



## Workshop report: EU-RTB Project Partners' Meeting-cum-Training Event

Expanding utilization of RTB crops and reducing  
their postharvest losses



December 2014

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





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## List of abbreviations and acronyms

CGIAR	Consortium of International Agricultural Research Centers
CIAT	International Centre for Tropical Agriculture
CIP	International Potato Center
IITA	International Institute for Tropical Agriculture
ILRI	International Livestock Research Institute
KCCA	Kampala City Council Authority
M&E	Monitoring and Evaluation
NARO	National Agriculture Research Organisation
NGOs	Non-Government Organisations
PMCA	Participatory Market Chain Approach
PI	Principle Investigator
PH	Postharvest
PPD	Postharvest Physiological Deterioration
R4D	Research for Development
R&D	Research and Development
RTB	Roots, Tubers and Bananas
RTB-CRP	CGIAR Research Program on Roots, Tubers and Bananas
ToC	Theory of Change
UGX	Ugandan Shillings
UNBS	Uganda National Bureau of Standards



## Executive Summary

The *'Expanding utilization of Root, Tuber and Banana crops (RTB) and reducing their postharvest losses'* is a three year project (2014-2016) whose goal is to contribute to improved food security for RTB-producing communities in East Africa. The project intends to address postharvest management of four different crops namely potato, sweet potato, banana and cassava. Since project inception in March 2014, various CG centers including International Potato Center (CIP), International Institute for Tropical Agriculture (IITA), Bioversity International, International Centre for Tropical Agriculture (CIAT) and International Livestock Research Institute (ILRI) and non-CG partners i.e. CIRAD, National Agriculture Research Organisation (NARO), Makerere University, Non-Government Organisations (NGOs), private sector have established multi-agency research teams which conducted scoping activities and prepared business cases for funding. Out of these, four cases were selected for funding. The four research teams will conduct on ground testing of innovations for improved postharvest/value chain with evidence of relevance for other countries in East Africa.

In order to support the teams to kick-start activity implementation, a 3-day meeting-cum-training event took place at Eureka Hotel, Ntinda, Kampala from 1<sup>st</sup> to 3<sup>rd</sup> December 2014. Facilitators used visual presentations, group assignments and plenary discussions to stimulate interaction and learning among participants. A total of 60 participants attended the workshop.

During the workshop, participants drafted their gender action plans, contributed to develop the project's monitoring and evaluation (M&E) system and finalized their work plans. The training sessions increased their level of awareness on the PMCA, gender mainstreaming in research activities as well as M&E. The event also improved networking and learning across the research teams.

In order to commence their planned activities in January 2015, the teams agreed on timelines for delivery of final work plans and budgets. Participants appreciated the preparatory activities and expressed their willingness to work towards the success of the project.



## I. Workshop Background

The *'Expanding utilization of root, tuber and banana crops (RTB) and reducing their postharvest losses'* is a three year project (2014-2016) funded by the EC/IFAD. The project's goal is to contribute to improved food security for RTB-producing communities in East Africa, including producers and other stakeholders along the value chain. The specific objective is to improve food availability and income generation through better postharvest management and expanded use of RTB, based on: (1) postharvest and processing technologies; (2) value chain development; and (3) capacity development.

In particular the project will test and validate technical, commercial and institutional innovations for:

- ✓ Decreased RTB postharvest losses;
- ✓ Increased shelf life of fresh RTB;
- ✓ Improved processing of RTB;
- ✓ Increased income from RTB and their products, including livestock for rural producers;
- ✓ More equitable distribution of benefits between men and women in the communities.

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In order to support the teams to kick-start activity implementation, a 3-day meeting-cum-training event was organised and took place at Eureka Hotel, Ntinda, Kampala from 1<sup>st</sup> to 3<sup>rd</sup> December 2014. A total of 60 participants attended (see Annex 2).

## II. Workshop Objectives and Outputs

The objectives of the workshop were to:

1. Present the project future research activities and the expected outputs to a wider audience.
2. Enhance cohesion and explore potential synergies and collaborations amongst teams as well as with activities implemented by other relevant Research and Development (R&D) agencies, donors and private sector players.
3. Increase understanding of the Participatory Market Chain Approach (PMCA) adopted by the project.
4. Support teams to mainstream gender in research activities.
5. Introduce the project's M&E framework and design M&E plan and reporting system.
6. Offer a platform for the revision and operationalization of work plans.

The expected outputs from this workshop were:



1. Participants' awareness of the postharvest innovations to be tested and validated by the different research teams increased.
2. Motivation and cohesion of present partners enhanced and lessons shared among different teams
3. Possible interest of additional private sector actors, R&D organizations and donors to step in and contribute explored.
4. Awareness of PMCA methodology and capacity to use relevant PMCA tools during project implementation increased.
5. Capacity of research teams to mainstream gender in research activity strengthened.
6. Full M&E and reporting system drafted.
7. Awareness of Team's Principal Investigators (PIs) and representatives of organizations of project outputs and M&E framework and requirements increased.
8. Work plans revised and refined.

### III. Workshop Methodology

Facilitators used a series of methods to stimulate interaction and learning among participants and ensure that they appreciated the principles of PMCA methodology, importance of gender mainstreaming as well as M&E and reporting in RTB projects.

*Presentations:* in the plenary sessions, an overview of the project was given by the Project Leader followed by representatives of the four research teams presenting the business cases for their research. Facilitators made visual presentations to provide insights on the PMCA methodology, gender mainstreaming in research activities, M&E and reporting in line with RTB projects.

*Poster session:* representatives of the research teams had the possibility to further interact with the participants in a purposely organized session where the posters presenting their business cases were exposed.

*Group assignments:* the research teams worked in groups to apply gender analysis tools, develop gender action plans and contribute to design the M&E framework using the knowledge gained during the plenary sessions. Time was also allocated to allow them to discuss and refine their operational plans for conducting research.

*Q&A sessions:* a number of Q&A sessions were held to receive valuable inputs from participants and provide additional clarifications.

### IV Workshop Sessions

#### DAY 1

#### *Session 1: Workshop opening by the Project Leader*

The Project Leader, Dr. Diego Naziri, welcomed participants, presented the scope of the project and emphasized the need to work together for addressing postharvest losses of RTB crops. He introduced the participants to the objectives of the workshop as presented in section II above.



He further informed participants that representatives of the private sector were invited to provide valuable input to the project.

### **Session 2: Remarks by the deputy Project Leader**

The project's deputy Project Leader, Sarah Mayanja, introduced the members of the four research teams. She presented the workshop agenda (Annex 1) and informed participants about the presentations of the business cases by representatives of the research teams. She also gave an outline of the proposed training activities and presented the expected outputs of the project workshop as given in section II.

### **Session 3: Brief overview of the project**

The Project Leader introduced participants to the RTB Program (RTB-CRP), presented the challenges for RTB crops at postharvest stage as well as the program's partners and their expertise. RTB-CRP is a joint initiative of four CGIAR centers and partners to increase the ability to advance research, share knowledge as well as enhance uptake to increase research for development (R4D) impacts. He noted that RTB crops have bulky, perishable and physiological characteristics which limit their shelf-life. However, there is considerable scope for repositioning RTBs as added value cash crops through expanding processing and sales of preferred varieties for emerging urban markets. This requires addressing issues of storage, transportability, and gaining market share as well as extending shelf life and reducing PH losses. Build capacity in this area can be a critical driver of development. He then gave an overview of the project that will be fully implemented in Uganda because the country has the ideal context to develop and test innovations in PH management that can later be adapted to other East African countries. Finally, he summarized the key steps that the project has so far undertaken in preparation of the actual research activities that are expected to start in early 2015.



### **Session 4: Presentation of business cases**

Representatives of the research teams presented an overview of the business cases highlighting the team composition, development problems, existing opportunities, approaches, expected outputs, feasibility and the demand for the proposed innovation.

#### **a) Potato: Postharvest innovations for better access to specialized ware potato markets**

The development problem was identified to be low farm-gate prices, often affected by high seasonal volatility, as well as limited market access and development. However, there is potential to allow small-scale farmers to fetch higher and more stable prices by introducing and promoting locally-adaptable storage facilities, exploiting variety maturity and dormancy for prolonging cropping and storing periods in order to extend the marketing window of ware potato. This also requires strengthening business skills of the key market chain actors for collective marketing and targeting of specialized markets. The research team intends to implement the research activities in Kapchorwa, Mbale and Kampala districts.





## Q&A session

### Questions

1. You talked of kilograms at farm gate but farmers sell in heaps, how will this opportunity be exploited?
2. What strategies are planned to counteract weather vagaries like drought?

### Answers

1. Farmers sell in bags, so standardizing the sales is still a challenge. For example in Mbale during the peak season farmers sell by weight at UGX 200/kg. Results from the scoping study indicated that foreign buyers prefer to buy potato by weight, so there is need to support the traders to meet that demand.
2. The project intends to introduce an early maturity potato variety.

### Comments

The risks involved in crop production and their price fluctuations discourage banks from providing loans to farmers. The planned strategies for addressing crop price fluctuations were thus appreciated by one representative of the finance sector, and would enable closer collaboration with farmers.

### **b) Banana: Reducing post-harvest losses and promoting product differentiation in the cooking banana value chain**

While banana is a major source of food and income, its value chain is characterized by high PH losses. Results of the scoping study revealed that about 40% of the bananas marketed is produced from farms located far from markets hence increasing handling losses. There is potential to increase profitability for actors in the cooking banana value chain by reducing PH losses, evening-out market supplies and promoting product differentiation. The research team intends to work with key market chain actors in Isingiro and Rakai districts.



5. Cooking banana ppt-EK.ppt

## Q&A session

### Questions

1. Is it economical for the farmers to sell banana by a weight-based pricing system?
2. Has the shelf-life for the variety *Kibuzi* been validated?
3. The innovation concerned with staggered planting sounds theoretical, so the team needs to think about micro-irrigation.
4. Most farmers harvest banana at different stages of maturity. How does the team take care of the variation? Furthermore, the issue of climate change is likely to affect the maturity and prolong the shelf life. The fertilizer applied has an effect on the maturity period and there are different fertilizer rates. Is the team aware of these variations?

### Answers

1. Buyers are willing to pay and embrace the weight-based pricing system.
2. The team will validate the shelf life of different varieties including *Kibuzi* which is the main variety that is exported. *Kibuzi* also matures faster than other cooking banana varieties.
3. The agronomist will consider technology for micro-irrigation although this is not the main focus of the project.



4. The team is aware of these variations and took them into account when selecting the target area.

#### **Comment**

1. For reducing postharvest losses by promoting product differentiation the team needs to look at other drivers other than convenience because of the cultural significance banana holds.

#### **c) Sweet potato: Improving the utilization of sweetpotato and other root and tuber crops residues for pig feeds in Uganda**

Smallholder pig farmers identified feeding as one of the most important constraint in production due to the seasonality and poor quality of feeds coupled with limited knowledge of supplementation strategies. Feed represents 62-70% of the variable costs in smallholder pig farms and commercial concentrates are the most expensive ingredients. Therefore, as a coping strategy, farmers extensively use crop residues, grasses, weeds, kitchen leftovers. Sweet-potato vines were identified as the most commonly used fodder in 35 out of 36 villages in Central Uganda. Gender roles in pig production are clearly defined and women are in charge of feeding the animals. Simple silage making and proper supplementation is an easy and affordable option for the conservation and use of SP roots and vines; but this technology is not known by most pig producers. This project proposes to improve utilization of sweet potato vines, roots and peels to address feeding constraints in pig production systems for better livelihoods of the farmers. Masaka and Kamuli districts are proposed as target areas for the intervention.

#### **Q&A session**



6. RTB meeting 1st  
December 2014\_ed D

#### **Questions**

1. What is the state of the animal feed industry and how can the project relate with it?
2. Does the team know the rate of adoption of silage technology?
3. Are there sustainable strategies for farmers who engage in both piggery and sweet potato production?
4. Do you have information regarding the competition between sweet potato grown for human consumption and for feed?
5. How will the project deal with piggery management related issues like diseases?
6. How will the project to deal with women involvement and their economic benefits?
7. Are there existing models or they will be developed during the course of the project?

#### **Answers**

1. The industry is yet to be fully developed and small scale farmers have to supplement with locally available feeding material like crop residues. The problem is not availability of feeds but the high costs of available feeds, so the economic feasibility of the proposed innovation will be investigated by the team.
2. In Kenya, some research has been done and initial results are quite promising.
3. There are plans to ensure sustainability for both activities for further demonstrations.
4. The team will determine what proportion of the roots is marketable for human consumption. Our focus is on sweet potato vines.
5. The project will build on other initiatives that promoting good pig husbandry practices.
6. The team intends to consider how women will benefit.
7. There are no existing models in place.



#### **d) Cassava: Extending the shelf life of fresh cassava roots for increased incomes and postharvest loss reduction**

In Uganda, cassava is the second most important staple and food security crop and about 60% of smallholder farmers grow the crop. The major constraint faced by smallholder farmers and retailers in marketing fresh cassava roots is the rapid postharvest physiological deterioration (PPD). Rapid perishability of the crop compels farmers to harvest on piece-meal basis and sell the roots at low prices. Therefore, more effective technologies that prolong the shelf-life of fresh cassava roots are demanded along the value chain. Using lessons learnt from West Africa and Latin America the project will validate shelf-life extension technologies, test marketing models and promote knowledge sharing, primarily in Masindi and Kabarole districts.



7. EU-PROJECT  
Extending Fresh Cass

#### **Q&A session**

##### **Questions**

1. The focus seems to be on research, but not a lot on marketing and farmer participation, is there any effort to evaluate the acceptability of the innovation?
2. Are there strategies for promoting adoption of the technology?
3. Waxing is not yet in known in Africa. Are there planned strategies for the farmers to understand the technical aspects for this technology?
4. How will you deal with pack houses in terms of management of the system?
5. Are there strategies for ensuring that women engage in technology innovation and knowledge sharing? How do you intend to integrate gender aspects into the project? It is not automatic that women will participate in project activities.

##### **Answers**

1. As we implement the interventions, the acceptability of the technology will be validated.
2. Technological aspects will be investigated in component 2 and adoption aspects will be addressed in component 3 focusing on knowledge sharing.
3. Waxing is done for other crops e.g. apples in Africa. It is not beyond the capacities of farmers to learn how to do so, especially organized farmer groups.
4. Pack houses will be either at farmers' or traders level. The farmers' pack house will be managed in collaboration with IITA while the traders' association will manage their own pack house.
5. Many women are engaged in cassava production and trade and we have designed strategies to involve them. The team will deliberately involve women during the trainings.

##### **Comment**

The research activities are mostly geared towards value addition – there will be minimal focus on production.

#### **Session 5: Overview of the principles and features of PMCA**

The Deputy Project Leader noted that there are several challenges in commodity value chains which can be addressed via an innovation process. The PMCA methodology aims at promoting innovation and competitiveness in the chain. She outlined the principles and features of PMCA, described its three phases and the procedures for implementing each phase including the practical tools. She emphasized that the approach is flexible but it is necessary to systematically



follow the three phases of identifying the actors, their activities, challenges and opportunities, analyzing potential market opportunities and implementing joint innovations. Facilitation by R&D agencies is key to stimulate interest, trust and collaboration among chain actors and, therefore, the aspects of leadership and communication are instrumental in driving the process.

The PMCA methodology requires;

- Involvement of a variety of stakeholders in a well-guided R&D process
- Joint decision-making between “facilitating entity” and stakeholders
- Creation of tangible benefits for involved stakeholders (i.e. access to relevant information, capacity development, project support)
- Strict focus on market opportunities as driver for innovations



8. Introduction to  
PMCA- RTB.ppt

## Q&A session

### Questions

1. Following the scoping activities, do we have to conduct Phase I again since we still need to identify and bring on board new stakeholders?
2. Can you share with us your insights on gender issues in the PMCA?

### Answers

1. It is a continuous and fluid process – during the project implementation the research teams will have to keep on identifying strategies to attract and retain value chain stakeholders. In Phase II the research teams will still pay attention on the identification, analysis and selection of emerging market opportunities. A gender responsive business plan will then be developed for selected opportunities using tools described in the PMCA User Guide.
2. In Phase I the teams had to ensure that all ‘hidden’ actors were identified using the gender sensitive mapping tool. Information obtained was used to carry out gender sensitive analysis and strategies identified for their inclusion during implementation. It is important to note that the strategies are not always a ‘one size fits all’, and the research team may have to use different strategies to meet the needs for male and female actors.

## Session 6: Implementation of PMCA Phase II

The Deputy Project Leader presented the structure and objectives of PMCA Phase II. Specifically, the phase intends to identify and analyse in a participatory manner market opportunities, define joint action, promote joint learning, enhance fruitful interaction, integrate new participants but above all triggering trust among different chain actors. In order to concretize joint business opportunities five steps need to be followed including providing relevant information to thematic groups and leading demand-oriented group discussions. Further, the teams need to evaluate different joint business opportunities, develop gender responsive business plans and hold a final event. The tools for concretizing the market opportunities may include rapid market appraisal, focus group research, market concept development, quantitative market research, gender based constraints analysis & risk and benefit analysis tools. Essentially, the facilitators need to be equipped with practical skills to



engage participants to contribute and share information, make informed decisions and deal with conflicts.



9. Introduction to Phase II.pptx

## Q&A session

### Questions

1. How is focus group research different from consumer preference research?
2. How can facilitators motivate actors apart from financial gains?
3. How do we ensure that everyone benefits?

### Answers

1. Consumer preference focuses on the product while focus group research focuses more on developing and refining a market concept that can be used to develop and promote the product. Focus group research delves into understanding the context of acquiring and using a certain product. Focus group research is more participatory and delivers results faster than consumer preference studies.
2. Motivation is not necessarily about money. One of the main motivating factors is knowledge acquisition which is why it is vital to involve the different value chain actors. Facilitators need to properly plan for, for example by arranging demonstrations and holding meetings at actors' workplaces. Facilitators need to be aware that actors are not necessarily willing to share information but they may be interested in knowledge exchange.
3. PMCA is a participatory process, hence the need to develop strategies for different categories of actors to join and engage in the process.

## Session 7: Market Concept Development

The Deputy Project Leader gave an overview of market concept development. She illustrated that understanding the behavior of the target consumers is vital for developing a market concept. She stressed the importance for research teams to understand the concept and use it during project implementation. Using practical examples for different products she explained in detail the marketing principles (i.e. the product, price, place, promotion and package) and their importance in developing the marketing concept for a given product. Participants were advised to reflect on these aspects as they develop their business ideas.



Marketing Concept.ppt

### Comments and appreciation

1. The presentation is very useful and practical for the participants to apprehend.
2. I learnt that packaging is another “P” of marketing. The presentation emphasized other elements i.e. cost, convenience, how to promote and communicate the product and the value of what you are promoting. In other words I have learnt that the purpose of developing a marketing concept is to create value for the consumer.
3. I learnt that branding is so important e.g. *Mukwano* means “friendship” and *Dembe* implies “peace” so it is important not to forget the culture aspects in branding.



## Session 8: Gender mainstreaming in PMCA

The project's Gender Research Coordinator, Netsayi Mudege, explained that CIP has a mandate to mainstream gender in value chains and gender must be mainstreamed in all four researches. She further explained the need to understand the role and responsibilities of men and women along the value chain and how they cooperate in production and marketing as well as tensions that may result from improving and upgrading the value chain. This can be achieved by assessing implications for men and women of any planned action in all areas and at all levels as well as the strategies for integrating men and women's' concerns and experiences in the design, implementation, monitoring and evaluation of policies and programs. Hence the concept and importance of *gender mainstreaming*. She provided insights for mainstreaming gender issues in RTB research projects and presented tools and expected outcomes.

She explained that gender is about the knowledge and experiences of men and women, their interests and how they can be addressed in the development agenda to achieve:

- Equity: men and women should enjoy equal opportunities.
- Increased resource control by women to improve agricultural productivity, household food security and investment for the next generation.

Therefore a Gender Strategy which outlines the vision for mainstreaming gender in the project was developed. The project has to ensure that access to technologies, knowledge, capacity building and market opportunities are made available to both males and females. Gender mainstreaming tools are therefore necessary to assist the teams to collect and analyse gender-disaggregated qualitative and quantitative information. The following tools were presented to the participants:

1. The [Risk and Benefit Analysis Matrix](#) which is useful to determine how a business opportunity will affect or is affecting men and women differently.
2. The [Gender Based Constraint Analysis and Mapping](#) which provides insights on the constraints faced by different gender groups in undertaking their activities in different nodes of the value chain. The tool also helps to define actions to address these constraints.

As the teams plan to collect gender-disaggregated data, they need to know what information and for what purpose they are collecting it for, and then identify the appropriate methodology and tools, the potential users and the right unit of analysis.



### Q&A session

#### Questions

1. Is gender and sex the same?
2. Is there a deliberate effort to look at gains for different categories?
3. What is the definition of youth?
4. What happens if women prefer to engage in a specific activity? Must men and women engage in every node of the chain?
5. What does "equal access does not imply equal outcome" mean?



### **Answers**

1. Sex is about biological differences while gender is about different roles performed by men and women.
2. CRP-RTB wants to be deliberately inclusive; vulnerable groups and categories are a major focus.
3. Since the definition of youth varies across cultures, the facilitators need to define the target group in a given context.
4. Preferences are determined by opportunities. As a team you need to find out what men and women are interested in.
5. A target group may have similar access to resources but not benefit in a similar manner. For example women may have access to land but they may not benefit from crop sales.

### **Observation**

Gender analysis involves understanding whether the issue of male crops and female crops is relevant and, therefore, the teams need to understand the cultural aspects of the community they are targeting.

### **Group work**

Commodity teams worked in groups to apply the Risk and Benefit Analysis Matrix as one of the gender analysis tools, using information obtained from the scoping studies. The outputs are presented in Section V.

## **DAY 2**

### **Session 1: Recap of the day**

The Project Leader summarized the activities of the first day. He further stressed that the teams were expected to review their work plans; learn more about M&E and reporting. Though the Project Management Team will support gender mainstreaming and M&E with centrally managed funds, there is need to clearly understand the responsibilities of implementing partners in terms of data collection, analysis and reporting. Gender mainstreaming strategies for each group need to be clearly defined. He further noted the importance of developing the project's communication and visibility strategy which will be done by the Project Management Team in 2015.

The research teams then presented the results of the application of the Risk and Benefit Analysis Matrix as one of the gender analysis tools presented in day 1 (see Section V).

### **Session 2: Developing a Gender Action Plan**

The Gender Research Coordinator pointed out that a Gender Action Plan indicates all actions and activities that will be developed to promote equal participation and benefit-sharing of men and women in the project. It is relevant because it allows to:

- Develop gender responsive strategies in the PH research;



- Strengthen RTB value chains with emphasis on equitable participation of women and men in decision making processes, knowledge acquisition and RTB value chain upgrading opportunities.

A Gender Action Plan is also an integral part of the M&E system so integrating gender activities at planning stage is important to ease progress tracking and impact assessment. The research teams hence need to clearly define who is responsible for each output, define success indicators and the resources required for technical backstopping, field work, and development of tools for data collection and analysis.



Gender work  
plan.ppt

### Group work

Each team was asked to develop Gender Action Plans based on their outputs and expected outcomes. The results are presented in Section V.

### *Session 3: Relevance of gender in result-based management*

The Gender Research Coordinator emphasized that gender-sensitivity in a results-based framework is important since it reveals the extent to which a project has achieved improvements in overall social and economic wellbeing of women and men. It also improves project performance during implementation, allows for midterm corrective action and makes it possible to derive lessons for future projects. Men and women have different development priorities, needs and constraints, and may be therefore affected differently by development projects, programs and policies. Therefore, timely and systematic collection of gender-disaggregated data and information helps to inform managers and other stakeholders whether the intervention is benefiting both men and women. Hence analyzing gender along the impact pathways i.e. activities, outputs, outcomes and impact is important in R&D work. The intention is to know who is involved in the project implementation and how the needs of women and men are addressed. In addition, gender dimensions in allocation of project resources, definition of the intervention and subsequent behavioral changes need to be taken into account by the implementing partners. The challenges of the vulnerable groups must be addressed and distribution of benefits needs to be understood and reported upon.



RBM meeting gender  
final utilising RTB.ppt

### *Session 4: Monitoring and evaluation of RTB research projects*

The project's M&E Specialist, Godfrey Mulongo, introduced the objectives of the session that included presenting the rationale for M&E, discussing the project's Theory of Change (ToC) and agreeing on a reporting structure.

Monitoring and evaluation enables R&D agencies to:

- i. Tracking progress in project implementation
- ii. Identify corrective actions during project implementation
- iii. Determine success according to the pre-determined targets and indicators.
- iv. Synthesize lessons learnt

To develop the ToC the teams were advised to develop a vision to guide their activities, outputs and outcomes. He stressed that implementation is not a linear and clear process, so research



teams should be alert to quickly identify project results and document successes and failures. He further explained that the ToC shows how expected results will occur given the interventions, indicators, assumptions in line with the expected goal. The research teams were tasked to review their indicators and develop 3-4 key assumptions, with the guidance of baseline information.

The Project Leader noted that since the project document approved by the donor presents a logframe with rather broad activities, outputs and outcomes there was a need to revise the logframe in order to convey what the different research teams are actually going to do in the next couple of years based on the results of the scoping activities and the approved business cases. It was therefore critical that each research team contributes to identifying specific indicators and targets at output and outcome levels (e.g., expected behavioral changes) relevant for their research and determine how these will be aligned to the broader projects' outputs and outcomes.



M.E Plan(1).ppt

### **Comments**

1. The technology has to make business sense. If the outputs can be delivered then we don't need to dwell on outcomes since they will spontaneously emerge.
2. If a research can raise awareness and/or interest then that is behavioral change.
3. To determine the impact of short time R& D interventions there is need to identify short term outcomes that can be documented.
4. Behavioral change is a slow process, documenting the change may be a challenge.
5. If there is evidence that an idea or strategy can work, like initial technology adoption or willingness to invest in or finance a business, this can be seen as an outcomes. Some actors may realize that they can work together on a specific aspect. Then the facilitator's responsibility is to document that achievement.

### **Group work**

Each team developed Theories for Change based on their case-specific outputs. The results are presented in Section V.

## **DAY 3**

### **Session 1: Group presentations - Monitoring and Evaluation**

The different research teams presented the results of their assignments and participants provided input which will enable the teams to refine their plans. The comments are presented in Section V.

### **Session 2: Monitoring responsibilities**

The M&E Specialist outlined different levels of monitoring and reporting and the reporting responsibilities of implementing partners as show in Table 1.



Table 1: Monitoring responsibilities for RTB Crops

	Level of reporting	Responsible persons	Means of verification
1.	Day to day monitoring of activities	Implementing partner	Meeting attendance reports, activity reports and field reports
2.	Output monitoring	PIs, Project Management, M&E Specialist	Bi-annual Progress Reports, case studies, indicator fact sheets
3.	Outcome monitoring	PIs, Project Management, M&E Specialist	financial reports, annual reports, survey report, case studies

The process of data collection, processing and use was illustrated to participants as well.

## V. Working Group Outputs

### a) Group work - Risk and Benefit Analysis Matrix Tool

For this assignment, the teams attempted to analyze how the identified market opportunity will affect male and female value chain actors in terms of labor, role, income and social status. The information generated will enable the teams to integrate gender in their research plans.

#### i. Sweet potato team



#### Questions/observations

1. Is pig farming or silage making the business? Are farmers going to sell silage amongst themselves? Are the farmers going to do it on their own as business opportunity?
2. The tool is supposed to evaluate the business opportunity e.g. silage making and sale in Luwero district. The team should visualize the chain, analyze the effects with a gender lens as well as identify mitigation strategies to grasp the market opportunity. The team needs to focus on both positive and negative potential implications.
3. There are some contradictions in the analysis and more focus is required.

#### Answers

1. Focus is on silage and we envisage young dynamics entrepreneurs taking on silage making as a business. Although the focus is on piggery, dairy grazers can exploit the opportunity.
2. Advice taken.
3. Contradiction is recognized and advice taken.

#### ii. Potato team



#### Questions/observations

1. If there are potential negative effects especially for women then why are we promoting income generating activities?
2. Why is it a negative effect if women do not engage in household chores?



### Answers

1. The team should identify strategies for addressing negative issues and they need to work with the partners in the area.
2. Their absence at household level may affect nutritional status of children.

### iii. Banana team



Banana R.B analysis  
matrix 12.1014.pptx

### Questions/observations

1. The team needs to investigate why more women engage in wholesale trade of banana. The cost implications for fresh banana need to be analyzed by gender.
2. The team needs to integrate gender aspects across activities of the commodity chain.
3. Exploring the utilization of banana peels for silage making may be an additional market opportunity for the team.
4. It will be helpful to sensitize consumers because some perceive the ability to buy a big bunch of banana as a status symbol and do not pay much attention to wastes. In addition, Kampala City Council Authority would reduce the cost for garbage collection.
5. The financial institutions may be reluctant to provide credit to the actors unless it is proven that this model works.
6. Peels have ready market where suppliers get organic manure in return. Therefore the team needs to address this opportunity with a training component on hygiene e.g., use of suitable protective gear like gloves, gumboots and overall coats may be promoted.
7. The cold chain is not only relevant for transporters but to all actors in the entire value chain but it requires high capital investment.

### iv. Cassava team



Risk-benefit analysis  
matrix for fresh casse

### Questions/observations

1. Bitter cassava should only be eaten after fermentation: how will toxicity be handled?
2. Potential consumers for the new product may demand for food safety standards. Do you plan to link with UNBS?
3. Doesn't waxing have an effect on animal health since the peels are used as fodder and what about the environment?

### Answers

1. Cyanide is water soluble; most consumers wash fresh cassava before cooking it.
2. We do not need to look at regulators at this stage; however UNBS has standards for cassava and banana.
3. Waxing is permitted as a means of food preservation. Apples are also waxed; besides it has been proven that waxing has no major health hazards.



## **b) Group work for Gender Action Plans**

In this assignment, research teams identified gender related challenges by output, proposed interventions to address them, how they will be measured, responsible organizations/individuals and the resources required to accomplish the task. Comments and clarifications were made by the participants to improve the action plans.

### **i. Potato team**



#### **Questions/observations**

1. It was good to think about associations. Is mechanization and technologies part of the mandate of the project?

#### **Answer**

1. KACOFA already have technologies like harvesters and can outsource them from Kenya.

### **ii. Banana team**



#### **Questions/observations**

1. The challenge is how to bring women on board.

### **iii. Cassava team**



#### **Questions/observations**

1. The team will need support from the Gender Research Coordinator as they develop the data collection tools and implement the Gender Action Plan.

### **iv. Sweet potato team**



#### **Questions/observations**

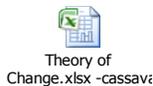
1. Building the capacity for silage making goes beyond training since there are other aspects that are necessary for technology adoption.
2. The team will need support from the Gender Research Coordinator to improve their Gender Action Plan and data collection tools.



### c) Group work for Monitoring and Evaluation

Research teams were tasked to align their case specific outcomes to the broader project wide outcome indicators. They worked towards identifying and/or refining their targets, indicators, means of verification, risks and assumptions. An additional purpose of this exercise was to ensure that research teams integrate the elements of PMCA methodology, gender, M&E and reporting into the design of the work plans.

#### i. Cassava team



##### Questions/observations

1. Is there a plan to ensure consistent supply of fresh roots?
2. Will the proposed technology make economic sense for the collaborators?
3. Gender indicators are not clearly identified. Only one indicator is proposed. You need to refer to the Gender Action Plan. The team needs indicators for all gender elements.
4. In order to set targets, the meaning of M&E indicators should be clearly understood.
5. The issue of low supplies is a critical issue. The team needs to think of seed certification.

##### Answers

1. About 40ha mother gardens will be established with support from IITA.
2. The team will validate the economic viability of the technology.

#### ii. Sweet potato team



##### Questions/observations

1. There are valid indicators for increased sale of silage and pigs.
2. The indicator for increased sale of pigs is not related to the project intervention (it is a risky indicator). In the project document, there is no plan for selling pigs.
3. The team is targeting households but the indicators are set by volumes.
4. The indicators for the business case are not related to the project outcome on income.
5. Validation and documentation is what you expected to deliver - they are not indicators.
6. The business case addresses postharvest losses but reducing storage losses is not a relevant outcome.
7. Gender indicators should be included. The focus on gender should be done at this stage so that they are measured in the course of the project.
8. Farmers are poor at record keeping so the research teams should plan to keep records. If we assume farmers are providing a service how shall we compensate them? In Nigeria, for example; farmers were given a token of appreciation.
9. The major justification of the business case was that silage will reduce the feeding cost but this is not captured by any of the indicators. Perhaps an indicator on income should be developed.



### **iii. Potato team**



Potato Theory of Change-1.xls

#### **Questions/observations**

1. The measure of success should focus more on utilization since this is a research project.
2. If the intention is to improve the shelf life for potato we should have a baseline to measure progress in extending the shelf life and marketing period
3. The team needs to validate whether the technology works and its economic viability for small scale producers.
4. Assumptions like political stability should be omitted.
5. The teams should integrate PMCA, gender and M&E concepts into their research plans.

### **iv. Banana team**



Theory of change-Banana.xls

#### **Questions/observations**

1. The output indicators are clearly defined.
2. Improved practices are tricky but the group was able to come up with measurable indicators.
3. Is the percentage of 25%-50% of farmers mentioned in the indicators realistic? The team needs to relate performance indicators to the target community.
4. The target markets are supermarkets and the export markets. It is expected that the exporter will exploit the opportunity of exporting peeled banana.
5. The taste of banana may change after storage and, therefore, the team should conduct experiments and focus group research to ascertain changes in palatability.

### **v. General comments**

1. The teams need to critically think about the implications of declining prices of other staple crops on the expected outcomes of their research.
2. Since the project is focusing on innovation across the commodity value chains, teams need to clearly define which chain node each case is targeting. The issue of target markets needs to be clearly understood.
3. It is a challenge to engage farmers in the existing market arrangements and understanding who is benefiting and who is losing.
4. Responsibilities should be identified and categorized by organization/partner.
5. The gender indicators are not well addressed across business cases.
6. Postharvest losses include physical and economical losses so the research teams need to decide which type of losses will be measured.



## **VI. Workshop Closure**

The Project Leader closed the workshop by thanking the participants for their active involvement and contribution. He summarized the outputs of the workshop and, together with the participants, identified what worked well and what could be improved. Participants were asked to fill out a short questionnaire for capacity need assessment. Finally, he invited the different teams to take advantage of the afternoon session for discussing internally the work plans and any other burning issues, including budget allocations among partners, in order to facilitate future sub-contracting.

## **VII. Workshop Evaluation**

1. The workshop agenda was very packed – we had to cover a lot of issues in a short period.
2. Training enabled me to sharpen our business case.
3. More capacity building in M&E is required.
4. M&E sessions were relevant but needed more time for better comprehension.



## ANNEXES

### Annex 1. Workshop Program

#### DAY 1 – Monday 1st December 2014

Time	Activity	Responsible person
8.00 – 8.30	Registration	Martha and Sarah
8.30 – 8.40	Review of workshop objectives and agenda	Diego and Sarah
8.40 – 8.50	Overview of the project and progress to date	Diego
8.50 – 9.05	Presentation of potato business cases and work plan	P.I.
9.05 – 9.15	Q & A	Diego and Sarah
9.15 – 9.30	Presentation of banana business cases and work plan	P.I.
9.30 – 9.40	Q & A	Diego and Sarah
9.40 – 9.55	Presentation of sweet potato business cases and work plan	P.I.
09.55 – 10.05	Q & A	Diego and Sarah
10.05 – 10.20	Presentation of cassava business cases and work plan	P.I.
10.20 – 10.30	Q & A	Diego and Sarah
10.30 – 11.30	<b>Coffee break with Open market / poster session</b>	
11.30 – 11.50	Overview of PMCA methodology	Sarah
11.50 – 12.10	Introduction to PMCA Phase 2	Sarah
12.10 – 12.20	Q&A	Sarah
12.20 – 12.30	Session wrap up	Diego
12.30 -13.30	<b>Lunch</b>	
13.30 – 15.00	Useful tools in PMCA Phase 2	Sarah and Netsayi
15.00 – 15.30	<b>Coffee break</b>	
15.30 – 17.00	Group work: Integrating tools into research plans	
17.00 – 18.00	Group reporting and feedback	Groups, Sarah and Netsayi
18.00 – 18.15	Session wrap up and close	Diego and Sarah



### DAY 2 – Tuesday 2nd December 2014

Time	Activity	Responsible person
8.15 – 8.30	Review program	Diego
8.30 – 8.45	Mainstreaming gender in research	Netsayi
8.45 – 10.30	Group work: Developing a gender strategy and engendering activities	
10.30 – 10.40	Q & A	Diego and Sarah
10.40 – 11.15	<b>Coffee break</b>	
11.15 – 12.15	Group reporting and feedback	Groups and Netsayi
12.15 – 12.30	Session wrap up	Diego and Sarah
12.30 -13.30	<b>Lunch</b>	
13.30 – 15.00	M&E	Godfrey
15.00 – 15.30	<b>Coffee break</b>	
15.30 – 18.00	M&E	Godfrey and Netsayi
18.00 – 18.15	Session wrap up and close	Diego and Sarah

### DAY 3 – Wednesday 3rd December 2014

Time	Activity	Responsible person
8.15 – 8.30	Review program	Diego
8.15 – 10.20	M&E	Godfrey and Netsayi
10.20 – 10.50	<b>Coffee break</b>	
10.50 – 12.20	M&E and reporting	Godfrey and Netsayi
12.20 – 12.30	Session wrap up	Diego
12.30 -13.30	<b>Lunch</b>	
13.30 – 15.00	Group work: revision and operationalization of work plans	
15.00 – 15.30	<b>Coffee break</b>	
15.30 – 17.00	Group work: revision and operationalization of work plans	
17.00 – 18.00	Group reporting on work plans for initial phase of project implementation and feedback	Teams
18.00 – 18.15	Session wrap up and workshop closure	Diego, Godfrey, Netsayi and Sarah



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