TRAINING CURRICULUM

 ENTREPRENEURSHIP SKILLS TRAINING

FOR POTATO ASSOCIATIONS

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

**September 2015**



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1. **INTRODUCTION**

This training curriculum was developed following a participatory Entrepreneurship Skills needs assessment conducted to determine gaps in skillsets and organizational capacities required by four Potato Associations in Eastern Uganda to start and engage in professional potato business. The curriculum is structured in chronological order defined by the need and priority identified during the assessment in a way that 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.

1. **COURSE MODULES**

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|  |  | TRAINING PRIORITIES |
| **COURSE CODE** | **COURSE MODULES** | **MIFA** | **KACOFA** | **WASWAPA** | **MPODA** |
| LG | Leadership & Governance | 1 | 1 | 1 | 1 |
| EA | Enterprise Analysis | 2 | 2 | 2 | 2 |
| BP | Business Planning | 3 | 3 | 3 | 3 |
| ERM | Record Keeping & Store Management | 4 | 4 | 4 | 4 |
| MM | Markets and Marketing  | 5 | 5 | 5 | 5 |
| RM | Savings & Resource Mobilization | 6 | 6 | 6 | 6 |
| BFL | Basic Financial Literacy | 7 | 7 | 7 | 7 |

1. **COURSE DETAILS**

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| **1. LEADERSHIP & GOVERNANCE (LG)**Term [1 day per Association], 5th to 9th October 2015 |
| OBJECTIVES | By the end of this course, participants are expected to know the basic administrative and functional structure of business Associations |
| ACTIONS | Associations members are expected to agree on a governance structure of choice and elect administrative and functional leaders democratically |
| OUTPUT | Basic functional committees elected and know their roles and responsibilities |
| **SESSIONS** |
| 1 | Leadership & characteristics of good leaders |
| 2 | Role of good leadership in business |
| 3 | Governance & the 8 Characteristics of good governance |
| 4 | Role of good governance in business |
| 5 | Governance structures for associations |
| 6 | Functional structures, roles & responsibilities |

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| **2. ENTERPRISE ANALYSIS**Term[1.5 days per Association], 23rd November to 5th December 2015 |
| OBJECTIVES | By the end of this course, participants are expected to analyze and select sustainable profitable enterprises |
| ACTIONS | Association members are expected to conduct cost-benefit analysis of different enterprises based on profitability and intervening factors |
| OUTPUT | Select viable enterprise & product |
| **SESSIONS** |
| 1 | Qualities of an entrepreneur (Commercial farmer) |
| 2 | The 4 basic business functions |
| 3 | Acreage determination |
| 4 | Yield and yield potential |
| 5 | Productivity of ware potatoes |
| 6 | Cost of production computation [Traditional Vs Improved] |
| 7 | Using unit cost of production for production planning & determining minimum selling price |
| 8 | The 3 considerations for increasing profitability |
| **3. BUSINESS PLANNING**Term [1.5 days per Association], 23rd November to 5th December 2015 |
| OBJECTIVES | By the end of this course, participants are expected to set business goals and develop business plans |
| ACTIONS | Association members are expected to develop individual production projections and a consolidated business plan for each of the 4 Associations. |
| OUTPUT | Individual and Association business plans with clear projections |
| **SESSIONS** |
| 1 | Setting business targets (Goal & Strategy) |
| 2 | Production cycle planning & activity calendar |
| 3 | Costing & Budgeting |
| 4 | Monitoring Plan |
| 5 | Marketing Plan |
| 6 | Projected Income Statement (PIS) |
| 7 | Profit utilization |
| **4. RECORDS & STORE MANAGEMENT**Term [3 days per Association], 7th to 19th December 2015 |
| OBJECTIVES | By the end of this course, participants are expected to understand the basic Association records & effective store operations management  |
| ACTIONS | Associations will develop operational plans using the provided guideline and open business records  |
| OUTPUT | Store operational plans & Business records |
| **SESSIONS** |
| 1 | Basic store management principles  |
| 2 | Managing Inventory Entry & Basic records [Date, Source, Qty, Qlty, Price] |
| 3 | Managing In-Store movement of potatoes [Partitioning, Coding, First in-first out] |
| 4 | Managing Inventory Exit & Basic records [Date, Destination, Qty, Qlty, Price] |
| 5 | Managing Store security  |
| 6 | Process Management-Role of Store Manager, Quality Control team & Marketing team  |
| 7 | Quality in-store management to minimize loss |
| 8 | Stock Counting & replenishment planning for optimal use |
| 9 | Developing Store Management plans |
| 10 | Business records [Production, Sales, Receipt, Assets, cashbook, cash-flow ,income statement] |
| **5. MARKETS & MARKETING**Term [5 days per Association, with 2 days practical market survey & data processing], 8th to 19th February 2016 |
| OBJECTIVES | By the end of this module participants will have understood what marketing is, how to conduct market research, demand & supply forces, customer analysis & customer feedback mechanism, strategies, segmentation, product differentiation & marketing information |
| ACTIONS | Associations will conduct a market survey & identify and profile potential customers |
| OUTPUT | Marketing strategy & customer database |
| **SESSIONS** |
| 1 | What is marketing |
| 2 | Marketing Strategies-**The 4Ps** [Product, Price, Promotion, Place] |
| 3 | Market Intelligence & Market Information |
| 4 | What is Participatory market research and why is it important? |
| 5 | Conducting Participatory market research-**The 4As** [Availability, Affordability, Acceptability, Accessibility] |
| 6 | Market chain, demand & supply  |
| 7 | Customer Analysis-**The 2Cs** [Consumer & Competition] |
| 8 | Customer feedback analysis |
| 9 | Market segmentation & Product differentiation |
| 10 | Practical: Conducting market survey |
| **6. SAVINGS & RESOURCE MOBILISATION**Term [2 days per Association], 14th to 19th March 2016 |
| OBJECTIVES | To promote internal saving and access to external credit to finance potato enterprise |
| ACTIONS | Associations will agree on internal and external sources of finances for supporting their enterprise |
| OUTPUT | Resource mobilization strategy/plan |
| **SESSIONS** |
| 1 | What is saving |
| 2 | Internal Savings-the best source of capital for starting a business |
| 3 | Borrowing for business expansion |
| 4 | Sources of credit and requirements [Individual money lenders, VSLAs, SACCOs, MFIs, Commercial banks] |
| 5 | Starting and operating shares in Associations-Guiding principles |
| **7. BASIC FINANCIAL LITERACY** Term [3 days per Association], 11th to 22nd April 2016 |
| OBJECTIVES | By the end of this module participants will learn the benefits of personal money management as well as transfer of skills for behavior change. |
| ACTIONS | Association members will analyze their income sources and expenditures and make spending decisions |
| OUTPUT | Personal financial budgets and spending plans |
| **SESSIONS** |
| 1 | What is financial literacy? |
| 2 | Setting financial goals |
| 3 | Examining personal money management |
| 4 | Importance of budgeting in financial literacy |
| 5 | Making budgets (for literate & illiterate) |
| 6 | Making spending decisions & staying with your budgets |
| 7 | Keeping records to manage your money |
| 8 | My money and someone’s money: managing the difference |
| 9 | Good loans/Bad loans and cost of borrowing |
| 10 | Dangers of defaulting on loans & identifying predator lenders |