Translate PMCA user guide from Spanish into English
- 1.3 Develop a training manual
- 1.4 Create and maintain a PMCA website to document project activities

Achievements of Activity 1.1 Initial visit of Ugandan partners to Bolivia and Peru

The initial visit of Ugandan project partners allowed them to gain important insights about PMCA. After the field visits in Lima and Huánuco the participants drew the following conclusions based on what they have perceived:

- The market chain was well organized with the players in the market chain known to each other and determining the prices of the commodities at all the stages.
- Market and income possibilities are the drive for change in production and commercialisation, and genetic diversity has a special place in making this happen.
- The frankness and readiness of each party to freely share information exhibited the confidence and trust the parties had for one-another.
- With appropriate empowering and follow-ups, farmers can become effective and practical researchers, enhancing technology adoption and utilization.
- Researchers working very closely with market chain actors can create an exciting innovation framework, which has the power to change traditions for the benefit of different actors.

This qualitative assessment of the situation in the Andes has helped project partners from both continents to establish a common base to start the project, taking on together the task of fine-tuning the different activities presented in the project proposal and converting them into action in Uganda.

It was essential for the Andean core team and the PMCA specialist to know the Ugandan partners' perceptions about PMCA. The initial face-to-face meetings were essential to plan the first workshop in Uganda and understand better what training material would be needed.

Achievements of Activity 1.2 Translate PMCA user guide from Spanish into English

Translating the available materials from Spanish into English provided a first draft version of the user guide, which was made available and evaluated using focus groups during the first workshop. Participants approved the general structure of the guide, with a theoretical part about PMCA and an application and tool section (practical part). They also agreed that text boxes should be used to provide further insight to specific theoretical concepts or practical tips. They concluded that an B5-format with metal spiral binding would be best to allow easy photocopying. The participants also suggested to include images to make the guide more visually appealing.

Based on the suggestions mentioned by workshop participants, the user guide was expanded and the text as well as the layout were improved. An advanced version was then assessed by a group of 6 Ugandan R&D staff who volunteered to assist in this task. Their recommendations targeted the improved understanding of specific steps of PMCA and tools. Based on these recommendations the document was revised first by the co-authors and then by a professional English editor. At the time of this writing, the changes to the text are incorporated into the final layout. The PMCA User Guide is expected to go to press in February 2006 [1].

Achievements of Activity 1.3 Develop a training manual

All of the training and technical backstopping was based on the PMCA user guide. With the delay in the final publication of the user guide, there was not sufficient time to fully develop a training manual, which was seen only as a supplementary resource. At the same time, the general perception among the workshop participants was that the PMCA user guide in combination with the training workshops and the technical backstopping was sufficient for them to apply the approach in the field. They stated, however, that a much more simplified version with basic instructions would be needed so that they could train their own staff in Uganda. The participants indicated that they would rather develop this locally so that the text would be better

adapted to their own context. As part of a different Papa Andina activity in 2006, PMCA training modules will be further refined and developed together with another PMCA specialist in Peru. This will ensure that the information about training materials, which was gathered during the PMCA Uganda project, will be incorporated into these modules based on a standard instructional design model. The modules will be published in both Spanish and English. Because on the on-going application of PMCA in Uganda, the participants will be able to continue providing feedback on the components and characteristics of the training materials. As CIP has recently installed an open source learning management system (Moodle), the PMCA materials will also be made available as part of on publicly accessible Web-based training course (<http://etraining.cip.cgiar.org>).

Achievements of Activity 1.4 Create and maintain a website to document project activities

Because of a delay in the redesign of Papa Andina's Web site, which involved the implementation Typo3, the PMCA project materials are not available on-line, yet. The management and administration of a novel system such as Typo3 has been technically more challenging than anticipated. We are also in the process of experimenting with different software solutions (Adobe® InDesign and Adobe® Framemaker) in combination with Typo3 and Darwin Information Typing Architecture (DITA)— an XML-based architecture for authoring, producing, and delivering technical information—to establish the single source publishing workflow needed to more efficiently publish PMCA-related materials in print and on-line. Because of the extended revision and editing process that involved various parties across different regions, the project team had to resort back to conventional text processing methods using Microsoft® Word. This caused further delays in incorporating changes to the text and reformatting the final text copy. However, once the PMCA user guide is completed, it will be integrated into the Papa Andina Web site (that is, Web pages and PDF documents). In addition, it will also be accessible as part of a Web-based training course (see above). Because of the on-going application of PMCA in Uganda, the participants will be able to continue providing feedback on the availability and accessibility of the on-line PMCA materials.

Achievement of Output 1: PMCA materials adapted and available.

OVI	Degree of achievement – by OVI
1.1 200 copies of PMCA user guide distributed to users by November 2005.	1.1 The PMCA user guide material was not only translated from Spanish to English but considerably improved. From a 40 page Spanish document, the guide was converted into a well-illustrated user guide with around 150 pages. Due to a rigorous revision process, which involved Ugandan project participants at different stages of the process, the content was improved. However, because the time needed to revise this document was underestimated, only drafts of the user guide were distributed so far (around 35 copies). This delay strongly affected Activities 2.3 and 2.4. The PMCA User Guide [1] is expected to go to press in February 2006, and the 200 copies will be distributed as initially planned.
1.2 PMCA training materials requested by at least 5 partner organizations in SSA by December 2005.	1.2 During the project period, the participants expressed a strong demand for PMCA materials. For instance, when the first version of the user guide was evaluated in focus group, the participants complained that they would have liked to receive the guide much earlier. During the focus group sessions, the participants also requested an additional PMCA training guide that would be simpler and visually more appealing that could be used for training research assistants and field staff involved in PMCA applications. Project partners agreed, however, that Ugandans themselves should develop this type of training material using examples and illustrations taken from their own context. The ideal situation would be to develop this simplified version after the PMCA applications in Uganda have been completed and documented. In Uganda, also two policy-making organizations requested a user guide (NAADS and MTCS). From outside Uganda, at least 4 R&D organizations requested a user guide. In general, they agreed that the PMCA user guide was sufficient for them as a basis for their field work. In combination with the training workshops and the technical backstopping they felt that they were well equipped to apply PMCA. The training modules will be further developed in collaboration with them and another PMCA specialist in Peru. This will ensure that the feedback and suggestions gathered in Uganda are well integrated in these modules the experience already available in the Andes. These modules will be published in Spanish and English based on a sound instructional design model.
1.3 Partner organizations using on-line PMCA user guide.	1.3 The focus group sessions conducted during the first workshop in Uganda showed a need to have the PMCA user guide also on the Internet. However, they also revealed that because Internet access is very slow and sometimes difficult, they definitely would also like to have a CD-ROM with the same information. But because the extensive writing and revision process of the PMCA User Guide [1] caused considerable delays, the incorporation of the PMCA materials into the Papa Andina Web site was postponed until the final text copy will be ready. The installation of a new open source content management system (Typo3) alongside with a single source publishing workflow caused further technical delays. However, once the user guide has been published and the new Papa Andina Web site launched, the PMCA materials will be integrated and made accessible as part of this site. In addition, the PMCA materials will be made publicly available as part of a Web-based training course (Moodle).

Activities for Output 2

- 2.1 Conduct task analysis for workshop priorities
- 2.2 Hold first PMCA training workshop in Uganda
- 2.3 Hold second PMCA training workshop in the Andes
- 2.4 Hold third PMCA training workshop in Uganda

Achievements of Activity 2.1 Conduct task analysis for workshop priorities

The institutional survey [2] conducted in Uganda aimed to understand R&D organizations' capacities and interest for intervening in market chains. The results of the interviews with staff from 20 R&D organizations showed that the biggest challenge these organizations face in improving farmers' market access is the lack of personnel skilled in the facilitation of market access and marketing. Because transaction costs are high to reach farmers with adequate services, interviewed R&D staff agreed that a method is most needed which helps them to improve the efficiency in market chains. They advocated for a participatory method that would help to address the following:

- Dealing with finance (long- to medium-term) for agriculture and making market information available / accessible.
- Ensuring full participation of stakeholders in market chains from proposal development to implementation: all players participate in identifying the needs and addressing them, with clearly defined roles.
- Improve farmer organizations and enterprises: build their capacity to stand on their own and prepare farmers to produce for the market.
- Organising farmer marketing associations / groups / networks.
- Identifying buyers in the market, software to run the market, and addressing the problem of middlemen who collect all the profit margins.
- Identifying markets and facilitating linkage with farmers.
- Creating an infrastructure in terms of storage facilities, creating marketing information.
- Facilitating discovery learning about market chains among farmers.

Consequently, interviewed R&D organizations expressed great interest in getting to know PMCA and receive adequate training on it in order to potentially use it in Uganda. On the one hand, these interviews and the established contacts were essential for the Ugandan coordinator to decide who should be invited to the first workshop (Activity 2.2). On the other hand, the interviews made the interviewed actors curious to learn more about PMCA.

Activity 2.2 Hold first PMCA training workshop in Uganda

An important first achievement of the first workshop was the application of PMCA with specific market chains in Uganda. Based on a SWOT analysis, participants evaluated the strengths (S), weaknesses (W), opportunities (O) and threats (T) that they perceived PMCA has when applied in "their" market chain. This assessment did not only reveal that PMCA is a promising method for their work, but that it also helped participants to better understand the practical implications when using and adapting PMCA to their conditions (see Table 2).

Table 2: SWOT Analysis of potential PMCA on each commodity

Strengths			
Vegetable	Banana	Solanum potato	Sweetpotato
<ul style="list-style-type: none"> - It requires working together. - It fits into the government policy. - Systematic. - Different actors benefit differently enhancing trust and collaboration for development. 	<ul style="list-style-type: none"> - Involves all stakeholders in a participatory manner. - Generates new ideas. - Enhances common interest. - Flexible in capturing diverse ideas. 	<ul style="list-style-type: none"> - Participatory approach encourages stakeholder ownership. - PMCA is a good way to stimulate value addition. - PMCA is a good method to identify niche markets. - Transparency of information amongst the working groups. 	<ul style="list-style-type: none"> - PMCA improves empowerment and collaboration among market actors. - Promotes cohesion among members of similar interests which makes the system sustainable. - The process encourages creative innovations. - It encourages interactive learning. - Promotes production of quality products. - Encourages enterprise development and capacity building and employment opportunities.

Weaknesses			
Vegetable	Banana	Solanum potato	Sweetpotato
<ul style="list-style-type: none"> - Lack of organization of producers. - Few actors coming on board consistently. - Failure to translate knowledge and skills into action. - Lack of transparency among implementers. 	<ul style="list-style-type: none"> - Time consuming due to lack of strong groups of farmers, traders etc - It is costly 	<ul style="list-style-type: none"> - The approach tends to exclude some (powerful) players (brokers) creating resistance. - The approach is time consuming and expensive - The approach is not well developed and understood. 	<ul style="list-style-type: none"> - Initial costs are high. - PMCA process is time consuming.

Opportunities			
Vegetable	Banana	Solanum potato	Sweetpotato
<ul style="list-style-type: none"> - Chain actors can be linked and known (easy to mobilize). - Brings actors together to identify market opportunities/challenges/innovations e.g. cold chains. 	<ul style="list-style-type: none"> - Existence of actors in the market chain. - Availability of the commodity. 	<ul style="list-style-type: none"> - Existing stakeholders have a lot of information and experience. - Poor organization of the sector provides incentives for participation in the PMCA. - Different varieties and uses of the commodity creates opportunities for PMCA. - PMCA is timely, the need has been recognized, and different players will see the opportunity of working together. - PMCA gives an opportunity to empower farmers groups. 	<ul style="list-style-type: none"> - Many market chain actors exist. E.g. farmers, traders, middlemen, processor, consumers and service providers etc. - PMCA addresses gaps, most importantly constraints within the market chain. - There are successful PMCA cases to learn from e.g. the one in Peru.

Threats			
Vegetable	Banana	Solanum potato	Sweetpotato
<ul style="list-style-type: none"> - Lack of skills to implement. - Exercise requires funds which may not be available. - Implementers: failure to realize the benefits of the methodology. - Low comparative advantage in relation to other countries in the same business. - Difficult in getting all actors together. 	<ul style="list-style-type: none"> - Vested interests of different actors e.g. reduced profits of middle men. - Unwillingness to share reliable information. 	<ul style="list-style-type: none"> - Limited time and resources to complete the process. - The process can be hijacked by players with ulterior motives. - Conflict amongst various players in the chain may disintegrate the sector. - Low technology outlook in the economy and lack of infrastructure. - There is lack of culture of joint effort among the people. 	<ul style="list-style-type: none"> - Collaboration and trust among market actors is weak. - Poor attitude of consumers towards sweetpotato as poor man's crop.

These participatory assessments were essential for the workshop facilitators and project leaders. On the one hand, they helped to understand the situation in Uganda and what main problems R&D organizations face when intervening in market chains. On the other hand, they revealed if and how participants had understood PMCA concepts and principals. The plenary discussion helped then also to clarify how the next workshop, in the Andes, should be designed to optimize capacity building related to PMCA.

In the final discussion of this workshop, participants were confronted with the question if PMCA is an appropriate method to improve R&D work in Uganda, and why. Unanimously, participants confirmed that the method is “very timely”, given the lack and need of methods that would help to improve market linkages for poor farmers. They also confirmed that for Uganda enhancing trust and collaboration among market chain actors is key to improve farmers’ access to markets. Overall, participants felt that “PMCA would help them to do the job better they are or should be doing”. [3]

Achievements of Activity 2.3 Hold second PMCA workshop in the Andes

Before the second workshop the project assessed the four proposals [8-11], which were developed to plan a potential PMCA Phase 1 application in the four prioritized market chains, that is, sweetpotato, potato, vegetable and banana. The three PMCA specialists evaluated the proposals individually. The assessment showed that participants have understood the PMCA method. The proposals indicated that the participants were able to adapt the approach to their own market chain. The potato, vegetable and sweetpotato proposal were ranked very positively (see Table 3). That is why project partners decided to support three PMCA Phase 1 applications (although the project had only budgeted for two). Based to these results, participants were invited for this second workshop.

Table 3: Summary of how PMCA specialists assessed the four commodity proposals for Phase 1 application in Uganda.*

Evaluation Criteria	Potato	Sweetpotato	Banana	Vegetables
Degree of understanding of PMCA concepts	1.63	2.00	2.75	2.00
Quality and complementarity of leading institutions	1.25	2.00	2.63	1.50
Potential of PMCA to efficiently generate positive results	1.50	2.25	3.00	1.50
Proposed activities	2.13	2.13	3.25	1.63
Expectations mentioned from the PMCA Project	2.00	1.75	2.75	2.00
Total	1.70	2.03	2.88	1.73

* The rating was based on scores between 1 and 5. For the first criteria, for instance, the following scale was used:

1=very much understood, 2=well understood, 3=roughly understood, 4=not really understood, 5=not at all understood

The second workshop consisted mainly of field visits, in Peru and Bolivia. Presentations complemented the information received during the field visits. Group work was conducted to finalise the works plans for PMCA Phase 1. The PMCA specialist provided backstopping at this stage. He became aware that all participants have become very familiar with the PMCA user guide and the parts they were revising to plan their work.

Achievements of Activity 2.4 Hold third PMCA workshop in Uganda

The third PMCA workshop in Uganda aimed to assess the PMCA experience in Uganda and to conclude if PMCA has development potential in Uganda and in Sub-Saharan Africa in general. Using the Horizontal Evaluation method, “internal” and “external” participants assessed the “Uganda PMCA experience” to answer the main question of the project: if “PMCA has potential to generate pro poor market chain innovations in Uganda”. The results of this assessment showed that PMCA is definitely perceived to be a method with development potential for Uganda, despite some weaknesses (see Table 4).

Table 4: Results of PMCA assessment by External and Internal Group

Criterion 1: Creating new market opportunities		
	External group	Internal group
Strengths	<ul style="list-style-type: none"> ▪ Meetings brought farmers, processors and traders together and contacts were initiated ▪ Private sector involved and interested to collaborate ▪ Initial contract made—win-win situation between farmers and processors; middlemen? ▪ Market niche identified (hot pepper) 	<ul style="list-style-type: none"> ▪ Creation of new business ideas and products ▪ Establishing new business contacts ▪ Create awareness among market chain actors (opportunities, different/other actors, policy) ▪ Improvement and promotion of promising products ▪ Improve efficiency of linked market chain actors is driven by market demands ▪ Help define production- & post-harvest-oriented R&D activities to exploit better opportunities ▪ Generating transparency related to market info
Weaknesses	<p>To be considered in Phase 2:</p> <ul style="list-style-type: none"> ▪ Lack of marketing strategies ▪ Problems with: packaging, labelling, hygiene-quality control 	<ul style="list-style-type: none"> ▪ No guarantee that opportunities benefit the poor ▪ Conflict potential as key actors tend to loose their “empires” ▪ Some market chain actors might be cut out from their business / risk of sabotage ▪ Lack of strong commitment endangers the process and its results ▪ Lack of key actors that drive a market opportunity (lack of capacities + funds)
Suggestions / Challenges	<ul style="list-style-type: none"> ▸ <i>Researchers need to address requirements of market chain actors</i> ▸ <i>Strengthening business skills</i> ▸ <i>Link Tom Criss with Tom Cruise: Access to capital</i> ▸ <i>Marketing expertise needs to be brought on board</i> 	<ul style="list-style-type: none"> ▸ <i>Create mechanisms that enhance the capacity of the poor to respond to market opportunities</i> ▸ <i>Concentrate on few committed key actors + bring on board new promising</i> ▸ <i>Strategic thinking + interventions to equilibrate supply and demand</i>

Criterion 2: Empowering small-scale market chain actors

	External group	Internal group
Strengths	<ul style="list-style-type: none"> ▪ Demand-led process feeds the empowerment of the actors ▪ Common target of increasing income through using market opportunities more effectively and efficiently ▪ Enhance strategic thinking by farmers and other actors ▪ Intelligent dissemination of information from R&D to other market chain actors ▪ Strengthen organization of farmers 	<ul style="list-style-type: none"> ▪ PMCA is in line with government policy on empowering small-scale farmers + gender equity ▪ Brings small-scale actors together -> confidence ▪ Small-scale actors get a better understanding of the market chain and skills needed ▪ Enhances aggregation of commodity for the market ▪ Gives small-scale actors a chance to make contact with larger operators ▪ Confidence to reject poor quality products ▪ Interest-based so only serious stakeholders turn up ▪ Encourages competition for learning process
Weaknesses	<ul style="list-style-type: none"> ▪ One person can be more than one actor ▪ Who selects the actors? Are there other ones? [more clarity need how to go about the selection process] ▪ Development of trust will become more difficult when actors' income decreases ▪ What keeps the actors together when the facilitation stops? ▪ Follow-up: Who will lead and follow-up on deliberations of PMCA meetings 	<ul style="list-style-type: none"> ▪ Most benefit embedded in final event: <ul style="list-style-type: none"> • May miss keen contributions • Have to speed march entrants ▪ Limited outreach for actors ▪ Diverse people may be difficult to work with ▪ Can marginalize weak voices if not well facilitated ▪ Suspicion may be difficult to overcome ▪ [PMCA] Difficult to articulate as a novelty— not easy to access funds [How is it different from other methods?]
Suggestions / Challenges	<ul style="list-style-type: none"> ▪ Draw on neutral, overarching expertise during first phase[s] of PMCA ▪ Include Uganda Bureau of Standards and other relevant actors (inspectors, policy makers,...) ▪ Impact filter tool to be able to be executed without a computer 	<ul style="list-style-type: none"> ▪ Increased publicity ▪ More innovative fund-raising drives ▪ Increased PMCA practitioners experience and backstopping ▪ Filter and invite good representative members of the chain ▪ Endeavour to facilitate the “weak quiet voices” in market chains

Criterion 3: Enhancing gender equity

	External group	Internal group
Strengths	<ul style="list-style-type: none"> ▪ More gender equity may contribute to more effective and efficient adoption of innovations ▪ Link between gender and increase in farmer well-being 	<ul style="list-style-type: none"> ▪ Enables interaction between rich and poor and for members to appreciate roles ▪ Income enhances gender harmony
Weaknesses	<ul style="list-style-type: none"> ▪ If gender equity is an objective, it should be included explicitly in the method ▪ Resorting to English by commodity groups excludes women 	<ul style="list-style-type: none"> ▪ Not explicit on gender balancing
Suggestions / Challenges	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ n/a

Criterion 4: Improving networking and learning between market chain actors and supporting organizations

	External group	Internal group
Strengths	<ul style="list-style-type: none"> ▪ Some actors received skill training ▪ Final event contributed to initiate process of networking and learning 	<ul style="list-style-type: none"> ▪ Market chain actors & supporting organizations identified ▪ Cohesion between actors enhanced ▪ Mutual trust between market actors & supporting organizations ▪ Market actors & supporting organizations interaction enhanced ▪ Buy-in technologies available
Weaknesses	<ul style="list-style-type: none"> ▪ Communication about process and roles of actors not clear enough ▪ Some actors could not be attracted (supermarkets) 	<ul style="list-style-type: none"> ▪ Market actors not willing to invest ▪ Inadequate funding ▪ Poor communication ▪ Lack of appropriate promotion skills ▪ Absence of market specialist
Suggestions / Challenges	<ul style="list-style-type: none"> ▪ Help to understand the complete system / cycle of a commodity ▪ Enhance skill development based on demand (not supply-driven) ▪ Analyze reasons why some actors could not be attracted ▪ Communication skills to facilitate the process need to be improved 	<ul style="list-style-type: none"> ▪ Institutionalize PMCA for sustainability ▪ Mobilize funds for completion of PMCA cycle ▪ Develop appropriate communication strategy ▪ Include market specialist in PMCA process ▪ Continuous interaction between actors and supporting organizations ▪ Capacity building in entrepreneurship

During this evaluation session, participants identified three main challenges that would need special consideration if the PMCA work (Phases 2 and 3) could be continued:

- It will be important to draw in actively additional key actors in the PMCA process.
- Commodity Groups must be reinforced with business, marketing and communication skills.
- Organisations should be involved in the PMCA process that can provide credits to market chain actors, if needed.

The workplans, which the three commodity groups drafted for PMCA Phase 2, involved a budget ranging between US\$9,000 and US\$12,000 per commodity group. The external group secured some further funding from CIP and Papa Andina, which would have to be complemented with other sources, though. Different participants agreed to approach their senior management for additional funding. Final conclusions about the funding of PMCA Phase 2 would be drawn in early 2006. [7]

Achievement of Output 2: Ugandan partners trained in PMCA.	
OVI	Degree of achievement – by OVI
2.1 At least 10 people with the capability of evaluating market chain interventions trained by July 2005.	2.1 12 organizations were involved in the PMCA Phase 1 applications in Uganda. Since specific R&D organizations (e.g. NARO) have even trained and had involved some of their own staff members in the application of PMCA, actually more than 20 people have gained the capacity to evaluate market chains and potential interventions.
2.2 At least 20 people understand the principles of PMCA and relationship with pro-poor sustainable development by November 2005.	2.2 More than 20 staff from Ugandan R&D organizations have actively participated in three training workshops and were successfully trained about PMCA. Presentations, discussions, field visits to Peru and Bolivia and PMCA User Guide revisions have stimulated three PMCA Phase 1 applications which reveal that PMCA principals have been understood. Together with the research assistants trained in the method (especially in NARO) and the workshop participants from abroad, altogether around 30 people should understand PMCA principles and its relationship to pro-poor development.
2.3 At least 10 people capable of facilitating a PMCA application by December 2005.	2.3 Since some of the 12 R&D organizations that have applied PMCA Phase 1 in Uganda have been involved in these activities with several of their staff (e.g. NARO, Ssemwanga, UNFF), around 20 should be aware of how PMCA should be implemented.

Activities for Output 3

3.1 Implement diagnostic research of PMCA Phase 1.

3.2 Hold an event to present and discuss results from diagnostic research of PMCA Phase 1.

Achievements of Activity 3.1 Implement diagnostic research of PMCA Phase 1.

The market chain surveys that were conducted as part of the PMCA Phase 1 applications produced different results in the three market chains:

The main findings of the Potato Survey were:

- The potato sub-sector is ill organized, which calls for interventions geared towards addressing the bottlenecks identified: unreliable supply, inadequate working capital, poor organization along the chain, limited market information, poor post-harvest and storage facilities, and lack of appropriate varieties for processing.
- Though all the market actors experience several constraints, the producer and travelling traders appear to be most vulnerable as they possess the least levels of governance and more often than not are price takers.
- The PMCA approach will thus be quite beneficial especially to the small-holders as it seeks to build collaboration amongst chain actors with an aim of building trust which would lead to identifying market opportunities that would be operationalized for the benefit of the actors.

The main findings of the Sweetpotato Survey were:

- The market system is disorganized with poor market information, many middlemen and lack of trust among actors.
- There is a potential of commercialisation of sweetpotato in Uganda because there is local and external demand for fresh roots. However, there is a need to enhance collaboration among market chain actors so that they meet the quantity and quality demands of the market.
- There is still low awareness about processing and sweetpotato products and yet there is a potential market for them. There is a need to popularize utilization of the available products like flour and juice.
- There is limited interaction between R&D actors and market chain actors near at the consumer end of the chain.
- Market chain actors' main challenges are related to production and post harvest activities.
- Most market chain actors have not had any exposure to marketing skills, which is essential.

The main findings of the Vegetable Survey were:

- The vegetable sector is faced with various constraints namely production of low quality products due to: inadequate marketing infrastructure, entrepreneurial incapacitation, inadequate processing, lack of improved varieties, unavailability of farm credit and lack of modern farming methods.
- The PMCA process endeavours to address the marketing challenge since the approach helps to structure participatory processes involving different market chain actors aiming to stimulate joint innovations based on shared ideas and trust. The application of PMCA through the participatory involvement of all market chain actors will be a big step in solving the marketing constraints.

For all Commodity Group, these findings provided important insight on how different market chain actors perceive the market chain, including what problems and opportunities they face. This helped to plan better the final event of PMCA Phase 1 (Activity 3.2), whereas the interviews have made the different market chain actors curious to assist in this event.

Achievements of Activity 3.2 Hold an event to present and discuss results from diagnostic research of PMCA Phase 1.

The final event of the Potato Group was held on 28 November 2005 in which 26 actors participated. After identifying themselves with certain activities of the market chain, participants identified the following major constraints:

- Poor access to clean seed, especially of improved varieties.
- Low quality of market information, if existent or accessible.
- Insufficient capital and poor extension services; poor.
- Poor quality of ware potatoes due to poor harvesting, sorting, grading.
- Inadequate packaging for both fresh and processed products and lack of storage facilities especially at the trader level.

The actors concluded that they must work together to overcome these challenges. They agreed to focus on the following areas to improve the Ugandan potato market chain: (1) farmer organisation for collective marketing of quality potato, (2) improved market information flow

along the chain, (3) better organisation of the wholesale marketing and (4) improved packaging materials and identification of the right varieties for chips and crisps. [13]

The event of the Vegetable Group was held on 29 November 2005 with the participation of 46 actors linked to production and commercialisation of tomatoes and hot pepper. After the findings of the vegetable market chain survey were presented, the actors expressed interest to have a change in the chain with the following desired impacts:

- To be on the market worldwide with a big share throughout the year.
- To supply the market with the required quantity and quality of vegetable products.
- To minimise unnecessary losses as a result of rotting of produce.
- To improve competitiveness and comply with EUROGAP standards.

Based on the above desired impacts, actors formed two thematic groups, named “Uganda Reliable Vegetable Market Suppliers Group” and the “Uganda Market Link Group”. In these groups, the actors continued to interact, getting to know each other better and discussing future plans and opportunities.

The first thematic group developed its own vision, that all actors in the chain would buy and process their produce, when they work as a group. This implies value addition as a result of quality improvement and optimal equilibration of supply and demand. The group expressed need to have information on the right variety of crops for processing, knowledge on production and value addition, good information flow and strengthening linkage in the chain. The second thematic group emphasized quality improvement of tomato and hot pepper products and the need to train farmers better on the required quality standards. They would need to be better informed about the seasonal quantity and quality required by the market. The group realised that there is an opportunity to network, train and source funds if they worked as a team in the chain. [14]

The event of the Sweetpotato Group was held on 30 November 2005, which was attended by 83 actors. After presenting the results of the market chain survey and a market chain sketch, participants were grouped into two groups according to interests: Orange-fleshed Sweetpotatoes (OFSP) Group and White-fleshed Sweetpotato Group. In these thematic groups actors discussed and agreed on common problems.

The producers of the OFSP Group complained that OFSP varieties are not very popular and it is more difficult to sell them on local markets as compared to other varieties. They stated that urban consumers are not aware of the health benefits of these carotene-rich varieties and that they rather prefer sweetpotatoes that stay firm when cooked. Vines are of poor quality and difficult to access, especially in the dry season, and many farmers have difficulties to identify correctly the different OFSP varieties. Limited market demand and low prices imply low adoption rates. Farmers are lacking possibilities to learn from each other and other market chain actors, including researchers. The processors of OFSP mentioned that there were only a few or even no machines to improve post harvest performance, partly due to the lack of capital.

Producers of the White-fleshed Sweetpotato Group complained about scarcity / unavailability of desired varieties (e.g. Kyebandula), the poor quality of the vines, diseases and pests. The processors did not know the technologies of adding value and processing. The service providers and researchers said they had so many proven technologies that needed to be disseminated, but the demand and adoption were still very low. The exporters lacked packaging materials, complained of poor labelling of products, poor packaging and mixing of different qualities. The consumers were not satisfied with what the situation on the market: the prices were high for few and poor quality sweetpotatoes; sometimes sweetpotatoes are sold hard and rotten. Consumers lack also knowledge how to differentiate varieties and were not aware of the availability of processed products. The actors appreciated the initiative of bringing them together to understand the players in the chain and the challenges faced by each. [12]

Achievement of Output 3: Pilot PMCA applications initiated in Uganda.	
OVI	Degree of achievement – by OVI
3.1 At least 2 PMCA applications initiated in Uganda by August 2005.	3.1 Because of the strong interest from participating R&D organizations in PMCA, 3 PMCA applications were conducted. All PMCA Phase 1 applications started in August, as was planned in the original project proposal.
3.2 PMCA adapted to Ugandan conditions by December 2005.	3.2 The three PMCA Phase 1 applications in Uganda have proven that PMCA can be successfully adapted to Ugandan conditions. Based on the evaluation of the PMCA User Guide [1] by the project participants the description of the PMCA principles was improved in the final version of the guide and adjusted to suit Ugandan conditions better. Moreover, a special chapter was written about the “Ugandan PMCA experience” for this guide, which documents how PMCA was adapted to this context.
3.3 PMCA included in work plans of at least 4 partner organizations by December 2005.	3.3 During the last workshop in Uganda, in December, all 12 R&D organizations involved in PMCA Phase 1 applications expressed their strong interest to continue this work with Phase 2. At the time of this writing, 2 of the 3 commodity groups have already submitted their proposals and a detailed budget to go ahead with Phase 2 (see Annex II).

Activities for Output 4

Activity 4.1 Hold meeting with leaders of R&D institutions to discuss options to promote further PMCA application in the region.

Activity 4.2 Write up final report that systematically answers the project's leading research questions and draws important conclusions.

Achievements of Activity 4.1 Hold meeting with leaders of R&D institutions to discuss options to promote further PMCA application in the region.

During the first workshop in Uganda, in April, special meetings were held with NAADS and FOODNET. Both contacts were interested in this new approach and very interested to learn from this experience in Uganda.

During the backstopping visit in October, a meeting was held with the representative of the Midterm Competitive Strategy (MTCS) of the Ministry of Finance. At this opportunity, the basic principles of PMCA were shared and the first insight gained from the PMCA application in Uganda. MTCS was very interested to learn more about the method and maintain its strong involvement in the Vegetable PMCA application. In the future, MTCS might also be able to finance specific PMCA activities.

In special meetings in December, workshop participants from Kenya and Tanzania expressed their strong interest to keep in close contact, to learn from the Uganda experience, and start using PMCA in their own countries.

The meeting among core project team members was also very relevant for the promotion of PMCA in the region. Especially CIP and PRAPACE, with their activities and close links to national and international networks (e.g. ASARECA in the case of PRAPACE), could play an important role in making the Uganda experience more visible and promote its use also in other

countries. Both entities expressed their interest to help finance and support the PMCA Phase 2 work, in close collaboration with Papa Andina, who is also willing to commit funds to this experience.

Achievements of Activity 4.2 Write up a final report that systematically answers the project's leading research questions and draws important conclusions.

The project's leading questions gave important guidance to the action research process of the project. The answers to these questions could be derived from certain research activities of the project or were given by participants themselves, expressed through their opinions in the workshops discussions or in different internal reports. Below is a systematic summary of the answers to these questions:

- a. How do R&D organizations in Uganda perceive the need for market chain interventions to positively impact the livelihoods of farmers?
 - The initial institutional survey [2] showed a clear need for intervening in market chains to improve poor farmers living. This need is also reflected in the good participation of the first workshop and the strong interest to get involved in the PMCA applications in Peru.
- b. Which key elements do they identify as the ones that currently favour and hold back development based on market chain interventions in Uganda?
 - The initial survey [2] identified the following key elements that would favour market chain development, but which are currently deficient: lack of market information and efficient diffusion, processes that ensure full participation of the different stakeholders, low degree of organization among farmers, deficient infrastructure in regard to storage, trading and processing. The same factors were confirmed when specific market chains were studied using a SWOT analysis [3].
- c. To what extent is the PMCA an interesting tool for them to foster technological, commercial, and institutional innovations in the Sub-Saharan context?
 - At different stages of the project, participants were faced with the question if PMCA is an appropriate method to promote innovations in Uganda. Unanimously, they agreed that PMCA is an appropriate tool to promote different types of innovations [3,5]. As part of the final workshop [7], participants from Kenya and Tanzania also agreed that the PMCA is a promising method that could also be used in their countries.
- d. What elements of the PMCA are especially relevant for them and need emphasis in this new context?
 - Similar to the application in Bolivia, participants mentioned that special emphasis should be given on how PMCA promotes farmer organization as a means to collaborate better with other market chain actors, with quantity and quality. On the side of the R&D organization using this method, facilitating and marketing skills need special emphasis to ensure optimal use of the method [7].
- e. How could the potential application of PMCA have a positive effect on gender enhancement and small-scale farmer empowerment, and which indicators could show this impact efficiently?
 - In the last workshop, when the issue of gender was evaluated, the participants had difficulties to assess PMCA's effects on gender enhancement, given the fact that this is not one of PMCA's explicit goals. Although, participants stated that the involvement in a participatory process driven by PMCA enables interaction that helps to appreciate gender roles. And, they said, that improved income, in general, enhances gender harmony [7].

- f. How are potential users of the PMCA in Sub-Saharan Africa best trained to understand the method, being able to adapt and use in their own settings?
- Project participants and Ugandan coordinators felt that the project's training activities were excellent to promote understanding and develop the necessary skills for implementation. In this sense, the combination of presentations on the method and the applications, field visits and own applications is promising, while continuous technical backstopping was considered essential.

Achievement of Output 4: A base for future applications of PMCA in Uganda is established.	
OVI	Degree of achievement – by OVI
4.1 At least 10 key lessons for R & D organizations documented.	<p>4.1 Derived from key lessons learnt with PMCA in the Andes and now in Uganda, the PMCA User Guide [1] documents many different recommendations for R&D organizations, in different parts. Also the Commodity Groups PMCA Phase 1 reports [12-14] document key lessons. Strictly related to the Uganda applications, as key challenges for the implementation of Phase 2, 3 explicit recommendations were derived from the Uganda experience [7]:</p> <ul style="list-style-type: none"> ▪ It will be important to draw in actively additional key actors in the PMCA process. ▪ Commodity Groups must be reinforced with business-, marketing and communication skills. ▪ Organisations should be involved in the PMCA process that can provide credits to market chain actors, if needed.
4.2 At least 10 R&D organizations endorse recommendations to promote PMCA in the region.	<p>4.2 The initiated PMCA work in Uganda has generated great excitement among both involved R&D organizations and market chain actors. Also, 2 potential donors (i.e. NAADS and MTCS) have expressed great interest to learn from this experience and fund related activities in the near future, and a project proposal was submitted to ASARECA that would allow promoting PMCA not only in Uganda but also in Tanzania and Kenya. No decision was taken by the donor, yet. Based on the positive experience in the last workshop, in December, 3 organizations from Kenya and Tanzania have expressed their interest to take up PMCA to be used in their own context.</p>

a. *How have the outputs been made available to intended users?*

The main vehicle of the project to make outputs available to users was its action research approach. For instance, the project started with an initial visit of Ugandan project partners to the Andes, to understand better PMCA principals and its practical relevance. Based on this an institutional survey was designed and implemented to know and select those R&D organizations that are most promising and interested to get involved. Later, the participants themselves made many decisions, whereas project leaders guided the process. This enhanced the quality of training material and sessions (Project Outputs 1, 2, 3). Moreover, key stakeholders were met and invited to the workshops, especially the last one, to share the experience with PMCA and discuss options of potential collaboration / support (Project Output 4).

- b. *What further stages will be needed to develop, test and establish manufacture of a product by the relevant partners?*

The project only allowed to apply PMCA Phase 1 in Uganda. Thus, in order to systematically analyze and document the experience with PMCA in Uganda the three initiated applications should be completed (PMCA Phases 2 and 3). This would be important to consolidate knowledge and skills related to PMCA among project participants (Project Output 2); and the documentation and sharing of this experience will help to diffuse the method in Sub-Saharan Africa (Project Output 4). Based on this experience, new needs might emerge for specific training materials, especially to train research assistance, etc., who help implementing the method, which then would enhance collaboration among project partners between Africa and South America (Project Output 1)

- c. *How and by whom, will the further stages be carried out and paid for?*

PRAPACE will keep coordinating the initiated PMCA work in Uganda. Some funding resource have been secured by CIP and PRAPACE in order to continue the technical and coordination support to the Commodity groups. The PMCA specialist involved in this project could also continue to provide limited technical backstopping work during 2006 provided enough funding has been secured. Project partners and participants are currently seeking new additional funds to continue their work with PMCA Phases 2 and 3.

- d. *Have they developed plans to undertake this work? If yes, what are they? If not, why?*

Each commodity group has presented a preliminary work plan at the final workshop in December 2005. These initial plans involve first meetings among those R&D organizations meet who have implemented PMCA Phase 1 together to analyze conducted Phase 1 activities and fine-tune next steps for Phase 2. Then stakeholder meetings would follow, to specify and analyze the existing market opportunities. The rough budget that was estimated to conduct these activities amounted in the three groups between US\$9,000-12,000 per group. In January 2006, two Commodity Groups handed in their detailed workplans, with a budget of around US\$13,000 in each case (see Annex II). Because this funding is not secured at this stage, yet, the core project partners analysed already in December how new funds could be made available. A clear commitment to provide funds was made by CIP, Papa Andina and PRAPACE. However, these contributions will not be sufficient enough to fund Phase 2 for the three commodity groups. During the last workshop, different participants promised to contact their senior management and other organisations to discuss ways of obtaining additional funding. In January 2006, the participants will be informed about the funding situation.

Section E - Purpose

The purpose of the project was to adapt and put in use the Participatory Market Chain Approach (PMCA) in Uganda. Ugandan R&D partner organizations have helped to adapt and improve PMCA concepts. Based on the level of achievement of the OVIs, the purpose of the project has been achieved considering the short timeframe, which only allowed to apply the first phase of PMCA. The project participants have shown great interest in this approach and have applied the first phase of PMCA in three market chains, that is, potato, sweetpotato and vegetable. As a result another 155 project beneficiaries have learned about PMCA. The surveys that were conducted by the project participants have resulted in new insights about the activities and problems as well as possible solutions and innovations along the respective market chains. The preliminary results of the three commodity groups as documented in their reports and evaluations as well as during the field visits showed that PMCA is potentially effective to generate new innovations along the market chain by building a common platform on which farmers, processors and traders can collaborate. Also the fact that participating R&D organisations had already co-invested in the project activities showed that the partners have fully adopted PMCA as a promising method to be used in their development context. The

exchange with PMCA specialists from the Andes and the results of their evaluation and validation of the approach have also been key to obtain this degree of institutional commitment.

During the application of PMCA in the three commodity market chains in Uganda, market chain actors confirmed that this approach had great development potential. There was great interest that this initiative of bringing different market chain actors together continues. R&D organisations involved in the application of PMCA Phase 1 gained important insight concerning the challenges and opportunities of specific market chains. They developed trust and skills that enhanced their capacity to continue with similar type of work.

Concerning the national innovation systems, the project has generated essential insight into innovation processes along market chains could be planned and implemented. Most importantly, the fact that the National Agricultural Advisory Service (NAADS) had been involved in this initial PMCA work generated great interest to learn from this experience and potentially use this approach for future work it supports. Also certain policy makers were willing to support PMCA activities in the future, such as the Ministry of Finance through its Medium Term Competitive Strategy (MTCS).

Section F - Goal

The overall goal of the project was to assist national and international crop-post harvest how innovation systems respond more effectively to the needs of the poor. Although this is too early to tell and cannot be fully achieved with a project of limited scope and duration such as this, the project as made significant impact in that it generated great interest in PMCA as an approach with the potential to contribute to the development of the three commodity sectors chosen in the project in that the needs of resource poor farmers have been directly addressed.

Because of the training activities about PMCA more than a dozen Ugandan R&D organizations have enhanced their insights and skills. In their application of PMCA Phase 1 they have learned how market chains can be approached in order to target and empower poor farmers through improved collaboration with other stakeholders. The active participation of NAADS in all project activities indicated that PMCA has the potential to induce changes that will make agricultural extension in Uganda more innovation-driven, with a stronger focus on market chains. However, to implement this change, it would be essential that the initiated PMCA work could be continued in order to generate and document tangible and convincing results.

Section G Project effectiveness

Achievements	Rating	Comments
Project Goal: National and international crop-post harvest innovation systems respond more effectively to the needs of the poor.	X	However, an important step forward has been achieved.
Project Purpose: Participatory Market Chain Approach (PMCA) adapted and put in use in Uganda	2	Further backstopping and support is needed to complete the PMCA applications.
Project Output 1: PMCA materials adapted and available	2	Good progress achieved in adapting the PMCA material, but there is a delay in producing the final version of the PMCA user guide. The online version of the guide is not available yet.
Project Output 2: Ugandan partners trained in PMCA	1	Very good and active participation from Ugandan R&D organizations, who were all willing to use this approach in their work.
Project Output 3: Pilot PMCA applications initiated in Uganda	1	3 instead of initially planned 2 PMCA Phase 1 applications were conducted; all were completed successfully.
Project Output 4: A base for future applications of PMCA in Uganda is established	2	All involved partners are eager to continue the work, including NAADS. However, not all necessary funding for PMCA Phase 2 and 3 are secured yet.

1 = completely achieved, 2 = largely achieved, 3 = partially achieved, 4 = achieved only to a very limited extent, X = too early to judge the extent of achievement (avoid using this rating for purpose and outputs)

Section H – Uptake and Impact

Organizational uptake

Despite the short duration of the project of only one year, the uptake of PMCA by involved R&D organizations was considerable. 15 R&D organizations took part in applying PMCA's Phase 1 in Uganda and were very interested to continue and implement PMCA Phases 2 and 3. Especially, the strong interest of NARO and NAADS in PMCA promised a broad diffusion of this method. However, the completion of the PMCA cycle and further capacity strengthening are needed to sustain the facilitation skills required by these organizations in order to achieve the expected impact at the national level. Also regional spillover effects can be expected as already two R&D organisations from Kenya and one from Tanzania have expressed their interest to start using PMCA in their context.

End user uptake

The following groups of end users were considered during the project:

1. R&D organizations have incorporated PMCA as an effective mechanism as part of their institutional strategy to generate market linkages for poor farmers (see section above on "Organizational Uptake").
2. Market chain actors would incorporate the innovations that will result from the different PMCA applications.

3. Resource poor farmers participated in the baseline surveys of the commodity groups. They gave good inputs regarding the activities and constraints they faced in the market chain. They also participated in the final events where they appreciated the efforts of linking them to important actors. It is hoped that they would benefit from improved market linkages, by taking up new opportunities to improve their production (for instance, varieties, production technologies, postharvest practices, market information among others).

Knowledge

During the last workshop, R&D staff involved in the project had to assess themselves what they have learned through that project. The results show that capacity building related to PMCA was very much appreciated and that substantial lessons were learned (Table 5).

Table 5 Assessment of learning related to PMCA (n=17)*

Questions	Average
I was able to improve my knowledge to apply PMCA more efficiently.	1.59
I know PMCA well enough to help institutionalize it in my work environment.	1.94
I have sufficient skills to apply PMCA in my work.	1.94
I understand PMCA well enough to generate the marketing information necessary to conduct my work involving PMCA.	1.88
I have learned enough about PMCA to participate in activities that will generate outputs.	1.59
I feel confident to explain the concepts and principles of PMCA.	1.76
I have received sufficient feedback to improve the PMCA work conducted by my commodity group.	1.82

* Participants rated on a scale from 1 (“strongly agree”) to 5 (“strongly disagree”)

Since most participants belonged to organisations linked to agriculture, PMCA’s market-oriented focus was considered novel and would help them to approach farmers’ constraints from a market-chain perspective. To put it differently, production-oriented activities will benefit from a stronger market orientation, which would help to ensure that market demand and opportunities for value addition are considered when intervening on the production side, such as the development of new varieties or technologies.

Institutional

The different R&D organisations involved in the project have developed a strong commitment to PMCA. The notion that collaboration along market chains is essential to improve the livelihoods of small-scale farmers has been institutionalized. Apart from R&D staff from NARO (ARDC Mukono) that were directly involved in the project, most research assistants were trained on PMCA and were involved in its application. NARO has learned much from this experience and intends to institutionalize PMCA in order to approach market chains better and generate stronger impacts for farmers on a broader scale. Moreover, the joint applications of PMCA in three commodity chains have developed important social capital that was of great importance to furthering not only the PMCA work but also other types of R&D activities that could be shared.

Policy

The project has attracted the attention of NAADS. If the PMCA applications are successful, NAADS will more than likely rethink its intervention strategy and mechanisms by using PMCA as a new methodological paradigm to promote local market chains, agri-business, and product development. Currently NAADS supports interventions that are demanded from producers. It seems to lack a good handle on the market chain and the opportunities that could be generated through improved collaboration along the chain and product development (that is, institutional and commercial innovations). That is where PMCA can have an impact.

These potentials of PMCA have attracted the Midterm Competitive Strategy (MTCS) of the Ministry of Finance to learn more about this method. There is the possibility that MTCS could finance the application of PMCA in other market chains in the near future. The discussions during the final workshop have demonstrated the importance of developing more integrated and consolidated business plans as a result of the PMCA process. This is another indicator that could convince possible donors such as the MTCS to invest in such efforts.

Poverty and livelihoods

Because of the project's short duration and its focus on the intermediary level of R&D organisations by helping them to enhance their pro-poor impact with sound market chain interventions, it is too early to evaluate the project's real impact on poverty. Nevertheless, the commodity groups stated in their PMCA Phase 1 reports that they perceived PMCA with good potential for poverty alleviation in Uganda. Just by bringing the different market chain actors together in a trusty environment seemed highly promising and seemed to be a viable mechanism for empowerment. For instance, during the final event of Phase 1 of the potato group, a participating processor immediately purchased 50 bags (100 kg each) from small-scale potato producers!

Environment

The project has not yet generated any impact on the environment. However, as the information flow along the market chain is improving with PMCA, there is a good likelihood that environmental benefits will be produced. For instance, as fertilizer and pesticide uses are likely to be optimised because of improved information, environmental effects tend to be reduced. To generate high benefits for both farmers and the environment, it would be especially interesting to apply PMCA to promote the production and commercialisation of agricultural products with organic certification for export.

Signature	Date
Core Partners
Managing Partner

Annex I Project Logical Framework

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Risks
Goal			
<p>National and international crop-post harvest innovation systems respond more effectively to the needs of the poor.</p>	<p>By 2005, a replicable range of different institutional arrangements which effectively and sustainably improve access to post-harvest knowledge and/or stimulate post-harvest innovation to benefit the poor have been validated in four regions.</p>	<p>Project evaluation reports. Regional Coordinators' Annual Reports. CPHP Annual Reports. CPHP Review 2005. Partners' reports.</p>	<p>National and international crop-post harvest systems have the capacity to respond to and integrate an increased range of research outputs during and after programme completion.</p> <p>National and international delivery systems deliver a range of services relevant to poor people in both focus and non-focus countries.</p> <p>Livelihood analysis provides accurate identification of researchable constraints or opportunities that lead to poverty reduction.</p>
Purpose			
<p>Participatory Market Chain Approach (PMCA) adapted and put in use in Uganda</p>	<p>2. By 2006, CPHP outputs under all five research themes demonstrate self-sustaining extension and impact on a wider scale in the East Africa region.</p> <p>4. By 2006, thematic synthesis of CPHP's technical outputs is disseminated to intermediary organizations in the East Africa region.</p>	<ul style="list-style-type: none"> • Final action research project report • Workshop evaluation reports • Work plans of participating organizations to continue PMCA 	

Outputs			
1. PMCA materials adapted and available	1.1 200 copies of PMCA user guide distributed to users by November 2005 1.2 PMCA training materials requested by at least 5 partner organizations in SSA by December 2005 1.3 Partner organizations using on-line PMCA user guide	1.1 Distribution list of PMCA guide 1.2 Requests from partners for training materials 1.3 Follow-up survey of partner organizations	<ul style="list-style-type: none"> • Partners perceive PMCA as appropriate • Partners are sufficiently flexible to incorporate PMCA
2. Ugandan partners trained in PMCA	2.1 At least 10 people with the capability of evaluating market chain interventions trained by July 2005 2.2 At least 20 people understand the principles of PMCA and relationship with pro-poor sustainable development by November 2005 2.3 At least 10 people capable of facilitating a PMCA application by December 2005.	2.1 Workshop report from the Andes 2.2 Workshop report from Uganda 2.3 Final summative evaluation of PMCA training workshop	<ul style="list-style-type: none"> • Group of facilitators are available for PMCA applications
3. Pilot PMCA applications initiated in Uganda	3.1 At least 2 PMCA applications initiated in Uganda by August 2005 3.2 PMCA adapted to Ugandan conditions by December 2005 3.3. PMCA included in work plans of at least 4 partner organizations by December 2005	3.1 End of PMCA Phase 1 report 3.2 Final report 3.3 Work plans of partner organizations	<ul style="list-style-type: none"> • Partners can access additional funding for scaling up
4. A base for future applications of PMCA in Uganda is established	4.1 At least 10 key lessons for R & D organizations documented 4.2 At least 10 R&D organizations endorse recommendations to promote PMCA in the region	4.1 Final technical report 4.2 Final technical report	<ul style="list-style-type: none"> • Enabling environment to establish a base for PMCA in Uganda • Policy makers and donors express demand for further dissemination of PMCA in the region

Activities			
<p>Activities for Output 1</p> <p>1.1 Initial visit of Ugandan partners to Bolivia and Peru</p> <p>1.2 Translate PMCA user guide from Spanish into English</p> <p>1.3 Develop a training manual</p> <p>1.4 Create and maintain a PMCA website to document project activities</p>			
<p>Activities for Output 2</p> <p>2.1 Conduct task analysis for workshop priorities</p> <p>2.2 Hold first PMCA training workshop in Uganda</p> <p>2.3 Hold second PMCA workshop in the Andes</p> <p>2.4 Hold third PMCA workshop in Uganda</p>			
<p>Activities for Output 3</p> <p>3.1 Implement diagnostic research of PMCA Phase 1</p> <p>3.2 Hold an event to present and discuss results from diagnostic research of PMCA Phase 1</p>			
<p>Activities for Output 4</p> <p>4.1 Hold meeting with leaders of R&D institutions to discuss options to promote further PMCA application in the region</p> <p>4.2 Write up final report that systematically answers the project's leading research questions and draws important conclusions</p>			

Annex II Partner (user) organizations workplan for adopting project outputs

During the last workshop, in December 2005, the three commodity groups presented a first workplan and a budget for their PMCA Phase 2 implementation. At the beginning of 2006, two commodity groups have submitted their proposals with a more detailed workplan and budget:

The **Potato Group** workplan includes the following activities:

Activity	Period	Leading institution
1. Literature review	9 th -13 th January 2006	A2N
2. Planning meeting	17 th January 2006	SG
3. Feed back meeting	2 nd February 2006	SG
4. Rapid market appraisals	3 rd –15 th February 2006	IITA-FoodNet
5. Thematic group meetings	February- April 2006	A2N
6. Development of business plans	1 st - 12 th May 2006	AT- (U)
7. Preparation and holding the final event	May 2006	A2N

→ Estimated budget: 13,484 US\$

The **Vegetable Group** workplan includes the following activities:

Activity	Time frame
1 Planning meetings for facilitators for Phase 2 activities	January 2006
2 Mini workshop to provide relevant information to thematic groups (presentations and special visits)	January 2006
3 Thematic group meetings to evaluate potential joint innovations	February and March 2006
4 Outlining potential opportunities	April 2006
5 Developing a workplan for implementation	May 2006
6 Planning and holding a final event	June 2006

→ Estimated budget: 14'421 US-\$

The **Sweetpotato Group** workplan has not been submitted yet. The draft workplan, from December, included the following activities [7]:

1. Core team meeting to identify resource persons, topics to cover and planning for next meeting dates etc.
2. 1st Thematic Group meeting to review and discuss thematic interests identified in Phase 1; (two meeting because of two thematic areas: non-OFSP group + OSFP group)
3. 2nd Thematic Group meeting to provide information on topics of interest; (combined group meeting)
4. 3rd Thematic Group meeting to evaluate and identify specific joint market opportunities; (two meetings: non-OFSP, OFSP)
5. Core team meeting to develop work plan for implementation
6. Final event of Phase 2 to provide feedback to market chain actors

Venue: Mukono area district → Step II: Develop proposal, allocate roles, sourcing funds → Possible sources: NARO, CIP, PMCA / PRAPACE, NAADS, MUK

→ Estimated budget: 12'500\$

Annex III Copies of diaries, coalition meeting reports etc

The following reports were produced during the project implementation and are attached:

Visit of Ugandan partners of the “Promotion and development of the Participatory Market Chain Approach (PMCA) in Uganda” project, Lima, March 7 to12, 2005

Minutes of the planning meeting for PMCA implementers held at ARDC-Mukono on 4th August 2005 (including Trip report to Peru/Bolivia)

Annex IV Feedback on the process from partners and users

Project partner and feedback meetings coincided with the three PMCA workshops. Results from workshop evaluations were already sent with the workshop reports. (see Annex V)

Annex V Tabulated description of disseminated outputs

Monograph

- [1] (2006) Bernet T., Thiele G., Zschocke T. (eds). Participatory Market Chain Approach – User Guide. International Potato Center – Papa Andina Initiative, Lima, Peru.

Workshop Reports

- [2] (2005) Sekitto I., Lemaga B. Institutional Survey Report. April 2005, CIP-Prapace, Kampala, Uganda.
- [3] (2005). Executive Summary - First PMCA Training Workshop in Kampala, Uganda, from 26–29 April 2005. CIP, Lima, Peru.
- [4] (2005). Workshop Materials and Proceedings - First PMCA Training Workshop in Kampala, Uganda, from 26–29 April 2005. CIP, Lima, Peru. [CD-ROM]
- [5] (2005). Final Report - 2nd PMCA Workshop in Peru and Bolivia, from 18 - 22 July. CIP, Lima, Peru.
- [6] (2005). Workshop Materials and Proceedings - Second PMCA Training Workshop in Kampala, Uganda, from 18 - 22 July 2005. CIP, Lima, Peru. [CD-ROM]
- [7] (2005). Final Report – 3rd PMCA Workshop in Uganda, from 13 – 15 December. CIP, Lima, Peru.

Commodity Group Proposals and Reports

- [8] (2005) Tibaidhukira S., Nkuteko V., Aliguma L, Kavuma J., Bagnall H., Kawumi P. Project Proposal on Application of Participatory Market Chain Approach (PMCA) on the Vegetable Sector in Uganda. May 2005, Kampala, Uganda.
- [9] (2005) NAARI, KARI, EDL. Project Proposal on Application of Participatory Market Chain Approach (PMCA) on the Sweetpotato Sector in Uganda. May 2005, Kampala, Uganda.
- [10] (2005) Foodnet, Africa 2000, AT Uganda Ltd., Ssemwanga Group. Project Proposal on Application of Participatory Market Chain Approach (PMCA) on the Potato Sector in Uganda. May 2005, Kampala, Uganda.
- [11] (2005) Ssemakula E., Lusembo P., Ndamira F., Magala D. Enhancing Banana Market Opportunities using a Participatory Market Chain Approach (PMCA) in Uganda – Proposal. May 2005, Kampala, Uganda.
- [12] (2006) Akello B., Lusembo P., Odongo B., Agona A., Namanda S., Ssemakula E. Implementation of Participatory Market Chain Approach (PMCA) on Sweetpotato in Uganda – PMCA Phase 1 Report. January 2006, Kampala, Uganda.
- [13] (2006) Ssemwanga J., Laker R., Mayanja S., Jagwe J., Magala D. Implementation of Phase 1 of PMCA on the Potato Sector in Uganda – Final Report. January 2006, Kampala, Uganda.
- [14] (2006) Aliguma L, Kavuma J., Kawumi P., Tibaidhukira S., Nkuteko V., Mwambu P. Application of Participatory Market Chain Approach (PMCA) to the Vegetable Sector in Uganda (Tomatoes and Hot Pepper) Implementation of Phase 1 of PMCA on the Potato Sector in Uganda – PMCA Phase 1 Report. January 2006, Kampala, Uganda.

Quarter Reports

- [15] (2005). 1st Quarter Report. January 15 to April 15. April 2005. CIP, Lima, Peru.
- [16] (2005). 2nd Quarter Report. April 16 to July 15 to, 2005. CIP, Lima, Peru.
- [17] (2005). 3rd Quarter Report. July 16 to October 15 to, 2005. CIP, Lima, Peru.