



RESEARCH  
PROGRAM ON  
Roots, Tubers  
and Bananas



# Training report: Entrepreneurial skills for ware potato production, postharvest handling and marketing

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



November 2016



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



Prepared by:

SELF HELP AFRICA



[www.rtb.cgiar.org](http://www.rtb.cgiar.org)



*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.*



# Table of Contents

---

List of acronyms.....	0
1. Background .....	1
2. Methodology .....	1
3. Protocol.....	1
3.1 Inception Phase.....	1
3.1.1 Capacity needs assessment .....	1
3.1.2 Training curriculum .....	2
3.2 Training Implementation Phase .....	2
3.2.1 Training in Leadership & Governance .....	2
3.2.2 Training in Enterprise Analysis.....	3
3.2.3 Training in Business Planning.....	3
3.2.4 Record Keeping and Store Management.....	3
3.2.5 Training in Markets and Marketing.....	4
3.2.6 Training in Savings and Resource Mobilization .....	4
3.2.7 Training in Basic Financial Literacy.....	4
4. Monitoring and Mentoring .....	5
5. Challenges.....	5
6. Recommendations .....	6
7. ANNEXES.....	7
Annex 1. Training in governance and associations committees .....	7
Annex 2. Activity Photo Album .....	14



## LIST OF ACRONYMS

BugizARDI	Buginyanya Zonal Agricultural Research and Development Institute
CIP	International Potato Center
KACOFA	Kapchorwa Commercial Farmers Association
MIFA	Mengya Integrated Farmers Association
MPODA	Mbale Potato Dealers Association
PRDA	Participatory Rapid Diagnosis and Action Planning
SHA	Self Help Africa
WASWAPPA	Wanale Seed and Ware Potato Producers Association

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





## 1. Background

Self Help Africa (SHA) was mandated under the project “Expanding Utilization of Roots, Tubers and Bananas and Reducing Their Postharvest Losses” (RTB-ENDURE) to implement activities tailored at achieving output 4, “Skills in entrepreneurship, agribusiness and collective action developed for selected actors (men, women and youth) in specialized ware potato markets”.

The output aimed at equipping potato associations in Eastern Uganda including WASWAPPA, MPODA, MIFA and KIPA with skills and organizational capacity to successfully engage in potato business as a group using the collective ambient store provided by the project as the central business impetus and extended storability of potatoes as the core business case. The output component actions aimed at building associations’ capacities in three different areas that will enable them engage in business smoothly and professionally. These include the following:

1. Professionally organized - including establishing formal governance and functional group structures and legal attributes that will enable the associations operate business smoothly as a professional entity.
2. Market oriented - including actual training in business management
3. Strategically linked - including linkages with key actors in the potato value chains such as input providers, financial institutions, local government and markets.

This report provides a summary of the context, content, protocol, challenges, lessons and recommendations for related training programs.

## 2. Methodology

A participatory approach was used in the entire training program from planning, implementation, monitoring and mentoring. The techniques used included brainstorming, small group discussions plenaries, presentations, and priority ranking. The training content and focus, time of training and location of training were all agreed and validated by association members. The training was conducted by SHA Agriculture & Agribusiness Coordinators who developed and tailored training materials based on the needs established. The training program was double pronged with focus on development of individual as well as association capacities and capabilities for professional business engagement as further expounded in the protocol below.

## 3. Protocol

The training protocol can be categorized into three phases: the inception, implementation and close-out phase.

### 3.1 Inception Phase

This phase involved all planning activities aimed at developing a tailored training program that is both relevant and responsive to the needs of participants. It also encompassed an excursion of the environment where the training was to be conducted, agreeing on the training place and time. Specifically, the phase included conducting a participatory needs assessment through participatory diagnosis and developing a training program or curriculum to be followed as explicated below.

#### 3.1.1 Capacity needs assessment

A capacity needs assessment was conducted to:

1. Identify structural and governance characteristics of the associations as a fundamental functional pillar for a successful agribusiness

2. Identify business skill gaps and appropriate actions to improve associations' formal engagement in specialized potato business
3. Identify and agree on capacity building priorities and action plans tailored to each of the four potato associations.

A tailored Participatory Rapid Diagnosis and Action Planning (PRDA) methodology for smallholder agribusinesses was employed in this exercise. Key gaps were identified in association leadership structures and governance, enterprise analysis and selection, business planning, record keeping and store management, resource mobilization and financial literacy. Details on the capacity assessment methodology and results can be found in the project report "Potato associations capacity needs assessment and action planning"

### 3.1.2 Training curriculum

A training curriculum was developed following a participatory Entrepreneurship Skills needs assessment conducted to determine gaps in skillsets and organizational capacities required by the four potato associations in Eastern Uganda to start and engage in professional potato business. The curriculum was structured in chronological order defined by the need and priority identified during the assessment. In the curriculum every new module builds on actions from the preceding module. Every module has an output and action plan that the association has to accomplish as a build up for the next module. The curriculum content included the following modules:

- Module 1: Leadership and Governance
- Module 2: Enterprise Analysis
- Module 3: Business Planning
- Module 4: Records and Store Management
- Module 5: Markets and Marketing
- Module 6: Savings and resource mobilization
- Module 7: Financial literacy

Details on the training curriculum can be found in in the project report "Training curriculum: Entrepreneurial skills for potato associations".

## 3.2 Training Implementation Phase

The four associations were trained based on the curriculum (as described above) and following the agreed chronology. Below is a summary of the key objectives, target, content and outputs of the modules. More details can be found in the training guide "Business skills for potato associations" that has been developed by SHA for strengthening the capacities of members of the potato associations.

### 3.2.1 Training in Leadership & Governance

<b>MODULE 1: LEADERSHIP &amp; GOVERNANCE (LG)</b>	
<b>OBJECTIVES</b>	To know the basic administrative and functional structure of business associations
<b>ACTIONS</b>	Associations members expected to agree on a governance structure of choice and elect administrative and functional leaders democratically
<b>OUTPUT</b>	Basic functional committees elected and aware of their roles and responsibilities

A total of 119 participants (65M, 54F) attended this training that covered the following topics: basic qualities of a good leader and the role of leadership, good governance practices and governance structures for associations including fundamental executive and functional committees necessary for proper functioning of an association. The roles of the various leadership and functional committees were clarified and all associations elected new members to fill in the committee

positions. All the committees except the executive comprised of three members. The committees included the following:

1. Executive committee comprised of four members, the chairperson, vice chairperson, secretary and Treasurer.
2. Production and quality control
3. Finance committee
4. Marketing committee
5. Store Management Committee

Additional details on this training and the elected committee members are provided in Annex 1 of this report.

### 3.2.2 Training in Enterprise Analysis

<b>MODULE 2: ENTERPRISE ANALYSIS</b>	
OBJECTIVES	To enable participants analyze and select sustainable profitable enterprises
ACTIONS	Association members expected to conduct cost-benefit analysis of different enterprises based on profitability and intervening factors
OUTPUT	Select viable enterprise & product

A total of 106 participants (54M, 52F) from the four association were trained. The training targeted the marketing committees and all interested members essentially because production is done at individual household level. The main content of the module included qualities of an entrepreneur (commercial farmer), determination of yield and acreage, productivity enhancement, computation of total costs of production for traditional and improved production practice, use of unit cost of production to planning and determining critical price and strategies for enhancing profitability of enterprises. The three producer associations, MIFA, KIPA and WASWAPPA were able to analyze costs of production and conduct cost benefit analysis of ware potato production using traditional and improved practices in their respective contexts. MPODA, the trading association, was able to conduct cost benefit analysis for trading in potato.

### 3.2.3 Training in Business Planning

<b>MODULE 3: BUSINESS PLANNING</b>	
OBJECTIVES	To set business goals and develop business plans
ACTIONS	Association members expected to develop individual production projections and a consolidated business plan for each of the four associations
OUTPUT	Individual and association business plans with clear projections for 2 years

The training targeted all members because production planning commences at household level. In essence, the training enhanced the approach by synchronizing individual household production planning with association's plans. A total of 106 participants (56M, 52F) participated in the training. The content of the module included setting business goals and strategies for financing, production, marketing, production planning, costing and budgeting, projected income statements, generation of cash budgets (cash flow statements) and how to utilize the profits. All four associations came up with draft business plans that were improved by SHA facilitators and validated by the associations. The consolidated business plans were based on a collation of household target plans. The business plans can be shared upon request and acceptance of the relevant association.

### 3.2.4 Record Keeping and Store Management

<b>MODULE 4: RECORD KEEPING &amp; STORE MANAGEMENT</b>
--

<b>OBJECTIVES</b>	To understand the basic Association records & effective store operations management
<b>ACTIONS</b>	Associations will develop operational plans using the provided guideline and open business records
<b>OUTPUT</b>	Store Operational plans & Business records

The training targeted 120 participants however only 103 (53M, 50F) participants were actually trained. The content of the training included basic store management principles, managing inventory entry records, managing in-store movement of potatoes, managing inventory exit records, managing store security, process management, in-store quality management to minimize losses, stock counting and replenishment planning for optimal use, developing store management plans, business records including production, sales, receipt, assets, cashbook, cash-flow and income statement. Store management plans are embedded in the business plans and can be shared upon request and acceptance of the relevant association.

### 3.2.5 Training in Markets and Marketing

<b>MODLE 5: MARKETS &amp; MARKETING</b>	
<b>OBJECTIVES</b>	To understand what marketing is, how to conduct market research, demand & supply forces, customer analysis & customer feedback mechanism, strategies, segmentation, product differentiation & marketing information
<b>ACTIONS</b>	Associations conduct a market survey & identify and profile potential customers
<b>OUTPUT</b>	Marketing strategy & customer database

A total of 101 (58M, 43F) participants attended this training. The content of the training included marketing, marketing strategies-the 5Ps of marketing (Product, Price, Promotion, Place and People), market intelligence and market Information, participatory market research and its importance, the 4As of market research (Availability, Affordability, Acceptability and Accessibility), market chain, demand and supply, customer analysis, consumer including consumption preference and competition, consumer feedback, market segmentation and product differentiation. Practical market participatory market surveys were conducted in Mbale and Kampala and the data analyzed. Details of the marketing strategies can be found in the respective association business that can be shared upon request and acceptance of the relevant association.

### 3.2.6 Training in Savings and Resource Mobilization

<b>MODULE 6: SAVINGS &amp; RESOURCE MOBILISATION</b>	
<b>OBJECTIVES</b>	To promote internal saving and access to external credit to finance potato enterprise
<b>ACTIONS</b>	Associations will Agree on internal and external sources of finances for supporting their enterprise
<b>OUTPUT</b>	Resource mobilization strategy/plan

A total of 110 (57M, 53F) participants were trained. The content of the training included an introduction to saving, ways of saving, borrowing for business expansion, sources of credit and requirements, starting and operating shares in associations. Details of the savings and resource mobilization strategies can be found in the respective association business that can be shared upon request and acceptance of the relevant association.

### 3.2.7 Training in Basic Financial Literacy

<b>MODULE 7: BASIC FINANCIAL LITERACY</b>	
---	--



OBJECTIVES	To learn the benefits of personal money management as well as transfer of skills for behavior change.
ACTIONS	Association members analyze their income sources and expenditures and make spending decisions
OUTPUT	Personal financial budgets and spending plans


A total of 104 (55M, 49F) participants were trained. The content of the training included an introduction to financial literacy, setting of financial goals, examining personal financial management, loan management, making spending decisions & staying with budgets, own money vs someone else's money: managing the difference, good loans/bad loans and cost of borrowing, danger of defaulting on loans and investment – letting ones money grow.

## 4. Monitoring and Mentoring

- Monitoring visits were conducted and this involved cross checking records at potato association levels and practically visiting some of the members' gardens and cross checking with their records. Members were happy with such monitoring visits as they could be advised on what they are doing wrong and required corrective measures. Throughout the monitoring visits, the following was checked for each association: business plans, production records, costs of production, projected yields and income, marketing records (each members had also to present the list of the potential buyers s/he intended to sell to), the store management plan, the monitoring plan and the list of participants in the association meetings.
- Monitoring also included visiting the potato ambient stores and checking store management conformity to store management principles and guidelines as well as the proper keeping of the store entry and exit records.
- MPODA association records were checked and advised on areas of improvements and the way they were dealing with customers was practically observed. The members were happy to put into practice the aspect of sorting and grading according to the different customer needs. It was through these monitoring visit that some members of MPODA said *"Self Help Africa has opened the eyes of the farmers, nowadays they over calculate and if one is not steady they can sell you the potatoes at a high price and you get less or no profit"*. This illustrates that the farmer had acquired the business knowledge of calculating their production cost and then they add on the profit margin that they expect taking into account market demand and supply. When they find that the profit margin is still small, they resort to first storing and then sell at a later time.

## 5. Challenges

- The drought affected productivity of Irish potatoes across the country substantially reducing yields. This affected south western Uganda so much that SHA failed to take the potato association members for the planned exposure visit in Kabale as the potato gardens had dried up at flowering stage. However, a participatory market survey was conducted where marketing and executive committee members participated in visiting the traders and agro input dealers in Mbale, Iganga, Jinja and Kampala markets including Owino, Nakasero, Kalerwe and Nakawa markets. This survey enabled the potato association members to make linkages with both traders and agro-input dealers and some of these linkages are already operational.
- Some of the MPODA members could not attend full sessions as they had to always move in and out coordinating their businesses as potatoes leave the field and reach their market places. However, the members that have fully attended updated their fellows on the critical topics of the training sessions and these picked from there and followed up.

- 
- Though record keeping was emphasized, through monitoring visits, 30% of the potato association members were found without written records of their business transactions. This was primarily due to the low literacy levels of members.

## 6. Recommendations

- There is need for CIP to continue facilitating business planning trainings to the potato association members as during the implementation. Though all members contributed to the association business plans formulation only about 50% of the members managed to have their individual business plans documented.
- There is need for CIP to continue facilitating the formulation of strategies for MPODA members to have the same voice in terms of price determination within Mbale and outside (for instance they have little control over prices in Kampala markets where prices in a given day are set and no one is allowed to trade at a different price unless the management of the market has decided to do so).
- Deliberate efforts are needed through BugiZARDI to ensure that the potato producer associations get access to quality seed as this is a driving factor for increased productivity.
- Where possible CIP should facilitate the construction of individual potato stores amongst potato association members in addition to the collective stores as most of them find it expensive to transport their potatoes to the central store in addition to the fact that the store capacity (40-50 tons) cannot accommodate all members' potatoes. Some better off members are being encouraged to construct their own individual stores to reap big from larger economies of scale.
- There is need to facilitate potato producer member with irrigation systems to enable them produce off season, a few members from MIFA tried it out in Jan–Feb 2016 and harvested in April–May (when there was scarcity of potatoes) and were able to get more profits (one gets a double profit when s/he produces off season as the demand is always high against low supply).

## 7. ANNEXES

### Annex 1. Training in governance and associations committees

#### Background

A capacity assessment of the four associations was conducted to establish weaknesses within the associations that need priority actions. The assessment revealed that the associations had gaps in governance and functional structures which would hinder their engagement in potato business. The degree of weakness varied from one association to another. Some associations had structures but with unclear roles and responsibilities and with no accountability frameworks whereas others did not have any or had structures that were dormant.

#### Objectives

The objectives of the training were to:

1. Build skills of members on basic functional committees needed for smooth operation of associations, their roles and responsibilities
2. Democratically elect members of key functional committees
3. Agree on the operational procedure for utilizing the store for both research and business

#### Methodology

A participatory training approach was used to deliver this module which involved sharing of experience on how the associations conducted their business, aspirations and current functional structures. It involved generating basic ideas including individual reasons for being in the group/association, importance and benefits of being in the association, challenges encountered and how they would like to change things moving forward. This resulted into a visioning of the desired future of each of the association which was followed by establishing ways of how to achieve the vision, the resources required and how to get the resources. This provided a background for the training on governance and structure which included an integrated lecturing, experience sharing, questions and answer sessions and role plays.

#### Training Summary

##### Functional Committee Roles and Responsibilities

A basic functional structure including a Board, Executive Committee and various functional committees were introduced to the members. The committees included: Executive committee, Finance committee, Production and Quality Control Committee, Marketing Committee and Store Management Committee. Their roles were exhaustively discussed and role plays to mimic their operations conducted. Plate 1 and Table 1 below provide a basic structure for the associations and the roles and responsibilities of the basic association committees.

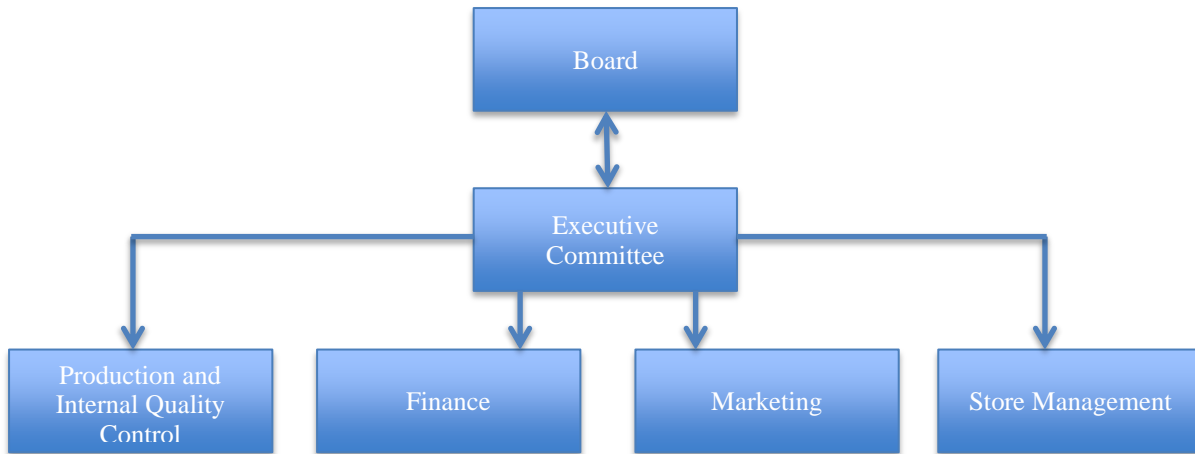


Table 2: Association Committee Roles and Responsibilities

Committee	Roles & responsibilities
Board members / The General Assembly	<ul style="list-style-type: none"> <li>– Approves annual budgets and work plans and reviews accountabilities of the association.</li> <li>– Receives audited accounts showing the performance of the association in the previous year.</li> <li>– Elects the management/executive committee members and working committees.</li> <li>– Offers advice to the association.</li> <li>– Takes action in case a committee or a member on any of the committees acts contrary to what is expected of him/her.</li> <li>– In cases such as embezzlement of funds, it advises the association accordingly.</li> <li>– Participates in the AGM.</li> </ul>
Executive Committee	<ul style="list-style-type: none"> <li>– Defines mission/vision, strategic objectives and policies of farmer group and ensures that plans conform to them (setting the direction of the association).</li> <li>– Reviews and approves business plans &amp; budgets before presenting to AGM.</li> <li>– Supervises management in the execution of approved plans.</li> <li>– Mobilizes resources for the association businesses on behalf of the members.</li> <li>– Appoints, appraises and disciplines management.</li> <li>– Organizes Meeting regularly.</li> <li>– Guides the activities of the association.</li> <li>– Manages the finances.</li> <li>– Agrees on the budget and a fundraising strategy.</li> <li>– Ensures that members are kept informed.</li> <li>– Monitors the activities of sub-committees.</li> <li>– In some cases together with the staff, draws up long term and annual plans.</li> <li>– Makes sure that the association operates in accordance with the law.</li> <li>– Develops policies in areas such as equal opportunities, health and</li> </ul>



	<p>safety and recruitment, induction and supervision of volunteers and employees.</p> <ul style="list-style-type: none"> <li>– Manages volunteers and employees and makes sure that they are treated properly.</li> <li>– Monitors and evaluates performance.</li> </ul>
Finance Committee	<ul style="list-style-type: none"> <li>– Keeps association finances from both internal and external sources.</li> <li>– Prepares an inventory of all the physical assets.</li> <li>– Works as loans committee to approve loans.</li> <li>– Monitors members with loans and reminds them to pay.</li> <li>– Reviews income and expenses. The finance committee chair should prepare monthly verbal or written reports to the executive/management committee if there are significant discrepancies and / or concerns.</li> <li>– Reviews budget prepared by the management committee, forward comments to the management committee.</li> <li>– Reports farmer association performance to the Executive committee.</li> </ul>
Production and Quality Assurance Committee	<ul style="list-style-type: none"> <li>– Assesses the association seed requirements for each member and makes enquiries/books in advance before the start of the season and orders the seed in time and at the same time to ease collective marketing.</li> <li>– Coordinates the purchase and delivery of the seed from authorized providers/institutions. Ensure reliable supply of inputs to farmers.</li> <li>– Organizes and coordinates training programs about agronomic practices to farmers.</li> <li>– Monitors and inspects farmers' production fields and offers advice where necessary.</li> <li>– Prepares and keeps records of planting every production season.</li> <li>– Keeps record of the different cycle activities like planting time, date and frequency of weeding, inputs used and quantities, volumes produced, trainings received etc.</li> <li>– Together with the marketing committee, coordinates bulking and physically examines all potato delivered to the association store by members to ascertain purity and trueness to type.</li> <li>– Makes seasonal and annual production plans for the association's activities based on the potential market and storage inventory established by marketing committees.</li> <li>– Establishes quality product standards to meet market requirements.</li> <li>– Prepares monthly, quarterly and annual progress reports to the executive committee.</li> </ul>
Marketing Committee	<ul style="list-style-type: none"> <li>– Advises the association on setting season's production targets.</li> <li>– Looks for markets on behalf of the association and negotiate with buyers for a good price.</li> <li>– Communicates with the members to bring their products to the store as well as with the buyers to buy the potatoes and ensuring that information concerning market issues reach farmers at the appropriate time.</li> <li>– Coordinates the bulking of potato from all members of the association to the store or collection centre.</li> <li>– Calculates the profit of the enterprise and shares the results with the association.</li> <li>– Undertakes market intelligence i.e. market research on behalf of the association.</li> </ul>



	<ul style="list-style-type: none"> <li>– Conducts marketing visits, reports and presents findings to the association’s members.</li> <li>– Looks for quality inputs (e.g. seeds) and organizes buying as an association.</li> <li>– Lists contacts and locations of all customers and keeps such records.</li> <li>– Together with the production and quality control committee, checks the produce quality (e.g cleanliness, packing, grading) after harvest and before delivery.</li> <li>– Ensures that storage and packaging facilities for the produce are in place.</li> <li>– Collects and handles money obtained from the buyers.</li> <li>– Monitors the standards, markets, prices etc.</li> </ul>
Store Management Committee	<ul style="list-style-type: none"> <li>– Coordinates and manages all store operations.</li> <li>– Works with Production and Quality Management Committee to ensure that only good quality potato is admitted in store.</li> <li>– Works with marketing committee to keep inventory and reconcile stock received and released</li> <li>– Guides association on storage cycle and plans with both production and marketing committee to ensure coordinated flow of the produce.</li> </ul>

### **Election of Functional Committees**

Governance structures were established with all four associations electing new leaders, confirming and/or re-electing some old ones for positions that existed and new positions. The criteria for electing the committees included experience in related work, gender inclusion (at least 30% women), interest of the individuals, historical background and trust by members among others.

Table 2 provides a summary of elected members and their contact details.

Table 2 Summary of elected members and contact details.



KACOFA			
EXECUTIVE POSITIONS	NAME	SEX	CONTACT
<b>Chairperson</b>	Twala Satya Edward	M	
<b>Vice Chairperson</b>	Beatrice Sukuku	F	
<b>Secretary</b>	Chelangat Davis	M	
<b>Treasurer</b>	Agnes Masaba	F	
<b>EXECUTIVE COMMITTEE MEMBERS</b>	J.P Cheptoek	M	
	Joyce Banan	F	
	Augustine Kakwoyongo	M	
<b>FINANCE COMMITTEE</b>	Wilfred Kulany	M	
	Christine Chemsto	F	
	Wilfred Musani	M	
<b>PRODUCTION &amp; QUALITY CONTROL COMMITTEE</b>	Tony Chemei	M	
	Moses Musobo	M	
	Susan Chemutai	F	
<b>MARKETING COMMITTEE</b>	Joseph Munerya	M	
	Betty Namasoko	F	
	Francis Chepkwurui	M	
<b>STORE MANAGEMENT COMMITTEE</b>	Jackson Chepkwurui ( <i>Store Manager</i> )	M	
	Martine Cherukut ( <i>Quality controller/Record Keeper</i> )	M	
	Backson Siya ( <i>Storepoint Sales person</i> )	M	
MIFA			
EXECUTIVE POSITIONS	NAME	SEX	CONTACT
<b>Chairperson</b>	Kiptala Moses	M	
<b>Vice Chairperson</b>	Chele Alex	M	
<b>Secretary</b>	Cherop Moses	M	
<b>Treasurer</b>	Chemutai Juliet	F	
<b>EXECUTIVE COMMITTEE MEMBERS</b>	Irene Kusuro	F	
	Chepkwubus Fred	M	
	Chelangat Nimrod	M	
	Chelangat Phillis	F	
	Yeko Amos	M	
<b>FINANCE COMMITTEE</b>	Bosei Micheal	M	
	Samuel Muniara	M	
	Patricia Chele	F	
<b>PRODUCTION &amp; QUALITY CONTROL COMMITTEE</b>	Chelimo Dan	M	
	Jackline Chemutai	F	
	Kweyey John	M	
<b>MARKETING COMMITTEE</b>	Cheptai Alex	M	
	Lawendi Stephen	M	
	Betty Cheptoris	F	
<b>STORE MANAGEMENT COMMITTEE</b>	Emmanuel Magai ( <i>Store Manager</i> )	M	
	Kiptala Moses ( <i>Quality controller /Record keeper</i> )	M	
	Chelangat Lenny ( <i>Storepoint Sales Person</i> )	F	
WASWAPPA			



EXECUTIVE POSITIONS	NAME	SEX	CONTACT
<b>Chairperson</b>	Namutenyi Madina	F	
<b>Vice Chairperson</b>	Magosya Ali	M	
<b>Secretary</b>	Waninye Yefusa	M	
<b>Treasurer</b>	Florence Khabatsa	F	
<b>EXECUTIVE COMMITTEE MEMBERS</b>	Muzamiru Guranka	M	
	Wandwasi Muzamiru	M	
	Mafabi Hussein	M	
	Namutosi Sarah	F	
<b>FINANCE COMMITTEE</b>	Waninde Sam	M	
	Kitima Ivan	M	
	Nandutu Juliet	F	
<b>PRODUCTION &amp; QUALITY CONTROL COMMITTEE</b>	Welishe Stephen	M	
	Alen Waniaye	F	
	Shabire Stephen	M	
<b>MARKETING COMMITTEE</b>	Kutosi Vincent	M	
	Gidudu Paul	M	
	Sulaina Makhonje	F	
<b>STORE MANAGEMENT COMMITTEE</b>	Wazebekwa Dison ( <i>Store Manager</i> )	M	
	Khaintsa Lorna Mwambu ( <i>Quality controller</i> <i>Record Keeper</i> )	F	
	Watangwa Moses ( <i>Storepoint Sales person</i> )	M	
<b>LEAD FARMER</b>	Shiondo George	M	
<b>MPODA</b>			
EXECUTIVE POSITIONS	NAME	SEX	CONTACT
<b>Chairperson</b>	Manana Siragi	M	
<b>Vice Chairperson</b>	Namwase Milly	F	
<b>Secretary</b>	Shangi Akimu	M	
<b>Treasurer</b>	Magombe George	M	
<b>EXECUTIVE COMMITTEE MEMBERS</b>			
<b>Publicity</b>	Mudebo Siragi	M	
<b>Advisor</b>	Nambasi Stephen	M	
<b>Defence</b>	Masaba Musa	M	
<b>Youth</b>	Masaba Azizi	M	
<b>Disabilities</b>	Fungo Sulaiti	M	
<b>FINANCE COMMITTEE</b>	Kisulani Steven	M	
	Deborah Mungono	F	
	Gimbo Tausi	F	
<b>PRODUCTION &amp; QUALITY CONTROL COMMITTEE</b>	Wagobola Charles	M	
	Shango Rogers	M	
	Mazamba Robert	M	
<b>MARKETING COMMITTEE</b>	Namwose Milly	F	
	Were Peter	M	
	Nassar Nagwere	M	
<b>STORE MANAGEMENT COMMITTEE</b>	Nakamya Harriet ( <i>Store Manager</i> )	F	
	Fazali Wangwe ( <i>Record Keeper</i> )	M	
	Wamimbi Misach ( <i>Storepoint Sales Person</i> )	M	
<b>SAVINGS</b>	Mugamba Muslasiru	M	





<b>COMMITTEE</b>	Shangi Akimu Nafuna Bira	M F	
<b>DISCIPLINARY COMMITTEE</b>	Naikesa Dorothy Wangwe Jawali Musa Banuli	F M M	
<b>AUDIT COMMITTEE</b>	James Kigere Mudondo Irene) Nandege Tom	M F M	

### Store Operations

The associations were engaged on how they wish to manage their stores following guidance for the facilitators who shared their experience from other associations. Two possible approaches were explored. The first option was partitioning the store to accommodate potatoes from each member. This had shortfalls including management of individual partitions and complications in inventory records. The second option which was the agreed option in all the four associations was for members to operate the stores as a business entity in which potatoes from members are procured at a slightly higher price during the bumper harvest. The association members are to mobilize an agreed amount of money for this procurement. Sufficient potatoes to fill the store is procured from members, stored and sold during scarcity when prices increase. The proceeds are re-invested in the business by procuring more potatoes and possibly building other stores.

### General Actions

1. Association committees are to meet to agree on how they are going to operationalize their work
2. The association committees actions are to be discussed in general association meeting in which all members participate. The meeting will agree on the initial contribution to the capital base. Members will also agree whether they are to take on a unit-share approach in which a member can purchase a given number of shares depending on his or her ability or a flat rate contribution for each member or both beginning with a flat rate and eventually turning evolving into shares.
3. Associations are to develop operational plans following the training curriculum and pre-season production projections for 2016 season A before the next training.





## Annex 2. Activity Photo Album



Capacity assessment at MIFA



Training at MIFA



Group assignment at MIFA



Training at MIFA



Group work at MIFA



Market survey in Mbale



Records and store management training at KIPA





Market survey in Mbale



Field monitoring at WASWAPPA



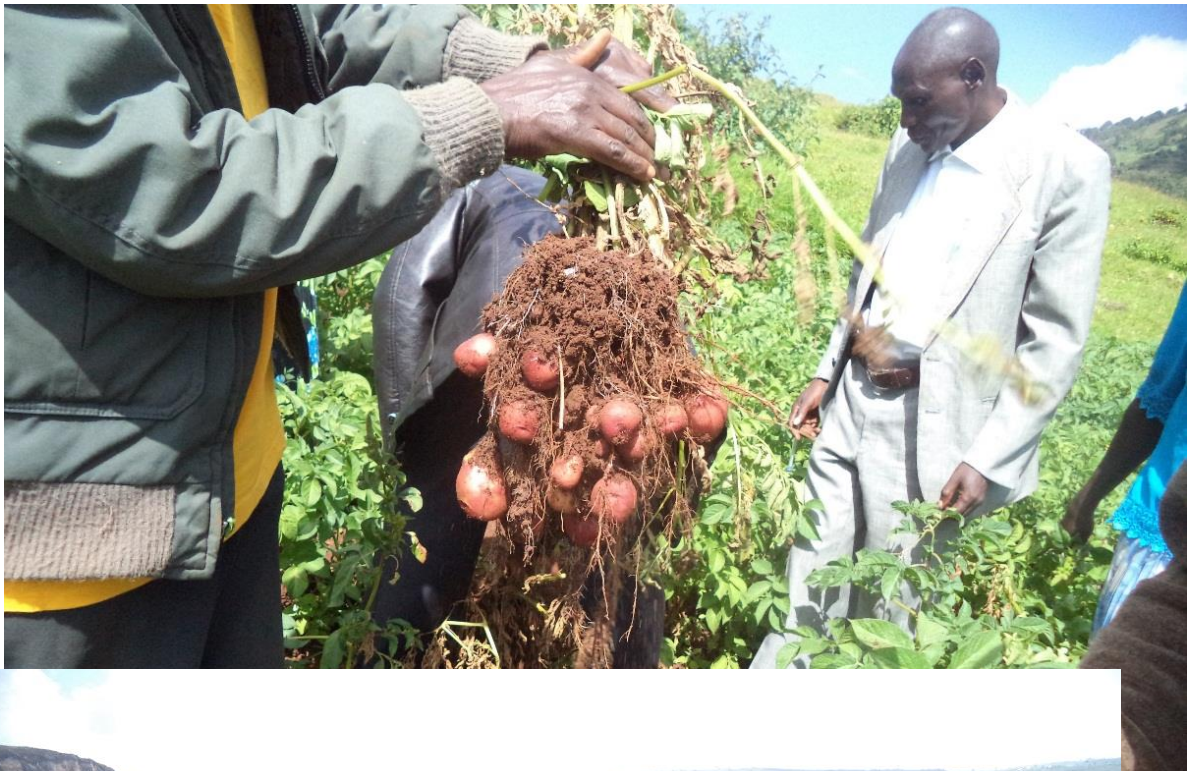
Potato trading in Mbale





Potato inspection, grading and repackaging en route to Kampala





Field inspection at MIFA





Field inspection at MIFA



Potato from MIFA store