



RESEARCH
PROGRAM ON
Roots, Tubers
and Bananas



Workshop report: Inception and PMCA Training Workshop

Reducing post-harvest losses and promoting product
differentiation in the cooking banana value chain

*Expanding Utilization of Roots, Tubers and
Bananas and Reducing Their Postharvest Losses*

November 2015



A broad alliance of
research-for-development
stakeholders & partners



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PMCA AND INCEPTION WORKSHOP REPORT: ENDURE-Banana Sub-Project

Expanding Utilization of Roots, Tubers and Bananas and Reducing Their Postharvest Losses (RTB-ENDURE) is a 3 year project (2014-2016) implemented by the CGIAR Research Program on Roots, Tubers and Bananas (RTB) with funding by the European Union and technical support of IFAD. <http://www.rtb.cgiar.org/endure>

The CGIAR Research Program on Roots, Tubers and Bananas (RTB) is a broad alliance led by the International Potato Center (CIP) jointly with Bioversity International, the International Center for Tropical Agriculture (CIAT), the International Institute for Tropical Agriculture (IITA), and CIRAD in collaboration with research and development partners. Our shared purpose is to tap the underutilized potential of root, tuber and banana crops for improving nutrition and food security, increasing incomes and fostering greater gender equity, especially among the world's poorest and most vulnerable populations.



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List of Acronyms

FGR	Focus Group Research
GCAT	Gender-based Constraint Analysis Tool
IITA	International Institute for Tropical Agriculture
MBADIFA	Mbarara District Farmers Association
NARO	National Agriculture Research Organization
PMCA	Participatory Market Chain Approach
UFVEPA	Uganda Fruits and Vegetable Exporters and Producers Association
PH	Postharvest



I. Executive Summary

The project 'Reducing Post-Harvest Losses and Promoting Product Differentiation in the Cooking Banana Value Chain' is being implemented by a consortium of partners including Bioversity International, IITA, CIRAD, NARO, Private sector actors (KAIKA InvestCo and the Ssemwanga Center Ltd) and one farmers' organization (MBADIFA) in western Uganda. The implementing partners are working with farmers in Rugaaga sub-county (Isingiro district) and Dwaniro sub-county (Rakai district) as well as retailers (in open markets and supermarkets), exporters and transporters. The aim of the project is to contribute to increased food security and income for all actors in the cooking banana value chain. This will be achieved through reducing post-harvest losses and promoting product differentiation in the cooking banana value chain coupled with weight based pricing to promote transparency and fairness in banana trade. Post-harvest losses reduction will be achieved through promotion of cultivars with intrinsic attributes that confer longer shelf-life and less susceptibility to damage, promotion of different cooking banana presentation forms including bunches, peeled fingers, unpeeled fingers and clusters which are sorted, graded, identified and labeled by cultivar. Such presentation forms are less susceptible to damage, easy to pack and are compatible with weight-based pricing system. These activities are being supported by improved plantation management, sucker staggering to even-out production and proper harvesting practices. The implementation process is following the Participatory Market Chain Approach (PMCA) framework, and gender has been integrated in all the project activities to ensure inclusiveness.

In order to promote a cohesive understanding of the project activities among the project partners and to develop an action plan, a 5-day residential inception workshop was organized at Esella Country Hotel, Kira, Wakiso district Uganda. The aim of the workshop was to build and harmonize partners' understanding of the project activities and develop detailed work plans. The same workshop was used to train the partners in the practical use of the second phase of the PMCA methodology and in gender integration. The objectives of the workshop were to: (1.) Increase understanding of the PMCA adopted for project implementation; (2.) Discuss the planned activities for the first 3 months; 3. Develop detailed project work plans with respect to M&E expectations (12 months); and (4.) Define relationships, roles and responsibilities of the project partners. The first three days of the workshop were used for the PMCA training while the last two were used for project planning. A total of 18 project partners including representatives from the two pilot sub-counties attended.

II. Workshop Background

The 'Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain' is one of the four sub-projects of the 'Expanding utilization of RTB crops and reducing their post-harvest losses' project (RTB-ENDURE) funded by the EU through IFAD. The sub-project is being implemented over a 2 year period (Nov 2014 - Oct 2016). The overall goal of the sub-project (the project hereafter) is to contribute to increased food security and income for all actors in the cooking banana value chain. The project intends to reduce post-harvest losses by a number of interventions, including promoting product differentiation and weight-based pricing system in the cooking banana value chain. The activities will be coordinated by Bioversity International in collaboration with International Institute for Tropical Agriculture (IITA), CIRAD, National Agriculture Research Organization (NARO), KAIKA INVESTCO, The Ssemwanga Centre, Mbarara District Farmers Association (MBADIFA). The project intends to address the following research questions:



- (1) Can smallholders smooth out supply across seasons through sucker staggering and/or use of diverse varieties?
- (2) What current and future opportunities exist for product differentiation, and which capacities do value chain actors need to respond effectively?
- (3) What is the cost-benefit ratio of different cooking banana presentations in response to consumers' preferences and their willingness to pay?
- (4) What is the feasibility of upgrading options related to storage, transport and marketing to reduce PH losses?
- (5) Can value chain efficiency be increased through a weight-based pricing system, and what is needed to be accepted by producers, traders, and consumers?

The project will be implemented in two sub-counties of Rugaaga in Isingiro district and Dwaniro in Rakai district, both in Western Uganda, the region that produces over 60% of bananas in Uganda. Since the project intends to foster collaboration among the direct and indirect actors in the banana value chain to explore emerging opportunities during project implementation, the PMCA methodology will be used to plan and implement the project activities. In order to promote a cohesive understanding of the project activities among the project partners and to develop an action plan, a 5-day residential inception workshop was organized at Esella Country Hotel, Kira, Wakiso district Uganda. To facilitate planning within the PMCA framework as well as to provide the team with skills to implement the approach, PMCA training was integrated in the inception program and the trainers supported the design of integrated action plans (see appendix 1). The first three days of the workshop were used for the PMCA training while the last two were used for project planning. A total of 18 project partners including representatives from the two pilot sub-counties attended (see appendix 2)

III. Workshop Objectives

The objectives of the workshop were to:

1. Increase understanding of the PMCA adopted for project implementation;
2. Discuss the planned activities for the first 3 months;
3. Develop detailed project work plans with respect to M&E expectations (12 months);
4. Define relationships, roles and responsibilities of the project partners.

IV. Methodology

Facilitators used a series of methods to foster interactions and learning during the sessions. The aim was to ensure that the participants appreciate the principles of integrating PMCA into the project activities.

Presentations

Facilitators used visual presentations to provide insights on the PMCA methodology, gender mainstreaming in research activities, monitoring and evaluation and reporting in line with RTB projects.



Group assignments

Participants worked in groups to use the knowledge gained in integrating PMCA principles in their proposed activities; developing engendered action plans and M&E frameworks

Focus Group Research:

The method was used to gain in-depth knowledge and skills for developing a marketing concept for a given business idea

Question and answer (Q&A)/plenary sessions

The Q&A sessions were used to seek more clarifications and provide valuable input for improving the project's implementation plan.

V. Workshop Proceedings and Working Group Outputs

Day One

Session 1: Opening remarks

The Project coordinator, Enoch Kikulwe, welcomed the participants and appreciated them for attending the meeting and contributing to the preparation of the document for the business case. He gave an overview of the project by explaining the development process of the business case. He emphasized the importance of the PMCA for project implementation and urged the participants to be vigilant during the training. He noted that the knowledge gained from this training empower members of the research team to improve their implementation plans.

Session 2: Introductions, workshop objectives and expectations

Interactive introductions were facilitated by Susan Ajambo and the participants took time to talk to each other and later introduced one another. In addition to mentioning the names and institutional affiliations the participants were asked to give one reason why they would rather not attend the workshop and one reason why they decided to attend. The responses to the questions highlighted the commitment of the partners to collaborate with the project which was appreciated and encouraged.

After the introductions, the workshop objectives (above) were presented and the participants were asked to share their expectations. The participants' expectations were largely about the PMCA approach and its application in the implementation of the project and understanding the roles and responsibilities of the partners. These were incorporated in the workshop evaluation and the results indicated that they had been largely met (as indicated in Section VI)

Session 3: Project objectives, activities, time frame and outputs

Kephas Nowakunda presented the objectives, activities, time framing and outputs / deliverables of the project as indicated in the business case that was submitted to and selected by the RTB-ENDURE Process Committee. He listed all the project implementers showing their affiliations and expertise. He mentioned that participants need to draw a detailed work plan showing



activities, deliverables, time, indicators of success and responsible person for the coming three months and one year. This will help the team to achieve their target outputs.

Q&A Session

Question

How are partners supposed to report or share information?

Answer

The RTB project intends to develop an M&E system, and we will be reporting on 6-month basis. However, the cooking banana case has its own deliverables, so we shall also be reporting based on the set outputs in a set time period. James Ssemwanga suggested that an ICT person could help create an online document (web-based, e.g., Google Drive) so all the project implementers can keep sharing their work.

Comment

Kephas was requested to handle this with the NARO ICT team to ensure this is effected. Enoch will also follow it up with the overall RTB-ENDURE project coordinator, Diego Naziri, to find out whether there is already a planned method for information sharing within the project during implementation.

Session 4: The role of gender in the project

Next, Susan gave a presentation to explain how gender cuts across through the PMCA framework. She illustrated to participants how both men and women are active actors in the cooking banana value chain, which needs serious attention. She emphasized the need to understand the gender differences of the chain actors. In so doing it will help to level the ground in order to have fair treatment to everyone along the value chain. Her presentation was in form of questions and answers (Q&A). For example, she asked: 'How do you practically achieve a gender balance by not using by-laws? Doesn't gender change the cultural settings?' In her reply she cautioned participants to always explain to value chain actors what gender is all about and how this should be taken into account to increase the likelihood to have a positive impact on the communities where the project is implemented.

Session 5: Introduction to PMCA Phase 2

In June, 2014, some of the project implementers were trained in the application of PMCA methodology. The implementers used steps of PMCA Phase 1 to conduct a scoping study to generate basic information to improve the final proposal for the business case. For this workshop, the PMCA training focused on Phase 2 activities. This was facilitated by Sarah Mayanja. She emphasized that PMCA encourages shared goals, interests and values and showed that it is not restricted to agriculture only. It is a flexible approach. She advised the participants to always focus on market demand expressed by involved actors. She further gave an illustration on the logic of the PMCA process for participants to get acquainted with the framework.



Session 6: Outlook of PMCA Phase 2 objectives and activities

The facilitator, Damalie Magala, defined the objectives of Phase 2 of PMCA as:

- a) To identify and analyze market opportunities
- b) To define joint action
- c) To promote joint learning
- d) To have a fruitful interaction
- e) To integrate new participants
- f) To trigger trust.

She further explained the different stages of Phase 2: using the analysis of joint market opportunities, providing relevant information to Thematic Groups; leading demand-oriented group discussions; evaluating different joint business opportunities; elaborating a work plan for implementation; and planning and holding the final event. She mentioned that given the short time of the project and the nature of some products, we might not realize the final event of Phase 2. She finalized this session by sharing the facilitation tricks that can be used to implement/integrate PMCA principles.

Session 7: Useful tools in PMCA Phase 2

Damalie presented the different tools for analysis that could be used in the implementation of the cooking banana case. However, most of her illustrations during the session were on the 'Marketing Concept Development'. Question: How to develop market concepts and what are the attributes of a marketing concept? In her response she gave an example of 'trading in peeled bananas'. She mentioned that while developing such a marketing concept, participants need to: agree on things that interest actors, but not yet spelt out in the project; make sure that all actors get interested in the business idea; get more information about the proposed concept, and propose the different activities to be accomplished. She emphasized the need for research team members to allow actors to choose the thematic group (targeting a specific pre-identified business opportunity) they want to join and to discuss their pertaining issues.

Question

- (1) When do thematic groups join again together after breaking up?

Answer

Always organize a large meeting involving different thematic group members to share their experiences.

Later two groups were formed. One group was given samples of banana crisps of different producers and the other juice packet in different containers to critique using the marketing concept development. Each group was tasked to pick one of the two samples to be their own



product and the second sample to be a control/reference to improve their (chosen) product. Each group had to present their results in a plenary of day two.

Day Two

Session 1: Recap of day 1

Joseph Kansiime chaired the session who asked everyone to try and recall what they had learned in the previous day. Participants talked more about the marketing concept development (5Ps).

Session 2: Presentations and discussion (plenary)

During this session each group presented their findings as indicated below:

1) The banana crisps group

The group based on the 5Ps of the marketing (Product, Package, Promotion, Price and Point of sale). The group was targeting children and middle class ladies.

- a) Product: banana crisps (on assumption that the product was ok)
- b) Packaging:

In relation to packaging, a number of shortcomings were discussed:

- The label is misleading (has a wheat label)
- The label was congested with many words
- No quality mark was indicated on the package

The group pointed out a number of measures for improving the packaging, including the need to:

- Make a clearer larger label
- Put a quality mark on the label
- Include the shelf life
- Make different sizes with different price tags
- Design a photograph of a mother and child enjoying the crisps.
- Use attractive colors

c) Price: No price tag

What needs to be improved?

- To indicate the price tags on the different sizes of packages.

d) Promotion:

There is a need to promote the crisps on visitation or school opening days



- e) Points of sale:
 - Supermarkets
 - School canteens

2) Jakana banana juice group

This group also applied the 5Ps marketing concept. The group had two products one for 1 liter and the other for 500ml. The 1 liter product was selected for assessment, and assumed that for both products were of the same quality. The targeted market is young people who are conscious of weight gain especially the youth.

a) Packaging:

The product was packed in a one liter container.

Suggestions for improvement:

- Reduce the 1 liter to e.g., 250ml, 300ml, 350ml and 500ml to suit the different consumers and increase sales
 - Use a paper package to reduce costs of using plastics
 - Add straws use to ease uptake
 - Use visualizations to target young people
 - Use attractive pictures rather than many words which may not be read
 - Use attractive colors preferably orange or yellow, which can easily attract target consumers.
 - Date of manufacture / expiry is very important but is often forgotten
 - Ingredients should always be indicated.
- b) Point of sale: supermarkets, transparent fridges and school canteens. Supply should be regular in stock and available at all times
- c) Promotion: use sports galas, TV advertisements and school days visitations
- d) Point of sale: highway shops
- e) Price: no price tag included

General issues raised during the plenary were:

- The label should not be too congested
- The packaging is not visually appealing
- Always identify the target market
- Product quality should be consistent



Session 3: Presentation on Focus Group Research

Damalie facilitated the session and explained the purpose of a focus group research (FGR) and the steps for conducting it. She emphasized the need of preparing a summary report for follow-up and future assessments for the focus groups.

The facilitator outlined and discussed some key issues which need to be followed to guide the FGR, which included:

- Use a practical session on how to plan for FGR
- Obtain samples for people to taste
- Think of time: the FGR should not last more than one hour
- Introductions should be well taken; participants should not introduce themselves as by their titles (e.g., Dr., Coordinators, etc.). First names introductions are more appropriate.

Session 4: Practical session to plan for Focus Groups

The team was split into two groups in order to practice what they had learnt from session 3 and plan for focus group sessions.

Session 5: Practical session of Focus Group Research

This was done with an illustration comprising of a group of seven University students. This helped the participants to understand better how a focus group can be conducted. First, students were requested to introduce themselves (by their first names). This was followed with a question and answer session about one banana product, banana crisps. Questions and their respective answers were recorded as shown below:

Q&A session

Q: Do you all eat banana crisps?

A: Yes

Q: Where do you buy banana crisps?

A: Supermarkets, canteens, hawkers and shops

Q: How often do you eat banana crisps?

A: Twice a day, three times a day, seven times a week ...

Q: What are the reasons for eating banana crisps?

A: several answers were given: easy to carry, they are snacks, easy to prepare / ready to eat, they have a long shelf life, they have a unique taste, , they have good color or appearance, they are well packaged, and they are of good quality.



Sensory analysis session

After the Q&A session, students were given three different banana crisps samples labelled sample A, sample B and sample C for sensory evaluation. They were also given a bottle of mineral water for rinsing after tasting each sample. Each student evaluated all the three samples following a checklist provided by a facilitator. Information was recorded and feedback was shared thereafter.

Feedback

Sample C was ranked as the best product. This is because it had a nice / appealing color, good texture and nice shape

Sample A had the best packaging, but was ranked second overall.

Sample B was ranked least, due to its poor taste, hardness, and thickness.

They were then asked for their suggestions on how to improve the product. The following were their responses:

- Improve on the illustrations and visualization
- The products should have unique labels.
- The products should report the location where they are manufactured
- The products should have bar codes
- The expiry and manufacturing dates should be indicated
- The color of the label should be standard and easily identified from the competitors' ones
- The crisps should be straight (not curved) or have a nice shape

They were asked about their suggestions on the point of sale. The following were listed:

- Schools
- Confectionaries
- Supermarkets

They were also requested to put a price to the samples. They said the price should range from UGX 500 to UGX 1000.

They were finally asked about the best promotion strategies. A number of promotional strategies were proposed as below:

- Sample products can be distributed
- Sell in strategic places such as lecture rooms
- Organize promotional rewards such as buying two and get one free or taste for free in public selling places
- When students are going to school reward bulk buyers

The FGR lasted for about 1:30 hours.



Session 6: Evaluation of the Focus Group

Participants listed a number of issues in relation to the FGR during this session. These included:

- FGR helps one think hard before he produces a product
- Most participants were color sensitive
- Shelf life was a very important factor
- They were biased because they knew the product
- The sitting arrangement was not the best because they didn't have enough space
- The instructions should always be clear
- The session needed to have two note takers
- Coding or naming of samples should be randomly generated not sequential like A, B, C.
- FGR facilitators should have enough information about raw materials
- Need to target the key population
- The group was very expressive
- The group should be homogeneous
- Planners should be knowledgeable
- Duration of focus group research should be considered: one hour is more appropriate
- Groups should be separate because when they are buying they make decisions on their own and not in group.

Session 7: Presentation on a gender-based constraint analysis tool (GCAT)

This session was facilitated by Sarah Mayanja. She explained that GCAT provides insights on sex-based divisions of work between men and women actors along the different nodes of the value chain. This helps to identify gender-based constraints and gender-based strategies to address such constraints. She also mentioned the different ways of using the tool under the PMCA framework.

Session 8: Practicing gender-based constraints analysis tool

The participants split into three groups. Each group practiced gender constraint analysis within the banana value chain using a template provided by the facilitator.

Session 9: Group presentations

The three groups presented their analyses, showing gender-based constraints and actions required to overcome such constraints. Group 1 presented the constraints a producer faces during agricultural production, and provides action points to address such constraints. Group 2 presented the gender-based constraints that a banana trader may face during banana trading



and proposed actions to overcome them. Group 3 presented the gender-based constraints that a banana exporter may face during the export process and devised actions for overcoming them. Comments were given after each presentation.

Group one's presentation

Identification of activities and gender based constraints for a producer

Actors by value chain nodes	Description of activities under each node of the market chain	Responsibilities/roles and level of implication by gender (Man, Women, Youth)			What constraints are faced that limit access and control of resources for the activity carried out by gender		
		M	F	Y	M	F	Y
Production							
	Weeding	X	XX	X	Inadequate access to tools	Limited time	
	Mulching (application)	XX	X	X	Limited labor		
	Manuring (application)	XX	X	X	Limited supply	Limited access to funds	Limited access to funds
	Harvesting (Commercial)	XXX			Inadequate labor		

Identification of potential actions to address gender based constraints for a producer

Gender based constraint (s)	Consequence	Cause/factor leading to gender based constraint	Actions to address gender based constraint
Limited time	Stunted growth	Due to other household chores, pregnancy	Hire labor/use chemicals, Access to women friendly credit
Limited labor	Low yields	Inadequate access to resources	Access to credit

Comments

A consequence is something that happens to the value chain actor. Access to water or seedlings during a dry season can be a problem and if you provide a peddle pump for a man and a drum with a watering can for a woman you will have offered a gender solution. The problem is limited time to weeding because the woman is pregnant.



Group Two Presentation

Identification of activities and gender based constraints for a trader

Actors by Value chain nodes	Activities	Responsibilities/roles and level of implication by gender				Resources Used	Constraints faced that limit access and control of resources				
		M	F	MY	FY		Male	Female	MY	FY	
Local Trader											
Buy matooke from bulking centres like Ntugamo and Rutooma	Approve pre-selected bananas and pay for them	XXX	X			Knowledge: attributes of the banana varieties, maturity stage, market information	Heavy workload for the men, spending whole days in the sun and lifting big bunches	Labour intensive-work in the sun, lifting the bunches and while men can do it themselves, the women would have to pay someone to do it thus reducing on the profit margin			
						Transport	High transaction costs	Transport costs high, involves use of heavy geared trucks which are not largely neither driven nor owned by many women			
						Hired labour					
	De-fingering			XX	XX	Hired labour				Output level of women is less. It is hard work-low earnings	
	Packaging in gunny bags			XXX		Gunny bags, hired labour, sisal strings, markers	Mobility problem-resources more expensive in local shops-difference of 2000/= on gunny bags bought in local shops	Mobility problem-resources more expensive in local shops-difference of 2000/= women are less mobile thus more constrained			
Loading on trucks			XXX		Hired labour	Heavy workload for the men	Labour intensive-Women can't manage and are not involved				



Identification of potential actions to address gender based constraints for a trader

Gender Based constraint	Consequences	Cause/Factor	Actions to address
Labour intensive- packaging gunny bags and loading trucks- women	Low participation of women thus less opportunity for income generation	Current practices of packing such as packaging volumes and bunch sizes	Introducing new packaging systems (removing cluster, packing in crates etc) which are easier to handle for women to handle
	Women hire labour reducing their profit margins		
	Men get so tired		

Comments

The action is more to women but will also help men to benefit.

The 23 kg packaging of the product is an issue.

Group three presentation

Identification of activities and gender based constraints for an exporter

Actor by value chain node	Description of activities under each node of the market chain	Responsibilities/Roles and level of implication by gender			What constraints are faced that limit access and control of resources for the activity carried out by gender		
		M	F	Y	M	F	Y
Exporter	Harvesting	XXX	X	Y(M) X		Exploitation by hired harvesters	
	Bulking	XXX	X	Y(M) X			
	De-handing	XXX	XX				
	Grading/Sorting	XXX	XX				
	Packaging						
	Loading on trucks	XXX					
	Transporting to pack house						
	Offloading at pack house	XXX					
	Sorting at pack house	XXX	XX			Absence of a cold chain, thus requiring pack house activities to be done at high speed and women are usually slow	
	Weighing	XXX					
	Labeling and sealing						
	Loading on trucks	XXX					
	Transport to the airport						

Identification of potential actions to address gender based constraints for banana exporter

Value chain actor	Gender based constraint	Consequence	Cause/ factor leading to gender based constraint	Actions to address gender based constraints
Exporter	Exploitation by hired harvesters	High transaction costs	Few women harvesters in banana plantations	Uniform pay for harvesters
	Sorting requires high speed and women are usually slow	Fewer women at this node hence reduced opportunity of earning.	Time limits in processing a consignment, due to absence of cold chain	include temperature regulated handling facilities in the supply chain



Comments

- It was an impressive analysis the way it was done
- Some people have been able to look at the economy and find ways of getting money from export
- Most of the actions require advocacy

Sarah concluded the session by asking the different groups to continue doing this in their practical sessions.

Day Three

Session 1: recap of day 2

- Focus group research
- Practical session
- Market concept development

Session 2: Presentation-business planning and investment analysis

This session was facilitated by Sarah and Enoch. In the first presentation, Sarah explained that PMCA Phase 2 implementation ends with a business plan. A business plan is defined as a formal statement showing the business goals and plans of attaining such goals with the team members in the organization. This plan is important for quality management, strategic planning and fundraising. She emphasized that the 5Ps need to be considered in the business plan. The business plan should lay out the business ideas, which include: summary executive, product description, market potential of the product, production process, benefits to the society, description of actors and their roles, critical factors evaluation, profitability of different scenarios, investment plan and promotion strategy, business environment, market analysis, milestones, among others.

Next, Enoch gave a presentation on investment analysis (IA) process. In his presentation, Enoch explained that IA is key to any sound portfolio-management strategy. Three factors (including, price, expected time horizon, and reasons for making the decision at the time) need to always be considered while undertaking an IA. A number of IA tools, including gross margin, return on investment (ROI), payback period, net present value (NPV) and internal rate of return (IRR) were discussed. Such tools are useful at checking whether the business is profitable or not. The participants were taken through several examples in IA.

Session 3: Thematic groups (formation)

During this session, Damalie gave a brief of thematic groups in PMCA. She defined a thematic group as a group with shared theme of interest. A shared theme of interest is a topic referring to a broad market opportunity. It should be specific enough to give participants a clear idea of what the thematic group is all about, and motivating them to join if they share this interest. She emphasized that when developing a thematic group a facilitator must work towards the identification and analysis of market opportunities, and should not focus on existing problems. Problems must be seen as challenges to overcome to take advantage of existing or new opportunities. In addition, the facilitator should be aware of the working environment of the different actors in order to obtain optimal leadership performance and to focus well the



interaction. Values that are developed through group interaction lead to trusting one another and sustainability of the group.

Session 5: Discussion of tentative work plans and the guidelines for developing detailed work plan.

In this session, Kephas illustrated the type of planning proposed. In order to implement this project well, we need to plan up to the last detail. The plan should include the milestone, activities, deliverables, indicators and responsibilities (name of a person). He illustrated this using his planned travel to Ethiopia. He showed the activities to be done, the time they are to be completed, and the roles of different people expected to perform the proposed activities and the deliverables for each activity. He requested the participants to identify all the expected project activities, merge similar activities, and propose possible themes. The participants agreed to plan all the activities around two thematic groups:

Theme 1: Differentiated forms of banana products (protected bunches, fingers clusters)

Theme 2: Commercial multiplication and distribution of market demanded cultivars

He highlighted that all the 5 outputs of the cooking banana PH project should contribute to the two themes. However, other themes could emerge as the implementers interact with stakeholders. Possible themes could be 'wine production from cooking banana'. Some of the themes will easily be incorporated in the two themes above. Those that cannot be incorporated could be 'managed' but the stakeholder facilitation should be skillfully managed to cause buy-in of the project ideas.

Finally, the five outputs of the project were categorized based on the two proposed themes as indicated below:

- 1. Differentiated banana products (Protected bunches, fingers, clusters, peeled fingers)**
 - I. Convenient presentation forms of cooking bananas reducing postharvest losses and acceptable to different market segments promoted
 - II. Sucker staggering for evening-out banana production across seasons practiced by producers to obtain premium prices

- 2. Commercial multiplication and distribution of market demanded cultivars (Kibuzi, others from stakeholders):**
 - I. Increased access of farmers to cooking-banana varieties with preferred quality attributes and intrinsic long shelf life traits

- 3. Cross cutting/process enablers outputs**
 - I. Technologies, market information and regulations for increased market access and fair pricing mechanisms promoted
 - II. Improved practices, (dis)enabling environments, norms and culture to foster mutual understanding along the value chain

The participants split into three groups to develop detailed activity plans for the two themes and the cross-cutting activities.



Day Four

Work plan development

Kephas explained the components of the detailed activity work plans. During the stakeholders' meeting three major deliverables are expected:

- ✓ Theme emerging
- ✓ New prototypes
- ✓ Theme composition

Once the results are obtained, the participants are expected to plan within the thematic areas (during the thematic meeting). During the meetings, facilitators were advised to appreciate new ideas that emerge but they should make a judgment upon them. Each theme should discuss the role of each actor.

A number of issues were discussed and below are some of the key issues that were proposed to guide the team through the work plan development:

- I. The themes will be refined using the Strength, Weakness, Opportunity and Threat (SWOT) analysis
- II. Select the most visible idea, and how to arrive at it: there should be someone willing to invest in the idea
- III. Carry out a market analysis
- IV. The information will be fed into the business plans
- V. The invisible actors, who support the system to work, need to be identified
- VI. Prototypes can be in place before developing business types, e.g., peeled bananas
- VII. Pilot farmers should be considered during the planning process
- VIII. A business plan should be a major output of this process to be presented at the final event.

The final event will be used to market the business plan(s).

Day Five

Way forward

Participants presented progress on work plans to which other participants provided comments. They then regrouped to integrate the proposed comments into the work plans (see appendix 3). In addition, participants discussed the date, venue and the invitees for the inauguration stakeholders meeting. Participants suggested the meeting to be held earlier; possibly the last week of February because we are late. The rain season is starting soon. The participants agreed to hold the meeting on February 27th, 2015 in Masaka. Participants suggested that someone from Bioversity should write an official mail/letter to the different heads of institutions/ organizations about the commencement of the project and when the LOAs will be ready. This will allow the partners to start committing time to the project activities.

The participants discussed the categories of people to be invited for the stakeholders' meeting and include: producers, traders, exporters, wholesalers, supermarkets, retailers, representatives of banana platforms, NGO's, Local government, MAAIF, UNBS, DIFA, and UIA. Others include: people who work on banana pests and diseases like nematodes and weevils so that productivity



can be increased, people you don't have to give money to for joining the meeting and women's and youth groups representatives in districts who can help.

A suggestion was put forward that we need to be careful about whom to invite because some may want to be included when the idea is crystal clear or when things are existing.

Other suggestions included:

- Keep all people on the mailing list even if some don't attend
- HasifahTushabe was tasked to put this project team in contact with the QUISP co-coordinator
- Patrick Tumwesigye (the DAO, Isingiro) needs a write up to give the ministry of trade
- The list of people to be invited should be ready by 16th February
- The list should be composed of male and female
- We should know the agenda so as to know the role of every one
- Enoch should ensure that Logistics are ready by 23rd February
- Key note speaker should be identified
- A number of speeches should be avoided
- The meeting should not go beyond two and half hours (2:30)
- The people needed in the themes are the chain actors
- We need to ensure that there is a balance of different classes of people

The participants suggested classes of invitees (and their proportions) as: Input suppliers (10%), producers (10%), traders –retailers, wholesalers, supermarkets– (40%), processors (10%) and enablers –extension workers, transporters, researchers, etc.– (30%).

Workshop closure

James gave the closing remarks. He thanked the organizing team for well done work and now the project is clearer than it was at Eureka Hotel during the inception workshop (December 1st to 3rd, 2014). The approach was very okay and Kephass explained very well and helped us understand our tasks. Group work was well done and contributed to participants' understanding. Otherwise, there is very short time to run the project so it requires high level of organization. We should sound firm when giving introductions and speeches not use "I think and May be"!

VI. Workshop Evaluation

The workshop evaluation was based on the expectations that were listed on day 1 of the workshop. Average scores for the expectations on a scale of 1 to 5 are presented.

1. To know where someone comes in the project: overall score = 4.3
2. To identify the role and responsibilities of each individual/partner: overall score = 3.9
3. The role and responsibility of the local government in the project: overall score = 3.8
4. What areas of PMCA can be integrated: overall score = 3.8
5. Get new information to streamline the market: overall score = 3.7
6. Translating the theory for PMCA: overall score = 3.8
7. The importance of PMCA to a farmer: overall score = 3.9

Overall their level satisfaction was good (3.9).



ANNEXES

Annex 1. Workshop Program

Cooking banana business case PMCA and Project Inception Workshop February 1-6, 2015 at Esella Country Hotel, Kira.

Monday 02 February

Time	Topic	Responsible
08.30-09.00	Registration of participants	Ambrose
09.00-09.20	Opening remarks (formalization of the project)	Enoch
09.20-10.00	Introductions, workshop objectives, and expectations	Susan
10.00-10:15	Coffee break	
10.15-11.00	Project objectives, activities, and responsible institutions	Kephas
11.00-11.30	Gender and the project	Susan
12.30-12.00	Outlook of PMCA Phase 2 objectives and activities	PMCA trainer (Damalie)
12:00-12.45	Presentation and discussion of PMCA Phase 2	PMCA trainer
13:00-14.00	Lunch	
14.00-14.30	Introduction: PMCA Phase 2 and the different research Tools: RMA, focus group research, market concept development	PMCA trainer
14.30-15.30	Training: Focus Group Research	R&D staff
15.30-16.00	Coffee break	
16.00-16.30	Presentation of plan to conduct Focus Group Research	R&D staff
16.30-17.30	Practical session: Focus Group Research	R&D staff
17.30-18.00	Feedback practical	PMCA trainer
18.00	Close	



Tuesday 03 February

Time	Topic	Responsible
8:30-8:40	Recap of day 1	
8:40-9:20	Presentations and discussion	By Groups
9:20-9:50	Presentation- Focus Group Research	PMCA Trainer
9:50-10:15	Practical session to plan for Focus group session	R& D staff
10: 15- 10:30	Coffee Break	
10:30-12:00	Practical session: Focus Group Research	R & D staff
12: 00-1:00	Plenary discussion	PMCA Trainer
13:00- 14:00	Lunch Break	
14:00-15:00	Presentation: gender based constraint analysis tool	PMCA Trainer
15.00-15.30	Health break	
15.30-17:00	Practice: gender based constraints analysis tool	Banana team
17:00-18:00	Group presentations	R&D staff
18:00	Closure	

Wednesday 04 February

Time	Topic	Responsible
8:30-8:40	Recap of day 2	
8:40-9:10	Presentation-Business Planning	PMCA Trainer
9.10-10: 00	Practical sessions: Cost –Benefit analysis & Profitability assessment	PMCA Trainer
10.00-10.30	Coffee Break	
10.30-11.30	Practical sessions – profitability tools	Banana research team
11.30-12.00	Integrating gender mainstreaming strategies in business plans	PMCA Trainer
12.00-13.00	Planning for Phase II	Banana research team
13.30-14.30	Lunch	
14:30-15:30	Discussion of tentative work plans and the guidelines for developing detailed work plan	Susan/Kephas
15.30-16.00	Coffee/Tea break	
16:00- 18:00	Work plan review continues	Banana research team
18.00	Close	



Thursday 05 February

Time	Topic	Responsible
8:00-10:00	Review of guidelines for developing detailed work plan	Susan/Kephas
10.00-10.30	Coffee Break	
10:30-13:30	Work Plan development by groups (3-4 participants per group)	Group members
13.30-14.30	Lunch	
14:30-15:30	Work Plan development (Continued)	Group members
15.30-16.00	Coffee/Tea break	
16:00-18:00	Work Plan development (Continued)	Group members
18.00	Close	

Friday 06 February

Time	Topic	Responsible
8:00-10:00	Plenary presentations by each group	Enoch
10:00-10:15	Break tea/coffee	
10:15-13:00	Refining the plans and responsibilities	Group members
13:00-2:00	Lunch	
14:00-16:00	Consolidation of work plan	Enoch, Susan, Kephas, Julius, Joseph
16:00 – 16:15	Coffee/Tea break	
16:15-17:00	Presentation of consolidated work plan	Susan
17:00-17:30	Wrap up and closing remarks	Enoch
17:30	Departure	



Annex 2. List of Participants

No.	Participant	Institution
1	Anthony Tumwesigye	KAIKA
2	Godfrey Taulya	IITA
3	Joseph Kansiime	MBADIFA
4	Julius Barigye	MBADIFA
5	Pamela Komughisa	KAIKA
6	Kephas Nowakunda	NARO
7	Hasiifah Tushabe	UFVEPA
8	Enoch Lwabulanga	ASP-Dwaniro (Rakai)
9	Justus Mugisha	KAIKA
10	Sarah Mayanja	CIP-Kampala (PMCA)
11	James Ssemwanga	Ssemwanga
12	Michael Batte	IITA
13	Yusufu Lubega M	DAO-Rakai
14	Patrick Tumwesigye	DAO-Isingiro
15	Vincent Mugabi	ASP-Rugaaga (Isingiro)
16	Ambrose Atuhaire	IT/Bioversity/rapporteur
17	Enoch Kikulwe	Bioversity
18	Susan Ajambo	Bioversity
19	Damalie Magala	PMCA facilitator



Annex 3. Detailed 2015 work plan for the cooking banana postharvest project

Project: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain					
0.0 Setting the Scene (Enoch/Susan)					
Milestones	Activities	Deliverable and due date	Indicator	Responsibility	Weekly comments
0.1 Stakeholders meeting by Feb 27, 2015	<p>0.1.1. Draw a gender responsive list of meeting participants (to include an equal number of male and female input suppliers, producers, traders, wholesalers and retailers. As far as possible, also include male and female representatives of exporters (KK Foods, and Zijja). Other participants to include are representatives of; Super markets, National banana platform, NGOs-World vision, ExelHort, Community Integrated Development Initiative (CID), NBRP, Women and youth groups (for mobilization purposes), farmers groups in the two pilot sites (MBADIFA for Isingiro district and, DIFA for Rakai district), local Government, MAAIF-commissioner-crop production and marketing, R&D, UNBS, ABI trust, Media, UIA, UNIDO-Isingiro, QUIISP-Ministry of trade).</p> <p>0.1.2. MEGA TA development by 20/2/2015</p> <p>0.1.3. Booking a venue by 25/2/2015</p> <p>0.1.4. Send out invitations by 20/2/2015</p> <p>0.1.5. Meeting on 27/2/2015 (1 day meeting)</p> <p>0.1.6. Report for the meeting to be ready by 17/3/2015</p> <p>Agenda, 1 day's meeting</p> <ul style="list-style-type: none"> • Overview of the project (Luganda/Runyankole) (Emphasize the participation of men and women actors) • Share and evaluate TIMPs in cooking banana value chain by all actors • A plenary discussion of the TIMPS • Presentation of one of the innovation (e.g. macro-propagation) (Include productivity issues (BXW, Soils, pests)) • Formation of thematic groups • Thematic groups first meeting • Closure 	<p>A version of approved TIMPs, buy-in and/or co-invest by VC actors, and emergence/formation of themes</p> <p>Date due: 19/03/2015</p>	<p>List of approved TIMPs</p>	<p>Enoch</p>	<p>Remarks: Numbers</p>



Project: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain					
Theme 1: Differentiated banana products					
Output 1: Convenient presentation forms of cooking bananas reducing post-harvest losses and acceptable to different market segments promoted (Team: NARO, IITA, CIRAD, MBADIFA, Bioversity, Ssemwanga, KAIKA) (Lead: Kephias)					
1.1 1 st thematic group meeting by 27/02/2015	1.1.1 Get to know the actors in the thematic group (self-introduction with gender lenses, number of men and women in the group.)	Gender disaggregated list of thematic group members	Selected business options	Enoch	
	1.1.1.1 Understanding the structure of the thematic group value chain, the actors in it and identifying missing actors		One report		
	1.1.1.2 SWOT analysis of the chain (Use gender segregated groups and compare results).				
	1.1.1.3 Share the TIMPS in the thematic group highlighting how they will help solve some problems. <i>As much as possible, these should be linked to the SWOT analysis results in a bid to</i>	Gender disaggregated SWOT analysis results and selected			



Project: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain					
	<p><i>interest the group in them</i></p> <p>1.1.2 Assessing and evaluating business options:</p> <p>1.1.2.1 Discussion of the TIMPS (what the members think about the TIMPS-opportunities, fears etc.)-<i>Capture the perceptions of male and female participants</i></p> <p>1.1.2.2 Way forward- focus on business opportunities and actions to promote these (market study, experiments, sucker staggering).</p> <p>1.1.2.2.1 Form committees with male and female members to work on the different actions agreed upon</p> <p>1.1.2.2.2 Agree on the additional partners to bring on board and assign responsibility to contact them</p> <p>1.1.2.2.3 Agree on the date for the next meeting and next steps</p>	<p>business opportunities</p> <p>Tentative work plan</p> <p>Missing gaps identified</p>			
<p>1.2 Market analysis of the business options by 30/04/2015</p>	<p>1.2.1. Participatory development of tools and methods to do market analysis (development of tools to include questions gender analysis questions-division of labour, control and ownership of resources, assets and decision making power).</p> <p>1.2.2. Identification of male and female respondents and data collection(male and female enumerators) for all options (bunches, sorted fingers, clusters ,peeled bananas)</p> <p>1.2.3. Data analysis</p> <p>1.2.4. Share the outcome of the gender disaggregated market analysis using appropriate formats and channels accessible to male and female VC actors (validation)</p> <p>1.2.5. Report writing and dissemination</p>	<p>Report</p>		<p>Enoch, Market</p>	<p>c o n s u l t a n t .</p>



Project: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain					
1.3 Develop and test protocepts (a)fingers-unpeeled (b) peeled (c) clusters (d)bunches By 30/05/2015	<p>(Fingers, clusters, bunches and peeled)</p> <p>1.3.1. Procurement of the materials (experimental materials, reagents, consumables, equipment)</p> <p>1.3.2. Set up static storage trial for varieties preferred by male and female actors .(determine temperature)</p> <p>1.3.3. Identify sex disaggregated shelf durable cultivars, forms, low cost protection methods (accessible to male and female VC actors).</p> <p>1.3.4. Reporting and sharing results using appropriate formats and channels accessible to male and female VC actors</p>	Lab kits MOUs Experimental design		Semwanga, Kephas,	
e) Establish appropriate harvesting time 30/10/2015	<p>(Harvesting time)</p> <p>1.3.5. Select and mark plants in the field plots</p> <p>1.3.6. Establish sampling regimes for lab experiments</p> <p>1.3.7. Select RH and temperature regimes</p> <p>1.3.8. Select quality attributes</p> <p>1.3.9. Assess the physical, chemical and sensory attributes</p> <p>1.3.10. Standardize attributes with respect to harvest times</p> <p>1.3.11. Reporting and share results using appropriate formats and channels accessible to male and female VC actors.</p>	Recommendations on harvest time		Genevieve/Christoph	
1.4 Promote Kg pricing system by 30/12/2015	<p>1.4.1 Identifying male and female famers with cultivars suitable for this mode of marketing</p> <p>1.4.2. Procurement of weighing scales for male and female pilot actors along the VC</p> <p>1.4.3. Develop a unique brand tag to identify with (with male and female chain actors) in consultation with male and female consumers</p> <p>1.4.4. Identify existing market outlets where the bananas will be sold (male and female traders)</p> <p>1.4.5. Establish memorandum of understanding with the identified market outlets</p> <p>1.4.6. Training on harvesting and post-harvest handling techniques (dehanding). Deliberate effort to train male and female actors by organizing training at venues, times and places convenient for all to attend, including services like babysitting to encourage women and use women and youth groups in the mobilization</p> <p>1.4.7. Training on using the weighing scales (same gender considerations as above) and collecting data related to weigh-based pricing</p> <p>1.4.8. Data collection involving male and female respondents and enumerators on the sale using the weight based pricing</p>	MOUs Training course Launch the brand KG pricing system piloted		Pamela/Justus	



Project: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain					
	1.4.9.	systems Gender disaggregated data analysis, Reporting and sharing results using appropriate formats and channels accessible to male and female VC actors			
1.5 Business plan development for the business options chosen by December 2015	1.5.1. 1.5.2.	Mobilization(Draw on women and youth groups to mobilize women and youth) of the actors to be trained Training of actors in business plan development	Business plans Report		Kephas, Enoch
1.6 Promotion of the feasible business plans by January 2016	1.6.1.	Training of thematic group chain actors (harvesting, weighing and calibration of weighing scales, sorting & grading, preservation for peeled fingers, and packaging)(same training principles as above)	Business ideas promoted Report		Kephas, Enoch
Output 2 Demonstrate Sucker staggering benefits (cash flow evened out) lead by Batte					
2.1. Demonstrate Sucker staggering benefits (cash flow evened out)	2.1.1. 2.1.2. 2.1.3. 2.1.4. 2.1.4. 2.1.5.	Identification of male and female (at least 30% female farmers) host farmers Training of male and female farmers and extension workers participating in the sucker staggering trial (50 with and 50 without staggering) (same training principles as above) Follow up activities (record taking on sucker emergence) Exchange visits by farmers(to be organized at venues and times convenient for both male and female actors to benefit) Collect data(male and female respondents) on sales from with and without plots Gender disaggregated data analysis and Reporting in formats and using channels accessible to male and female actors	Demonstration plots Evening out of production and sales Report		Batte



Project: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain

Theme 2. Seed systems

Output 1 Increased access of farmers to cooking-banana varieties with preferred quality attributes and intrinsic long shelf life traits (Team: NARO, IITA, CIRAD, MBADIFA, Bioversity, Ssemwanga, Kaika, DAOs and ASPs) (Lead: KEPHAS)

Milestones	Activities	Deliverable and due date	Indicator	Responsibility	(Weekly) comments
1.1. 1 st Thematic meeting by 27/02/2015	1.1.3 Get to know the actors in the thematic group (self-introduction with gender lenses, number of men and women in the group.) 1.1.3.1 Understanding the structure of the thematic group value chain, the actors in it and identifying missing actors 1.1.3.2 SWOT analysis of the chain (Use gender segregated groups and compare results). 1.1.3.3 Share the TIMPS in the thematic group highlighting how they will help solve some problems. <i>As much as possible, these should be linked to the SWOT analysis results in a bid to interest the group in them</i> 1.1.4 Assessing and evaluating business options: 1.1.4.1 Discussion of the TIMPS (what the members think about the TIMPS-opportunities, fears etc.)- <i>Capture the perceptions of male and female participants</i> 1.1.4.2 Way forward- focus on business opportunities and actions to promote these (market study, experiments, preferred varieties with intrinsic long shelf-life) 1.1.4.2.1 Form committees with male and female members to work on the different actions agreed upon 1.1.4.2.2 Agree on the additional partners to bring on board and assign responsibility to contact them 1.1.4.2.3 Agree on the date for the next meeting and next steps	Gender disaggregated SWOT analysis results and selected business opportunities Tentative work plan Missing gaps identified	Selected business options One report	Joseph	
1.2. Farmer mobilization sub county by 18/03/2015	1.2.1. Selection male and female participants to attend sensitization meeting (March 16, 2015) Deliberate effort to include male and female actors by organizing meetings at venues, times and places convenient for all to attend, including services like babysitting to encourage women and use women and youth groups in the mobilization 1.2.2. Invitation of participants using radio, local leaders, notices, among others, (March 16, 2015) and use women groups to mobilize women to attend 1.2.3. Team preparation meeting (Male and female participants) (March 18, 2014)	Participating farmers' lists		Joseph	



Project: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain						
1.3. Demo site selection by 04/2015	1.3.1. Developing a gender responsive selection criteria(consider unique circumstances of women- challenges and opportunities) for host parish, group and farmer (March 18, 2014) 1.3.2. Participatory selection of participating parishes, groups and male and female hosts farmers (April 15,2015) 1.3.3. Develop MOU for host farmer / groups	Demo host farmers' list	Criteria for selection of group and host farmers List of host farmers	Joseph, Kephass		
1.4. Site preparation (set up) by April/2015	1.4.1. Training of selected farmer group and host farmers in good demo management practices and record keeping. Deliberate effort to train male and female actors by organizing training at venues, times and places convenient for all to attend, including services like babysitting to encourage women and use women and youth groups in the mobilization 1.4.2. Ploughing of selected site 1.4.3. Field marking 1.4.4. Terracing where necessary 1.4.5. Sourcing manure and delivery to the selected demo sites 1.4.6. Hole digging 1.4.7. Hole refilling and manuring 1.4.8. Planting	Five (5) demo sites in each sub-county	Training reports and attendance Site ready for planting by July 30, 2015	Joseph		
1.5. Site establishment and management by September 2015	1.5.1. Trainings recommended agronomic (husbandry) practices 1.5.2. Discuss and materials access models (other Demo materials) Participatory select gendered seed distribution model to use to enable equitable distribution 1.5.3. Mulching, weeding and pest and disease control	10 Demo sites established	Number of demo sites	Joseph, Kephass		
1.6. Seed marketing and promotion by June 2016	1.6.1. Conduct market studies (understand the role of women in the seed system and the opportunities and challenges they present. 1.6.2. Training of farmers in entrepreneur skills, marketing skills and seed handling; Tailor the training to the identified needs of male and female actors 1.6.3. Harvesting, Sorting , grading and branding <i>(Product: Clean banana planting material; Package: Poly pots bags; Price: between a conventional sucker and tissue planting material (UGX 1000-1500/-); Place: Road side nursery beds, Banana markets outlets; Promotion: Banana Exhibition, Farmer field days, Banana; Field Demo sites, market studies Distribution of desired planting varieties)</i>	20 demo / multiplication sites	Number of desired varieties being promoted	Market consultant	Consider cost of materials and gender of actors at sale points, perceptions of men and women of packaging, accessibility of places of sale for men and women etc	
1.7. Seed Distribution system by August 2016	1.7.1. Conduct meeting for seed multipliers to discuss feasible distribution strategies; farmer to farmer, Recruitment of Market agents, sucker traders, Farmers, road side nursery beds 1.7.1.1. Role of women in the seed system should be recognized and promoted	At least one model farmers can use to access seed	Number of distribution channels proposed and implemented	Kephass, Joseph	These are dialogue and partnership building meetings	

Crosscutting outputs

Output 4. Technologies, market information and regulations for increased market access and fair pricing mechanisms promoted (Lead: Enoch/ Bioversity)						
1.1. Sensitise the masses on TIMPs that enhance market access by August, 2016	1.1.1.	Develop and produce information dissemination materials by Dec, 2015 using formats and channels accessible to male and female VC actors	TIMPs information materials		Enoch, Kephas	
	1.2.2.	Avail the information materials to key chain actors by Jan, 2016	Access to information			
	1.1.3.	Promote the market enhancing TIMPs using print and electronic media by Jan, 2016 accessible to male and female actors	Mass access to information			
Output 5. Improved practices, (dis)enabling environments, norms and culture to foster mutual understanding along the value chain (Lead: Enoch/Dietmar/Susan, Bioversity) LEAD Susan						
2.1. Detailed gender sensitive analysis on (dis)enabling environment {natural environment and resources, Gender roles and behavior, governance, commercial law and enforcement, Consumer trends, forma and formal networks) and business support services (Technology, extension service, financial services and marketing) by June, 2015	2.1.1.	Develop data collection tools from a gender perspective by 30/03/2015		Data collection instruments data sets Information on value chain influencers and best practices disaggregated by gender	Susan, Enoch	
	2.1.2.	Pre-testing of the tools by 10/03/2015				
	2.1.3.	Administer tools (collect sex disaggregated data and use male and female enumerators) to various data sources by 31/05/2015				
	2.1.4.	Gender disaggregated data analysis and reporting by 30/06/2015				
	2.1.5.	Literature review to understand the chain environment				



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