



RESEARCH PROGRAM ON
Roots, Tubers
and Bananas



Technical report: Capacity needs assessment of potential sweetpotato silage producers, traders and service providers

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

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



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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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I. Background

Volunteer Efforts for Development Concern (VEDCO) and Coalition for Health Agriculture and Income Network (CHAIN) were 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, “Capacity for uptake of silage making as a business for the youth, women and men strengthened”. VEDCO and CHAIN conducted a capacity need assessment for 16 potential sweetpotato silage entrepreneurs in Kamuli and Masaka districts in Uganda. Gaps in entrepreneurship and business management capacities and skills were identified. The assessment established a benchmark for setting and prioritizing capacity building needs for silage entrepreneurship development.

II. Objectives of the capacity needs assessment

Identify and establish the main capacity gaps in business management and entrepreneurial skills of selected potential silage entrepreneurs in order to:

- Determine training needs of the silage entrepreneurs in Masaka and Kamuli districts
- Identify capacity building priorities for the sweetpotato silage business entrepreneurs
- Guide the development of the training curricula for the sweetpotato silage entrepreneurs.

III. Methodology

A capacity needs assessment was conducted to identify the training gaps of 16 potential silage business entrepreneurs in Masaka and Kamuli districts.

A purposely designed need assessment tool was developed by CHAIN and VEDCO and used during the assessment. Capacities were assessed using a scale of 1 to 4 (low understanding to expert understanding). The focus was on six skillsets:

1. Silage making: how to make good quality silage and use motorize choppers.
2. Marketing of silage: how to identify the target market and customers (including marketing mix concept).
3. Record keeping: how to keep record (types of records, when and how to record).
4. Financial management: how to use, prepare and interpret financial statements.
5. Business proposal development: how to develop bankable business idea
6. Group dynamics and leadership: including leadership, governance and functional structure, roles and responsibilities.

Data from the assessment were then analyzed. The process was guided by VEDCO and CHAIN facilitators to enable informed and accurate scores on the questionnaires.



IV. Findings of the capacity needs assessment

KAMULI DISTRICT (VEDCO)

Question		Capacity-building score			
		1	2	3	4
		Low/no understanding	Basic understanding	Firm understanding	Expert understanding
Silage making	What do entrepreneurs understand about silage making principles (specifically chopping, ensiling and sealing silos)?	One entrepreneur did not receive any prior training in silage making	<p>Entrepreneurs attended community silage making training but did not practice</p> <p>Entrepreneurs have basic understanding that sweetpotato silage is a highly nutritious livestock feed</p>	<p>Representatives from St. Bruno, Butansi piggery farmers and VEDCO center attended TOT training at Kabanyoro and community training by Dr. Kabirizi (NALIRRI)</p> <p>The 3 entrepreneurs above often provide training and silage making support to farmers</p>	None
Score		1 (12.5%)	4 (50%)	3 (37.5%)	0
Marketing skills	What do entrepreneurs understand about silage marketing, promotion and packing?	None	<p>Entrepreneurs have been marketing their local products but without prior marketing training</p> <p>Inadequate knowledge on market research or on how to conduct</p>	None	VEDCO and Basangwa have received training and have experience in marketing



			market surveys		
Score		0 (0%)	6 (75%)	0 (0%)	2 (25%)
Financial management skills	What is the entrepreneur's level of understanding of financial records (records keeping, cash flows)?	Don't keep any records. Entrepreneurs don't have even basic knowledge about financial records keeping	None	None	VEDCO center and Basangwa keep financial records
Score		6 (75%)	0	0	2 (25%)
Business proposal development	What is the capacity level to develop business proposals?	No understanding It is a new concept	None	None	VEDCO center and Basangwa have substantial understanding of business proposal development
Score		6 (75%)	0	0	2 (25%)
Group dynamics	What are the existing capacities in group marketing?	None	Entrepreneurs have been marketing individually	None	VEDCO center and Basangwa have substantial understanding of group dynamics
Score		0	6 (75%)	0	2 (25%)
Gender issues in silage business	What is the level of understanding about the importance of having both men and women involved in silage making and marketing?	None	Basic understanding of gender risks and benefits gained during the business plan training	VEDCO has a good understanding of gender issues	
Score		0	7 (87.5%)	1 (12.5%)	0
Total Score		13 (27%)	23 (48%)	4 (8%)	8 (17%)



Needs assessment: Based on the responses, what gaps exist and what steps are needed to build capacities and fill those gaps?

- Marketing skills: 75% of the silage business entrepreneurs had basic understanding (specifically on market research and how to market the silage)
- Financial management: 75% of the entrepreneurs had low or no understanding (specifically records keeping)
- Silage making: 12.5% of the business entrepreneurs had no understanding of silage making especially the new entrepreneurs who had not been trained before; 50% of the entrepreneurs had basic knowledge on silage making (had been trained before)
- Gender issues in silage making: 87.5% of the silage entrepreneurs had basic knowledge on gender risks and benefits (was a topic of the business plan training conducted by VEDCO).

Way forward

A suitable training curriculum will be developed for topics with the low/no or basic understanding and these will include business proposal development (75%), financial management skills (75%), marketing skills (75%), and gender issues (87.5%). The training topics will be prioritized in relation to their contribution to attainment of output 4 of the project.

MASAKA DISTRICT (CHAIN)

Question		Capacity needs assessment score			
		1	2	3	4
		Low/no understanding	Basic understanding	Firm understanding	Expert understanding
Silage making	What do entrepreneurs understand about silage making principles (specifically chopping, ensiling and sealing silos)?	They received few trainings on silage, so their understanding is very limited, but they want to learn more because they will do it	They have attended the training and acquired basic knowledge but they need more training on silage making and use of choppers	None	CHAIN has two field officers who have been training others and know very well what silage is and how it is made.
Score		3 (37.5%)	4 (50%)	0	1 (12.5%)
Marketing skills	What do entrepreneurs understand about silage marketing, promotion and packing?	None	Entrepreneurs attended the training and learnt the concepts but they need more training specifically on marketing	None	Since the CHAIN center will be managed by professionals who can market the business, CHAIN does



			because is very essential if they are to succeed		not have any problem in marketing
Score		0	7 (87.5%)	0	1 (12.5%)
Financial management skills	What is the entrepreneur's level of understanding of financial records (records keeping, cash flows)?	None	After the business plan training farmers got some skills on record keeping and maintaining financial records but they strongly need more trainings	None	CHAIN know the importance of financial and record management. CHAIN staff have been practicing it but volunteers were recruited to help in silage business and they need more training
Score		0	7 (87.5%)	0	1 (12.5%)
Business proposal development	What is the capacity level to develop business proposals?	None	After the business plan training conducted by CHAIN, they gained a basic understanding on how to write a business plan	CHAIN and SEENA have benefitted of many trainings on business proposal. They have a good understanding and can develop business proposals	None
Score		0	6 (75%)	2 (25 %)	0
Group dynamics	What are the existing capacities in group marketing?	They have never tried managing a group and marketing collectively and strongly need trainings on group dynamics and marketing	They have a group which has been in operation for some years, but they need some training in collective business management	They are already operating in groups and they know how about group management and collective marketing	None
Score		3 (37.5%)	2 (25%)	3 (37.5%)	0
Gender	What is the	They have	They	None	None



issues in silage business	level of understanding about the importance of having both men and women involved in silage making and marketing?	heard nothing about it. But they said it has little value when operating silage business	attended the training organized by CIP		
Score		3 (37.5%)	5 (62.5%)	0	0
Final Score		9 (19%)	31 (65%)	5 (10%)	3 (6%)

Needs assessment: Based on the responses, what gaps exist and what steps are needed to build capacities and fill those gaps?

- Marketing skills: 87.5% with basic understanding
- Financial & record management: 87.5% with basic understanding
- Business proposal development: 75% with basic understanding
- Gender issues in silage business: 62.5% with basic understanding
- Silage making: 50% with basic understanding.

Suggestions made by silage entrepreneurs

- They need more training especially in silage making, use of choppers, marketing, records and financial management, group dynamics and sustainability of the business.
- The project can procure good choppers and give them on credit with no interest rate.
- CHAIN feedback on the progress of their business plans should not take long.

Way forward

A suitable training curriculum will be developed for topics with the low/no or basic understanding



V. Training priorities

A meeting was held with VEDCO and CHAIN to discuss the results of the needs assessment and identify the focus of the upcoming trainings. The skillsets where capacities were the weakest were selected as below (proportion of respondents with no to basic understanding).

Skill set	Score VEDCO	Score CHAIN	Average score	Ranking	Comment
Gender issues in silage business	87.5%	100%	94%	1	Important but training and sensitization handled by CIP
Marketing skills	75%	87.5%	81%	2	Important for entrepreneurship development
Financial & record management	75%	87.5%	81%	2	Important for entrepreneurship development
Business proposal development	75%	75%	75%	4	Some aspects to be handled under business plan development
Silage making	62.5%	87.5%	75%	4	Important but training handled by CIP, ILRI and NALIRRI
Group marketing	75%	62.5%	69%	6	Important for entrepreneurship development

VI. Topics prioritized

- Marketing skills
- Financial & record management
- Group marketing



VII. Capacity assessment team

Topic	Responsible
Introduction and Acquaintances	Kizito and Kato
Objectives & Expectations	Grace and Joseph
Role of VEDCO and CHAIN	Grace and Joseph
Participatory Diagnosis (Q&A)	Grace, Kizito, Kato and Joseph
Wrap up for the day: concerns, questions, etc.	Grace and Joseph

VIII. List of assessed sweetpotato silage entrepreneurs

No.	Organization	Sweetpotato silage entrepreneurs
1	VEDCO	Kiwungu youth Twekembe silage processors(KIYOTSP)
2		Butansi Piggery Farmers' Group
3		ST. Bruno silage processors
4		Twino Mujuni silage processors
5		Isabirye Robert silage processor
6		Basangwa Johnson
7		Badagawa George
8		VEDCO business center
9	CHAIN	SSENA business center
10		Masaka Diocesan youth organization
11		Sam Ssekyondwa
12		GMT enterprises
13		CHAIN business center
14		Affirmative action for development women based organization
15		Agro-pig feeds Uganda
16		Musawo quality feeds and services