



RESEARCH PROGRAM ON  
Roots, Tubers  
and Bananas



# Training Report: Capacity Building in Entrepreneurial and Business Skills for Operationalizing Fresh Cassava Roots Packhouse

Extending the shelf-life of fresh cassava roots for increased  
incomes and postharvest loss reduction

*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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*The CGIAR Research Program on Roots, Tubers and Bananas (RTB) is a broad alliance led by the International Potato Center (CIP) jointly with Bioversity International, the International Center for Tropical Agriculture (CIAT), the International Institute for Tropical Agriculture (IITA), and CIRAD in collaboration with research and development partners. Our shared purpose is to tap the underutilized potential of root, tuber and banana crops for improving nutrition and food security, increasing incomes and fostering greater gender equity, especially among the world's poorest and most vulnerable populations.*

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## LIST OF ACRONYMS

CIAT	International Centre for Tropical Agriculture
IIRR	International Institute of Rural Reconstruction
IITA	International Institute for Tropical Agriculture
MT	Metric tons
NARO	National Agricultural Research Organisation
PPD	Postharvest physiological deterioration



## 1. BACKGROUND

Cassava is an important source of food and income in Uganda. Consumption of cassava has been increasing especially in the urban areas. Market demand for fresh cassava in 2013 was estimated to be 309,528 MT per annum in 2013. It was projected to increase by 25% to 387,074 MT in 2018 (RTB-ENDURE-Cassava scoping study, 2014). New market segments for fresh cassava roots have been emerging for both niche and mass markets. Fresh cassava was found to be consumed in various forms. According to findings from the Market Study 2015 high-end restaurants had introduced cassava recipes. Fried cassava chips were a delicacy in road-side food catering services, a new phenomenon in urban areas. Further, analysis of respondent responses revealed that the most preferred consumption form was fried (37%), followed by boiled (35%) and steamed in banana leaves (25%).

Cassava enjoys a unique position as a convenient food that is easy and fast to prepare. It is in recognition of this, among others, that cassava has been selected as one of the 10 priority crops with a high potential to transform the agricultural sector in Uganda through provision of household food security, incomes, and employment. .

However, despite a growth in demand, both the utilization and income derived from marketing of fresh cassava roots are being hindered by the rapid postharvest physiological deterioration (PPD) that causes spoilage of cassava roots within two to three days of harvest. The implication is that it cannot be marketed over a long time and distance, thereby reducing incomes and food security to growers, consumers and traders. This in turn leads to less investments and hence low productivity.

To address this challenge, the RTB-ENDURE Cassava sub-project also known as “Extending the Shelf life of Fresh Cassava Roots for Increased Incomes and Postharvest Loss Reduction” aimed at introducing, testing, validating the efficacy of two technologies for increasing the shelf-life of fresh cassava roots, and thereby assisting to increase the value to growers, traders and consumers along the entire value chain. These technologies included high relative humidity storage and waxing. This research also focused on investigating and establishing the business cases for the two technologies in Uganda since both technologies are in commercial use elsewhere but the commercial applicability and viability of the new technologies in Uganda was unknown. The next phase of the project, following on-station research and user validation therefore was to determine the commercial and institutional feasibility of these technologies in Uganda.

In doing so, the project proposed to set up two packhouses in order to test their commercial viability. They included one packhouse managed by farmers and another managed by an entrepreneur. To facilitate the successful commercial operations of the packhouses, it was necessary to build the entrepreneurial and business skills of the operators. This report describes the capacity building process and activities that were done to enhance the business and entrepreneurial skills of packhouse operators.

## 2. GOAL AND OBJECTIVES

The capacity building activity aimed at sensitizing and imparting knowledge and skills to packhouse operators, and their business collaborators to support the profitable



commercialization of shelf-life enhanced fresh cassava roots in Uganda. The training targeted all key actors along the supply chain such as farmers, processors and traders involved in operating, supporting or doing business with the packhouse owners in Kyenjojo and Kabarole districts in western Uganda. These actors also included extension and NGO staff responsible for and operating in Kyenjojo and Kabarole districts. .

Specific objectives included the following:

- 1) Providing knowledge on best business management practices
- 2) Provide operators with knowledge for increased revenue while reducing expenses
- 3) Enable operators to keep proper records
- 4) Build the capacity of operators to ensure good financial management
- 5) Empower operators to practice best practices for marketing
- 6) Provide knowledge to operators for increasing capital and investments such as attracting new shareholders and investors by improving credit worthiness and cash flow
- 7) Improve communication skills and customer care services
- 8) Provide knowledge and information to operators to create and manage business networks.

### 3. METHODOLOGY

Shelf-life extension technologies such as waxing and relative humidity storage require market access. Available literature indicated that these technologies were already in commercial use in Latin American countries such as Colombia. Therefore, an initial visit to Colombia was conducted to enable the Ugandan research team acquire knowledge on the commercial context in which these technologies were being applied.

Subsequently, a capacity building plan was developed to equip operators of the two packhouses in Uganda with business and entrepreneurial skills. Two training sessions were held in Kyenjojo (Farmer model) and three in Kabarole (Trader model). However, a training session in Kyenjojo targeted both farmer and trader model participants. See Tables 1 and 2 for details on the training sessions.

Table 1: Training session summary in Kyenjojo, farmer model

	Item	Session 1	Session 2*
1	Dates of training	24 <sup>th</sup> and 25 <sup>th</sup> August 2016	25 <sup>th</sup> November 2016
2	Total number of trainees (M/F)	36 (18M /18F)	53 (21M/32F)
3	Number of farmers (M/F)	33 (16M/17F)	52 (21M/31F)
4	Number of extension agents and government officials (M/F)	3 (1M/2F)	1 Female
5	Training modules	1. Group cohesion 2. Planning 3. Record keeping 4. Costing 5. Monitoring and evaluation 6. Communication skills and ICTs	1. Group cohesion 2. Planning 3. Record keeping 4. Costing 5. Monitoring and evaluation

Table 2: Training session summary in Kabarole, trader model

	Item	Session 1	Session 2	Session 3
1	Dates of training	7 <sup>th</sup> June 2016	9 <sup>th</sup> July 2016	26 <sup>th</sup> and 27 <sup>th</sup> August 2016
2	Total number of trainees (M/F)	60 (25M /35F)	70 (33M/37F)	65 (28M/32F)
3	Number of farmers (M/F)	50 (20M/30F)	66 (29M/37F)	60 (25M/35F)
4	Number of extension agents, traders and government officials (M/F)	10 (6M 4F/)	4 (2M/2F)	5 (3M/2F)
5	Training modules	1. Management 2. Planning 3. Record keeping 4. Costing 5. Monitoring and evaluation	1. Management 2. Planning 3. Record keeping 4. Marketing 5. Communication skills and ICTs	1. Management 2. Planning 3. Record keeping 4. Costing 5. Marketing 6. Monitoring and evaluation

NB: \* Training targeted both farmer and trader model participants.

The general approach of the training involved the following steps:

- 1) Assessing current commercial and investment capabilities of identified packhouse operators (Rwibaale Farmers Cooperative and Brica Investments) in agri-business in general and cassava enterprise in particular.
- 2) Participatory identification of opportunities for and constraints to marketing of shelf-life enhanced fresh cassava in Uganda.
- 3) Participatory identification of business and entrepreneurial training gaps for both traders and farmers in respect of #1 and #2 above.
- 4) Conducting capacity building sessions.

The methodology combined sensitization, lessons as well as both theoretical and practical exercises which were done in groups.



Figure 1: Group discussions in Kabarole



Figure 2: Farmers holding group discussions



After each training session, beneficiary performance was monitored to assess further training needs. Data was collected and analyzed. Further information was obtained from feedback and brainstorming sessions. These were useful in participatory identification of gaps and planning future training activities

The trainings focused on group dynamics and collective action; costing; record keeping; marketing and market information analysis; business management and decision-making; financial reporting and business networking.

For packhouse operations, the approach targeted a few selected trainees in the case of the trader model and cooperative's committees and members for the farmer model. These trainees are expected to conduct trainings to new members in the future. These trainees constituted the initial packhouse managers, operators and owners as well as selected nearby supplying farmers.

## 4. TRAINING MODULES

### 4.1. GROUP COHESION AND COLLECTIVE ACTION

Rwibaale Farmers Cooperative, unlike many other producers organizations, enjoyed some good degree of cohesion. However, there was need to improve networking amongst the members and create stronger structures to support collaboration and joint effort in problem solving.

Group cohesion is very essential for success. This session focused on strengthening group cohesion and collective action for the farmers' enterprise. The value of collective action was explained to the members. Participants were sensitized about the importance of joint planning and implementation. They were also taught important things that need to be done to assist in trust building. Every business must have a vision, mission and a clear set of activities. In the case of a farmer enterprise it was extremely important for members to have a shared vision. All the aims and goals of the business were explained and agreed to by members.

Collective action may be challenging but it can play an important role in enhancing competitiveness by reducing costs. It also increases the bargaining power of smallholders. Among the others, group cohesion involves assigning each member a role, working together and leveraging the small outputs from each member. This in turn leads to increased economies of scale.

The trainings also focused on group dynamics. Leaders and members were trained to spot causes of conflicts and deal with them. They were provided with conflict resolution techniques and approaches. Group leaders were sensitized on the importance of respecting member rights and feelings.

Forming a strong business cooperative requires rules, regulations and incentives. This training contributed to achieving the following:

- 1) Planning cassava production schedule to ensure consistent supply of commercial roots to the packhouse
- 2) Collective transfer of cassava production knowledge and methods to the members

- 3) Financing: fund mobilization to support production and processing investment plans
- 4) Approaches to taking-in new members based on the objectives of the enterprise
- 5) Gender equity in the distribution of both roles and benefits of production, roots handling and processing at the packhouse
- 6) Scaling-out of the novel technologies by the group to the community at large (farmer-to-farmer knowledge transfer)
- 7) Group leadership and how members can contribute to the common good of owning and operating a successful business venture.



*Figure 3: Farmers attending a business training session at Rwibaale*

#### 4.2. BUSINESS ENTERPRISE AND PLANNING

This training session focused on emphasizing the importance of conducting both farming and packhouse operations in a business-like manner. It aimed at enhancing the agri-business mindset of the trainees. Smallholder farmers view farming in a traditional sense, i.e., as a way of life rather than as a business that requires investments and good planning. Participants were exposed to the meaning of enterprise. They were sensitized about the importance of taking initiative and risks. Business is about identifying an opportunity, taking a decision and the associated risks. Participants were taught that each activity has a cost and therefore should create value. Participants were trained to critically analyze the costs and benefits of each activity.

Risk-taking is important in business. There is no such a thing as a “sure fire bet” in business. All business investments carry one or more risks – a chance or probability that something could go wrong and lead to losses. Participants were trained to take calculated

risks and to ensure that likely returns from taking a risk are enough to make the gamble worthwhile.




*Figure 4: Business training for trader model, Kichwamba, Fort Portal District*

Trainees were introduced to the process of business planning and its importance. They had an opportunity to review and update the information used earlier on to formulate their business plans. Each category of information contained in the business plans was explained. Business plans developed by the project team are living documents which need to be reviewed in the light of actual business performance and the changing environment.

#### **4.3. ACCOUNTABILITY AND TRANSPARENCY**

One of the critical factors that have hindered the growth of strong agricultural businesses is lack of accountability and transparency. This has been the case for both farmer owned/managed rural enterprises and those that are owned by individual entrepreneurs.

Trainees were sensitized about the importance of accountability and what it means to a successful business. Accountability is about leaders having the duty to explain the business actions to members. It is also about members exercising their right to demand explanation and justification from those that lead them. Transparency is about being open, frank and honest in the enterprise dealings. The importance of having open discussions about planned investments, incurred expenses and revenues is very important. Accountability and transparency go hand in hand. They involve leaders being aware of who they are supposed to report to, what pieces of information are important to share and how best to communicate to members and those they deal with. Participants were



exposed to some of the key principles of accountability and transparency such as honesty and truthfulness.

#### 4.4. RECORD KEEPING

Many small business and especially those managed by rural farmers have a poor record keeping culture. Records are not consistently kept or are totally lacking. Important business information is usually not captured.

Record keeping is crucial for any business. The importance of keeping good and separate business records was emphasized during this session. Any business needs to know its financial standing on a regular basis. In case of cooperatives, it is also important for ensuring group cohesion. Participants were introduced to the benefit of keeping good records by training them on how to undertake the following:

- 1) Monitor the progress of the enterprise
- 2) Prepare financial statements
- 3) Identify sources of income
- 4) Keep track of deductible expenses/costs
- 5) Identify own weaknesses and strengths
- 6) Understand the prerequisites for accessing loans
- 7) Distribute profits to shareholders as dividends or for partnerships where losses and profits have to be shared.

They were trained on the basic principles and benefits of record keeping and to understand that records can help show whether the business is improving, which markets are growing and or which changes need to be made. They help the business update its business plan.


Good records help a business to prepare accurate financial statements. These include income (profit and loss) statements. Such records help a business in dealing with its bank and creditors. A business can receive income from many sources. Records will help in separating business sources from other non-business categories.

Participants were trained to keep all important documents such as those that contain payments, receipts, credit purchases and sales, and assets and liabilities. They were trained to make simple documents. For instance, where it is not possible to obtain a receipt for an expense, they were shown how to make a simple note and record the details.

The record keeping system was explained to the participants to include a summary of the business transactions such as accounting journals and ledgers, which will show gross income, as well as deductions and credits.

Participants were urged to choose a recordkeeping system that best fits their business. Records should clearly show income and expenses. In the case of small businesses, the business checkbook is the main source for entries in the business books.

Participants were made to appreciate the need to keep supporting documents in addition to the business books. These were explained to include sales slips, paid bills, invoices,



receipts, deposit slips and cancelled checks.

Purchases were explained to be items bought in order to produce cassava with extended shelf-life for sale to customers and the supporting documents were listed as cash register, cancelled checks, sales slips and invoices. On the other hand, the documents for costs incurred by a business were listed as invoices and petty cash slips for small cash payments.

#### 4.5. MARKET INFORMATION

Monitoring, collecting and analysing market information is very crucial for any business enterprise. Operators of the fresh cassava packhouses will be operating in a free market economy characterized by many sellers and buyers with low barriers to exit and entry. Consequently, actors will face a lot of competition. Tracking market trends will help packhouse operators stay ahead of their competitors. Trainees were educated on who and what aspects they needed to monitor. These included prices of other competing goods, customer needs and feedback, behaviour of sellers, demand trends by market segments etc. Market information is used to design and update the marketing strategy.

#### 4.6. MARKETING STRATEGY

This was explained to participants as the management process by which waxed and relative humidity storage cassava roots will be moved from the packhouse to the consumer. Participants were introduced to the concept of 4 Ps of marketing that included the following:

- 1) Product in this case cassava roots with extended shelf-life
- 2) Price formation
- 3) Place and in this case the different market segments, and
- 4) Promotion strategy

Participants were introduced to the importance of having and implementing a marketing strategy. This combines all the marketing goals into one comprehensive plan. It is ought to be drawn from market research and analysis. It should focus on the right market mix in order to achieve the maximum profit potential. Participants were also educated on how to sustain the waxing and relative humidity storage business with marketing as an important driver. Participants also learned that this strategy is the foundation of the marketing plan. They were requested to typically rely on the customer value proposition as a major part of their marketing strategy.

Participants were introduced to the distinction between marketing and sales. The former is crucial and it requires thinking about customer needs and their satisfaction. The participants were introduced to the importance of building a lasting relationship with their customers and to be patient about this. They were educated about having a marketing plan, implementing it, monitoring and evaluating it. Marketing is about developing a demand for waxed cassava which is new on the market and satisfying as much as possible the needs of its consumers at all times and in all places. It is different from selling.

Selling was introduced to the participants as all the tricks and techniques of getting



consumers to exchange their cash for their cassava. Marketing was explained as the entire business process consisting of a neatly integrated effort to discover, create, arouse and satisfy customer needs. Participants were introduced to the concept of customer value proposition which for waxed and relative humidity storage cassava roots would detail all the reasons/benefits that accrue to buyers – hence explaining why people should spend their money on the treated cassava. Examples were given to the participants (most of who already have attested to the value of waxed and relative humidity stored cassava) as:

- 1) Having a longer shelf life
- 2) Safe and clear
- 3) No need for traders to discount prices during the period of storage and sale

#### 4.6.1. Pricing

Pricing is very important in marketing. It can be a winning factor or lead to loss of sales. It is critical to get the pricing right for both the buyer and the seller. Price enables the seller to recover all his costs and make a margin.

Price is the value that will purchase a finite quantity, weight or other measure of a good or service and in this case waxed or relative humidity storage cassava roots.

Participants were introduced to the different forms of price determination/formation. Price can be fixed by a contract, left to be determined by an agreed upon formula, discovered or negotiated in the course of dealings between parties or determined by forces of demand and supply.

They were also made aware that price is determined by 1) what buyers of waxed or relative humidity stored cassava roots are willing to pay; 2) what seller is willing to accept; and 3) competition (market forces of demand and supply).

Waxed or relative humidity storage cassava roots are a new product on the Ugandan market. However, the existing price of fresh cassava has a role to play in terms of being a point of comparison.

Participants were introduced to differentiated pricing for the different market segments. For instance, niche markets existed in the case of high end supermarkets. On the other hand, mass open markets would not offer the same higher price as that offered in supermarkets. Moreover, in open markets fresh cassava is currently sold much as it might not be with extended shelf life.

Participants were educated about the importance of assessing all their costs in order to determine their break-even price. This will help them to determine whether or not to take a certain price that the market is willing to offer. Given presentation of waxed and relative humidity storage cassava roots, price is one of the variables where packhouse operators can exercise some degree of control.

#### 4.6.2. Promotion

Trainees were educated about the importance of promotion in any business. It combines all the aspects of marketing and sales promotion described in detail above. It keeps

customers connected to the business and tends to increase demand. Trainees were introduced on how to use radio, SMS, telephone, print media plus word of mouth as tools that can help them reach out to their customers. Trainees were provided with information that they could share via radio. They were taught how to communicate, be confident and build partnerships with radios, and TV stations to assist in promoting their business activities and events (See Figure 6). They were educated about the importance of doing outreach via adverts and publicity.

#### 4.6.3. Place

Generally, this training emphasized the need to identify, study and monitor trends in the different markets segments (niche and mass market; rural and urban market). The needs of these markets are different and the opportunities offered also differ.

Within the rural areas, the volumes purchased are small in terms of driving the commercialization of shelf-life enhanced fresh cassava roots. The trainees were trained to target the urban markets. Cassava has mainly been consumed in open mass markets. Niche markets (mainly supermarkets) have not been selling fresh cassava due to its high perishable nature. This therefore provides an opportunity to tap into this niche market. However, trainees were exposed to opportunities that are available within the mass markets. This is mainly due to the high volumes consumed in these markets.

#### 4.6.4. Product/presentation

Participants were sensitized and trained in ways in which they can present high quality cassava fresh roots to attract consumers. Waxed roots should be well packed in crates while high relative humidity storage roots should be sold in bags and clearly labelled by name of variety, number of roots and weight before placing them in crates.



*Figure 5: Best presentation form - marketing waxed cassava in crates*

#### 4.6.5. Marketing mix

Designing a marketing strategy can be a challenging task to rural farmers and agricultural SMEs. It is about developing a planned mix of the controllable elements of a product's marketing plan commonly known as the 4Ps (described above). The trainees were educated about the need to adjust these 4 elements until they obtain the right combination that serves the needs of their customers while at the same time generating optimum incomes to them as packhouse operators.

#### 4.7. ICTs AND COMMUNICATION SKILLS

Trainees had their capacity built to convey information effectively and efficiently on radio. They were shown how to use bulk SMS to communicate to their customers. They were educated to use material such as brochures, fact sheets to communicate about their enterprise. Figure 6 below shows the Leader of the Rwibaale Farmers Cooperative speaking about the waxed and high relative humidity stored cassava on a radio talk show.



*Figure 6: Leader of Rwibaale Farmers Cooperative (Ms Nuru Kitembo) communicating via radio (29th November, 2016 on KRC 102 FM)*

## 5 COSTING AND WEIGHING

The participants were trained on the principles of cost calculation. Any enterprise has to conduct thorough costing of its activities. Costing is one of the biggest challenges affecting farmer rural organizations. Costing helps the business to monitor its costs and explore

ways of reducing them. In a free competitive market system, it does not help a business to increase prices since it become uncompetitive. A better option would be to try and reduce its costs. Each and every activity has a cost. Where costs are not explicit, trainees were request to use proxy costs i.e., costs that are being paid for similar activities in the area. Trainees were provided with weighing scales and trained in their usage and were guided on how weighing is used in calculation of costs on a kg basis.



*Figure 7: A worker at Kihondo Fresh Cassava Waxing Packhouse weighing waxed roots*

## **6 BUSINESS ASSOCIATIONS**

Trainees were sensitized about the importance of building business networks and forming associations. Local cassava platforms were revamped in both Kyenjojo and Kabarole districts as a result of these trainings with the purpose of assisting the new business to develop. The local platforms are private sector driven with the main goal of bringing all major stakeholders to support the packhouse operations. These platforms included both public and private stakeholders. Packhouse operators were trained in managing these local platforms to achieve their business objectives.



## **7 MONITORING AND EVALUATION**

The two groups of packhouse operators were sensitized about the need to have a simple internal monitoring and evaluation system. In the case of the Farmer Model, each member of the cooperative ought to benefit from the business. The leaders were made aware that there is a need to get internal feedback from each member of the cooperative, to identify reasons hindering members from benefiting and finding solutions. In the case of the Trader model, which is a private entrepreneur, the entrepreneur was sensitized to appraise staff and roots' suppliers and possibly have a reward system to motivate them. The trader was encouraged to offer incentives to staff that are performing above average and to farmers that supplies good quality roots suitable for shelf-life extension treatments (and therefore contributing to minimizing the rejects).

## **8 TRAINING EVALUATION**

At the end of each training session, a training evaluation was carried out to get feedback from the trainees on their experiences. The evaluations covered course content, subject matter relevance, and practicability of imparted knowledge and practices.

Participants appreciated capacity building in entrepreneurial and business skills that were imparted to them. All the participants strongly agreed that the course content was suitable and relevant to their training needs. The training approach was very practical with participants having hands-on experience on some of the principles introduced to them. The trainees agreed to provide the project implementation team with regular feedback regarding the progress of their enterprises.

## ANNEXES

### ANNEX 1: COMBINED LIST OF ALL THE PARTICIPANTS

No	Participant	Institution/Designation	District
1.	Nuru Kisembo	Farmer	Kyenjojo
2.	Evas Mwesigye	Farmer	Kyenjojo
3.	James Tibalyebwa	Farmer	Kyenjojo
4.	Ntaganda Augustine	Farmer	Kyenjojo
5.	George Byarugaba	Farmer	Kyenjojo
6.	Sylvano Baguma	Farmer	Kyenjojo
7.	Naziwa Ziyada	Farmer	Kyenjojo
8.	Kiiza Violet	Farmer	Kyenjojo
9.	Nyindo Monday	Farmer	Kyenjojo
10.	Joseph Musinguzi	Farmer	Kyenjojo
11.	Jane Kyalimpa	Farmer	Kyenjojo
12.	Teopista Mbabazi	Farmer	Kyenjojo
13.	Hasifa Mugabirwe	Farmer	Kyenjojo
14.	Happy Kisembo	Farmer	Kyenjojo
15.	Julie Nyakaisiki	Farmer	Kyenjojo
16.	Banura Violet	Farmer	Kyenjojo
17.	Tumuhairwe Justine	Farmer	Kyenjojo
18.	Namara Scovia	Farmer	Kyenjojo
19.	Kyampaire Provia	Farmer	Kyenjojo
20.	Asiimwe Medias	Farmer	Kyenjojo
21.	Katusabe Kevina	Farmer	Kyenjojo
22.	Mutegeki Lillian	Farmer	Kyenjojo
23.	Turimurugyendo Rose	Farmer	Kyenjojo
24.	Kugonza Fred	NGO	Kyenjojo
25.	Kebirungi Christine	Farmer	Kyenjojo
26.	Tweheyo Regi	Farmer	Kyenjojo
27.	Arinaitwe Alexander	Farmer	Kyenjojo
28.	Kyalimpa Julius	Farmer	Kyenjojo
29.	Muhanguzi Amos	Rural Trader/Assembler	Kyenjojo
30.	Musinguzi Joseph	Farmer	Kyenjojo
31.	Wampungu Gilvensi	Farmer	Kyenjojo
32.	Hakiza John	Farmer	Kyenjojo
33.	Byarugaba Sam	Farmer	Kyenjojo
34.	Tusiime Medius	Farmer	Kyenjojo
35.	Kanyunyuzi Peter	Farmer	Kyenjojo
36.	Twinomujuni Allen	Farmer	Kyenjojo
37.	Matovu Moses	NaRL, Trainer	Kampala
38.	Wanda Kelly	IITA, Trainer	Kampala
39.	Aceng Sharon	MUK, Trainer	Kampala
40.	Waigumba Simon Peter	IIRR. Trainer	Kampala

41.	Nuwamanya Ephraim	NaCRRI, Trainer	Kampala
42.	Katusabe Maureen	Farmer	Kabarole
43.	Abigaba Mary	Farmer	Kabarole
44.	Kabagambe Florence	Farmer	Kabarole
45.	Tumusiime Grace	Farmer	Kabarole
46.	Karungi Evelyne	Farmer	Kabarole
47.	Kabatambuze Reste	Farmer	Kabarole
48.	Rwakaikara Imelda	Farmer	Kabarole
49.	Tumuhirwe Darfine	Trader	Kabarole
50.	Kajumba Beatrice	Farmer	Kabarole
51.	Mullangi Rose	Farmer	Kabarole
52.	Kayezu Margret	Farmer	Kabarole
53.	Kemigisa Enid	Farmer	Kabarole
54.	Mbabazi Goretti	Farmer	Kabarole
55.	Komuhendo Annet	Farmer	Kabarole
56.	Kusemererwa Margret	Farmer	Kabarole
57.	Tubananuka Grace	Farmer	Kabarole
58.	Kaboyega Monica	Farmer	Kabarole
59.	Tuhirirwe Irene	Farmer	Kabarole
60.	Kanyunyuzi Darfine	Farmer	Kabarole
61.	Kabasomi	Farmer	Kabarole
63.	Komugisa Grace	Farmer	Kabarole
64.	Katuramu Mary	Farmer	Kabarole
65.	Mbabazi Bitu	Farmer	Kabarole
66.	Kansiime Grace	Farmer	Kabarole
67.	Kadoma Mustafa	Farmer	Kabarole
68.	Nzanzu Moses	Farmer	Kabarole
69.	Atalimukuru Daniel	Farmer	Kabarole
70.	Tugume Vincent	Farmer	Kabarole
71.	Katuramu George	Farmer	Kabarole
72.	Muhangi Victor	Farmer	Kabarole
73.	Ngabonanzi George	Farmer	Kabarole
74.	Happy Patson	Farmer	Kabarole
75.	Alitehe Kenneth	Farmer	Kabarole
76.	Mugisa Wilson	Farmer	Kabarole
77.	Musinguzi Joseph	Farmer	Kabarole
78.	Musiima Taddeo	Farmer	Kabarole
79.	Kairumba Stephen	Farmer	Kabarole
80.	Kiiza James	Farmer	Kabarole
81.	Kyalimpa Deo	Farmer	Kabarole
82.	Kyaligonza Augustine	Farmer	Kabarole
83.	Balinda John	Entrepreneur/packhouse owner	Kabarole
84.	Karugaba Sam	Trader	Kabarole
85.	Peninah Bahiizi	DAO/ Extension	Kabarole
86.	John Bosco	Extension/Kichwamba Subcounty	Kabarole

87.	Doreen	Chief/Kichwamba Subcounty	Kabarole
88.	Aliganyira John	Worker/ packhouse	Kabarole
89.	Robert	Worker/packhouse	Kabarole
90.	Irene Kobusinge	Trader	Kabarole
91.	Bayende Micheal	Farmer	Kyenjojo
92.	Nsengimana Deo	Farmer	Kyenjojo
93.	Tusiime Patrick	Farmer	Kyenjojo
94.	John Bizimungu	Farmer	Kyenjojo
95.	Magezi John	Farmer	Kyenjojo
96.	Mapengi Patric	Farmer	Kyenjojo
97.	Muhumuza Sam	Farmer	Kyenjojo
98.	Kyomuhangi Teopista	Farmer	Kyenjojo
99.	Nuwamanya Dunavenco	Farmer	Kyenjojo
100.	Kyomukama Jennifer	Farmer	Kyenjojo
101.	Twebaze Ruth	Farmer	Kyenjojo
102.	Orishaba Edson	Farmer	Kyenjojo
103.	Kobusingye Margret	Farmer	Kyenjojo
104.	Kyogabigwe Glades	Farmer	Kyenjojo
105.	Nasasira Glorius	Farmer	Kyenjojo
106.	Komuhangi Rodina	Farmer	Kyenjojo
107.	Babufunga Claire	Farmer	Kyenjojo
108.	Hakizamana Emmanuel	Farmer	Kyenjojo
109.	Murungi Isaac	Farmer	Kabarole
110.	Muhumuza Lawrence	Farmer	Kabarole
111.	Alituha Emmanuel	Farmer	Kabarole
112.	Arinaitwe Samuel	Farmer	Kabarole
113.	Kabagambe Yusuf	Farmer	Kabarole
114.	Mwesige Ronald	Farmer	Kabarole
115.	Good Richard	Farmer	Kabarole
116.	Rugumayo Clovice	Farmer	Kabarole
117.	Kabatambuze Reste	Farmer	Kabarole
118.	Kwesigwa Peter	Farmer	Kyenjojo
119.	Mugabirwe Hasifa	Farmer	Kyenjojo
120.	Mbabazi Goretti	Farmer	Kyenjojo
121.	Kamasaza Imelda	Farmer	Kyenjojo
122.	Kemigisa Enid	Farmer	Kyenjojo
123.	Rwegira Dennis	Farmer	Kyenjojo
124.	Komuhendo Annet	Farmer	Kyenjojo
125.	Kansiime Agnes	Farmer	Kyenjojo
126.	Tibananuka Beatrice	Farmer	Kyenjojo
127.	Tumusime Grace	Farmer	Kyenjojo
128.	Muhangi Rose	Farmer	Kyenjojo
129.	Tumusime Mary	Farmer	Kyenjojo
130.	Ntaganda Augustine	Farmer	Kyenjojo
131.	Asaba Paul	Trader	Kabarole



132.	Mwesigwa Charles	Trader	Kabarole
133.	Bamanya Chris	Trader	Kabarole
134.	Mbabazi Eunice	Trader	Kabarole
135.	Komujuni Judith	Trader	Kabarole
136.	Kobusinge Jane	Trader	Kabarole
137.	Kiiza Mary	Trader	Kabarole
138.	Tugume Adolf	Trader	Kabarole
139.	Karungi Mary	Trader	Kabarole
140.	Veronica Kabanyoro	Extension	Kabarole
141.	Byaruhanga Charles	Trader	Kabarole
142.	Ezra	Packhouse worker	Kabarole
143.	Kunihira Hope	Packhouse worker	Kabarole
144.	Roselyne	Packhouse worker	Kabarole