

CROP PROTECTION PROGRAMME

**Project Titles: Sustainable Potato Seed-Tuber Management and
Marketing through Commercialization.
R8435 (ZA 0653)**

AND

**Commercial Incentives For Sustainable Groundnut Multiplication
R8442 (ZA0666)**

FINAL TECHNICAL REPORT (1 April 2005 – 31 December 2005)

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List of Acronyms

AT	Appropriate Technology
AGM	Annual General Meeting
BW	Bacterial Wilt
CEDO	Community Enterprise Development Organisation
DFID	Department For International Development (UK)
DLS	Diffused Light Store
ELISA	Enzyme Linked Immunosorbent Assay
FPRA	Farmer Participatory Research Assistant
KACE	Kenya Commodity Exchange
KASTAPPA	Kapchorwa Seed and Table Potato Producers Association (Uganda)
KASPPA	Kapchorwa Seed Potato producers Association (Uganda)
LCs	Local Councils
LC V	Local Council V
NAADS	National Agricultural Advisory Services (Uganda)
NARO	National Agricultural Research Organisation (Uganda)
NGO	Non Government Organisation
NRI	Natural Resources International
PCs	Production Committees
PDCs	Parish Development Committees
SACRED	Sustainable Agriculture Centre For Research, Extension and Development in Africa
SPS	Seed Plot System
TOT	Training of Trainers
Ushs	Uganda Shillings

Executive Summary

The two projects: Sustainable Potato Seed-Tuber Management and Marketing through Commercialisation and Commercial Incentives For Sustainable Groundnut Multiplication are the DFID's nine months financial support extension from April to December 2005, have been implemented by AT Uganda Ltd. in the same/ previous districts. The potato project was implemented in Kapchorwa district, and the groundnuts project was implemented in the district of Tororo, Mbale, Sironko, Pallisa, and Kumi. The emphasis has been on expanding the multiplication coverage to neighbouring sub counties and assisting the farmers groups to consolidate into sub-county level marketing associations in order to be able to capture more lucrative markets by selling in bulk.

Sustainable Potato Seed-Tuber Management and Marketing through Commercialization.

The project has been implemented in Kapchorwa district, covering seven subcounties, namely. Kaserem, Kaptanya, Tegeres, Binyiny, Benet, Kapraron and Bukwa. In each of the new sub counties (Tegeres, Binyiny and Kapraron) the project is operating in one parish with a total additional membership of 400 farmers in the 20 new groups. This is in addition to the 1,200 farmers who were members of the original groups and ** farmers who are members of the first round of partner groups.

AT Uganda facilitated KASPPA members to develop and implement their own new Strategic direction for the period 2005-06 planning year.

Commercial Incentives For Sustainable Groundnut Multiplication

Foundation seed of new rosette resistant groundnut varieties were procured and multiplied by additional 80 farmer groups (5 per new sub county), and the nearly 2,000 additional farmers were trained in seed production, multiplication, distribution management and collective marketing. Multiplication continues among the nearly 8,000 farmers who are members of the original 160 farmer groups and the 160 partner groups that had already been established, thus bringing the number of total beneficiaries to nearly 10,000.

202.4 hectares (500 acres) of new improved *Rosette* resistant varieties of groundnuts (Serenut 2, 3, and 4) were multiplied in the 16 new sub counties. This achievement was above the planned target of 70 hectares.

Market Linkage

AT Uganda in collaboration with SACRED Africa – Kenya assisted the groups in the formation of regional marketing initiative associations with sub county level branches. During the nine months, the project has set up the foundation and structures on which the marketing groups were to operate. Twenty marketing groups were formed at the sub county level with a total of 875 members. These marketing groups have been registered at district level. Members have paid in their shares, elected their leadership and advisory committees, established working sub-committees, have held their 1st AGMs, and have been trained in record keeping, quality control/management, and market intelligence. Each of the groups has adopted a constitution, opened a bank account, and established a store that acts as a marketing centre for ease of quality control, and bulking. The project engaged a team of field auditors from UCAA to assist the farmers marketing groups to establish a record keeping and financial management system and to undertake periodic audit of their books.

For the purpose of ensuring effective coordination, lobby/advocate, and establish better market linkages, the 20 Sub county Farmers Marketing Groups have consolidated into five District/ Regional Marketing Associations, with an elected interim leadership committee. In mid

November 2005, SACRED Africa and AT Uganda carried out an evaluation of the Farmers' Marketing Initiatives. The main purpose of the evaluation study was to assess the progress made in establishing and running collective marketing institutions for groundnut, maize and potato. The report verifies the progress achieved to date, but stressed the importance of continued support to these fledgling organizations to achieve full impact and sustainability.

1 Background

AT Uganda has been working with farmer groups in Eastern Uganda since 1999. Initially the project, which was funded directly by DFID, worked with 5,397 farmers who were from 200 previously existing farmer groups in 6 Districts of Tororo, Mbale, Sironko, Pallisa, Kumi and Kapchorwa with support from DFID for a period of 4 years. Specific efforts were made to target women and poor households for project intervention. Groups were provided with extension support and trained in group management, savings and credit, participatory research, crop husbandry, planting material multiplication, and farming as a business. An external evaluation of this project in 2003 found significant differences between participating households and the control group in terms of adoption of recommended production practices, household food security, and positive changes in standard of living over time (NIDA, 2003).

In the second phase of the project AT Uganda secured additional funding from the DFID funded Crop Protection Programme managed by NR International specifically to support:

- Farmer-led multiplication of rosette resistant groundnut varieties by 160 farmer groups from Tororo, Mbale, Sironko, Kumi and Pallisa Districts

and

- Establish a Potato Seed Producers Association and disseminate small seed plot seed potato multiplication methods to 40 farmer groups in Kapchorwa District.

These two three-year projects began in March 2002 and were very successful in increasing groundnut and potato production. The farmer groups that AT Uganda has been working with were well-established and producing significant surpluses of marketable produce. The next imperative was for them to acquire the skills and institutional structure to organize their marketing activities in such a way as to capture higher profits. In April 2004 the Director of AT Uganda attended a Rockefeller funded conference on marketing and there learned about the very successful efforts of Sacred Africa to establish cereal banks in Western Kenya. Collaboration between the two organizations was established.

AT Uganda conducted a participatory market needs assessment in each of the project subcounties at the end of 2004. The problems most frequently identified by the groups included:

- Lack of ready market.
- High transport costs.
- Lower demand for new tan varieties.
- Lack of market information.
- Individual selling (lack of cooperative/ joint effort to sell).
- Exploitation by middlemen.
- Fluctuating prices/ low prices.
- Lack of alternative sources of income so sell when ever need arises without considering price.
- Poor storage facilities and also lack of good storage facilities.

To address these problems, and further expand the multiplication outreach of the first phase of the CPP projects, AT Uganda applied for and received a nine-month extension for both projects. The CPP extension (April to December 2005) has been implemented in the same districts. The emphasis has been on expanding the multiplication coverage to neighbouring

sub counties and assisting the farmers groups to consolidate into sub-county level marketing associations in order to be able to capture more lucrative markets by selling in bulk.

The two extension projects can be summarized as follows:

1.1 Sustainable Potato Seed-Tuber Management and Marketing through Commercialization.

Area: Kapchorwa district,

Outputs

1. Expansion and Training

Extension staff, local authorities and beneficiary farmers trained in potato production, seed multiplication, storage and collective marketing.

2. Commercial Sustainability

Kapchorwa Seed Potato Producers Association effectively strengthened to take over procurement of clean seed, multiplication and sale of seed-tubers on a commercial basis.

3. Market Linkages:

District Potato marketing Association with 2 Subcounty level branches established

1.2 Commercial Incentives For Sustainable Groundnut Multiplication

Area: 5 Districts (Mbale, Sironko, Pallisa, Kumi, Tororo)

Outputs:

1. Expansion and Training

Management of multiplication and redistribution handed over to the local community leadership in 16 new subcounties whose members have been trained.

2. Multiplication

Foundation seed of new rosette resistant groundnut varieties procured and multiplied by farmer groups.

3. Market Linkages:

At least 16 marketing centres formed, each with a centralized storage facility for ease of quality control and bulking.

2 Project Purpose

2.1 Project Purpose Potatoes

Availability of healthy seed potato and knowledge on potato production was identified as the major constraint to potato production in the highlands of Eastern Uganda, resulting in poor yield and product quality. In support of production by the Primary Potato Multipliers during the second phase of the project, various practices in crop management that aimed to provide the best practice, quality assured, identity-preserved pathway of potato multiplication were innovated.

As a result of the strong foundation that had been laid, AT Uganda has been able to both expand project impact to new communities, and to facilitate linkages to specific technical assistance to enhance the sustainability and impact of the interventions through greater market orientation. Project extension has created the opportunity for:

- Additional seasons to validate training and IPM material; information on pest tolerance to inform national seed certification and up-scaling policy.
- Validation of farmer training approaches and material to ensure proper use by KASPPA for own members and in promoting improved farmer management through NAADS.
- Enhanced sustainability of KASPPA by improving business / marketing orientation of the association.

The project addressed the identified constraints through building on the previous efforts by:

1. Consolidating farmer awareness of the importance of seed health,

2. Expanding distribution network to reach an additional 400 secondary level beneficiary farmers,
3. Strengthening the seed producer's association to ensure commercial sustainability, and
4. Building market linkages that will provide a clear incentive for farmer investment in potato production. By so doing, the project sought to strengthen local management and sustainability of the project and ensure continued impacts.

This has resulted in increased production and productivity of the crop and therefore improving the livelihoods of the poor.

2.2 Project Purpose Groundnuts

Introduction of the new groundnut varieties which are both vector and disease resistant eliminates the need for chemical control and the losses due to rosette disease thus guaranteeing good stable yields and availability of seed. This leads to stable yields and results in increased production hence sustainably enhancing production and productivity of the crop and increasing the need for market interventions in order to improve the livelihoods of the poor.

The project addressed the identified constraints through continued promotion of farmer-led multiplication of rosette resistant varieties of groundnuts under supervision of the local leaders in additional neighbouring subcounties for increased access to new resistant varieties by the poor.

1. Expanding distribution network to reach an additional 2,000 secondary level beneficiary farmers and training additional local leaders and farmers in groundnut production, multiplication and storage;
2. Establishing marketing associations and building market linkages that will provide a clear incentive for farmer investment in groundnut production. By so doing, the project sought to strengthen local management and sustainability of the project and ensure continued impacts.

3 Project Outputs and Activities

3.1 Out put 1: Expansion and Training:

3.1.1 Potato Expansion and Training

For potatoes, 3 sub counties were added with a total of 4 parishes. In each parish there were 5 new beneficiary groups with an average of 20 members each (Log frame Potato achievement in Appendix 1). The New project beneficiary groups were identified and trained on potato health, seed potato multiplication, storage, group dynamics, collective marketing, and financial management, and distributed seed for further multiplication. Demonstration sites on the benefits of good seed, SPS and field management were established in every parish for field days, which formed the locus of practical training. Training and technical assistance emphasized continued validation of disease threshold levels, soil fertility management and IPM strategies

3.1.2 Groundnut Expansion and Training

For groundnuts, 16 sub counties were added. In each sub county there were 5 new beneficiary groups with an average of 25 members each for a total of nearly 2,000 new beneficiaries (Log frame on Groundnuts achievements in Appendix 2).

The new project beneficiary groups were identified and trained. Training of new beneficiary farmers and local leaders was conducted on groundnut multiplication, seed selection and storage, seed distribution management, group development, collective marketing and financial management.

3.2 Output 2

It is only in Output 2 that the two projects differed somewhat in design as a result of the different demands of the two crops. For the potato project, the emphasis of Output 2 was on achievement of commercial sustainability for the Seed Potato multiplication process. In the groundnut project, however, the emphasis of Output 2 was on establishment of institutional processes to continue to oversee the multiplication and redistribution of the groundnut seed.

3.2.1 Output 2: Potatoes - Strengthening of KASPPA to Achieve Commercial Sustainability:

AT Uganda facilitated KASPPA members to develop and implement their own Strategic plan. One aspect of that plan was the need for a revolving procurement fund. This fund is to help the association to pre-finance procurement of clean foundation planting material from NARO for sale to members with final payment due at the end of the season.

3.2.1.1 Strategic Development Plan

A three-day workshop was organised to develop the strategic plan for KASPPA. The KASPPA Board members and AT Uganda staff in close consultation and facilitation from the Consultant (Creative Business Development Group) developed the new strategic direction for the new KASPPA for the 2005-06 planning year. This strategic direction covers the following key areas:

Change in Focus

KASPPA decided to redefine its development focus from being only an association of seed producers to being a potato subsector representative in Kapchorwa by integrating smallholder potato ware farmers in the association to strengthen marketing opportunities. The new focus shall provide the organization with expanded program to address several subsector constraints and to increase income of the primary stakeholders including increased revenue streams for association sustainability.

Mandate

The vision and mission of KASPPA had to be re-defined and broaden to serve the large number of stakeholders in the district. Among the major changes in the mandate includes marketing, policy and advocacy, governance and management, strategic positioning and the change of association name from KASPPA to KASTAPA (Kapchorwa Seed and Table Potato Producers Association).

Organization Programming

The organization and management structure was based on traditional association system, which was overly project dependant. The new direction focuses on implementing targeted activities, which directly address sub sector constraints and opportunities. The sustainability and growth strategy has to be based on sound strategies and results to generate revenue for the organization. The programming hence, requires prioritisation of strategic issues, adding value to existing products and services and increasing the accountability levels.

KASTAPA in its new strategic plan tends to address the challenges hindering growth of the potato sub sector in the district (see full Strategic Development Plan in Appendix 3).

During the development of the Strategic plan, five strategic objectives were identified: (1) Establish sustainable marketing linkage and structures for improved incomes. (2) Develop and implement appropriate quality standards for seed potato production. (3) Establish viable financial mechanisms for increased production and sales. (4) Establish appropriate

management and governance systems. (5) Establish and implement a policy and advocacy programme to promote member interests.

Each strategic Objective was analysed and appropriate strategies were developed to achieve the new KASTAPA vision and mission. For effective implementation of the strategic plan, 4 working committees, comprising of KASPPA members and AT technical staff were put in place, i.e. (i) Field inspection and Quality control committee (ii) Government and Management committee; (iii) Financial Management committee; and (iv) Marketing committee.

3.2.1.2 Quality Control

KASPPA's ability to implement IPM was strengthened and further evaluated. Emphasis was on brand development for KASPPA's quality assured identity preserved planting material for uptake by farmers and market traders.

Focused training was provided for KASPPA Field Inspection Officers by Julian Smith, extending to development of quantitative pest monitoring in the field and store. Material was adapted in consultation with field inspection officers. Kaproron KASPPA branch submitted full inspection reports for season A, 2005. Exceptionally heavy rains and cool temperatures in July, however, resulted in high and damaging incidence of potato blight. Bacterial wilt evaluations by use of ELISA and Field Incubation were conducted in September 2005. Persistent wet and cool weather in August through to September combined with tuber blight spoiled Field Incubations with no results obtained. ELISA provided good data and was used to accept 21 of the 26 seed lots submitted by KASPPA for testing.

All of the five KASPPA seed lots rejected last season, were planted as ware crop for season B, 2005, all were seen to be high in BW incidence in the field at flowering stage, supporting the ELISA results that were based on for rejection of the seed.

KASPPA is currently producing and selling their quality assured seed potato in printed bags with KASPPA logo. A levy of Ushs 2,500/= was agreed on per bag to cover the marketing costs.

3.2.1.3 Low Cost Stores Construction

Training and design process of simple low-cost potato stores was done with the help of Dr. Paul Demo from CIP- Nairobi in a participatory process with potato farmers in Kapchorwa district. A brochure on potato storage was developed as a result (brochure presented in Appendix 4).

Four artisans (one per sub county) were trained. The total cost for a simple diffused light (seed) store (DLS) was estimated at UShs396,000/=-, the project agreed to contribute Ushs 150,700/=-, and the balance was to be contributed by the farmer. The simple ware potato store costs about Ushs 517,600/=-, with the project contributing 200,000/=- and the farmer contributes the balance. Pilot construction for DLS and ware stores was completed in September 2005. An additional 23 simple DLS and 23 simple ware potato stores are still under construction. The materials are already collected at the sites, but the artisans seem to be moving at a slow rate. Some of the structures were up, but not completed. The seasonal unavailability of grass for thatch has been a further delaying factor. Stores should all be complete by the end of dry season (February).

3.2.2 Output 2 Groundnuts - Multiplication

Foundation seed of new rosette resistant groundnut varieties was procured and multiplied by additional 80 farmer groups (5 per new sub county), and the farmers were trained in seed production, multiplication, distribution management and collective marketing.

202.4 hectares (500 acres) of new improved *Rosette* resistant varieties of groundnuts (Serenut 2, 3, and 4) were multiplied in the 16 new sub counties. This achievement was above the planned target of 70 hectares.

3.2.2.1 Seed Multiplication Bylaws/Regulations

The 80 groups were facilitated to prepare seed multiplication bylaws or set regulations to ensure beneficiaries pay back seed so that seed is not lost hence maintaining the distribution chain. This was necessary to take care of any cases of mismanagement of crops in the field for various reasons leading to low yields and therefore failure to pay back and deliberate attempts by some not to pay back.

Local leadership structures were set up at group level i.e. Production committees (PCs) comprising of at least 3 members to handle seed multiplication issues. Another structure was established at the parish level i.e. Parish Development Committees (PDCs) to coordinate and monitor the group activities, with each group having a representation on the PDC, which also has local government representatives from the village and parish levels, especially local Councillors (LCs) and the parish chief. The last two categories were included to facilitate enforcement of bylaws in case of failure to comply with instructions of the group.

Participatory identification and assignment of roles of the local leadership i.e. PCs and PDCs to ensure seed given out is protected and repaid for further multiplication and to ensure planned activities are completed was done. The roles included among others training other beneficiaries on groundnut production, monitoring management of crops in the field, facilitating identification of beneficiaries, distribution and recovery of seed for redistribution and record keeping. This was done in all participating sub counties and a checklist was developed.

3.2.2.2 Seed Distribution Plans

The 80 groups were facilitated to prepare distribution plans with poverty and gender considerations in mind. Preparation of seed distribution plans i.e. plan of how multiplication should take place and the order in which new materials should spread through the group members to ensure that all have access within the shortest time possible, drawn by the groups assisted by the PCs and PDCs considering the able poor and women as priority to receive seed first was done. Priority was also given to hard working committed members to minimise the risk of loss due to poor management.

3.2.2.3 Joint Review Meetings

Joint review meetings involving all groups were held focusing on implementation of activities that contribute to project outputs and facilitated by the project staff to get feed back on planned activities, assess progress of the activities and for participatory problem identification and solving. These meetings are also used to share experiences with each group being given opportunity to share its progress and receive advice from other groups. This facilitated feedback and appreciation of the project. The sessions were also used to share success stories and discuss problems. Lessons learnt were used to refine bylaws and other implementation strategies.

3.2.2.4 Joint Field Monitoring

Joint field monitoring by PCs, PDCs and occasionally FPRAs and Programme Staff to assess field performance and adoption of crop management practices and minimise cases of false

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reports of crop failure were done. Joint monitoring of crops in the field was used to remind beneficiaries of their obligation and helped in timely identification of problems.

3.2.2.5 End Of Season Evaluation

End of season evaluations were held in all the groups to assess performance of the varieties and get a feedback on farmer's assessment of the varieties. This was done at both group and subcounty level each season. The seasonal evaluation process is intended to motivate other beneficiaries to adopt recommended practices.

The end of season evaluations concluded that:

1. Local capacity was built to train and monitor the activities.
2. All beneficiaries were equipped with knowledge and skills on seed production, multiplication and storage. This is a cost effective way of ensuring sustainability.
3. Refresher trainings helped in ensuring adoption of new technologies.
4. End of season evaluation offered opportunities to farmers for more learning from the experiences of their fellow members.
5. Farmers' preference and ranking for the new rosette resistant groundnut varieties was based on two major factors; a) Market/ marketability, whereby SERENUT 3 ranked No. 1 (due to its red colour), followed by SERENUT 4 (due to its good taste), and then SERENUT 2. b) Home consumption, whereby SERENUT 4 ranked No.1 (due to its good taste), followed by SERENUT2, and then SERENUT3 (due to its slightly bitter taste).
6. Availability of good market is a big stimulus for modernising agriculture, which includes the adoption of improved technologies by farmers, and vice versa.
7. Training the local leadership in the areas of responsibility and seeing them implement with some supervision and lesson learning helped build their capacity to a great extent. The challenge remains how to keep them motivated to carry on without further supervision.

3.3 Output 3: Market Linkages:

Advisers were brought in from SACRED Africa- Kenya to assist with the formation of regional marketing initiative associations with sub county level branches. The associations were to be linked to regular sources of market information and trained in management and negotiation skills.

SACRED Africa in collaboration with AT Uganda offered the opportunity to adapt and replicate the process but this time in Uganda, where the production and organizational base had already been well established as a result of earlier project activities. Care has been taken to adjust the process to suit the specific characteristics of the farming communities in Eastern Uganda and the specific market opportunities and challenges when dealing with potatoes and groundnuts.

A detailed joint Workplan was developed to coordinate the intensive effort required to launch these 20 marketing groups as presented below:

WORKPLAN FOR ESTABLISHMENT OF MARKETING GROUPS FOR GROUNDNUTS AND POTATOS/MAIZE IN EASTERN UGANDA		
Activity	Who	Dates
1) Organize community mobilization meetings to raise awareness about the Farmers' Marketing Initiative and the goals of the project among existing self-help groups, chiefs, councillors, prominent farmers and opinion leaders.	ATU	March-April 2005
2) Finalize market structure study for Groundnuts, Potatoes & Maize	ATU/ SACRED	March/April 2005

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WORKPLAN FOR ESTABLISHMENT OF MARKETING GROUPS FOR GROUNDNUTS AND POTATOS/MAIZE IN EASTERN UGANDA		
Activity	Who	Dates
3) Mobilization meetings held at subcounty level to introduce Marketing Group concept, establish interim committee and solicit membership. Recruited members pay nominal registration fees of US\$ 5,000 per member.	ATU	March -April 2005
4) Review & revise Model Constitution Used by SACRED to fit Uganda situation	ATU/ SACRED	May 2005
5) TOT on structure & management of the marketing association. (Included ATU staff, Field staff, 1 Mgt. committee Rep. from each subcounty, plus District Production Secretary and DAO.)	SACRED facilitate, ATU organizes	May 2005
6) The newly-formed groups, and Management committees receive training by ATU – & collaborating Extension Staff		
➤ Marketing group formation (3 days),+group dynamics and intro to records	Field staff + PDC rep +AT staff	May 2005
➤ Record keeping (2 days) for executives and all group members - emphasis on small group practice sessions	Field staff –	June 2005
➤ quality improvement (2 days) for subcommittee and all group members - emphasis on practical application	Field staff –	July 2005
7) The group discusses and refines a draft constitution , which is tentatively adopted and refined by a legal advisor. It is adopted by the whole group who swear to abide by it.	ATU	May 2005
8) The local Marketing Groups are registered with the District Community Development Officer as local CBOs.	FPRs, Mgnt Com. & District Officials	May/June 2005
9) The local Marketing Group, through recommendation by ATU, establishes a commercial bank account. A local store is identified, renovated and sign posted. This will act as the group's marketing centre and office.	Field staff work with Management Committees	May/June 2005
10) Marketing Group stationery is printed and used by new officials. Each member receives a registration certificate.	ATU	June 2005
11) Group members form working committees for 1) buying, 2) cleaning and drying (quality control & receiving), 3) selling and 4) record keeping of trading activities.	Field staff + PDC rep +AT staff	June 2005
12) Criteria established for calculating transaction costs and sharing benefits and losses.	Field staff + PDC rep +AT staff	June/July 2005
13) Groups are assisted to initiate rigorous record keeping procedures i.e. cash book, banking, stock records etc	Field staff + PDC rep +AT staff	June/July 2005
14) At harvest, each member deposits a minimum of two bags of maize, potatoes or groundnuts (exact amounts to be determined by District associations) as shares in the Marketing Group. Additional produce may be stored (can be withdrawn any time on payment of a storage fee) or sold to the group..	Field staff + Branch exec	July/August 2005
15) Once shares are paid, the groups hold their first AGM and elections following their new constitution. Officials are sworn in by the lawyer. Marketing Groups hold monthly general meetings where officials present bank balances, inventories, and sales, identify problems and discuss solutions	ATU	July/August 2005
16) First project audit conducted in each Marketing Group to ensure financial records are well kept.	Project staff & local auditors	September 2005
17) Groups continue produce bulking and trading to the general public, local schools and hospitals. The project assists them to link to purchases by larger-scale buyers.	Branches with Field staff supervision	September 2005 onward
18) External progress evaluation	SACRED	Nov/Dec. 2005
19) External interim audit	UCAA	Nov/Dec. 2005

3.3.1 Market Research:

In April 2005, AT Uganda with assistance of SACRED Africa conducted a study of the marketing systems of potato, maize and groundnut in Eastern Uganda. The purpose of the study was to assess the feasibility of small-holder farmers collective marketing in Eastern Uganda from the perspective of farmers, traders in the value chain, processors and other stakeholders, and to make recommendations for the implementation phase, including outlining the institutional design and operating mechanisms and determining whether the cereal banking model could be adopted to improve the marketing of groundnuts and potatoes in Eastern Uganda.

The consultant's main conclusions were as follows¹;

- The target region of eastern Uganda is a substantial groundnut and potato surplus producing area. About 60% of this is typically surplus to local needs.
- Groundnuts and potatoes have a ready and reliable market especially in the rapidly growing capital city of Uganda where they are used in manufacturing and production of fast foods.
- Eastern Uganda has fairly good infrastructure and plentiful urban centre storage facilities in good condition and with surplus capacity that can be used for bulking of large amounts of the target commodities.
- There exists in the target region micro-finance institutions, which can be a crucial link in providing banking and credit services.
- Farmers in the area already have good experience of working together in groups and cooperative societies for collective marketing of commodities such as coffee, cotton etc. This can easily be extrapolated to include groundnuts and potatoes.
- Industry standards exist in Uganda for assessing the quality and safety of groundnuts and potatoes although these are not well enforced.
- There is strong stakeholder interest. Farmer's marketing associations, whilst a relatively new concept, are being formed and understand the benefits of collective bulking, bargaining and marketing of their produce.
- Traders, manufacturers and other private investments have shown interest to support farmer collective marketing initiatives.
- Market information is available from various organizations in the country although effort is needed in making this available to poor illiterate farmers staying in the rural areas.
- Modernization (Plan for Modernization of Agriculture) and commercialisation of agriculture in Uganda is a key government policy that will support these kinds of initiatives.
- Seasonal groundnut and potato price trends show that it is financially viable for producers to bulk, store and sell these commodities for a profit. However seasonal price movements vary from year to year, and there are significant speculative risks, so that it should initially be promoted with those farmers that have better access to market information, capacity building initiatives and those who can afford to take risks.

Despite the above positive factors, the study noted the following weaknesses and threats within the Ugandan economic and political environment that may hinder successful initiation and implementation of smallholder farmer marketing initiatives of this kind;

- The lack of reliable timely marketing information for poor farmers in the rural areas.
- Lack of clear political transitional mechanisms and potential for political interference in farmer associations
- A history of mismanagement of farmer associations and cooperative societies.
- High and variable bank/credit interest rates. High cost of finance.

¹ The full text of the market analysis report is included in Appendix 5.

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- Low level of industrialization, especially in the rural areas leading to high costs of transport to far away urban centres.
- Poor laws for enforcing contracts.
- Potatoes are highly perishable which may force selling even if the prices are too low.
- The speculative risks of seasonal storage, which cannot presently be offset by using risk management tools such as forward contracts and exchange trading.

Notwithstanding these constraints, the consultants found Eastern Uganda to be an ideal location for initiative collective farmer marketing ventures for groundnuts and potatoes. And recommended that AT Uganda should pioneer innovative smallholder marketing initiatives in the region using a systematic and phased approach that will empower farmers to take charge of the profitable marketing of their surplus produce.

The consultants concluded that the system being developed to improve marketing in the rural areas should have the following attributes;

- Reduction of transaction costs incurred by farmers in the market place.
- Increase output marketing options and opportunities
- Improvement in accessing market information
- Building the necessary capacity and empowerment for farmers to handle marketing functions.
- Improved storage and post harvest handling of the commodities involved.

Based on the recommendations of the market research report, a programme to facilitate formation of marketing groups for groundnuts and potatoes was initiated as described below.

Potato Marketing Group Formation

For potatoes, 4 marketing groups were formed at the sub county level with a total of 156 members that had paid shares by the end of the year. The marketing Groups were registered at district level by the office of Community Development. Each marketing group established their executive committee, advisory committee, and working sub-committees and have held their 1st Annual General Meetings (AGMs) at which a local magistrate swore in the elected leadership and members. The group members have been trained in record keeping, quality control, and market intelligence. Each of the groups has a store that is used as a marketing centre, for ease of quality control, and bulking.

The four marketing groups consolidated into one Regional Marketing Association, with an elected interim leadership committee. This Regional Marketing Association is in the process of being registered. The regional association will coordinate marketing activities, undertake lobbying and advocacy, and establish better market linkages on behalf of its constituent groups/members (Table 2 below).

Groundnut Market Group Formation

For groundnuts, 16 marketing groups were formed at the sub county level. The main focus was on, (but not limited to,) the groups in the '**old sub counties**' that had already had very many beneficiaries with the new rosette resistant varieties, and had had seasons of high production.

The 16 marketing groups, with a total of 719 members (Table 1 below), have been registered at the district level. Each has an elected leadership, and advisory committee, and working sub committees. They have all held their 1st AGM, and have been trained in record keeping, quality control and market intelligence. Each group has a store that acts as a marketing centre for quality control, and bulking.

The 16 groups were assisted to consolidate into four Regional Marketing Associations, which have elected interim leadership committees, and are in the process of being registered. The Regional Marketing Associations will coordinate marketing activities, lobby/advocate, and establish market linkages on behalf of their constituent groups/members (Table 2 below).

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Table 1. Basic information on Marketing Groups

Name Of Group	Location		Paid up membership	Share Values	Paid up share capital
	Sub county	District			
<i>Potato Marketing Groups</i>					
Bukwa Farmers Marketing Groups.	Bukwa	Bukwa ²	53	40,000=	30
Kaproron Farmers Marketing Groups	Kaproron	Kapchorwa	37	40,000=	37
Kaptanya Farmers Marketing Groups	Kaptanya	Kapchorwa	30	20,000=	21
KASEWO Farmers Marketing Groups	Kaserem	Kapchorwa	77	20,000=	68
Groundnuts Marketing Groups					
Ngora Farmers' Collective Marketing Group.	Ngora.	Kumi	73	50,000=	42
Nyero Produce Farmers' Marketing Group.	Nyero.	Kumi	86	60,000=	41
Malera Farmers' Marketing Group.	Malera.	Kumi	113	25,000=	125
Kidongole Farmers' Marketing Group.	Kidongole.	Kumi	85	25,000=	80
BUFAMAG	Butebo.	Pallisa	65	25,000=	35
KASAPO Marketing Group.	Kasodo.	Pallisa	43	25,000=	28
KAKII Farmers' Marketing Group.	Kadama.	Pallisa	65	25,000=	49
Lyama Farmers' Marketing Group.	Lyama.	Pallisa	48	20,000=	27
Mazimasa Farmers' Marketing Group	Mazimasa.	Butaleja ³	40	20,000=	20
Kachonga Farmers' Marketing Group	Kachonga.	Butaleja	72	30,000=	46
Padhola Farmers' Marketing Group	Nagongera.	Tororo	24	25,000=	27
Laki Tari Produce Farmers' Marketing Group.	Nabuyoga.	Tororo	32	25,000=	26
Sukuya Tubaana Marketing Group.	Butiru.	Manafwa ⁴	53	30,000=	50
Busiu United Farmers' Marketing Group.	Busiu.	Mbale	68	45,000=	60
Kweyodela Farmers Marketing Group.	Butandiga.	Sironko	53	50,000=	42
Sisimukha Farmers Marketing Group	Bukhalu.	Sironko	23	20,000=	21

Table 2. District/Regional Farmers Marketing Association

No.	Name Of Association	Constituent Sub County Farmers Marketing Groups	Constituent Districts
1	Sebei Farmers' Marketing Initiative	Bukwa, Kasewo, Kaproron and Kaptanya	Kapchorwa and Bukwa
2	Masaba Regional Farmers' Marketing Initiative	Busiu, Sukuya Tabaana, Kweyodela and Sisimukha	Mbale, Sironko and Manafwa
3	Kumi District Farmers' Marketing Initiative	Malera, Ngora, Nyero and Kindongole	Kumi
4	Pabu Farmers' Marketing Initiative	Kakii, Butebo, Lyama and Kasapo	Pallisa and Budaka ⁵
5	Buto Farmers' Marketing Initiative	Mazimasa, Kachonga, Padholah and Laki Tari	Butaleja and Tororo

² Bukwa is a new District that was formerly part of Kapchorwa.

³ Butaleja is a new District that was formerly part of Tororo.

⁴ Manafwa is a new District that was formerly part of Mbale.

⁵ Budaka is a new District that was formerly part of Pallisa.

3.3.2 Training of Trainers

As one of the first steps in the process of forming the Marketing Groups, a 3-day Training of Trainers workshop on collective marketing was organized by AT Uganda Ltd and facilitated by SACRED Africa. AT Uganda technical staff, extension staff from 19 subcounties, District Agricultural Officers and LC V Secretaries for Production from the 6 districts of Tororo, Mbale, Sironko, Pallisa, Kumi and Kapchorwa attended. (The minutes of the TOT are presented in Appendix 6).

3.3.3 Farmer Mobilization

Twenty meetings were held, one in each Sub- County to introduce the project. The meetings were attended by the LC3. Sub- county chief. 19 sub county level marketing groups were first formed, with the lowest membership of 24 and the highest 112. The twentieth group was formed later in November, and is trying to move fast to catch up with the activities.

For the purposes of ensuring effective coordination, lobbying/advocacy and establishment of better market linkages, in December 2005, the 20 sub county Farmers Marketing Groups were assisted to consolidate into five (5) higher level Marketing Associations at district/ regional level

3.3.4 Institutional establishment

During the nine months, the project has laid the foundation and structures on which the marketing groups were to operate, realising the short period of time they had at hand.

AT Uganda Ltd. is an NGO that facilitated the organization of the group farmers into market groups. In addition, AT Uganda provides technical facilitation in form of training, advisory services on marketing and quality improvement and monitoring/supervision of marketing groups programs and activities.

Each of the Marketing Associations is a registered District Level community-based organization made up of sub county level registered Marketing Groups as illustrated in the diagram on the next page.

Each of the Farmers Marketing Groups were to have a minimum of 20 members who paid each Ush 5,000 to register and then deposit an agreed amount of produce as their shares in the group at the time specified in their constitutions. Kapchorwa members paid their shares in either Potatoes or Maize. Members from the other districts paid for their shares in groundnuts or other selected local priority crops as approved by the local management committee. In order to track members' share deposits, members were issued with share certificate cards. Members were also issued receipts where further deposits are recorded and remain free to withdraw their deposits at any time. Member activity cards were issued to members to track members' produce deposits. In addition to deposits for storage, the marketing group will be buying and selling produce at the going market price for cash. This purchase price will be final for non-members but purchases from members will be recorded as a "pre-payment or loan" and qualify for a later bonus based on the seasons trading profits and the volume of member patronage.

The elected executive (management) committee of 7-9 members, manages the marketing groups with at least three of them being women. Marketing group operations are carried out by various working committees, which buy, inspect and market the produce on behalf of the group.

The groups hold monthly general meetings to update members on recent stores and sales and an annual members' meeting where dividends are distributed and officers elected.

After the first year of trading membership will be opened up again for new entrants. Given the level of scepticism based on the previous collapse of the cooperative system, a successful first year of trading will be critical to encouraging growth in membership.

The 20 sub county farmers Marketing Groups elected representatives to the District/Regional Marketing Association Management committee, which undertakes larger marketing and coordination activities on behalf of the member groups. The Interim management/leadership committees (comprising 8-9 members) per District/Regional Association have been democratically elected and are spearheading constitution development and preparations for registration and opening bank accounts.

Association organization and management

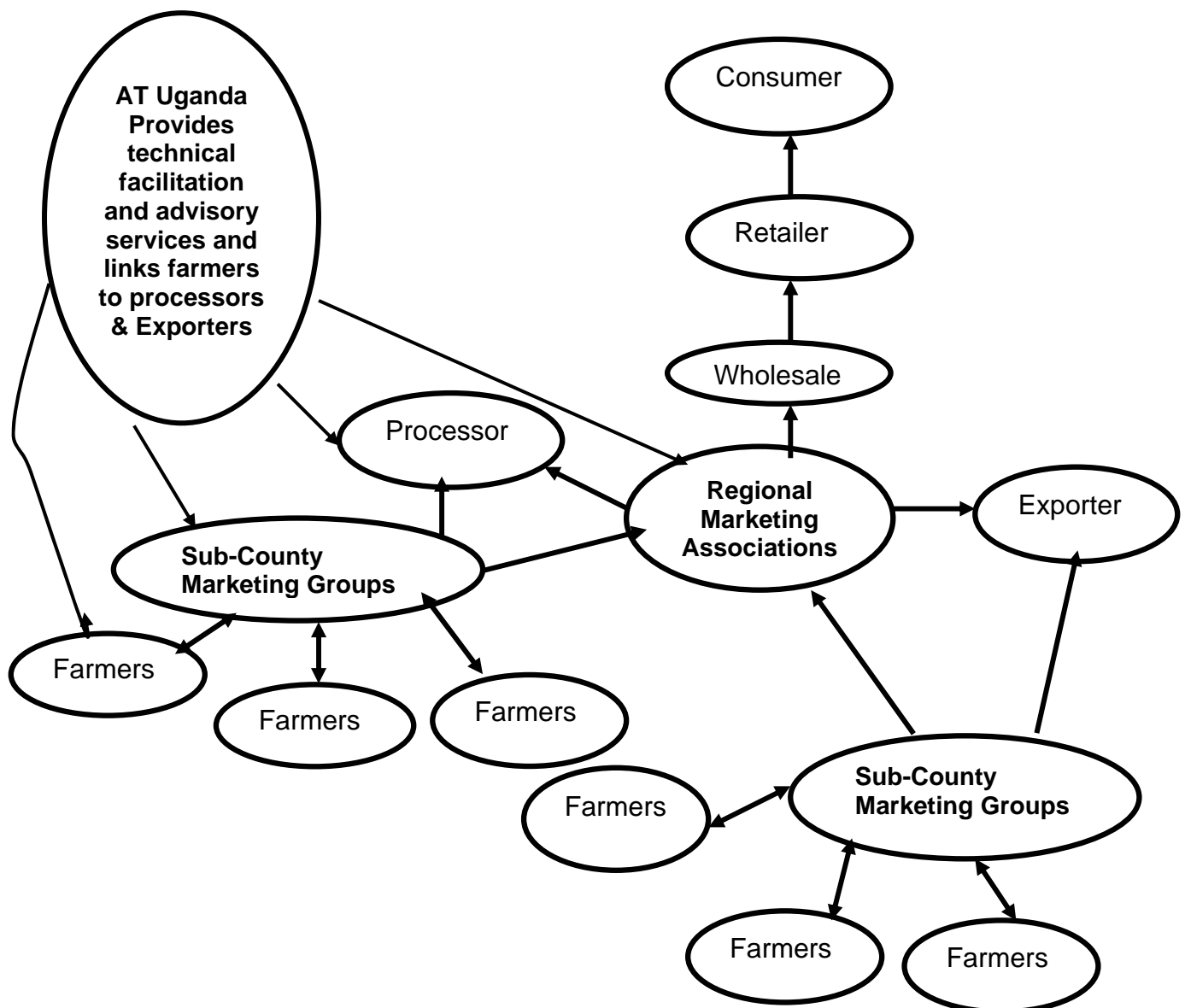


Figure 1: Illustration of the organizational structure of the Farmers' Marketing Initiative

3.3.5 Constitutional Development

By early June, 20 interim committees were put in place, with AT Uganda Ltd. technical assistance came up with draft constitutions that were then modified to fit local conditions. Nineteen constitutions, one for each group were adopted by end of June, and each member was availed a copy of the constitution (see attached sample constitution in Appendix 7).

3.3.6 Local Registration

Each sub-county level group registered the marketing groups at district level as a community-based organisation and were given certifications.

3.3.7 Work plan and Budget

During collective training (TOT), the marketing group representatives developed their work plans and budgets, which were presented to the interim committee who further refined them for presentation and approval during the AGMs.

3.3.8 Open bank accounts

All 20 farmers marketing groups have opened their bank accounts with commercial banks.

3.3.9 Stores establishment

All the 20 farmers marketing groups have now secured a produce store, processing area and a small office.

3.3.10 Exchange visit

One representative from each marketing group participated in an exchange visit to SACRED Africa supported groups in Bungoma Kenya for 2 days (25th to 28th July 2005) to learn how the farmers there are running their collective marketing. 10 FPRAs and 5 AT Uganda staff (i.e. 2 technical advisors and 3 drivers) also participated in the study tour. The visiting team was exposed to maize marketing through cereal banking. The team was given the crucial issues to have in mind if they are to run their collective marketing successfully such as:

- honesty:- where the key persons on the collective marketing should be honest to avoid making losses,
- cost-reduction:- should always think of the cheapest options, look for the best way of lowering the cost of transactions in order to increase profits,
- commitment of the whole group- members should not leave all the burdens to only the executives and
- regular meetings- there should be regular meetings to be able to detect a problem and rectify it in time.

The team visited a number of cereal bank, Kenya Commodity Exchange (KACE) and a number of Marketing information points which are placed close to the farmers' premises. The team was impressed with the marketing information points established as it was easy for the farmers to place in their market requirements and check for current market prices of different produce, as the market information centre points were well distributed close to the farmers' premises. The team was able to make business contacts for them to trade across the border. They also learnt the idea of holding the produce and selling it back to the community during times of scarcity.

3.3.11 Record Keeping Training

A record keeping system was devised for the marketing groups, and sets of financial documents were printed for all of the groups including invoices, payment vouchers, receipts, and inventory stock cards. The FPRAs went through (TOT) training on record keeping facilitated by AT Uganda staff. Later the AT Uganda staff and FPRA collaborated to train the group members. Each marketing group was presented with a set of financial documents and three ledger books for keeping their records. The training materials on record keeping are presented Appendix 8.

3.3.12 Quality Control and Market Intelligence

On the 14-15th of July a training programme on quality control was run for the AT Uganda technical advisors and subcounty level extension staff. The training was facilitated by Makerere University and Uganda Grain Traders. Following this training the staff felt that quality control was so important to make additional training of group members essential.

A proposal was submitted to Danida/ASPS, entitled “*Increasing Farmers’ Accessibility To Markets Through Quality Improvement*”. The proposal was accepted and funded in August. The overall objective of this undertaking was to improve produce quality through training and demonstration of proper post harvest handling techniques so that farmers could meet the quality standards required by the market and receive good price from their produce. This would foster their acceptance by bigger produce buyers and improve their produce marketability. The project also aimed at encouraging the farmer marketing groups to improve the quality of their produce by utilizing appropriate post harvest equipment by providing basic equipment for demonstration. Farmers were thereafter encouraged to purchase them for their use in produce quality control. (The training proposal is appended in Appendix 9).

A total of 134 participants were trained between 18-25th of August. The training was divided into 2 training groups of participants who each attended a total of 4 days of training. Three marketing committee members and three quality committee members from each of the 19 marketing groups were trained. These committee members then in turn were to go back and train the rest of the group members. It was a centralized training where all the participants were called in one venue. (A full training report is presented in Appendix 10). The quality control management training together with demonstrations took 2 days (see list of topics covered in Appendix 10).

The marketing training also took 2 days (see list of topics covered in Appendix 10). Community Enterprise Development Organization (CEDO) facilitated the market intelligence training.

Effects of the Quality Control and Market Intelligence training

- Members of the marketing groups are now able to ensure/observe minimum quality standards of their produce e.g. drying to the recommended minimum moisture content, sorting and grading of produce according to varieties, colour, etc. As a result their produce fetches better prices compared to the low quality of produce of non-members.
- Enhanced utilization of quality control equipment among the members e.g. drying of produce is being done on tarpaulins/papyrus mats instead of bare ground, as was the case before training. Screen tables are used for sieving and cleaning of produce before being accepted in the stores. There is also enhanced utilization of weighing scales, as an effective way of determining actual quantity of produce instead of depending on middlemen’s cheating measures.

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- Enhanced market intelligence and price analysis skills among the members. For example in most of the groups members have bulked produce and are planning to sell it at a better price when there is relatively low supply on market.

3.3.13 Shares Payment

The registered members were required to deposit bags of produce as their shares in the group at the time of harvest in August/October. The shares (produce) were to be sold and the money from sale to be used as capital to buy more produce from members and non-members. A total of 875 members have paid shares in the 20 marketing groups (see Table 1 above).

3.3.14 AGM & elections

The first 19 farmers marketing groups have each already held their first AGM. The schedule for AGMs was as follows:

Marketing Groups' AGM Scheduled Dates

MARKETING GROUP	Staff Member	Date
1. Kaptanya Farmers Marketing Group	Sarah	30 th August
2. Kaserem Farmers Marketing Group	Sarah	31 st August
3. Busiu Farmers Marketing Group	Julian	22 nd September
4. Kachonga Farmers Marketing Group	Julian	3 rd October
5. Kapreron Farmers Marketing Group	Sarah	3 rd October
6. Kweyodela Sironko Farmers Marketing Group	Sarah	4 th October
7. Nabuyoga Farmers Marketing Group	Julian	4 th October
8. Nagongera Farmers Marketing Group	Julian	5 th October
9. Sukuuya Tubaana Farmers Marketing Group (Butiru)	Sarah	5 th October
10. Butebo Farmers Marketing Group*	Sarah	6 th October
11. Mazimasa Farmers Marketing Group	Julian	6 th October
12. KAKII Farmers Marketing Group (Kadama Pallisa)	Sarah	7 th October
13. Lyama Farmers Marketing Group	Julian	7 th October
14. Nyero Produce Marketing Group*	Joseph	10 th October
15. Ngora Collective Marketing Group*	Joseph	11 th October
16. Malera Farmers Marketing Group*	Joseph	12 th October
17. Bukwa Farmers Marketing Group*	Sarah	13 th October
18. Kidongole Farmers Marketing Group	Joseph	13 th October
19. KASAPO Farmers Marketing Group (Kasodo)	Joseph	14 th October

During the AGMs, the executive committee of 7 to 9 members and Advisory committee (3 to 5 members) were elected in an open way and were sworn in by the legal magistrates. AT Uganda staff, district officials from the departments of Agriculture, Community Development, Commercial Office, Legal Magistrate and Secretary for Production LC V, attended the AGMs.

The Financial reports, work plans, and budgets were presented by the interim committee to the members and approved during the AGM.

3.3.15 Internal Audit

In mid September, AT Uganda engaged a team of field auditors from Uganda Change Agent Association (UCAA) to assist the 20 sub county level marketing groups to strengthen their

record keeping capacity and audit transactions to date. A training in auditing was conducted by UCAA on Sept 15-16th for the extension staff and auditors to encourage a common understanding of the issues involved.

The first round of capacity building and audit was done in September/October for 19 groups (except Sisimukha Farmers Marketing Group, in Bukhalu Parish) and the second round was undertaken during November/December, 2005. Nine groups had not yet undergone the second audit visit by mid December when this report was written. They will be completed by the end of December.

The reports from the audit indicated that most groups had established and were using a record keeping system which consisted of a cash analysis book, cash sales book, credit sales book, and stock inventory book among others.

However, the records entry and maintenance system still needs to be improved further. Regular training and practices are still needed in this critical area, with a specific focus on the right people within the group. The treasurers should preferably be trainable or have a minimum of 'O' Level education or its equivalent.

3.3.16 Evaluation of the Farmers' Marketing Initiative

In mid November 2005, SACRED Africa and AT Uganda carried out an end of project evaluation. The main purpose of the evaluation was to assess the progress made in establishing and running collective marketing institutions for groundnut, maize and potato. In particular it focused on important areas covered during the training. The main interest areas of the study included activities so far carried out in the business cycle, achievements in group formation, registration, leadership, group activities such as quality control and marketing, record keeping and problems encountered.

Because marketing is very closely related to what farmers have produced for market, the study also investigated how much farmers had produced or intended to produce and how much was made available to market. Another key area of interest focussed on seasonal price behaviour and how it had contributed to the success or failure of planned activities. The study also looked at access to market information, and the relevance of that information.

As access to capital is a key determinant of the success of collective marketing activities, the study sought to establish amount of capital raised, methods employed, existence of any alliances with financial and micro-credit institutions, extent to which farmers had contributed shares to raise working capital and how willing the farmers were to deposit produce for bulk sale. The full text of the findings and recommendations is presented in the evaluation report (Appendix 11).

Marketing Lessons Learned

- Reducing the control held by opportunistic middlemen requires that farmers develop greater market intelligence and address farming as a business.
- The poorest farmers risk becoming bypassed if special effort is not made to include them within local farmers marketing groups. To include the poorer members of the community it is important that membership dues and minimum grain deposits are set to a manageable level, and that dividends from farmers marketing group profits are paid out to all members.
- Collective bulking and storage are essential for meeting large forward contracts with processors, bulk buyers and exporters.

- Sound storage practices allow the local farmers marketing groups to “wait out” the low prices following peak harvest in order to obtain a larger profit from their produce.
- Revolving credit and partial payment for deposited produce are important features within collective marketing because it provides access to capital at the farm level. The absence of such a fund proved to be a major constraint for the groups.

4 Contribution Of Outputs To Developmental Impact

4.1 Development impact

The project has greatly increased access to improved varieties and ensured that improved seed/ planting material is available to the community and that the poor managed to access the planting materials too.

Local capacity has been developed in the multiplication and production of potatoes and groundnuts both for seed and food. This community empowerment approach is important for sustainability of this progress.

Participating households have increased their food security and incomes as a result of increased productivity and production of potatoes and groundnuts.

Collective marketing has a potential to improve the market access and experience of poor farmers. Smallholders acting as individuals, can neither produce the quantities necessary to enter the larger, more-reliable markets, nor access current information about, or transportation to those markets. The project has therefore tried to facilitate sustainable commercial business linkages between organized producers and the private sector supply chain.

The project has assisted farmers to organize, the remaining challenge is to create sustainable links with traders, processors or exporters, that are willing to provide access to market information and technology so that the producers and farmers produce the right products and use the correct production methods, to produce the quantity and quality that is required by the market.

4.2 Potential for wider scale impact

The project has also helped further test an approach that can be replicated by others to successfully to promote dissemination of research outputs.

The skills, knowledge, and interventions/methods used by AT Uganda are being replicated by other development partners (NGOs and government departments) in implementing their programmes. The AT Uganda supported groups are also being used by these other development partners as entry points for community development work. This has a potential for wider scale impact.

The seed multiplication and redistribution approach of using a distribution tree, whereby a recipient group is required to pass on a certain quantity of seed to a new beneficiary group has a big potential for a quick multiplier effect and hence a wide scale impact.

4.3 Challenges

The time for the marketing intervention has been very short. Additional funding is required to continue supporting the marketing groups that have been formed in order to get them to the point of sustainability. Specific recommendations for further follow-up that have come out of the Sacred evaluation exercise include the following:

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- The groups are operating under serious financial constraint. There is an urgent need for financial support or facilitation of the groups to access additional working capital. This needs to be taken up by AT Uganda as a matter of urgency. Having worked so hard to establish the groups and make them operational, AT Uganda needs to reach out to all possible funding sources to raise some working capital for the groups.
- As AT Uganda sources for funds to facilitate the groups, the groups themselves need to get innovative and explore all other possible means of raising capital to increase their working capital to reasonable levels. Some of the possibilities include internal fundraising, merry-go-rounds, cash for labour etc. The groups should work on strategies to continue with or without funding.
- Training of the groups needs to continue. Farmer training needs to be repeated regularly. This is a noble cause that AT Uganda should not abandon at this stage despite their running out of funds. Efforts to locate an interested partner to fund the trainings should be intensified. In addition, all other opportunities for training should be exploited especially by the FPRAs.
- Shares contribution should be increased. In the absence of any additional funding, the working capital may have to come solely from the share contributions. The reasoning behind is that farmers should be willing to invest significant amounts of capital in their group for them to justify spending much time and effort on group activities.
- Immediate action should be taken to ensure that all management committee members have paid their registration fee and contributed their shares in full. Any official who is not able to comply should be replaced.
- Priority for group activities should be selling the members own produce. The Farmers Marketing Initiative was founded on the basis that farmers were not able to profitably market their produce. It will therefore only succeed if farmers have sufficient produce to market. The business of buying and selling is secondary to farmers selling their own produce.
- There exist opportunities for inter-group trading. Such opportunities need to be established and exploited.
- Where farmers cannot raise sufficient amounts of produce to bulk and sell, increasing production should be the priority. Having an established outlet should encourage farmers to seek improved production technologies such as improved groundnut varieties and cultural practices to increase their production. This needs not be a serious problem since it was the initial engagement of AT Uganda.
- Value addition should be prioritised among the marketing strategies. The feasibility of processing and adding value needs to be assessed. The groups should be willing to invest in simple equipment such as shellers and peanut butter processing equipment where worthwhile returns are foreseen.
- Minimum share contributions should be what most members can comfortably afford although the groups should try to raise as many shares as possible.
- The share value should be clearly defined at all times. Where farmers submit the produce instead of cash, its cash equivalent should be established since in all cases, refunds shall be in the form of cash and not produce.
- Some innovative options to maintain high interest in group activities and meetings by members should be considered. Similarly, punitive measures against non-participation should also be enforced.
- Linkages need to be built with buyers. The groups should take the initiative to search for the market and establish linkages with key players. Linkages should also be built between groups for sharing of opportunities. AT Uganda needs to assist the groups in establishing contacts with key buyers especially in distant markets. A database of buyers should be established and maintained by AT Uganda.

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- Records entry and maintenance needs to be improved. More training is required with specific focus on the right people within the group. Effort should be made to continue with regular training and practice.
- AT Uganda needs to maintain regular follow-ups with the groups and their activities with the objective of providing guidance and technical support. They should investigate and assess the capabilities of FPRAs especially in highly technical areas like record keeping.
- The FPRAs should keep constant supervision of the groups without taking over group responsibilities and making key decisions.

At the time that these two projects were designed, AT Uganda embarked on negotiations with the Rockefeller Foundation about funding the marketing initiative for at least an additional two years. While the initial response was very encouraging, it now appears that, as a result of an internal strategic review process within Rockefeller, there is likely to be a considerable lag time before any funding commitment can possibly be forthcoming. This unfortunate funding gap will leave the marketing groups without technical assistance at a very critical time in their formation process, and threatens to significantly undermine the progress that has been achieved. AT Uganda will continue to seek for any potential funding opportunities in order to maintain the momentum, but cannot guarantee its continued technical assistance in the absence of financial support.

5 Biometricians Signature

The projects named biometrician must sign off the Final Technical Report before it is submitted to CPP. This can either be done by the projects named biometrician signing in the space provided below, or by a letter or email from the named biometrician accompanying the Final Technical Report submitted to CPP. (Please note that NR International reserves the right to retain the final quarter's payment pending NR International's receipt and approval of the Final Technical Report, duly signed by the project's biometrician)

I confirm that the biometric issues have been adequately addressed in the Final Technical Report:

Signature:

Name (typed):

Position:

Date:

Appendix 1 Potato LogFrame – Targets and Achievements

Narrative Summary	Objectively Verifiable Indicators	Achievements	Comments
OUTPUTS			
<p>1. Expansion and Training Extension staff, local authorities and beneficiary farmers trained in potato production, seed multiplication, storage and collective marketing.</p>	<ul style="list-style-type: none"> ➤ 4 extension staff/field assistants and at least 80 group leaders from 20 new beneficiary producer groups participate in field days and trained in potato seed-tuber management, storage, multiplication and collective marketing. (Two new subcounties in High Potential NAADS areas close to Kaptanya and Kaproron. To be agreed with NAADS. ➤ At least 400 additional poor beneficiary households trained in seed potato management, storage, multiplication and collective marketing 	<p>20 new groups with a total of 400 poor households benefited in trainings, field days and accessed the seed potato for further multiplication.</p>	<p>NAADS participated actively in selection of the new parishes. Kono and Kapkoch selected in Binyiny sub county plus Tuikat in Benet and Kapenguria in Tegeres sub county. Tegeres and Binyiny are NAADS areas.</p>
<p>2. Commercial Sustainability Kapchorwa Seed Potato Producers Association effectively strengthened to take over procurement of clean seed, multiplication and sale of seed-tubers on a commercial basis.</p>	<ul style="list-style-type: none"> ➤ KASPPA strategic plan developed ➤ At least 15 commercial seed multipliers actively engaged in commercial seed potato production. ➤ At least 500 bags of seed (planting material) be produced by multipliers and sold to farmers by end of project. 	<p>A strategic plan was developed. 21 commercial seed multipliers are actively engaged in commercial seed potato production. Projected estimated production from season B, 2005 harvest is about 600 bags of seed by multipliers to be sold to farmers.</p>	<p>KASPPA labelled bags distributed to members. KASPPA levy calculated on estimation of association core running costs. However no sales of bags was registered from the harvest of season A, 2005. This was due to the fact that multipliers did not have enough seed to sell to the community and the seed they remained with, they preferred to plant as they were anticipating high demand of seed potato by the community next year - season A, 2006.</p>
<p>3. Market linkages District Potato marketing Association with 2 Sub county level branches established</p>	<ul style="list-style-type: none"> ➤ Marketing Association launched and registered with the District by EOP ➤ Market Prospectus drawn up and "sold" to at least one end buyer by end of project. ➤ At least 2 marketing centres formed. 	<p>Four marketing groups at sub county level were launched and registered with the district and one marketing association was formed at Regional level.</p>	<p>The Market Prospectus has not been drawn. It proved to be too early in the process and there was insufficient information available about the level of produce actually available for market. This activity still needs to be done.</p>

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Appendix 1.

Activities				
No	Activity	Target	Achievement	Comments
Output 1: Expansion and Training				
1.1	Identification of new beneficiary sub-counties	➤ 20 groups	<ul style="list-style-type: none"> ➤ 3 new sub counties ➤ 4 Parishes ➤ 20 groups 	The identification of new groups was done in collaboration with NAADS. There was sharing of resources with NAADS like seed input, technical assistance.
1.2	No. of Production Committee (PCs) formed and trained in seed potato production and multiplication	➤ 20	➤ 20	A committee was formed from each new group comprising of at least three members. This has given support to extension staff in provision of technical information to farmers.
1.3	No. of individual beneficiaries trained in seed potato production and multiplication	➤ 400	➤ 400	All the individual beneficiaries receiving seed for multiplication have to be trained before receiving seed.
1.4	No. of refresher training conducted	➤ 2	➤ 2	Refresher trainings were conducted for all group members each season to increase their skills and promote adoption.
1.5	Provision of printed training materials of the Farmers' Potato Production Guide to the new beneficiary group	➤ 400	➤ 2000 copies	All the new beneficiaries were provided with a copy of farmers' Potato Production Guide.
1.6	No. of simple low- cost seed and table potato stores brochures produced and distributed to farmers.	➤ 400	➤ 3000 copies produced	All beneficiaries (both old and the new groups) received a copy.
Output 2: Commercial Sustainability				
2.1	No. of bags of seed potato procured from research.	➤ 400	➤ 396	354 bags were procured from Kalengyere ARDC, and only 42 bags procured from Buginyanya research. This seed was planted on the demonstration sites, given to primary seed multipliers and distributed to some poor farmers beneficiaries.
2.2	No. bags of seed potato given to Primary seed multipliers	➤ 150	<ul style="list-style-type: none"> ➤ 196 bags of seed potato distributed to 24 seed potato multipliers 	<ul style="list-style-type: none"> 63 bags of Victoria size category 30-45mm 113 bags of Victoria size category 45-60mm 20 bags of Nakpot 5
2.3	No. of demonstration sites established	➤ 4	➤ 9	One demonstration site was established in each new parish and also in the old parishes. Each site had two varieties i.e. Victoria and Nakpot 5, and the two seed production methods of the SPS, and the ridge furrow demonstrated and also the ridge furrow for ware potato. Use of fertilizer was also included.

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Appendix 1.

Activities				
No	Activity	Target	Achievement	Comments
2.4	No. of farmers benefited from seed provided for multiplication and seed repayment	➤ 400	➤ 315	The distribution plan has been put in place to ensure that the remaining number of farmers benefit from season B harvest.
2.5	No. of field days on the demonstration sites.	➤ 5	➤ 5	At each demonstration site, the five field days organised were at planting, one month after emergence, at flowering, at dehauling and at harvest.
2.6	No. of end of season evaluation conducted	➤ 2	➤ 1	End of season evaluation meeting was held in August/September 2005 facilitated by the production Committee while Extension Staff and PDCs observed. Lesson learning (end of season evaluation) meetings at sub county level were conducted for all participating groups.
2.7	No. of simple low-cost potato stores constructed	➤ 12	<ul style="list-style-type: none"> ➤ 4 stores completed ➤ 12 stores started on but not completed. ➤ 32 stores not started on but materials on site. 	A total of 48 simple low cost stores to be constructed (24 DLS and 24 ware potato stores). However, the numbers of artisans trained were too few to complete all the constructions, but all the farmers have collected their materials.
2.8	Development of Strategic plan	➤ 1	➤ A Strategic plan was developed	The Creative Business Development Group facilitated the Strategic Planning Workshop. KASPPA members participated in the development of the Strategic plan, and five strategic objectives were developed: (1) Establish sustainable marketing linkage and structures for improved incomes. (2) Develop and implement appropriate quality standards for seed potato production. (3) Establish viable financial mechanisms for increased production and sales. (4) Establish appropriate management and governance systems. (5) Establish and implement a policy and advocacy programme to promote member interests.
2.9	Identification of new seed multipliers	➤ 4	➤ 6 new seed multipliers	One of the criteria for selection was the willingness and ability to construct a DLS without any contribution from the project.
2.10	No. of KASPPA review meetings	➤ 6	➤ 6	The project tried to push KASPPA members to attend monthly meeting without ATU staff.
2.11	Formation of Inspection team	➤ 2	➤ 2 KASPPA Field Inspection teams	The KASPPA field inspection teams are doing their work
2.12	Monitoring field performance in yield and pest	➤ 3	➤ 3 field inspections	The drought affected the crops and some crops had bacterial wilt (BW) disease, but most gardens were manageable, however, could be a problem if not managed.
2.13	Promotion for KASPPA, radio programmes and announcement	➤	➤	Two KASPPA members and one farmer were interviewed on the importance and source of improved quality seed potatoes and their views were recorded and run on the main radio station with good listener ship in the area with high potato production. For further promotion of KASPPA seed, a number of announcements of KASPPA members with clean seed were put on the radio after testing of seed.

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Appendix 1.

Activities				
No	Activity	Target	Achievement	Comments
Output 3: Market linkages (Both Potato and Groundnuts)				
3.1	Training on collective marketing	1	3 day workshop	SACRED Africa conducted a three-day training of trainer (TOT) workshop on collective marketing. The workshop was attended by extension staff (FPRA), District political leaders, District agricultural officers, farmer representatives from each group and 6 AT Uganda staff.
3.2	Formation of Farmers' Marketing Groups	4	4	These are formed at sub county level. Each marketing group has a constitution of which each member has a copy. A legal person swore in all members.
3.3	Training of Trainers on quality control and marketing information and intelligence	Not originally planned	134 participants	With the assistance from DANIDA and farmers' groups, the project managed to conduct Training of Trainer (TOT) scaling out. Appropriate post harvest handling and quality control were critical to ensure the safety of members' produce in store, and to capture higher value markets for farmers. The associations also were to be linked to markets hence required training in negotiation skills, contracting, and contract enforcement and market information.
3.4	Provision of quality control equipments	Not originally planned	4 weighing scale, 16 tarpaulins, 8 sampling spears, 12 meters of wire mesh 1 electronic scale 1 moisture meter	With the assistance from DANIDA and farmers' groups, the project managed to purchase a weighing scale, 4 tarpaulins, 2 sampling spears, wire mesh for two sieves each 1.5 meters long for each group as tools for quality management. In addition 1 electronic scale and 1moisture meter were purchased. These are to be shared at the District level.
3.5	Linking them to markets	1 market prospectus	Not done	No prospectus has been drawn. Too early in the process and accurate information about production quantities not yet available.
3.6	Record Keeping	1	1	The FPRAs had a TOT on record keeping then went back and trained the group members with the assistance of AT Uganda staff.
3.7	External Auditing	1	2	The project contracted UCAA and attached each marketing group to UCAA field auditors to help the groups to establish their record book management system and auditing
3.8	Formation of District Marketing Association	1	1	Interim management committee per Regional Association have been elected

Appendix 2 Groundnut LogFrame – Targets and Achievements

Narrative Summary	Objectively verifiable indicators	Achievements	Comments
Outputs			
1. Expansion and Training Management of multiplication and redistribution in 16 new subcounties handed over to the local community leaders, who have been trained.	1.1 At least 16 local leadership structures (1 per subcounty) created and fully responsible for multiplication and redistribution of planting material. 1.2 At least 240 community and group leaders from 80 new groups trained in seed production and multiplication, group development, and collective marketing.	-16 leadership structures (1 per sub county) have been created and are responsible for multiplication and redistribution of planting material. - 510 community and group leaders from 80 new groups were trained in seed production and multiplication, group development and collective marketing.	Criteria included, availability of at least 10 organized groups. To ease seed hand over to new groups. Poverty and gender considered in selection of beneficiaries.
2. Multiplication Foundation seed of new rosette resistant groundnut varieties procured and multiplied by farmer groups and farmers trained in seed production, multiplication, distribution management, and collective marketing	2.1. At least 70 hectares of new improved rosette resistant varieties of groundnut (Serenut 2, 3 and 4) multiplied in 16 new sub counties 2.2 At least 80 additional groups trained in seed production, and group development	- 202.4 hectares of new improved rosette resistant varieties of groundnut (Serenut 2,3, and 4) have been multiplied in the new groups. - 80 additional groups (with an average of 25 members each) were trained in seed production and group development.	Most old groups retained the new varieties and started another chain of distribution among them selves. Training manuals were distributed.
3. Market linkages: One or more Groundnut marketing Associations with Subcounty level branches established either at the regional or district level	3.1 Marketing Association launched and registered with the District by EOP 3.2 Supply Prospectus drawn up and "sold" to at least one end buyer by end of project. 3.3 At least 16 marketing centres formed, each with a centralized storage facility for ease of quality control and bulking.	-16 subcounty level marketing Associations have been launched and registered with the District. These have been consolidated into 4 regional higher-level marketing Associations, and preparations to have them registered are underway. - Not done. - 16 sub county level marketing centres have been formed, each with a store, for ease of quality control and bulking.	The Market Prospectus has not been drawn. It proved to be too early in the process and there was insufficient information available about the level of produce actually available for market. This activity still needs to be done.

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Activities				
No	Activity	Target	Achievement	Comments
Output 1: Expansion and Training				
1.1	Hold mobilization meetings in new sub counties	➤ 16	➤ 15 mobilization meetings were held,	The meetings involved the LC3 chairperson, Sub-County Chief, LC 5 councillor representing the sub county at district level, Secretary production at sub county level, the Extension Worker for that Sub county, and the Councillor representing women. And 5 with district leaders, comprising of the DAO, Secretary production LC 5, to sensitise them about the new project and to get their participation in identification of the new parishes where the project was to operate.
1.2	Mobilize new groups of beneficiaries	➤ 80	➤ 80 groups were mobilised	5 new groups were mobilized in each parish. Another set of 5 was also identified as the next groups to receive seed. In total, 80 groups were mobilised to receive seed.
1.3	Establish Parish leadership structures.	➤ 16	➤ 16 PDCs were established	16 PDCs were established, one in each parish (with each PDC comprising of at least 7 members).
1.4	PDC's and 80 group PC's to be trained as trainers on seed production.	➤ 16 PDCs and 80 group PCS	➤ 16 PDCs and 80 group PCs were trained.	This was done early in the season to ensure that activities were done in time with the rains. 16 trainings were organized 1 for each parish combining all the groups in the parish. The trainings were facilitated by the FPRAs. groundnuts seed production by the extension staff. 20 Production guides were given to each group. The extension staff organised another training for the PDCs and PCs for continuous follow up and monitoring
1.5	16 PDC's and 80 group PC's to be trained as record keepers.	➤ 16 PDCs and 80 group PCS	➤ 16 PDCs and 80 group PCS were trained.	This was done immediately after the seed production training. And the PDCs were given big A4 size books to use as registers, while the PCs received forms to use for documenting all beneficiaries
1.6	Local leaders train the farmer groups under supervision of the Extension staff.	➤	➤ few did the training	Few did the training. When asked they said they did not feel confident yet.. This could be because un- like the old groups the new areas did not have any training during other previous projects.

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Activities				
No	Activity	Target	Achievement	Comments
1.7	Parishes monitor field performance of seed.	➤	➤ Joint field monitoring was done although not very satisfactory.	The joint field monitoring was done. All varieties (Serenut 2 and 3, and 4) were doing well. However generally, Serenut 3 had comparatively poor germination and also due to seed size and the little rainfall amounts at the time of planting germination of the 2 large seeded varieties was affected in some areas. Serenut 4 had no problem. There was little evidence of monitoring by PDCs and FPRAs.
1.8	Parishes hold first end of season evaluation meetings	➤	➤ This was done in all the groups	This was done earlier in September to pave way for seed recovery in the new groups. However, results and key lessons have been being reported upon in the earlier sections of this report.
1.9	Community leaders witness first repayment and redistribution.	➤	➤ Community leaders witnessed this exercise in most of the groups.	The presence of community leaders during seed repayment and redistribution was found to enhance discipline among the beneficiaries.
Output 2: multiplication				
2.1	Groups prepare distribution plans.	➤ 80	➤ all the 80 groups prepared distribution plans	All 80 groups prepared this. The reports submitted indicate that most groups will be able to serve their members with seed and their will be excess to go to other groups in a few cases as the groups were generally smaller compared to the old groups dealt with in the previous project
2.2	Groups prepare seed multiplication regulations (bylaws)	➤ 16	➤ Done by a few groups	<i>All parishes prepared by laws however only a few groups came up with own bylaws to back the parish one.</i>
2.3	Review and reprint seed production guides for distribution to all new farmers	➤ 2000	➤ 2000 copies of groundnut production guidelines were printed and distributed to the new groups	The production guide was reviewed and a total of 2000 copies of the groundnut seed production guides were printed and given to the 80 groups, each received 20 copies and 250 were given to other groups in the old sub counties involved in seed multiplication. 32 copies of the Trainers manual given to Extension staff of the new sub counties..
2.4	Buy additional seed from original groups and research station.	➤ 300	➤ A total of 320 bags of rosette resistant groundnuts were procured.	80 bags of Sere nut 2, 80 bags of Serenut 3 and 160 bags of Serenut 4 were bought from the original groups in the old sub counties for distribution to new groups.
2.5	Deliver seed to PDC's for distribution to groups.	➤ 300	➤ A total of 320 bags of rosette resistant groundnuts were delivered to PDCs for distribution to the 80 groups.	Each new group got 1 bag of Serenut 2, 1bag Of Serenut 3 and 2bags of Serenut 4. At least 12 members of each group received seed for planting in first season

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Activities				
No	Activity	Target	Achievement	Comments
2.6	Repayment of sufficient seed to plant 140 hectares collected back from recipients and ready for redistribution the following season	➤ 640 bags (twice the quantity distributed)	➤ 620 bags	It was not possible to reach 100% recovery due to certain circumstances such as drought, poor site selection, etc, which affected the yield. The unrecovered seed is expected to be recovered and redistributed next season.
Output 3. Market linkages				
3.1	Extension staff train new groups on group development and collective marketing.		3 day workshop	SACRED Africa conducted a three-day training of trainer (TOT) workshop on collective marketing. The workshop was attended by extension staff (FPRA), District political leaders, District agricultural officers, farmer representatives from each group and 6 AT Uganda staff.
3.2	Groups facilitated to come together to form a groundnut marketing Association with sub-county level branches	16 (1 per subcounty)	16 (although one was only formed near the end of the year)	These are formed at sub county level. Each marketing group has a constitution of which each member has a copy. A legal person swore in all members.
3.3	Simple storage facilities identified and established (one store per Sub-county) on a cost sharing basis for purposes of market bulking by end of project.	16 (1 per subcounty)	15 sub counties had tenancy agreements signed by mid-September. A logo was designed and given to all groups to put on their stores. The project provided paint for sign writing.	Bukhalu was delayed by slow response and suspicion of farmers, but marketing groups has now formed and has established a store.
3.4	Training of Trainers on quality control and marketing information and intelligence	Not originally planned	134 participants	With the assistance from DANIDA and farmers' groups, the project managed to conduct Training of Trainer (TOT) scaling out. Appropriate post harvest handling and quality control were critical to ensure the safety of members' produce in store, and to capture higher value markets for farmers. The associations also were to be linked to markets hence required training in negotiation skills, contracting, and contract enforcement and market information.
3.5	Provision of quality control equipments	Not originally planned	16 weighing scales 64 tarpaulins 32 sampling spears 48 meters of wire mesh 4 electronic scales 4 moisture meter	With the assistance from DANIDA and farmers' groups, the project managed to purchase a weighing scale, 4 tarpaulins, 2 sampling spears, wire mesh for two sieves each 1.5 meters long for each group as tools for quality management. In addition 1 electronic scale and 1moisture meter were purchased. These are to be shared at the District level.
3.6	Record Keeping	1 per group	1 per group	The FPRAs had a TOT on record keeping then went back and trained the group members with the assistance of AT Uganda staff.

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Activities				
No	Activity	Target	Achievement	Comments
3.7	External Auditing	1 per group	2 per group	The project contracted UCAA and attached each marketing group to UCAA field auditors to help the groups to establish their record book management system and auditing
3.8	Formation of District Marketing Association	4	4	Interim management committee per Regional Association have been elected
3.9	Groundnut marketing association linked to groundnut buyers and processors. Supply prospectus developed, circulated to potential buyers/investors and commercial market relationship negotiated	1 market prospectus	Not done	No prospectus has been drawn. Too early in the process and accurate information about production quantities not yet available.
3.10	Groups hold end of season evaluation meeting	1	End of project evaluation conducted with participation of the groups.	Sacred Africa conducted the end of project evaluation. Additional dissemination seminar planned for February.

Appendix 3: KASTAPA Strategic Development Plan

Insert Appendix 3 here.

Appendix 4: Brochure on Potato Stores/Storage

Insert Appendix 4 here.

Appendix 5: Market Survey Analysis Report

Insert Appendix 5 here.

Appendix 6: Collective Marketing TOT Minutes

AT Uganda, Marketing TOT St. Austin, Mbale, May 3, 2005 Minutes

Welcome by Director

Opening by the DAO Kumi

All along we have been looking at production alone, and not marketing. And we have been having problems in Marketing. We thank AT Uganda for inviting all of these people to come to work together for the improvement of our farmers. At this meeting we have the farmers, technicians, and politicians, these are the real people who can organize improved markets for the farmers. All along we have been having problems because we produce without first knowing how we are going to market. If we have an association we can talk with one voice and have bargaining power to improve our final markets. This is very much in line with government policy under the PEAP & PMA.

First of all you can't modernize agriculture until you first know where to market. Have one voice and bargaining power. Middle men are better organized and benefit more than the farmers. Grateful that AT Uganda sourced for a very experienced team from Kenya who have good knowledge and can lead us to do marketing in a more organized manner. This is a TOT to train us as trainers. Very important that we be keen, learn, open up to the facilitator so we can pick the experience and pass to our farmers. Whole motive is to get money into the hand of the farmers. We should be able to train our farmers. Ask any clarification needed. So when we go back we have no questions. By the time we go back we are supposed to be the experts. Open your mind to take up the new information. You cannot produce before knowing the market. Otherwise we end up staying in that vicious cycle of poverty. This is in line with government policy of course. Marketing is one of those key aspects. Knowing How to market, because if you are not organized the farmers are bound to be cheated. To know how to get organized to reach the market. Once more want to thank you for giving in your time and that shows the importance you attach to this workshop.. Four days out of home is a lot, but you knew the importance. I want to thank you for the very high attendance.

Rules:

1. Mobiles off/silent
2. Time keeping – today is Bazilio (morning session)
3. Speak one at a time.
4. Everyone must participate fully – no back benchers.
5. Team of reporters set – (3) one each from Kumi, Pallisa, & Mbale.
6. Grace in charge of welfare.

Expectations
Discipline, Open discussion, Participate fully, Lively workshop
By end of the workshop know full aim and objective of the program
Understand what AT U doing and where
Acquire knowledge and skills (x23)

Expectations
Know more about cereal banks how they work (x17)
How are Cereal Banks different from Cooperatives (x7)
Training skills (x12) At end of workshop be in position to disseminate information and train others at home.
Allowances for participants Out of pocket at end of the day (x3) Good feeding x2) To get refund of transport (x2)
Study tours and follow up workshops to be organized (x3)
District leaders to participate in discussion and agree on say forward Brief the council on role of AT Uganda in collective marketing Ensure as a secretary of production that farmers benefit through TOT's
Certificate of attendance (x3)
Challenges in marketing and solutions tried, what succeeded (x5)
Difference between market and collective marketing (x3) Collective marketing sounds a Myth, want to know what it is. Collective marketing will start today in our minds and once we go back it will already be on foot Enlightened on exactly what is the problem in markets? Lack of markets or lack of marketing procedures
Constitutions and how to guard resources Members know to keep records How can it be registered and legally recognized To know price (x2) To know where we can get good market for produce To know better group management Solve problems of transportation and storage (x2) Group dynamics concept Financial assistance to sustain the program in form of crop finance Market information (x2) How to get linked to produce dealers inside & outside Uganda (x3)
Expect handouts to remind me (x7)
Get first hand information on Kenya experience (x13)
Make new friends (x10)
My problems in marketing to be solved (x4)
Plan for Subcounty training and way forward. (x3)
Know what to do about farmers who can't raise registration fee right now.
Since we are going to have marketing what will happen to the middle men?
Maximum number of the association
Better Uganda for all of us.

Experience sharing on collective marketing

What were the failures and challenges of the marketing cooperatives in your Districts
What success stories have you experienced with cooperative marketing
Group Discussion on the experience from the Cooperatives. In what way did they fail & why? What were their successes?

Failures and Challenges of cooperative marketing boards in our District
Top/bottom instructions & decisions
Monopoly by LMB & CMB as a marketing policy was not good to farmers (x2)
Bonus was shared only by the top officials
Buying farmer's crops on credit (x2)
There was no quality control leading to poor prices in external markets e.g. cotton and coffee
Prices were low
Lack of market information (x2)
Government crop finance dependency syndrome, Mismanagement of funds especially crop finance. (x3)
Misuse of cooperative assets (e.g. Vehicles)
No capital they depended mostly on loans
Delayed payment to farmers (x3)
Members never got their dividends
Corruption by officials (x5)
Poor financial management (x2)
Farmers failed to pay back the loans
Lack of meetings lead to no ownership of members (x2)
Lack of clear roles & responsibilities
Lack of education for farmers (x2)
Lack of transparency and accountability (x5)
Only few top officials knew the transactions
Poor leadership (x2)
Lack of rotational leadership
Nepotism – favouring relatives (x3)
No participation by farmers in running the cooperative (x2)
Poor facilitation to the extension staff
Political interference
There was political instability
There was struggle for power
Interference by middlemen
Successes:
Organized export marketing
Promoted the production of marketable crops e.g. Cotton & coffee
Pooled marketing
They had collective marketing
They could meet the quantities required
At initial stage the board safe guarded the farmers by setting a standard price
Price control. Prices were stable and good, Sure market
At initial stage they achieved group mobilization
They were able to form farmer's groups.
Accessibility to crop finance
Construction of structures & stores (x5)
Transport guaranteed (x2)
There was better access to inputs & credit facilities (x5)
Organizational structures were well laid
They had a constitution to govern the marketing
Quality standards were good
Reduced Middlemen influence
They formed a cooperative bank

Failures and Challenges of cooperative marketing boards in our District
They offered employment

What areas do we need to build on for future sustainability.

1. Build capacity from the grassroots so the farmers own the process
2. Cultivate ownership by the farmers – if the people own the cereal banks, then they care for it as their own and take collective responsibility for supervision and leadership.
3. Production should be based on marketing projections
4. Over dependency on outside funding, need to build capacity to make own contributions to build locally owned capital.
5. Planning for good governance entirely by the members - Decentralization of planning, management, and decision making by an empowered group.
6. Aims goals and byelaws established and enforced.
7. Participatory, rotational leadership
8. Regular meetings and auditing, accountability and transparency
9. Simplified record keeping and accounting sheets so farmers understand.
10. Responsible management of assets for the benefit of the members
11. Fair recruitment of staff, based on merit
12. Flow of market information to members
13. Build market linkages



Group dynamics:

Example of the compound leaves handed out to the groups. Asked to discuss:

1. How they felt when given the leaves and what lessons they could learn for group dynamics
2. How will they be able to tell their leaf apart from the others?

No communication
No cooperation
No Compromise (rigidity)
No respect/no plan
No eye contact
No order (disorganized)
No results

Does it happen in real life
Yes, arguments

Markets
street
political rallies
Churches
Arguments

Summary,

- ✓ Use of senses to get people interested.
- ✓ Working as a team is essential for success.
- ✓ Individual contribution is critical to success.
- ✓ Trust building and positive contributions must be built.
- ✓ Individual members must be strengthened, since the group is as strong as the weakest link.

Scene II

What did you observe?
Orders, one way communication
No appropriate decision making
Disagreements
No dialogue/members demoralized
No plan of action agreed

Communication Lessons from the skits:

Scene I

What did you observe?

Where does it happen in real life situations?
Teacher pupil relations

Doctor patient relationship sometimes
Military
Old style families

Scene III

What was observed?

Dialogue
Plan action (results)
Mutual respect and understanding
Listening and immediate feedback
Empathy

Real life situation:

Facilitator participant situation
Modern enlightened families
Work environment
Some church movements

Summary:

All three types of communication can be found during the process of building cooperative marketing. Style one often happens at the very beginning of the process. Style two may be necessary at certain stages, and is the traditional style that many group leaders may start with. Style three is the key to long term success in associations. The final thing to always remember is that "dialogue works".

Questions for Discussion & home assignment

1. What are your fears/threats from your past experiences with collective marketing activities/cooperatives?
2. What opportunities do you have to take advantage of in your District.
3. What do your farmers fear most with organized marketing of their produce?

END OF DAY ONE....



Day Two:

Grace Opened the day and invited the facilitator from Kenya to start us off on time.

Dominic directed our attention to the programme for the day. The Reporters then presented the summary from the day before.

Production Secretary for Kumi started off with the review of the previous morning including Welcome by DAO, and expectations. Patricia continued with the sharing experience of failures and successes of cooperatives in a participatory manner. Finally Nambafu reminded us about the lessons from group dynamics and effective communication.

Appointments for the day:

Reporters:

Kapchorwa – Joyce

Tororo – Moses

Pallisa – Kavule

Time keeper: maintained Bazilio

Welfare: Maintained – Grace

New Team Leader:

FEARS & THREATS:

- ✓ Fear that there may be mismanagement of funds & lack of accountability.
- ✓ Corruption
- ✓ Political interference
- ✓ Mistrust
- ✓ Nepotism
- ✓ Farmers have no autonomy or self reliance
- ✓ Competition from middlemen or outsiders.
- ✓ Domination by leaders
- ✓ Bad/poor leadership
- ✓ Fear of selling on credit
- ✓ Problem of insufficient supervision and monitoring of activities.
- ✓ Lack of market information
- ✓ Risk of loss of crop in storage (theft, spoilage, or fire etc.
- ✓ Fear of taxation
- ✓ Fear that the educated my exploit the uneducated farmers
- ✓ Programme phase out

- ✓ Price fluctuation
- ✓ Un-accurate standards and weights
- ✓ Members see it as belonging to AT Uganda rather than being theirs
- ✓ Members sell on the side because of need of cash even though they said they would sell through the association.

Steps in Collective Marketing:

Step one:

The community is Mobilized
Interim community is selected.

Step two:

Draft constitution is prepared.

Step three:

The Cereal Bank is legalized, registered as a self help society. The general meeting to adopt the constitution and the officials are sworn in by lawyer or civil authority. Groups must open bank accounts.

Step Four:

An office and stores are established.
A local store is identified.

Step Five:

Officers and members are trained.
Committees established for quality, marketing,

Step Six: Grain is traded:

Committees: collection and buying, cleaning and drying, receiving and inspection, marketing and sales and record keeping.

Step 7: Regular meetings are help

Step 8: Loans facilitate broader trading.

Loan acquisition and central trading.

Step 9:

Annual General meeting is held
Independent auditor presents the annual accounts. Because of the issue of tax, you need to talk to the tax

authorities to exempt the cereal banks until they are self sufficient.

Then the slide show was presented. Handouts with details of both the presentation and the slide show are being distributed separately.

POST HARVEST QUALITY MANAGEMENT:

Definition: care after harvest to minimize losses,
=Process from Garden up to the store.
Includes: sorting, storage, pest control, drying, shelling, grading, transport.

Quality = the state of the produce in relation to its suitability for utilization.

Why be concerned about quality?
It enables you to get good market.
Beats the competition. Encourages the buyers to come, and pay better price.
To meet consumer demand and safe for consumption. Reduce losses.
Improve storability. Maintain nutritive value.



Questions for Discussion:

1. What problems do we encounter in our efforts to produce and maintain agricultural produce of good quality.
2. What are the solutions for these problems.

Results of brainstorm presented in table on next page.

Problems	Solutions
Poor storage facilities (x3)	Improve the stores, leak proof, well ventilated (x3) rat guards Organize to construct of hire cereal bank
Late planting	Early planting
Poor crop management	Good management
Delayed harvest (x4)	Harvest in time, sorting and bagging (x3)
Poor handling of produce after harvest (x2)	
Poor seed selection (x2)	Use improved seeds
Storage pests controls is poor (x2)	Training on pest control (x5) Use pesticides in stores to maintain quality (x3)
Little knowledge on post harvest handling (x2)	Training on post harvest (x4)
Biasness to crops (low priority on a particular crop)	
Poor system of drying the produce (x3)	Improved drying (x3)
Weather hazards (bad weather during harvesting) (x5) Saturated moisture conditions during drying period.	Improved drying techniques, use solar driers and drying mats. Cribs. Dry up to required moisture content. Timely planting
High demand	Planning Ahead
Poor transport (x4)	Improved transport (x4) Use of ox carts, separate live animals from produce
Lack of necessary processing equipment and tools for testing moisture and foreign elements	Appropriate Technology put in place Maize shellers
Pests and Diseases (x3)	Timely planting, sanitation, timely pest and disease control, use of clear certified improved seed (x2)
Poor handling of produce, Harvesting (x2) Transportation Threshing, sorting, grading (x2) Drying & storage Processing	Proper harvesting method Proper transport Good storage structures Proper processing standards Better sorting & grading
Malpractices Dishonesty by middle men Crafty middle men mixing good and bad produce	Collective marketing Setting quality standards Create awareness Penalties
Theft	Ensure security
Premature harvest (x3)	Pre-financing to prevent premature harvest. Provision of Loans
Lack of capital	Study tours
Poor bagging materials	Use Jute bags
Vermin (rats)	Enforcing byelaws to maintain quality
Over storage	Planning ahead

When we use collective marketing, then we can enforce improved standards and reward better quality. Pool resources to purchase assets like post harvest processing equipment.

Aflatoxin control:

Moist conditions encourage mold to grow. To avoid aflatoxin, avoid conditions that encourage mold. If you keep mold away, you will have prevented almost all aflatoxin.

Will provide a handout:

- ✓ Crop rotation, avoids build-up of fungus in the fields
- ✓ Proper plant nutrition, gives plants vigour to resist fungal infection
- ✓ Proper variety selection, avoid varieties that sprout early.
- ✓ Use of recommended spacing
- ✓ All of the above improve performance of the crop and reduce possibilities of being attacked by mold.
- ✓ 10% moisture content in the shell and 9% if it is shelled.

Record keeping – we keep track of the things we are interested in.

What is management - = organizing resources to achieve a particular purpose.

Which resources? 3MTI

Manpower	members
Materials	shares/produce
Money	membership and profits
Time	manage the peak and shortage periods
Ideas	Collective marketing

Example of the importance of ideas: - e.g. Hitler, religion, etc. Important to keep track of good ideas. Need proper record keeping to keep track of all of these resources.

Properly managed time, is a great resource. Wasted it kills. Records need to be kept in time. Don't wait for tomorrow. Time will have killed the idea and the information. Money is the most sensitive things. Even one shilling or a zero in the wrong place, can cause an accountant to be sacked. Always take the time to record properly. Check, write, confirm, and double check.

There is no rubbing in accounts. Cross neatly so figure can be seen, and countersign.

No removing pages from the books. Everything must have supportive documents. Everything must be recorded and receipted right. Records of weights of what members bring. Manpower – time for the employees needs to be costed. All labour must be costed. At what point is it worthwhile to actually pay employees? You have to know what the member contribution has been. Best record should give a planning tool to tell us what has happened in the past.

Presentation for record keeping:
Presentation of the quality control slides

Question of what factors that would make you reject a delivery of produce?

Group Marketing committee had a quality control person on the committee.

In the future, the quality control committee may have to enforce this during procurement.

Standards for Maize

Moisture <14%
Damaged grains

discoloured	.2%	
Insect Damage		3%
Diseased	.2	
Foreign matter		1.5%
Broken Grains		3%
Other coloured grains		1%

Standards for Gnuts:

Moisture	10% in pods	
	9% shelled	
Foreign matter		
Impurities of animal origin		.01%
Other impurities		.5%

In pod defects:

Empty pods		3%
Damaged pods (shriveled, cracked, broken)		10%
Discoloured		2%

Kernel defects

Damaged Kernels		
Freezing injury		1%
Shriveled and shrunken		5%
Insect damaged		2%
Mechanical damaged		2%
Germinated		2%
Discoloured kernels		3%
Broken & split		3%

Assignment:

Teams were given samples of gnuts and maize and asked to judge the quality of the samples according to the criteria given above.

End of Day TWO



Day Three.

Day Started with recap of the previous day by the reporters.

DAY 3 acronym
OPEN –
Objectives,
Plan,
Energizer,
Never give up

It is how you are going to use this OPEN acronym that will make things work.

Participants were reminded about the rules for the workshop. The following volunteered for the day:
Time keeper – Gamusi
Reporters – Moses, Aloisious & Margaret
Team leader – Ramadhan

The facilitator took participants through the day’s program and topics.

Brainstorm on overnight assignments of day 1:

- Q2. What opportunities do we have to take advantage of in our districts?
“Opportunity only favours the prepared mind”
- ✓ There are already existing farmer’s groups
 - ✓ Existence of NAADs in some districts
 - ✓ Infrastructure in place
 - ✓ We have the produce – but do we have the necessary quantities? Improved technologies are available.
 - ✓ Government policy for farmers to organize themselves for empowerment and collective efforts.
 - ✓ Human resources available.
 - ✓ Favourable production seasons
 - ✓ Available arable land
 - ✓ Availability of markets
 - ✓ Political stability
 - ✓ Enthusiasm and willingness to solve own issues
 - ✓ Sources for market information

- ✓ Take opportunity of the liberalized economy. – Many players. We need to learn how to play the game.

Different varieties
Conditions of selling were different.
Credit & cash
Varied volumes of bags.

Challenges

- ✓ Farmer attitudes about price controls – forgetting the negative impacts.
- ✓ Paternalistic attitudes of people toward returning the same leaders even though they are bad
- ✓ Always respect the customs and traditions of people, beliefs, culture and way of life

There are different strategies for collective marketing:

- ✓ Shares /dividends
- ✓ Storage with storage fees
- ✓ Deposits with sale order at a fixed price.
- ✓ Bonus for commission sales – fixed price at harvest plus bonus at end of season
- ✓ Spot market purchases and sales.

Remember – no one knows everything.
Listen to the farmers and empower them to do what they already know!

Estimates and budgets

- ✓ Every year should be made, but the first year is very difficult because we don't know the volume of produce and the actual local conditions.

Problem:

Collective marketing for members
Partially sold, who benefits?
Storage common, selling individual.
Factors bulking was individual, sales were partial (led to farmers unhappy)
Prices were different at different times

Break



Session on responses to the constitution.

Resolutions: Regarding Name

1. Marketing Group at subcounty level
2. Marketing Association at district level
3. Farmer's Marketing Initiative overall

Constitution Review Suggestions

1. Women representation - at least one third
2. Suggested one committee member in addition to office bearers specified
3. Connection with commercial and coop. officers not specified – agreed that need to build linkages for auditing purposes, public relations, etc. but not include in constitution.
4. Registration to be done first at subcounty level for the group, then to RDC for verification, finally to CDO and District NGO Network

Workplan assignment:

Completed in groups by District, with Sironko & Mbale working together. The format to use is as follows:

AT Uganda Ltd. Final Technical Report CPP R8435 (ZA 0653) & R8442 (ZA0666)
Appendix 6.

Pallisa Workplan

Objective	Activities	When	Whom	Resources
Group Organization	Mobilization Recruitment Nomination of interim committee Additional recruitment Registration of members Reviewing of draft constitution Adoption of constitution Election carried out Swearing in of officials Registration	6/5/05 15/5/05 15/5/05 15/5/05 15/5/05 15/5/05 15/5/05 Before end May	FPRA, Farmer rep. & S/County Authorities FPRA/members Officials/CDA	Stationary, transport, & SDA needed for all activities
Post harvest management	Identification and renovation of stores Training of officials and members on quality Formation of committees Acquiring grain processing tools	Early June 16-28 th May 4 th week May Mid June	Officials/ATU FPRA/ATU/Farmers Officials/members Officials/members	Funds, stationary, meals stationary, meals Funds
Marketing	Sign posting Training on marketing Depositing shares Regular meetings Market information Purchase from members & non-members Selling of produce	Early June End of June Mid-July July August July Dec July Dec July Dec	Group officials, TOT/FPRA Members Committee Members Officials Officials	Funds Stationary SDA's Specified quantity of seed Stationary Funds
Record keeping Management	Acquiring record keeping documents Training Regular auditing AGM	May June-July Monthly December	Group officials ATU Auditor Members	Funds

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Appendix 6.

Action Plan Kumi

OBJECTIVE	ACTIVITIES	WHEN	WHO	RESOURCES	REMARKS
GROUP ORGANIZATION	i)Community mobilization and recruitment of members ii)Holding meetings, - Constitution discussion - Electing interim officials iii) Formalising S/C marketing group - Holding a general meeting to adopt the constitution and elected officials - Swearing - Registration of the group. - Opening the bank account iv)Establishment of the office and store, including a planting a sign post. v)Officials and members are trained Creation/distribution of group stationary.	2nd week May 3 rd to 4 th week May.	FPRA, F/Representatives, Stakeholders, ATU ATU, FPRA, F/Representatives, Stakeholders Legal Authority ATU, FPRA, F/Representatives, Stakeholders Elected officials Elected officials Elected officials and members	Stationary, Transport, Allowances Stationary, Transport, Allowance Stationary, Transport, Allowance Stationary, Transport, Allowance Stationary, Transport, Allowance	Community willingness' Funds available. Community willingness. Funds available
POST HARVEST MANAGEMENT	Training members on post harvest management and election of sub/committees	1 st to 2 nd week of June	FPRA, F/Representatives		
MARKETING	- Depositing shares -.Receiving produce for storage -.Purchasing of additional produce using group funds and loans -Loan repayment	July to December (On going) On going	Elected committee Elected committee.	Weighing scale, testing instruments, stationary, sieve Stationary, Transport	
RECORD KEEPING	- Holding regular meetings and Audit - Holding annual General meeting - Distribution of Dividends	December	Auditors, Elected officials, All members		

ACTION PLAN FOR TORORO DISTRICT

OBJECTIVE	ACTIVITIES	WHEN	WHO	RESOURCES	REMARKS
GROUP ORGANIZATION	Group mobilization	1 week	FPRA, F/Representation	Transport, Lunch	
	Electing interim committee	3 rd to 4 th week of May	ATU staff, FPRA members	Lunch, Transport	
	Training of Collective marketing	3-4 th week May	ATU, FPR TOT	Stationary, Lunch Transport	
	Discussion of Draft constitution				
	General meeting to adopt t constitution				
	Formalization of Marketing group, election of officials	1 st week June	CDO, ATU, Committee	Registration fee, lunch transport	
	Opening bank account	2 nd week June	Committee		
	Office, Store establishment	Month of June	Members, executive	Transport, funds	
	Renovation of store and signposting	3 rd week of June	Executive	Funds	
Post Harvest Management	Training of officials and members	4 th week of June	FPRA, farmer reps	Stationary, lunch, transport	
	Grain quality assessment & bulking	July	Quality control committee	Funds	
	Acquire processing and trading tools	End of June	Marketing committee	Funds	
	Stores mgt and post control	ongoing	Org. sec.	Pesticides, record books, stationary	
Marketing	Buying & selling	July ongoing	Buying committee	Crop finance, weigh scale	
	Mkt research and intelligence	July ongoing	Members	Transport ICT	
Record Keeping	Training of executives	June	ATU/FPRA	Stationary, lunch	
	Acquisition of record books	June	Executives	Funds	
	Preparation of accounts	March 2006	Treasurer	Books of accounts	
	External audit	June 2006	Executives/Auditor	Audit fee	
	AGM and presentation of balance sheet	June 2006	All members	Stationary	

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Appendix 6.

Workplan for Mbale/Sironko

OBJECTIVE	ACTIVITIES	WHEN	WHO	RESOURCES	REMARKS
GROUP ORGANIZATION	Mobilization meeting Registration of members Election of interim committee Drafting of a group constitution Meeting for adoption of the constitution Election of members Swearing in Group Registration	23May-5 th June 16 th May 17 th -20 th May By end May	DAO, FPR, Sec Prod, TOT, Cods, C/man LCIII S/county Chief, Sec Prod, LCIII DAO Members, FPRA, TOT Lawyer, FPRA, TOTs, SC Chief, DAO, Sec Prod Committee, ATU	Stationary, Facilitation, Lunch Fuel, Funds	
POST HARVEST MANAGEMENT	Identification of stores Renovate Signposting Training in produce marketing Record Keeping Grain quality control Group leadership & management	6 th -13 th June 14 th -15 th June	Group members, ATU, FPRA, TOTs ATU. FPRA, TOTs	Funds Stationary, Facilitation, Lunch	
MARKETING	Formulation of working committees Buying & collection Cleaning & drying Storage & Inspection Selling & Market Information Deposit of Shares Bulking & Marketing Group Repayment of Loans	17-18 th June July-Aug July-Dec Nov-Dec	Committee Members Committee, FPRA, TOT Committee Committee	Funds Produce, Funds	
RECORD KEEPING	Training on record Keeping AGM	Ongoing May-June 2006	ATU, FPRA, TOT Members	Stationary, Facilitation, Lunch	

Kapchorwa Workplan

Objective	Activities	When	Whom	Resources
Group Organization	Recruitment of members Trainings Draft constitution Identification of stores Etc.	Month of May	ATU, FPRAs, Sec Prod, ag. officers	Stationary, meals, transport
Post harvest management	Training Stores Grain quality management Processing	June/Nov		
Marketing	Mobilization Advertisement Election of marketing committees Enforce byelaws Identification of stores Members shares Transport	July-Dec		Bags Shellers Stores
Record keeping Management	Training on record keeping AGM	Ongoing		Stationary, Meals, transport etc.

Discussion of the Workplans:

It was agreed that the Financial Year for the Groundnut areas should run July through June. In Kapchorwa, the financial year will run October through September to allow for the later marketing of Maize in Kapchorwa. The first AGM for the new societies, this year the AGM can only take place once members have all paid their shares, and that will be after the start of the harvest.

Each team is to review the workplans of the other Districts and correct or complete theirs to take into consideration new ideas that they may have forgotten but liked from the other District plans. Teams are to make sure that the specific party responsible for each of the activities is clearly indicated.

Participants

Name Of Participant	District	Subcounty	Title/ Position	Contact
Godfrey Omony	Kampala	AT Uganda	Prog Officer	077-835331
Joseph Wandulu	Kampala	AT Uganda	Tech. Advisor	077-444767
Julian Nyachwo	Kampala	AT Uganda	Tech. Advisor	077-429372
Rita Laker-Ojok	Kampala	AT Uganda	Ex. Director	077-550958
Sarah Namisi	Kampala	AT Uganda	Tech. Advisor	077-490721
Barteka Vincent	Kapchorwa		Sec Prod. Env	
Lyagoba Sunday	Kapchorwa		DAO	
Sikorya Peter	Kapchorwa	Bukwa	FPRA	
Chebet Rael	Kapchorwa	Bukwa	Farmer	
Joyce Kelele	Kapchorwa	Kaproron	Farmer	
Takwar	Kapchorwa	Kaproron	FPRA	
Chemusto David M.	Kapchorwa	Kaptanya	FPRA	077-322898
Chepkurui Francis	Kapchorwa	Kaptanya	Farmer	
Bushendich Wilfred	Kapchorwa	Kaserem	Farmer	
Yego Milton	Kapchorwa	Kaserem	FPRA	
Sikuku Dominic	Kenya	SACRED Africa	Facilitator	
Vitalis Ogema	Kenya	SACRED Africa	Quality Manager	
Aryenyo Margaret	Kumi		Secretary Production	078-876728
Valdo Odeke	Kumi		DAO	077-463936
Ajilong Christine	Kumi	Kidongole	Farmer	
Moko John	Kumi	Kidongole	FPRA	
Okwakol Ochom Sam	Kumi	Malera	FPRA	078-645269
Ramathan Okello Okodan	Kumi	Malera	Farmer	078-452839
Ilaborot Annet	Kumi	Ngora	Farmer	
Kongai Helen M	Kumi	Ngora	FPRA	077-658320
Edotun Alysuis	Kumi	Nyero	Farmer	
Onanyang A.	Kumi	Nyero	Farmer	
Michael Namundi Mafabi	Mbale		Sec. Production	078614829 075621687
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Tino Grace	Mbale	AT Uganda	Prog Coord	077-643198 071-580979
Musamali Isaac	Mbale	Busiu	Farmer	
Wakesa Bazilio	Mbale	Busiu	FPRA	077-376623
Nambafu Simon Peter	Mbale	Butiru	FPRA	075-973549
Orach Sebastian	Mbale	Butiru	FPRA	075-585066
Susan Byafaki	Pallisa		Sec. Prod.	
Kateu JK.	Pallisa	Butebo	FPRA	

Name Of Participant	District	Subcounty	Title/ Position	Contact
Omugit Okwi	Pallisa	Butebo	Farmer	
Gamusi Salim	Pallisa	Kadama	FPRA	078-464256
Mboizi Barm	Pallisa	Kadama	Farmer	
Nampeke Enock	Pallisa	Kasodo	Farmer	
Okwii Okiring	Pallisa	Kasodo	FPRA	
Kavule F.O	Pallisa	Lyama	FPRA	078-375402
Matilda Makabayi	Sironko		DAO	
Patrick Kibere	Sironko		Sec Prod.	077-6444463 078-697672
Michael Napokoli	Sironko	Bukhalu	FPRA	078-466766
Nanyiri Edward	Sironko	Bukhalu	Farmer	078-466766
Magujje Fabian	Sironko	Butandiga	Farmer	077-344446
Mugide Patricia	Sironko	Butandiga	FPRA	077-344446
Wandera A Moses	Tororo		Sec.Prod.	077-524095
Wakinya John	Tororo		DAO	
Duse Asumani	Tororo	Kachonga	Farmer	
Wandago Huzaili	Tororo	Kachonga	FPRA	078-347370
Lyada Syodo S.	Tororo	Mazimasa	Farmer	
Mulabi Paul	Tororo	Mazimasa	FPRA	078-347370
Odoi Ojok	Tororo	Nabuyoga	FPRA	078-660744
Owor Henry	Tororo	Nabuyoga	Farmer	
Okumu Opiri	Tororo	Nagongera	Farmer	
Zainabu Mutangata.	Tororo	Nagongera	Farmer	075-664956

Closing Remarks:

Sec. Production Mbale
All protocol observed

Thanked management for the arrangement and for inviting him to speak at the closing of the workshop. Expressed appreciation to Rockefeller for funding the programme and hoped that if the funding could allow for expanded coverage that Mbale be considered first of all.

He reviewed the topics covered & hoped that all this knowledge and skills would be delivered to the farmers on the ground. Hoped that workplans developed will improve on the service on the ground. Thanked the facilitators for the good presentations and the guidance they will provide in the field. Please join me in giving them three claps for a work well done. Thanked AT Uganda for selecting Mbale as the venue for the workshop and invited us to come back again.

Sec Production Tororo

Thanked the able facilitators for all the information they have given us.

In the future AT Uganda should please look for the same quality of facilitation. Thanks AT Uganda for helping with introduction of groundnuts, which are now in plenty and definitely in need of marketing assistance. My fellow participants, you are not here by mistake. You are here because you are expected to go home and share the information with our farmers. With the good participation I have seen I believe they will do an excellent job. I wish to end by asking that this level of sharing be allowed to

continue to meet from time to time in the field with exchange visits from time to time. Thank you and safe journey.

Sec Production Sironko

Also I must thank AT Uganda for inviting me as secretary of Production to attend this workshop for TOT's because we are going to be very important people when it comes to implementation. This programme is designed to introduce an innovation where marketing is concerned. This approach is intended to introduce the concept of collective marketing for our people. It has introduced many ideas that we can apply in other areas as well. Production is going on in our Districts but our farmers are still poor because marketing is not working well. AT Uganda has been introducing programs in Sironko introducing Groundnuts in Sironko for food and sale. This should be able to help our farmers get out of poverty. Thanks also to the participants for being here. We now have the challenge to see to it that the action plans get translated into reality. We as politicians will ensure that these programmes succeed in our Districts. DAO;s please know that we will support the programme, and will ask the community development officer to participate fully for the good of our people. Most of our people are poor. What AT Uganda is doing is helping to supplement the efforts of government to serve the people. I wish you all a safe journey.

Secretary Production Pallisa

I also would like to add my voice to my colleagues to thank AT Uganda for taking the time to really find out the problems being faced by farmers. They also organized this workshop to solve that problem of marketing. We are producing but marketing is a problem. Thank you for looking for a solution to the problem. I hope we participants are going to do what we promised to mobilize our farmers. Please I would like to call upon you to work together to make this programme a success. Thanks go to our facilitators for their tireless contribution. Thanks for your Lets go back and work hard for the success of the programme. Till we meet may god be with you.

Secretary Production Kumi

When you are last it is always very difficult but I have to gamble my way out. All protocols observed. I am very pleased for this opportunity. When I got the letter I was very excited about this timely intervention. This is really the medicine for the problem of excess produce at the grass roots. We promised our constituencies that we will look for ways to improve market. So this project has really come at the right time. I can now tell them I did my job. I am sure this programme is going to meet a tremendous support from the councils. I will sensitise the whole council. The information is going to spread and I am sure that other areas are going to want to join very soon. Please consider extending to the other areas. I only pray that this next transition of the government is peacefully done so that the programme is not frustrated. I would like now to pray tribute to all the organizers, the funders, our dear facilitators, and mostly those who enabled this important workshop to take place. Lets clap for ourselves. Like Oliver Twist I'd like to ask that we need many more workshops of this kind. For God and My country.

The DAO for Sironko

I really would like to very much thank AT Uganda for all it is doing. IN the subcounties where AT Uganda has been carrying out activities since 1999, Like in Sironko at that time there was almost no cassava. AT saw the need and now we have cassava in

plenty. AT has been engaged in a journey just like blood flow to the brain. And wherever they find a block they go about trying to remove it. They started out with demonstration trials to train farmers in production of maize, beans, and even sorghum. But they saw this was not the end if we are fighting poverty – so they introduced savings. People are now familiar with savings. This is a great credit to AT Uganda, because we Africans don't know how to save. Even we participants have probably all spent our facilitation from this workshop. That is why after selling everything, we have the hungry season. Thanks for walking along this uphill road. And now AT has identified another roadblock and this was marketing. I also tried to organize my farmers to buy inputs and that they sell in a group. But I never succeeded. I pray that you manage to succeed in this endeavour. Our farmers find it so difficult to get together. That is why the middlemen do so well. We just sell our goods individually. But if we can work collectively I tell you we shall win many hurdles. If we market at a group we shall be able to take advantage of better prices and have a voice and not be cheated so much. We can put down our feet and insist on our price and eventually they will also have to come back to accept our price. They will come down and say what can we do, then we will get the price we think will make our farmers profit something. At the end of the day we should also profit just like any business person. I hope this will be successful. The political wing has shown their support. We too will do our part.

DAO Mbale:

All participants. I feel honoured that I can come and stand before you to say something. My colleague has already said everything. Before she went to Sironko she was the deputy DAO Mbale and so whatever she says is also on behalf of Mbale. All the technologies you have been introduced have really been appreciated. To tell you the truth the word FAAB the first time I heard it was from AT Uganda. The FPRA's were able to pass on the message to all the extension staff. Now even the farmers know farming should be taken as a business. Now with collective marketing, once farmers get a good market that is an incentive for our farmers to produce more and to really benefit from their sweat. This is a very timely workshop. The topics covered are really beneficial to our farmers and staff. I will be taking this same message to all my crop sector staff so we can be speaking with one voice. You have really been assisting us, to tell you the truth, where the staff of AT Uganda work I know everything is set. Our farmer groups in Butiru where I facilitated the change agent savings mobilization, are so strong and committed. I am really impressed. They are good members of the association and they have boosted the branch. This has come up because AT was able to train them on group dynamics and savings. So on top of all that has been said, let me extend my thanks to AT Uganda so that we continue collaborating for the future. We are grateful that you were able to organize the workshop in Mbale. I apologize for not being able to participate fully, but it was not of my doing. With those few remarks we pray you continue to get funded to carry on the good work.