



RESEARCH PROGRAM ON  
Roots, Tubers  
and Bananas



## Workshop report:

# Review and Validation of Gender Strategies for the Sweetpotato and Cassava Sub-projects and Training in Engendered Business Planning

*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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Research Program on Policies, Institutions, and Markets

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*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), and 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

CGIAR	Consultative Group on International Agricultural Research
CHAIN	Coalition for Health Agriculture and Income Networks
CIP	International Potato Centre
FGD	Focus Group Discussion
GAP	Gender Action Plan
IITA	Institute of International Tropical Agriculture
IIRR	International Institute of Rural Reconstruction
MADDO	Masaka Diocese Development Organization
NARO	National Agricultural Research Organization
PIM	CGIAR Research Program on Policies, Institutions and Markets
RTB	CGIAR Research Program on Roots, Tubers and Banana
VEDCO	Volunteer Efforts for Development Concerns



## I. Workshop Background

The 'Expanding Utilization of Roots, Tubers and Banana and Reducing Their Postharvest Losses' (RTB-ENDURE) is a three-year project that is being implemented in Uganda. The goal is to contribute to improved food security and incomes for RTB-producing communities in East Africa, including producers and other stakeholders along the value chain. This initiative addresses postharvest management of RTB crops and explores potentials for expanding the utilization of potato, sweetpotato, banana and cassava, and repositioning them as added value crops.

Four research sub-projects are operational: (i) ambient storage and improved agronomic practices in a bid to reduce postharvest losses and extend the marketing period for ware potato; (ii) agronomic practices, waxing and relative humidity storage for fresh cassava roots to extend shelf-life and capture emerging markets opportunities; (iii) sweetpotato silage to mitigate animal feed constraints faced by smallholder pig farmers; and (iv) promotion of cooking banana varieties with intrinsic longer shelf life, sucker staggering and storage to even out market supply and promote product differentiation.

The project has developed a Gender Action Plan (GAP) which guides gender mainstreaming in the project activities. In execution of the GAP, gender situational analyses of the sweetpotato and cassava value chains were conducted to understand determinants of adoption of postharvest technologies as well as opportunities and constraints male and female farmers and traders face that may deter their active participation in the market. The GAP also focuses on validation of gender responsive analytical tools in a bid to improve the Participatory Market Chain Approach, and as such, these tools are progressively introduced to the research teams.

It is against this background that a four-day gender training was held for the sweetpotato and cassava sub-project teams to validate the results of the gender situational analyses. The training, co-funded by the CGIAR Research Program on Policies, Institutions and Markets (PIM), also focused on sensitizing participants on the importance of gender responsive postharvest research as well as gender responsive business planning. Results from the gender studies were used to develop targeted training content for farmers, traders and sub-projects' implementing partners to ensure that the planned research activities meet the needs of men and women.

## II. Workshop Objectives

The objectives of the training were as follows:

1. To strengthen gender awareness among banana and potato sub-project implementing partners and beneficiaries (farmers, traders and representatives from partner organizations).
2. To impart skills and tools to the participants that will enable them identify, analyze and devise strategies for mitigating gender based constraints in their selected market opportunities.
3. To impart gender responsive business planning skills to the sub-project team members.
4. To validate the drafted gender strategies and operationalize them for ease of implementation.



The expected outputs from the training included:

- I. Farmers, traders and partner institutions grasp the basics to analyze risks and benefits of proposed businesses and develop gender responsive agribusiness.
- II. Project teams develop draft business plans based on business opportunities which they have identified. Plans will be finalized after the training.
- III. Validation of draft gender strategies and development of gender implementation plans that are mainstreamed within existing work plans.

### III. Methodology

The facilitators employed a variety of methods sensitive to the needs of adult learners including use of skits, role plays, group activities and visual presentations. Time was allowed for discussions and sharing amongst the teams especially on the technologies that are being promoted. To ensure that all participants were at the same level of comprehension, facilitators translated visual presentations into local language. Where appropriate, group discussions were conducted in the local language. All participants were encouraged to present/share results from their group work, and to ask questions for clarity as and when the need arose. Development of business plans was also based on existing businesses which further encouraged participants to relate the exercise to real life situations.

### IV. Workshop Proceedings

#### Day One

##### ***Session 1: Welcome Remarks and Self-introduction***

The workshop commenced with welcome remarks from Dr. John Jagwe, business planning expert from Farm Gain Africa (FGA). He provided a brief background of his organization and also relayed apologies from the workshop coordinator who was delayed because of an accident. Participants were then requested to introduce themselves and share their expectations. Housekeeping rules were also agreed upon.

##### ***Session 2: Introduction to Engendered Business Planning - Dr. J. Jagwe***

Dr. Jagwe commenced the session by asking participants to share their opinion of the definition of a business plan and its purpose. He defined a business plan as a formal statement of goals and strategies of a business, including strategies of attaining the final goals with the available resources. He also stressed that business plans should be developed by business proprietors with support from business experts. He further shared the purpose of a business plan including fund raising and total quality management.

To elaborate the importance of business planning, he requested one participant to join him in the 'elevator pitch' role play. In this exercise, the facilitator asked the participant – a potential silage entrepreneur to make a one-minute pitch to a potential investor (Bill Gates) to convince him to invest in his business. After the attempt, the facilitator opened a discussion on what the participant could have done better and thus the importance of having important business facts and the unique selling point of an enterprise – which could be easily relayed through a



business plan. The facilitator then explained the two major components of a business plan: the narrative and the financial component, which are elaborated in Sessions 3 below.

### **Session 3: Narrative Section of a Business Plan – Dr. J. Jagwe**

The facilitator elaborated the narrative components of a business plan as well as their importance and the type of information that an entrepreneur should include in it. Some of the sections that were elaborated include: description of the business, market analysis, marketing and operation plans among others as shown in the presentation below.



Bplans\_presentation.  
pptx

The facilitator reiterated the importance of understanding the business model before drafting the business plan, and asked the two sub-projects' partners to share the perceived business opportunity and the proposed model that they plan to use in attaining the business goals. The cassava trader attempted to explain to the participants his business model and later made a visual presentation of the proposed model. Participants reviewed the model and noted that the cassava trader may need to clarify and differentiate the roles of the various employees that will be hired to process the treated cassava as well the raw material sourcing model. Visualizing a business model was appreciated by the participants and they noted that it would be of assistance when drafting the business plans.

The facilitator emphasized that it was important to determine the period over which the intended business would operate, since a good plan is time-bound. He reiterated the need to estimate the market share and this could be done by talking to the big buyers/authorities in that line of business.

### **Session 4: Risk-Benefit Analysis – Engendering the Business Plan – S. Mayanja**

The facilitator introduced the risk-benefit analysis tool and explained its purpose: to identify the potential positive and negative effects of an identified market opportunity on the different male and female value chain actors with regards to their social position, income (control of resources), time and work. The facilitator emphasized that the tool is best used after the selection of a marketing opportunity but before business planning. The tool also helps determine whether the female and male actors will benefit from the business opportunity using various criteria drawn from the social economic realm. The risk-benefit analysis enables identification of weaknesses and strategies to address them. After the presentation, participants proceeded to undertake the analysis following six steps as outlined below:

1. Identify actors (males and females) in each chain node and disaggregate them by sex.
2. Choose the criteria for evaluating the potential effect of the business on the actors for example on time, workload, income and control over resources, social and market position.
3. Analyze the potential effects of the business opportunity on the actors by sex.
4. Present the analysis through the use of codes for example positive [+] or negative [-].





5. Make references from the results and suggest solutions to address potential challenges.
6. Validate solutions to mitigate the challenges rising out of the business plan.

Note: Participants appreciated the tool but noted that they needed more support in using it – and requested for an additional session to further understand it. The group work outputs are available in section IV of the report.



Risk and benefit  
analysis tool.pptm

### ***Session 5: Populating the Business Plan – Group Discussions***

All the traders, entrepreneurs and farmers were asked to divide themselves into groups in relation to what their business opportunity was (either around cassava or sweetpotato silage postharvest innovations) and commence on developing the business plans that would guide their business operations. The draft business plans are presented in section V.

## **Day Two**

### ***Session 1: Recap and Presentation of Narrative Sections of the Business Plans***

The second day commenced with a recap of the previous day's work. Participants were allocated an additional 30 minutes to finalize the narrative section of their business plans after which they presented the plans in plenary (section V). The facilitators appreciated the progress made especially the hands-on knowledge the silage making group presented given the fact that some farmers have already commenced on selling silage though more efforts need to be made to scale up/out. The cassava business plan however had a number of information gaps given that the entrepreneurs have not commenced on the business of treating and selling cassava roots with extended shelf-life.

### ***Session 2: Investment Analysis - Dr. J. Jagwe***

The consultant commenced the presentation by introducing the importance of the financial component of the business plan. He then introduced the different ways an entrepreneur can employ for assessing the financial health of his/her business:

- Gross Margin Analysis (GMA)
- Return on Investment (ROI)
- Payback Period
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Cash Flow Analysis



## InvestmentAna

After elaboration on the measures of profitability, participants were given simple practical exercises in which they individually computed and compared gross margins of two agricultural enterprises (sunflower and groundnuts): as well as return on investment and pay back periods for two commercial businesses (a hostel and a bus company). While it took some participants a bit longer than others to finalize the exercise, they appreciated the tools and made effort to learn how to use them. The consultant further discussed the pros and cons of each measure of profitability, and in which circumstances to use each – as elaborated in the presentation above.

Participants were then introduced to another very important financial tool – the cash flow analysis. The consultant reiterated that a good business plan must have a cash flow analysis because it shows details of how much cash is projected to flow in and out of the business, and the net cash periodically. He further noted that this is the most important financial tool that bankers review in a business plan when an entrepreneur applies for a loan, hence the need to ensure that it is done in the best possible way.

### Note:

- The consultant emphasized that gross margin is expressed as a percentage and the formula is given as: revenue from the business less total costs divided by revenue. GM takes into account the variable costs only, but not the major investment costs like store construction.
- He stated that each of these tools is applicable in different instances.
- The consultant stressed that the Cash Flow Tool should always be preferred because it is more applicable in businesses and gives a better picture of the businesses' financial health position.

Following the presentation and exercises, participants clustered into their groups and developed cash flows for the businesses. They later presented the financial components of their business plans in plenary (Section V)

### ***Session 4: Presentation and Feedback on the Business Plans***

After the presentations, the consultant provided feedback with the intention to support further improvement of the business plans. Participants were commended for the good progress they had made and advised on areas that needed further attention. He also showed participants how to compute the gross profit margin, NPV and IRR using Microsoft Excel, which was greatly appreciated.

### Comments:

Question 1: A male entrepreneur asked whether the silage machine that was bought by the project should be recorded as a cash inflow into the silage making business

Response: The consultant advised the participants not to enter donations into the cash flow analyses but to postulate them as plausible expenses that ought to be incurred. In proper estimation of cash flows, cost projections are to be made of all items and persons to be



purchased or spent on as outflows while ignoring whether these items have been donated or persons are rendered free services.

Question 2: Another participant asked whether a loan is an inflow

Response: A loan has to be paid back with interest. When it is received, it is recorded in the inflow section but loan repayments and interest are recorded in the cash-out sections.

### ***Session 5: Finalizing the Business Plans***

Participants worked in their groups to merge and finalize the two components of their business plans. The consultant critically analyzed the draft cash flow analyses that were prepared by the participants. He noted that all the groups had done a good job in computing their cash flows; but encouraged them to search for more background information on projections made for expenditure and revenue as some items had not been catered for. Some of the issues emerging from the cash flow presentations that needed to be addressed are presented below:

- There is a need to clarify the initial investment the entrepreneurs will make, and this should be considered as a loan to the business
- Budget for salaries – even for the business owners. If this is not done, there is a likelihood of encroaching on profits
- Elaborate a re-investment plan: how will the profits be used to grow the business
- Factor-in depreciation (for equipment) and inflation in the projections

While most of the plans that were presented were still in draft form, nonetheless; the consultant was confident that with more hands-on support, the participants would be able to properly finalize them.

## **Day Three**

### ***Session 1. Recap of the Risk-Benefit Analysis Tool – S. Mayanja***

Following requests from the participant to further clarify the Risk-Benefit Analysis tool, the facilitator gave the presentation again to further clarify how the tool can assist in assessing the potential positive and negative effects of the identified market opportunity on male and female chain actors. Using the cassava market opportunity as a case study, participants jointly worked to analyze the effect of processing and selling treated cassava on male and female farmers, employees and employers with regards to social position, income (control of resources), time and work. After the practical exercise, participants were given some extra time to finalize this analysis.

### ***Session 2: Presentation of Risks and Benefits for Proposed Enterprises***

Participants from Masaka (Masaka Pig Farmers Association), Kamuli (St. Bruno Farmers Association) and Kyegegwa (John Brian Waxed Cassava Limited) presented their outputs, including the potential benefits and risks various chain actors are likely to face in execution of the proposed businesses. The group from Masaka was commended for having done a thorough analysis. Other groups were asked to further review issues related to:

- Employment: clarify what kind of employment terms would be offered to the factory workers and assess how these would affect male and female employees



- Further explore how the nature of work in the factory is likely to affect the health and wellbeing of the male and female employees
- Safety issues at the business place: this was especially pertinent to silage entrepreneurs given the fact that some farmers had experienced injuries during silage processing.

### **Session 3: The “Power Walk”**

With guidance from Dr. Netsayi Mudege, all participants were involved in the “Power Walk” skit. The aim of the skit was to sensitize participants on how gender dynamics affect various people in the society. The skit emphasized that even where the starting point is the same, some members of the society progress at different paces: some progress very fast, some may stagnate while others are negatively affected. Participants were greatly astonished at how the “Power walk” skit clearly demonstrates the gender-based disparities in society and their implications, especially on the marginalized groups. The tool was considered simple, usable and easy to understand.



Power-Walk-.pdf

### **Session 4: Levelling Understanding of Gender Concepts – Dr. N. Mudege & S. Mayanja**

The facilitator introduced the session with real life examples on gender concepts. She noted that gender is the social definition of man and woman and emphasized that gender does not focus on female alone and neither is about woman or man but about their identities. She also noted that gender dynamics can be affected by culture but can also change overtime, since some cultural practices are not static. Activities done by men or women should not be based on their sex but rather on abilities. Sometimes there are formal and informal gender rules where dos and don'ts are applied on men or women and yet there are not laws.

She further noted that there are biological differences between men and women which cannot be used to define roles between the two. With the exception of differences in the reproductive organs, there should not be differences between male and females as perceived in society. For example, the rule “men should not cook” needs to be scrutinized and not simply taken as it is since this is what society suggests. When examining gender, there is need to understand who has access to resources, e.g. information. For instance, “...without access to information, there is no update of knowledge and as such the community will not have access to technologies in place”.

It was noted that the difference in occupations of males and females is what society grooms people to become, and has a great bearing on how roles, responsibilities and resources are distributed in agricultural production.



Introduction to Gender Concepts.pptx



## **Session 5: Key Findings from the Sweetpotato Gender Study - Dr. N. Mudege**

The facilitator gave an introduction of the sweetpotato situational analysis baseline study that was conducted in Nyendo-Senyagge and Buwunga sub-counties in Masaka district and in Butansi and Bugulumbya sub-counties in Kamuli district. The purpose of the study was to understand the determinants of adoption of postharvest technologies as well as the ability of men and women farmers and entrepreneurs to participate and benefit from markets. A total of 57 farmers (26M, 31F) and 16 potential silage entrepreneurs (9M, 7F) participated in the study. A special session was also conducted with a youth group in Kampala that is pioneering silage production and marketing. A total of 13 members (8M, 5F) were interfaced with. A social relations approach was used in the study and two tools including the 'Comparison of the five dimensions of men and women's economic empowerment' and the 'Gender Based Constraints Analysis Tools' were used to understand how societal and institutional forces affect existing power inequalities and the ability of men and women to adopt technologies. The study was done in single sex Focus Group Discussions (FGDs).

Findings revealed that with regards to sweetpotato production, land preparation, ridging and flour making activities were equally done by men and women while planting, sourcing vines, harvesting for home consumption and marketing was done by women. Spraying was majorly a man's role and women sometimes participated in marketing when high volumes were produced.

With regards to silage production, findings revealed that men were mostly involved in chopping the vines (with the chopper) and ensiling, while women were responsible for sourcing and transporting the vines to the ensiling point.

For piggery management, allocation of space for the pigsty and, constructing the pig shelter were unanimously recognized as men's roles in all the study areas. Transporting pigs was also a male activity except in Buwunga. Women played an active role in identifying good breeds, cleaning the pigsty and treating the pigs (especially deworming). Whenever vines had to be manually chopped, women played an active role. Findings also revealed that women would at times participate in marketing. In relation to control of resources, the facilitator shared that men in Masaka dominated the control of income usage in their households though women were at times consulted.

In contrast, the youth group revealed that women hardly participated in production and sourcing of vines as well as chopping, but were active in the ensiling process while financial management was completely in their realm.

Finding further revealed that the farmers from Kamuli were already feeding silage to their animals while entrepreneurs had commenced on production of silage for sale. In Masaka, pilot farmers had adopted the technology but were only producing small amounts for feeding their animals.

The facilitator discussed the major constraints identified during the study and these included lack of quality breeds, limited access to feeds and markets for both sweetpotato roots and pigs as well for silage when production is commercialized. Mitigations suggested included customized packaging and branding of silage to suit the various farmer needs as well as sensitizing farmers about the benefits of silage so as to expand the market. Farmers suggested procurement of more choppers using funds from their SACCOs as a way of addressing drudgery associated with ensiling and limited number of choppers currently available.



Gender Presentation  
sweetpotato.pptm

### **Session 6: Key Findings from the Cassava Gender Study – S. Mayanja**

The facilitator presented the findings and explained that the study had similar objectives and methodology as the sweetpotato one. It was conducted in Rwibaale sub-county and Kichwamba sub-county in Kyenjojo and Kabarole districts respectively. A total of 71 farmers (39 F, 32 M) and one male entrepreneur participated in the study. However, participants in Kichwamba were only subjected to the Gender Based Constraints Analysis tool due to time constraints.

Findings revealed that men and women were equally involved in land preparation and gap filling. Men were primarily responsible for sourcing cuttings of good quality because of their ability to be mobile, digging holes for planting and also for marketing. Women, on the other hand, were responsible for ridging and planting, weeding, harvesting as well as for all postharvest activities including peeling, drying and pounding/milling cassava flour. Men however shared that they were heavily involved in supervision of harvesting of cassava destined for the market.

Major constraints identified included limited access to farming equipment, quality cuttings and market as well as shortage of funds to invest in commercial cassava production. Other challenges that were mentioned included weather changes, high transport costs and drudgery in pounding cassava.

Findings from the interview with the entrepreneur revealed that he is assured of root supply and will also use own skilled harvesters to minimize damages and postharvest losses. He further revealed that he plans to dry or sell fresh roots that do not meet standards for processing in a bid to curb losses. With regards to operations, his factory will employ both male and female employees while sales are targeted to end users in distant markets. Some of the challenges he foresaw include:

- The current quality of fresh cassava roots may not meet processing standards hence the need to train farmers in good agricultural practices (GAP)
- There is a need to install a wax heating method that will be able to maintain a consistent temperature through the processing period

Proposed solutions included strengthening group saving and credit groups for improved access to financial resources, linkages to quality and clean sources of seed/cassava cuttings and collective marketing. Other solutions proposed were linkages to credit providers, joint planning at household level, sensitization of farmers on environmental protection (e.g. planting trees), advocacy for better roads and improved access to grinding mills.

In relation to the proposed group processing plant, farmers anticipated challenges such as:

1. High volumes of rejects especially at the beginning.
2. Roots affected by pests and diseases may not be easily ascertained at processing and when processed will affect the image of the business once sold.
3. Failure to get the desired price and markets for processed cassava.



Findings also revealed that men spent a sizeable proportion of earnings from cassava on leisure. This caused friction in many homes and was a major cause of domestic violence – as affirmed by female participants from Rwibaale.

#### Comments:

One of the participants shared that they have started the pruning of cassava because they have realized its importance. She further elaborated that pruned cassava is really nice, sweet and tasty. Group members have also taught their children how to prune and the practice is now quite common. They have also started to plant their cassava on ridges. She however advocated for the need to sensitize men to engage in ridging because it is very tiresome. Finally, she requested additional training on other cassava postharvest technologies.



Findings from the  
cassava gender study.

### ***Session 7: Proposed Sweetpotato Gender Strategy – Dr. N. Mudege***

The proposed sweetpotato gender strategy was crafted to fit within the broader RTB Gender strategy and aligned along two guiding principles: “Gender responsiveness” and “Gender transformation”. The strategy was structured to address gender based constraints in production and marketing of sweetpotato roots, pigs and silage as highlighted in Section 5 above. The proposed strategy thus aimed at promoting activities that would allow for inclusiveness. As such, both gender responsive and gender transformative approaches were proposed for each area of action and presented to the workshop participants for their review and validation.

In a nutshell the proposed strategy underscored the need to support both male and female pilot farmers and entrepreneurs in the following:

#### Gender responsive

- Promote recruitment, training, participation of women farmers in training on pig rearing
- Develop gender sensitive farmer selection and recruitment protocols and share them with extension officers, lead farmers and other local partners involved in farmer selection and recruitment for training
- Targeting women for training on silage production
- Confer with the women to agree on best time to hold training
- Phase training to ensure women’s participation
- Train male and female farmers on business skills including marketing and profit calculation (e.g., gross margin analysis)
- Work with and encourage female sweetpotato farmer groups/silage groups and target them with market training
- Train men and women on rapid market assessment and develop gender responsive marketing strategies.



### Gender transformative

- Integrate gender modules in training initiatives
- Encourage women and youth to venture into pig production
- Encourage women to start silage making business
- Involve women in research for development
- Participatory planning with groups involving women
- Develop gender modules on household cooperation and decision making and incorporate them into farmer marketing training events
- Train women on marketing skills and negotiation
- Link male and female farmers to private buyers.



sweetpotato  
strategy.pptx

### **Session 8: Proposed Cassava Gender Strategy – S. Mayanja**

The proposed cassava gender strategy was crafted under the same principles and structure as the sweetpotato strategy. Elements of the proposed strategy are given below:

### Gender responsive

- Develop and use gender sensitive farmer selection and recruitment protocols
- Promote the participation of male and female farmers in seed multiplication training offered by extension officers and project partners
- Support collective purchase of inputs in farmers groups, involving both men and women
- Train male and female farmers on labor saving technologies to reduce drudgery in production activities
- Link farmer groups to technology development experts
- Train male and female farmers in GAP (e.g., in planting, ridging pruning, harvesting)
- Employ adult learning methods in training curricula (hands-on practicals, less theory, use of IEC materials)
- Cost sharing for faster adoption (cash & in-kind)
- Strengthen linkages with similar minded organizations operating in the area, e.g., JESE.

### Gender transformative

- Purposively selected female farmers to host mother gardens





- Train female host farmers and support them with IEC materials for sensitizing other farmers
- Train female host farmers in business planning and financial management
- Integrate gender modules in training initiatives
- Link female and male farmers to appropriate financial services to enable them to timely access equipment and inputs
- Support establishment of agro-input kiosks that are located within the production area
- Consult female farmers on appropriate times for training to ensure they participate
- Use both male and female trainers
- Organize learning visits (e.g. farmers from Kichwamba could go for a learning visit in Rwibare) and encourage youth to participate in such activities
- Source, develop and provide IECs with simplified instruction on good practices, e.g., tree nursery bed establishment, planting trees, mulching, etc.



Gender strategy  
cassava.pptm

Following the two presentations, participants were requested to review, validate and make proposals on how the strategies can be integrated in their existing workplans for successful implementation.

## Day Four

### ***Session 1: Presentation of Reviewed and Validated Gender Strategies***

#### ***Review of the sweetpotato gender strategy – Grace Babirye.***

The presenter commenced by noting that most of the proposed strategies were very relevant and the team had already commenced on implementing a few of them given the previous training and sensitization sessions received from CIP. The challenge however lay in the short time remaining for project implementation and the team had noted that while some of the strategies were good, they would not be feasible – unless an extension was granted.

#### ***Review of the cassava gender strategy – Simon Peter Waigumba.***

Similarly, the cassava team also appreciated the proposed strategy and noted that while some proposed activities are feasible, some may be out of the realm of the project period. The validated strategies are available in Section V.

### ***Session 2: M&E - Presentation of Gender Indicators***

Two gender specific indicators were outlined in the presentation, and the baseline value obtained from the quantitative study shared. The presenter further noted that while the



construct of the gender indicators was under review to make them more 'usable', the current baseline values obtained indicate that over 60% of the male and female respondents sell their sweetpotato and cassava roots to the local market (indicator 1) though very few respondents sold sweetpotato roots. With regards to the ability to make decisions on income obtained from the two crops, 79% and 86% of female sweetpotato and cassava respondents, respectively, indicated that they had the ability to do so.



ME.pptm

The presenter requested for reactions on whether the results depicted the picture on the ground. A female cassava farmer was of the view that the results may not be very representative of what was happening in Rwibaale. After discussions in plenary, it was agreed that a closer look is taken at the results before a decision is made to review and lower the target. Sweetpotato participants noted that the baseline value for silage should be zero since at the time of the study there were no appreciable volumes that had been sold.

### **Session 3: Tools for Tracking Change: Dr. N. Mudege**

The Gender Research Coordinator suggested tools for tracking change in gender related aspects.

1. The events' registration form: She noted that some of the information was already being collected, e.g., in registration for meetings, and asked for suggestions on how best this could be utilized. Participant inquired about how often the information would be collected and who would be responsible for doing so.

2. Data collection on management committee meetings. This form collects information on who is attending, date, contact details, topic discussed, how many men and women, positions, location, number of attendance, etc.

3. Product to market monitoring form: would capture information about the roles of women in different stages of the value chain (which could be a higher node). It would for example gather information on number of women working at the processing factory, wages earned, number of women group members, number of association members selling to an identified buyer with better price among others.

The presenter suggested that the above information would be captured for group and non-group members during the end line survey however; participants agreed that a check list would be drawn and administered with some facilitation to pick that data.

### **Session 4: Presentation from Tweekembe Youth Group Representative**

The Group representative gave a brief background about the group and what they specifically do which includes commercial silage and hay production, poultry, tree planting among the others.

He further elaborated the process of silage making using graphics which was appreciated by the participants. The group was highly commended for being innovative more so given the current trend where youth are reluctant to engage in agricultural related activities.

### **Session 5: Concluding Remarks**

A vote of thanks was given by Pastor Twinomujuni Stephen, the silage entrepreneur from



Kamuli. He commended the facilitators for ensuring that everyone was brought on board during the workshop – especially through the use of local language and practical exercises. He further encouraged the participants to finalize their business plans as this would show that they had mastered the skill, apart from guiding their future enterprises. The workshop facilitator gave concluding remarks and thanked the participants for their cooperation and time. She requested the participants to fill out and submit the evaluation forms and wished all participants journey mercies back home. The report would be sent to them either in soft and hard copies as they prefer.

## V. Working Group Outputs

### **Group output 1: Draft Business Plans**

Below are the draft business plans that were produced by the participants. Some plans are more advanced than others. The general consensus is that the participants grasped the basic skills of drafting gender responsive business plans.

#### Cassava business plans



Cassava\_Waxing\_Pilot\_Facility\_Business\_Plan.docx



Cassava\_Waxing\_Pilot\_Facility\_Business\_Plan.docx

#### Sweetpotato business plans



Business plan for Masaka silage product.docx



Masaka silage cash flow.xlsx

### **Group output 2: Risk-Benefit Analysis**

Though the initial exercise was quite challenging to most participants, they finally were able to comprehend how to use the tool as exemplified by the Masaka silage team that did an excellent job.



Masaka silage risk benefit analysis.docx

### **Group output 3: Validated Gender Strategies**

#### Validated Sweetpotato gender strategy

Observations and recommendations:

- Partner Organizations like MADDO, CHAIN and VEDCO shall be called upon to



sensitize the farmers especially on issues related to disease, pesticides and fertilizers

- Encourage income generating groups to form SACCOS for resource mobilization
- Farmers need to be trained to construct pig houses so as to improve management and ease the burden on women
- Farmers will be encouraged to make silage at group level.



Gender sweetpotato  
strategy 2.doc

### Validated cassava gender strategy

Observations and recommendations:

- Mechanization at postharvest level to reduce drudgery for women especially with regards to washing, drying and milling
- Partner organizations to support the farmer model in identifying markets and ensuring that female group members access and benefit from them
- Institute the weight based system for sale of processed cassava



PROPOSED  
CASSAVA STRATEGY



# ANNEXES

## Annex 1. Workshop Program

### Day 1

Time	Activities and presentations	RESPONSIBLE
<b>Session 1- Activity 1: Introductions: Introduction and Expectations of the Workshop</b>		Trainers
8:00 -8:20	Registration	Trainers
8:20 8:30	Welcome Address Diego Naziri	Trainers
8:308:40	Housekeeping	Trainers
8:40-8:50	Participants Introduce each other	Trainers
850:-9:00	Workshop objectives (Sarah)	Trainers
9:00-10:30	Introduction to Engendered Business Planning	Trainers
10.30 – 11.00	Tea Break	Trainers
11:12.00	Narrative Section I of the Business Plan	Trainers
12:00 -1.00	Narrative Section II of the Business Plan (Risk Benefit Analysis: engendering the business plan)	Trainers
1.00 – 2.00	LUNCH	Trainers
14:00-15:30	Populating the business plan	Trainees
15.30 – 16.00	TEA BREAK	Hotel
15.30 – 16.30	Finalize populating the business plan	Trainees
16.30 – 17.00	Presentation of business plans in plenary session	Trainees

### Day 2

Time	Activities and presentations	
8:00-8:15	Recap day 1	Trainers
8:15 – 10.30	Investment Analysis I: with practical exercises	Trainers
10:00-10:30	TEA BREAK	Hotel
10:30-12.00	Investment Analysis II	Trainers
12:00-13:00	Populating business plans (Investment analysis)	Trainees
13:00-1400	LUNCH	Hotel
14:00-15.30	Populating business plans (Investment analysis)	Trainees
15:30-1600	TEA BREAK	Trainers
16:00-16.30	Presentation in plenary	Trainees
16.30 – 16.45	Experience sharing in business planning	IIRR
16.45 – 17.30	Finalizing business plans	Trainees



### Day 3

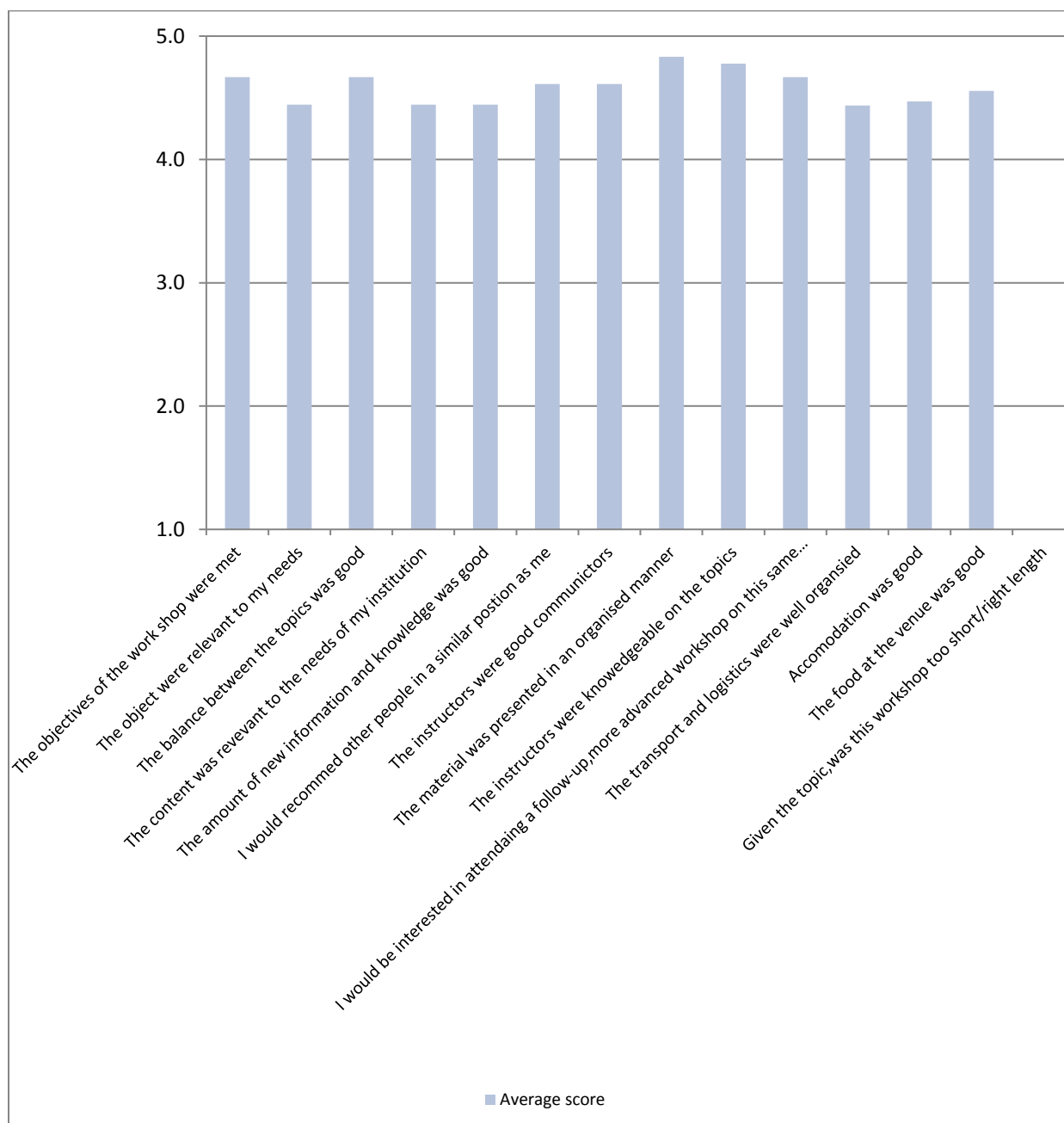
Time	Activities and presentations	
<b>8:00-8:15</b>	Recap of Risk Benefit Analysis	Trainers
<b>8:15 – 10.30</b>	Group work and presentations – Risk Benefit Analysis	Trainees
<b>10:00-10:30</b>	TEA BREAK	Hotel
10:30- 11.00	Gender skit – power walk	Trainers
11.00 – 11.30	Gender mainstreaming in RTB PH research	Trainees
11.30 – 12.15	Study findings: sweetpotato	Trainers
12.15 – 13.00	Study findings: Cassava	Trainers
13.00 – 14.00	LUNCH	Hotel
<b>14:00 - 14.45</b>	Proposed sweetpotato gender strategy	Trainers
<b>14.45 – 15.30</b>	Proposed cassava gender strategy	Trainers
15.30 – 16.00	TEA BREAK	Hotel
<b>16.00 – 17.30</b>	Group work: review and validation of gender strategies	Trainees

### Day 4

Time	Activities and presentations	
<b>8:00 - 8:15</b>	Recap of Day 3	Trainers
<b>8:15 – 9.30</b>	Presentations: validated gender strategies	Trainees
9.30 – 10.00	M&E – gender indicators	Trainees
10.00 – 10.30	M&E – Proposed monitoring forms	Trainees
<b>10:00-10:30</b>	TEA BREAK	Hotel
10:30- 11.00	Plenary discussions – M&E	Trainers
11.00 – 11.30	Presentation: Twekambe Youth Group	Trainees
11.30 – 12.15	Next steps and way forward	
12.15 – 12.45	Workshop closure and evaluation	Trainers
12.45 – 14.00	LUNCH and departure	Hotel



## Annex 2. Workshop Evaluation



### Legend:

5 = Strongly agree

4 = Agree

3 = Neither agree nor disagree

2 = Disagree

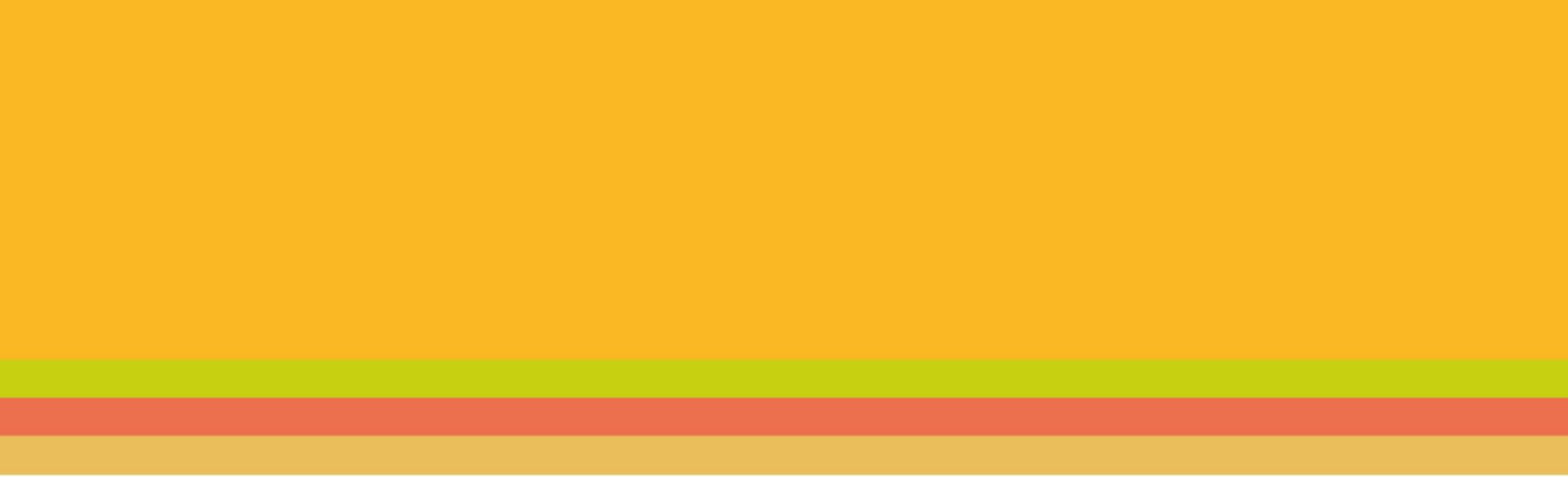
1 = Strongly disagree



### Annex 3. List of participants

GENDER TRAINING WORKSHOP							
EUREKA PLACE HOTEL, 10 - 14 MAY, 2016							
	First Name	Title	Institution	Address	Office Telephone	Mobile	Email
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