

ADVANCING ACCESS TO INTEGRATED LIFE - SAVING ASSISTANCE AND PROTECTION SERVICES TO PROMOTE SELF - RELIANCE AND RESILIENCE FOR REFUGEES AND HOST COMMUNITIES.

FARMING AS A BUSINESS FACILITATORS' GUIDE



MAY 2024

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ACKNOWLEDGEMENT & DISCLAIMER

This manual is developed by the Agency for Accelerated Regional Development, for the implementation of ADVANCING ACCESS TO INTEGRATED LIFE - SAVING ASSISTANCE AND PROTECTION SERVICES TO PROMOTE SELF - RELIANCE AND RESILIENCE FOR REFUGEES AND HOST COMMUNITIES.

The manual formulation process included a review of a number of manuals for which we are indebted, namely:

- Youth Economic Empowerment supported by the European Union (EU).
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- West Nile Development Initiative (WENDI) Program that was funded by Gorta, Ireland.

This publication was supported by IRC with funds provided by the United States Department of Bureau of population, refugees and migration (BPRM) and the contents, views, and statements of the publications produced under this Project are those of the Local Partner and must not comply with those of IRC and donors.

ABOUT PRM PROJECT

Uganda continues to be Africa's largest refugee-hosting nation. According to the United Nations High Commissioner for Refugees' (UNHCR) Uganda Population Dashboard as of January 2023, there was an influx of 122,780 refugees throughout 2022 fleeing war and persecution mainly from the Democratic Republic of Congo (DRC) and South Sudan. 94% of these refugees live in settlements alongside host communities in areas which are among the poorest and most underdeveloped in Uganda. The number of new refugee arrivals in Bidibidi and Palabek settlements have continued to rise, adding strain to the already overstretched services.

Between June and August 2022, 21% of the population (857,000 people) in refugee-hosting districts experienced high levels of acute food insecurity (Integrated Food Security Phase Classification (IPC) Phase 3 and above). All locations in which the IRC operates report that food insecurity is caused by a lack of income and income-generating activities, the reduction of food rations, a shortage of agricultural equipment, inadequate land, and the effects of climate change and environmental hazards. Thus, there was need to establish more farmer organizations and to strengthen the existing ones, so that more farmers can benefit from economies of scale, better prices for produce, and improved agricultural knowledge and practices.

Agency For Accelerated Regional Development (AFARD) in consortium with IRC, WORLD VISION, and UGANET, is implementing a three-year project entitled "Advancing access to integrated life-saving assistance and protection services to promote self-reliance and resilience for refugees and host communities in Uganda", with an overall goal of Advancing the safety, wellbeing, self-reliance and resiliency of refugees and host communities in Uganda through integrated and client-centered protection, health and livelihood services.

Programme approach.

The consortium delivers the program through four integrated objectives that aim to foster inclusiveness, self-reliance, resilience, and tangible pathways to durable solutions – aligning with the strategic objectives of the Uganda Country Refugee Response Plan (UCRRP) 2022-2025 and the Office of the Prime Minister's (OPM) 2021-2025 Comprehensive Refugee Response Framework (CRRF) strategic direction and expected outcomes.

AFARD implements objective 4, "Refugee and host community livelihoods and climate resilience are improved through coping initiatives to transition from aid to stability and self-reliance through food

and income security” of the program, targeting refugees and host communities. AFARD supports communities to transition from vulnerable subsistence farming methods to more resilient green farming approaches, promotes the sustainable practice of agroecology and climate smart agriculture (CSA) to increase food production and household incomes through mixed farming to feature livestock and annual systems which are capable of unlocking household capabilities to achieve food and income security.

The program’s implementation strategy applies a hybrid approach of interventions that integrate actions to increase food production and availability by addressing the input and output constraints to enhance the production, processing, distribution, and consumption of food, while simultaneously addressing the root causes that prevent low-income people from effectively participating and accessing opportunities in the market. In both cases, the program focuses on the systemic constraints at the household level and market systems through value chain upgrading to stimulate inclusive market linkages with production and off-markets.

ABOUT THE MANUAL

2.1 PURPOSE OF THE FARMING AS A BUSINESS GUIDE

This guide is aimed at overall setting a systematic approach for the targeted beneficiaries and their facilitators to follow in adopting and promoting this transformation into farming as a business so that the process of igniting and enduring change is organized. The Project Officers and farmer group members need to have the right attitude, knowledge, and skills to:

Select the right agro-enterprise for their poverty reduction after agro-enterprise analysis.

- a) Plan their enterprise production and marketing in a market-oriented manner.
- b) Use good agricultural practices required to increase their production and productivity.
- c) Collectively and competitively market their produce in better markets.
- d) Review their performance and plan every season with goal-driven and profit orientation.

2.2 ORGANIZATION OF THE MANUAL

To ensure coherence in the training as well as incremental adoption of good agricultural and business practices, the manual is divided into 5 main parts, namely:

Part 1: Farming as a Business (FAAB) Explained –This part covers the need for farmers to appreciate why FAAB? It also delves into success factors, challenges, leadership, and the importance of goal setting to an agripreneurs.

Part 2: Enterprise Selection – This section covers how beneficiaries can identify and prioritize the right agribusiness that has the profit margin able to life them out of poverty. However, the skills acquired can be used to select any agro-enterprise.

Part 3: Production and Marketing Planning– This session covers how to participatorily conduct basic agribusiness planning. In a step-by-step manner the section takes the youth through a simplified approach to estimating costs and benefits as well as organizing production and marketing activities.

Part 4: Collective marketing: This session dwell on how beneficiaries can bulk and market their products profitably. It guides on market survey and buyer selection, contracting, simplified bulking, and payment of members.

Part 5: Performance Assessment: In this session, beneficiaries are introduced to critical agribusiness performance indicators that they need to continue tracking to be sure that their selected agribusinesses are worthwhile. The different leaderships in the groups are tasked to provide quantitative data from which members can overtime plot trends of their production and benefits. Equally, room is provided for group members to participatorily discuss how they are performing and to identify challenges and suggest solutions. By so doing it is envisaged that group members will gain trust, cohesion, accountability and

members will have voice in the management of their affairs.

Worth noting here is that the project model is built in Collective Farming whereby a group of farmers farm the same commodity using collective actions to access inputs, technical skills, and better markets. This process entails that:

- » Individual farmers/ Agripreneurs organize themselves into a group and agree to.
- » Farm the same agroenterprise/commodity.
- » Farm the selected commodity individually according to their capacities and economic goals.
- » Follow the same farming seasons, good agronomic/ husbandry practices including post-harvest management.
- » Sell their commodity together in the same market using same agreed upon buyer and price.
- » Either bulks their produce together on the day of selling or store to sell later.

Part 1: Farming as a Business (FAAB) Explained	Methods: Story Question and answer Brainstorming
Objectives: Objectives: At the end of the session, participants are able to:	
<ul style="list-style-type: none"> » Differentiate between a subsistence farming and farming as a business » List at least 5 reasons that has made subsistence farming lock them into poverty » List at least 5 benefits and challenges of farming as a business » State the roles of the key actors in FAAB 	
Sub- topics:	Duration:
<ol style="list-style-type: none"> 1. What is subsistence farming? 2. What is farming as a business? 3. Why is subsistence farming associated with poverty? 4. The benefits and challenges of farming as a business 5. Key drivers of farming as a business 6. Roles of key actors in FAAB 	60 Minutes

Introduction

Introduce the session to learners that today we will learn about Farming as a Business and how the approach can help us use agriculture as a decent employment to exit out of poverty. Listen carefully to the story of Ms. Helen and Ms. Mariam.

Story 1:

Ms. Helen is 30 years old and is married with three children. She is a subsistence farmer who annually grows beans, groundnuts, maize, soya beans, and cassava and also rears some five chickens. This job she has been doing for the last 15 years yet her quality of life has not improved at all. Her children hardly go to school because of lack of scholastic materials. She only relies on local herbs when any of her family members is sick. Their clothing and housing unit are no good at all. Mr. Helen has no savings to help her in case of any trouble.

Yet, Ms. Mariam a widow with 6 children lives better life. She uses farming as a business approach and focuses on growing coffee and banana with beans as an intercrop and keeping only 3 pigs every year. Ms. Mariam earned income every market day from banana and has three peak income seasons from coffee (in June and December) and piglets (in August). As a result, she has a permanent house, decent clothing, and cash savings both in the local SACCO and FARMER GROUP where she is a member. All her children study in private schools and when any member of her family is sick they use modern medicine.

Group work: Divide learners into 3 groups and each group answer the following questions:
From the story above, ask learners:

Group 1	What is the difference between Mr. Helen engaged in subsistence farming and Mr. Mariam using farming as a business (in practice and quality of life)?
Group 2	What are the benefits and challenges of farming as a business?
Group 3	If you were to join Ms. Mariam in farming as a business, what would you be keen on?

1.1 MAJOR TYPES OF FARMING PRACTICES

- » Subsistence farming: Is a low-input, low-risk and low return farming practice where farmers:
 - » Use indigenous knowledge and technologies;
 - » Earn low yields per unit of production used;
 - » Use their harvest mainly for food consumption;
 - » Sell only small surplus yield for income; and
 - » Work in isolation of each other relying on individual farmer priority.

NB: In subsistence farming income is always very low to afford a decent living because Low yield = limited food + low income = limited assets + low savings = persistent poverty (poor quality of life: Clothing, Housing; Status; Ability to use modern medical facilities; Ability to send/retain children in school)

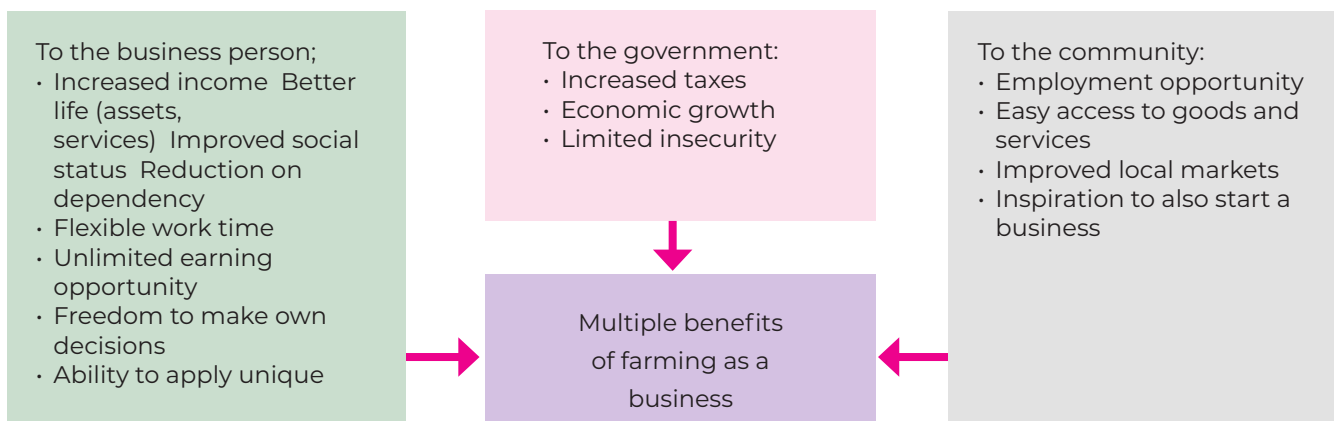
- » Commercial farming is the opposite of subsistence farming. It is high-inputs, high-risk, and high return farming practice where farmers are profit-oriented. They focus on:
 - » Large-scale production (large land sizes of one crop enterprise, for instance)
 - » Advance technologies and innovations than human labour (e.g., tractors); and
 - » Market forces of demand and supply to achieve high profits.
- » Farming as a business is a hybrid practice/approach that use the “profit thinking of commercial farming” as the driving force for the small-scale subsistence farmers. It is an approach that “triggers farmers mindset and attitude to engage in farming with business attitude right from planning, production, and marketing. It also promotes collective action by farmer groups (producer groups) in order to attain aggregation of outputs that are attractive to the market. Typically it is about agribusiness.
 - » Business refers to the economic activity of producing or selling of goods or services for profit.
 - » Profit (P) occurs when the incomes (I) generated is greater than expenses (E) incurred ($P = I > E$)
 - » No profit occurs when incomes equals expenses ($P \neq I = E$).
 - » Loss (L) occurs when income is less than expenses ($L = I < E$). When this state persists, it is advisable that you close down the business as soon as possible.

1.2 MAJOR TYPES OF AGRIBUSINESS

Agribusiness is a farming practice that is bigger than just tilling the land or keeping animals. It looks at farming from a “value chain” lens. That is, it looks at employment and income generating opportunities of a given agricultural enterprise from the input supplier to the consumers. As a result, agribusiness provides job and income opportunities in agriculture in the forms of:

- » Input traders who sell seeds, hoes, fertilizers, etc.;
- » Farmer who produce and sell to traders or consumers;
- » Traders who buy produce from farmers and sell directly to consumers or add value and sell;
- » Transporters who provide transport services to producers and buyers; and
- » Others that include money lending, extension services at a fee, etc.

1.3 BENEFITS OF FARMING AS A BUSINESS



1.4 CHALLENGES TO FARMING AS A BUSINESS

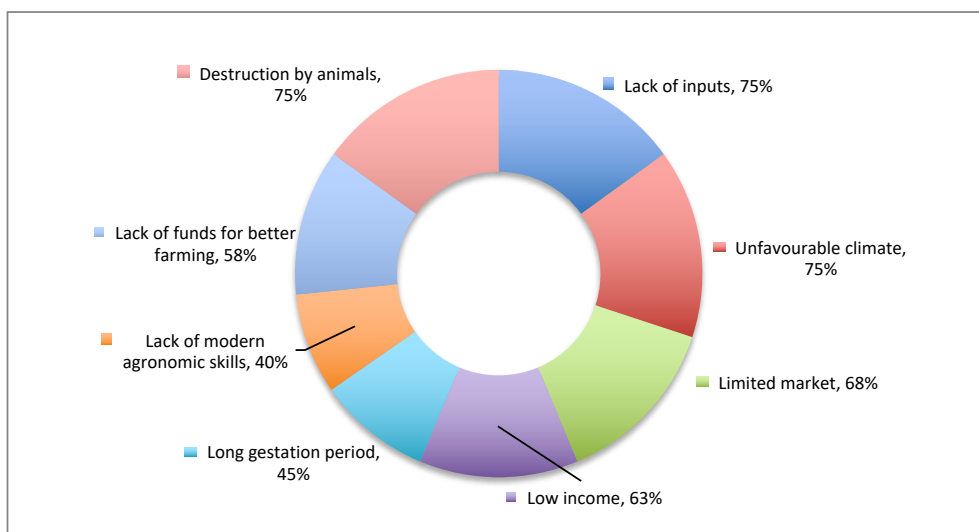


Figure 2: Factors that demotivate youth uptake of agriculture employment

1.5 KEY FACTS ABOUT FARMING AS A BUSINESS

Farming as a Business basically means “Doing Business through Farming.” To achieve this, any farmer intending to or is engaged in farming as a business MUST focus on knowing and adhering to the following:

The Right enterprise	The product that is highly demanded in the market The actors (input dealers, buyers, and other supporters)
The Right standards	The units of measurement used (e.g., acres of land [4,000m ²]; weights used in the market e.g., Kgs, Liters, etc.) The quality preferred in the market (e.g., low moisture content; no rotting; spotless tomato; etc.)
Profit maximization	The reduction of cost of production Increasing yield per unit of production (e.g., use of improved technologies – seeds, fertilizers, etc.) Higher prices by accessing better paying market
Risk management	Mitigating all factors that cause business loss e.g., correct timing of planting, harvesting, and selling; insurance; etc.

1.6 KEY ACTORS AND THEIR ROLES IN FAAB

Given that PRM seeks to build self-sustaining youth groups, FAAB will be promoted within the existing youth-led FARMER GROUPs. As such, the primary actors will be drawn from within the group membership. They will be equipped with the right skills and will be technically supported by the Project Officers on a declining responsibility basis.

The main actors for FAAB will be:

a) The Executive Committee:

As already established structure, this organ within the group will also provide the marketing committee functions.

To note seriously is that given the vital role of marketing, the roles of Marketing Committee that MUST have both males and females, requires people with the following characteristics:

1. Able to read and write so are to keep records
2. Ready to work longer for the benefit of the group
3. Have high negotiation skills
4. Trusted and fraud free
5. Able to motivate youths to participate

b) Agroecology Champions/Poultry Paravets (Champion):

The market demands quality products in the right volume. That many farmers lack agricultural vocational skills, there will be need for hands-on training conducted by their peers. Therefore, Champions will be elected from among the group members to ensure increased agricultural productivity through the provision of relevant, timely, and quality production extension advice to group members.

Selection process/criteria for Champions

The adoption of farmer-to-farmer (peer-learning) extension approach as a sustainable way of ensuring self-reliance requires motivated change agents in the beneficiary groups who can be supported to gain added competencies – content, methodology, and organization – so that they are able to train and mentor better adoption of good agronomic and agribusiness practices (GAAP). Thus, the identification

*Convert in monetary: kg multiplied by market price.

of these change agents will be based on their track records of demonstrated performance in the selected enterprise especially with regard to the ability to innovate, diffuse, and impact knowledge. More so, a Product Cluster Approach requires farmers to take advantage of their numbers to aggregate their product (bulking) in order to secure premium markets (collective marketing) with the aim of ensuring that foremost they produce what buyers want in manners that benefits them as farmers.

Selection Process

Given the critical roles and responsibilities Champion will play in PRM, their careful selection will be inevitable. In this case, the farmer groups together with the Project Officer and Community leaders will be involved in who should be selected as a Champions.

- » The PO will mobilize the farmer group members for the Champions selection day. Invitation will be extended to the PO, parents and community leaders too.
- » On that day, the CBT will introduce the objective of the meeting (Selection of Champion) and brief the gathering on the roles and responsibilities as well as the qualities of a Champions.
- » Farmer group members will be given the opportunity to propose candidates to the field staff based on the stated criteria. Three to Six members will be proposed.
- » The proposed members will be requested to either accept or reject the nomination. For every rejected nomination, another name will be proposed.
- » All those who were nominated and accepted such nominations will be requested to step aside from the meeting to allow deliberation by the members present in the meeting.
- » Both the farmer group members and the invited community members will hold discussions on each candidate.
- » After an exhaustive discussion, the farmer group members will be handed over the opportunity and rights to democratically vote their preferred Champion (1 male and 1 female).
- » After the voting, the candidates will be called back and the results will be declared.

Qualities of a Champions

A good Champion should have the following qualities – S/he has:

- » Basic understanding of the local production context;
- » Exemplary past performance in farming as a business especially in the chosen enterprise;
- » Ability to communicate effectively to other farmers;
- » Evidence of hard work such as farm size, good market identification;
- » Enthusiasm to learn new knowledge and technologies;
- » The vested trust of members and integrity in the community and among peers;
- » Permanent residence ship in the FARMER GROUP village;
- » Basic literacy and numeracy skills in English and the common local language;
- » Willingness and time to share knowledge, skills and innovations with others;
- » Track records of honesty in handling records and public funds.
- » Good leadership skills and attributes.
- » Willingness to volunteer and serve his/her group without pay (given that this is not an employment).
- » Ability to mobilize group members for a pro-active change.
- » Must be a group member

FACTORS MONITORED TO ASSESS CHAMPION PERFORMANCE

- Personal application of GAAP and business expansion trends
- Technology adoption rates among his/her group members
- Group performance status i.e., enterprise production and productivity rates

Clarifying stakeholders' roles and responsibilities

The agribusiness development under PRM will involve at least 4 critical stakeholders, namely: 1) The youth groups; 2) The Executive-cum-Marketing Committee; 3) Buyers; and 4) Project staff. These different actors will execute the following roles and responsibilities:

1. Farmer groups

- Approves their Executive Committee to play Marketing Committee roles
- Select the enterprise they want to promote
- Plans and produce the commodity using recommended practices
- Procures inputs together to ensure consistency
- Ensure members adhere to good quality standards for the produce
- Selects the best buyer using market information report
- Bulks members produce for sale
- Ensures all members are paid for their produce

2. Executive-cum-Marketing Committee

- Together with Champion prepares seasonal marketing plan
- Together with Champion monitors and estimates production
- Collects market information (buyers and prices)
- Informs members about quality standards for different markets
- Negotiates transactions with buyers on behalf of group (prices and payment terms)
- Receives payments from buyers
- Effects payments to members
- Provides reports to all members on market trends/sales

The Buyers:

- Provides information about quantity and quality needed
- Negotiates buying price and signs a contract with the group
- Sets buying dates
- Collects produce from bulking centers
- Pays for produce as agreed

4. Project Staffs

(The Project Manager and Project Officers)

Sensitize the farmer groups about collective

Assist the farmer groups to elect marketing committees

Train the marketing committees and farmer groups

Disseminate information about potential buyers to the marketing committees

Disseminate price information to the marketing committees (as a supplement to the radio dissemination)

Advise the marketing committees and follow-up on the marketing activities

Plan and oversee implementation of marketing activities

Compile and analyze production data from the farmer groups

Identify potential buyers and processors and collect information about what they demand

Organize collection and dissemination of price information

Coordinate marketing activities with other stakeholders

Report about production and marketing plans and results

1.7 GOAL SETTING

Please, introduce this session with the below game. Ensure that you have all the required tools. Also inform the learners that today's session will focus on life goals.

The Bottle Top Game Competition:

- » Carry 12 bottle tops to the training venue
- » Select 3 males and 3 females and divide them in 3 groups of 2 people each and inform them that they will compete against each other.
- » Give the groups 1-2 minutes to prepare
- » Give each group 4 bottle tops
- » Dig a hole 7 meters away (using your long feet stride)
- » Tell everyone to drop their bottle tops into the hole
- » Starting with all 3 bottle tops at once
- » Followed with each bottle top
- » Encourage the learners to clap for the winning group and settle the group back
- » Ask the players to narrate what their experiences were and note them down on the flip chart

2. Ask learners to define, "What a goal is?"

Sum the game and feedback with emphasizing that:

- » Life is all about achieving goals e.g., winning the current game
- » A goal is a future good that can be: Tangible (livestock, house, bicycle, etc.) or Intangible (Marriage, Qualification, Belief, winning a competition). This can be (Where you want to go; What you want to achieve; or Who you want to be)
- » A goal has to be very clear- have a target, time when to be achieved, and meaning to one's life (justification)
- » A goal involved a series of processes and hard work to be achieved.
- » A goal can be short term (every farming season of 6 months or 1 year) or long term (2 years and more).
- » YEAP is more focused on economic goals and improved life skills. 3. Ask learners again: "Why do youth need a life goal?"

Sum with below

- » Get a focus of where one want to go/be
- » Get a motivation and effort to work hard
- » Be able to monitor progress towards the goal
- » Show our values of living to our words
- » Pride in being able to achieve something
- » Encouragement for setting and attaining the next goals

4. Notify learners to be very attentive because you will take them through the process of “How to set and monitor one’s goal.”

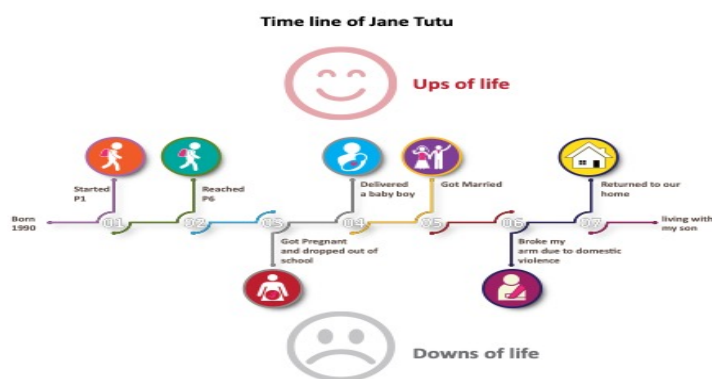
Inform them that there are 4 steps in formulating a goal, namely:

- i. Understanding where I am
- ii. Identifying what I need for a happy life

3. Deciding on what actions to take to achieve the happy life IV). Assessing, have I achieved my goal?

A. Understanding where I am

- » Ask each youth to take 5 minute to reflect on what challenges they have faced and achievements made in their lives since they were born to today
- » Take one youth and use his/her example to demonstrate the life story
- » As s/he narrates the achievements draw the time line with clear achievements and failures (the ups and downs of life) as is below for Jane Tutu.



Ask the learners of what lessons do they learn from this experience and sum their feedback by including:

- » Life is not a bed of roses. It has valleys (Downs of life) and hills (Ups of life)
- » Every day counts in life for you may walk into a valley or on top of the hill (work everyday of your life)
- » One needs to make informed decisions always before taking any action (think before you act)
- » Failures are never the end of life. They are lessons!
- » Once you can discover who you are (lesson 1) and where you are (lesson 2 today), you can then project the future.

<p>B. What do I want for my happy life?</p> <ul style="list-style-type: none"> • Ask the youth to reflect on and list • What tangible or intangible things will make my life happy? • Which of these items on the list do I want to achieve within YEEP lifetime in year 1-3? • How much will they cost me in terms of money? • Why do I set these as my priority? 	<p>C. What must I do to achieve my goals?</p> <ul style="list-style-type: none"> • Ask the youth to again reflect on their list and financial cost • What actions will I take to achieve the goal? • Will these actions alone help me to achieve my goal? • What will help me to achieve my goal- people, skills, and networks? 	<p>D. Have I achieved my goal?</p> <ul style="list-style-type: none"> • Did I achieve my set targets? • If yes, how? • If no, why? • What are my next goals?
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WHAT GOOD GOALS MUST HAVE

Many people set goals and they do not attain them because many such goals lack the key qualities of a good goal. A good goal MUST be:

- Specific on what you want to achieve e.g., Save money for dowry in SACCO X
- Measurable so that it can be verified e.g., Saved UGX 2 million for dowry in SACCO X
- Achievable so that it has meaning as to why you planned
- Realistic to my life situation in terms of its importance and suggested actions
- Time-bound so that it gives time when the goal will be achieved so that other goals too can be pursued

Fill in the template below:

The Personal Development Plan of(Name)

Time	The goal	Value	Action required	Assessing goal achievement	
				Was it achieved? Yes/No	How/Why
By June 2017	I will own a boda boda motor cycle in order to diversify my income sources	2.5 million	Grow 1 acre of passion fruits		
By December 2018	I will own 3 cows so that I can pay dowry for my wife	1.5 million	Weekly savings of UGX 10,000 in our VSLA Buying a cow after every share out		

Reflection/Session Evaluation

What have you learnt today that will help you improve on your mindset toward agriculture?

Part 2. Enterprise Selection	Methods: Lecture, Question and answer, group work, storytelling and Take home work
Objectives: Objectives: At the end of the session, participants are able to: » Know how to identify a profitable agribusiness » Know how to prioritize and select their top most agribusinesses	
Sub- topics: 1. How to identify agribusiness opportunities 2. How to prioritize profitable agribusiness	Duration: 90 Minutes

Introduction

Introduce the session to learners that today we will learn how to select and prioritize a profitable agroenterprise so that as a group we are able to know, from today onwards, what agroenterprise PRM will support us in.

To start the process, recap what were the key learning and actions from session 1: Introduction to Farming as a business.

Points to Emphasize

1. Only business farmers who are also called agripreneurs conduct farming a business. Recap using the Entrepreneurship and Life Skills Manual, on what are the qualities of an entrepreneur?
2. Because farming as a business is concerned with profits for poverty reduction, only high impact enterprises are preferred to be supported by PRM
3. PRM will support each youth farmer group with only ONE enterprise in the entire 3-year period.
4. Selecting such high profit and high impact enterprise requires attention because:
 - » Factors of production are scarce and costly they must be utilized sparingly and wisely
 - » Competition in the private sector is stiff and losers will remain in poverty forever
 - » Every enterprise has entry barriers e.g., specialized skills, soil, weathers, market regulations, etc.
 - » Your investment choice determines your stay in or exit from poverty. Wrong decisions come at a cost!

2.1 HOW TO SELECT A PROFITABLE ENTERPRISE

- » Ask learners engaged in farming as a business to share with members how they were able to identify and prioritize their agroenterprises.
- » List the enterprises that PRM will promote and explain why they were selected – low cost, high returns, medium risks, common skills, etc.
- » Take the learners through the prioritization of ONE of the PRM preferred enterprises for their engagement.

Inform learners that we will use a 2-method approach to select our priority enterprise. The first part of analysis will be based on socio-environmental analysis of the enterprise (see selection criteria below). The second part does the enterprise financial analysis to demonstrate how viable the selected enterprises are.

A: Socio-environmental analysis method

Given that PRM has prioritized 4 enterprises only, in this stage the group will be required to select only 2 enterprises that will be further analyzed. To do so, a preference ranking method will be used.

- » Explain all the 10 Core Factors that PRM prefers in its enterprise selection.
- » Give each participant present 40 seeds/sticks/Stones
- » Ask each one of them to put one unit per criteria for the enterprise of her/his choice.
- » Count and record the number of stones for each Core factor for each enterprise.
- » Add the total score for each enterprise.
- » Declare to the members their top 2 enterprises that received high score for the next analysis.
- » Note that this form MUST be submitted to the Project Manager for filing.

PRM Enterprise Selection Criteria

Core Factors	Pointer	Tomato	Onions	Beans	Cabbage
1. Market potential	The higher the local/regional market demand and price stability the better				
2. Investment cost	The lower the cost of investment/startup capital required the better				
3. Agro-ecological conditions	The more suitable to local environment – soil, rainfall, etc. – to an enterprises is the better				
4. Available resources	The smaller the land size and start-up costs required for high return the better				
5. Inclusivity	The more the enterprise has gender and vulnerable youth inclusion the better				
6. Experience with the enterprise	The more experienced the youth are in the enterprise the better				
7. Gestation period	The shorter time to produce returns (quick return period) the better.				
8. Risks	The lower the risks – weather, diseases, fire, theft, wild animals the better				

9. Scalability	The higher the expected profit for expansion the better				
10. Collectivity	The easier it is to bulk the produce and sell the better				
TOTAL SCORE					

Agro-ecological conditions:

- Soils – Are the soils types supportive of the enterprise and is it fertile to sustain yield increase
- Rainfall – Is the amount adequate to support the enterprise? Is it reliable? Or will irrigation be useable due to a nearby water source?
- Climate – Is the weather favorable or there are erratic changes?

Local resources:

- Availability of land is key. This can be owned or hired
 - Availability of labour – family/hired is critical. But labour of women and children should not be exploited
- Other agro-inputs on the market like seeds, fertilizers, chemicals, etc. is critical

Risks:

- Small land sizes that does not allow enterprise expansion
- Weather changes are erratic to support business
- High perishability may create marketing pressure
- Poor quality of inputs on the market reduces yield
- High price fluctuations makes returns unstable
- Few and small capacity buyers means stock overload

B: Financial analysis method

- » Print and carry along a blank template for each of the enterprise financial analysis sheet (as is used in the template below).
- » Using the 2 top most enterprises, conduct the enterprise financial analysis using the guide below for conducting profitability analysis and poverty reduction potential analysis.
- » Fill in the template after all the figures have been agreed upon. Note the following:
 - * Often farmers start by expecting project support so they inflate input cost. Tell the youth that this is about their own expenses because PRM will only provide learning inputs.
 - * Few farmers have full knowledge of inputs required for good agricultural production. DO not rely on the input list of farmers alone. As a technical person, include what could have been missed out after explaining why such inputs are needed.
 - * Many times farmers do not do market survey. Rely on credible sources of information e.g., those producing the commodity; local government officials; local input suppliers; etc.
 - * Prices and yields vary from one place to another. Secure the “potential yield data” so that the youth can know the gap between any current yield and what they can harvest once they adopt good agricultural practices.
 - * This template MUST also be submitted to the Project Manager for filing.
- » Finally, the enterprise financial analysis should be able to make clear:
 - * All the required production inputs;
 - * Estimate the required production cost in order for the youth to:
 - Know how cheap or expensive the enterprise is
 - Identify what resources they have or can borrow

- Identify what activities they can do themselves
- Decide what inputs they may acquire with time e.g., many will list gumboots, spray pumps, etc. This will help them to know the “basic start-up inputs and cost.”
- * Estimate the sales returns/revenue in order that the youth to start discussing:
 - Which market/buyer is better to sell in
 - What price can make them realize better profits
 - Why conducting regular market survey is important
 - When it is profitable to sell their produce (to hoard or not)
- * Current market suitability in terms of breakeven price versus prevailing and average market price. Often many youth want to compete with retail traders just because the market price is higher than what the traders offer them. This is because they do not understand marketing costs and risks.
- * The relationship between an agroenterprise and poverty reduction. PRM is striving to see the youth out of extreme poverty.

Profitability Analysis

This is a method used to test whether or not an agroenterprise is profitable to invest in. The simple decision is arrived at when the profit earned is greater than the cost incurred.

The simple method of conducting a profitability analysis is described below. It should be noted that if the learners do not know the details of inputs and costs of inputs the Project Officer should consult with local actors – parents, traders, suppliers, government officials of the locality.

A: Estimating Production and marketing cost

- i. List all production and marketing inputs that are required to run the enterprise e.g. Land, labour, farm tools, seeds, poles, agro-chemicals, advisory/technical services, and bags, transport, etc.
- ii. Quantify all inputs that are listed in the right amount needed.
- iii. Establish the unit cost (price) of each input
- iv. Estimate the total costs of production for the enterprise by multiplying the total quantity of inputs by the cost price of each input.

B: Estimating sales revenue

- v. Estimate the total yield of the enterprise.
- vi. Establish the average market price per unit of yield (e.g. by comparing prices for 2 seasons).
- vii. Estimate the sales revenue by multiplying yield by the average market price per unit of output.

C: Estimating gross margin

- viii. Subtract the total costs from sales revenue.

Decision: A profitable agroenterprise has a positive gross margin. The amount must also be reasonable. For instance, an enterprise that yields UGX 100,000 is less attractive compared to one with a return worth UGX 5M.

Poverty reduction potential Analysis

This is a method used to test whether or not an agroenterprise will ably lift a farmer out of extreme poverty. The inclusion of this method is because farmers have been engaged in many profitable enterprises but

without being able to exit extreme poverty. The subjectivity of “reasonable amount of profit” makes it difficult to judge between 2 enterprises. In PRM we use this method to ensure that only high impact enterprises that are able to yield surplus income above what a family needs to live at the international poverty line are promoted.

This analysis is conducted as follows:

1. Estimate the average number of people who are dependent on the youth/farmer;
2. Compute their annual cost of living at \$2.15 international poverty line

Average number of people in the target household	x	365 days in a year	x	\$2.15 poverty line	x	UGX 3,800 current exchange rate per dollar	=	Annual
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3. Estimate the annual income from the agroenterprise

Gross Margin	x	Number of seasons of production in a year	=	Annual Enterprise Income
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4. Deduct the cost of living from the annual income and any surplus income means that the enterprise will enable the youth and his/her household to live above the \$2.15 poverty line.

Annual enterprise income	x	Annual household poverty line income	=	Surplus/Deficit
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Group Enterprise Prioritization Form

District:	Sub county	Parish	Village	Date
Name of Group	Members Present			Priority Enterprise Selected
	Males	Females	Total	
Name and signature of Project Officer		Name & Signature of Champion		Name & Signature of Chairman

Core Factors	Pointer	Tomato	On-ions	Beans	Cab-bage
		Scores			
1. Market potential	The higher the local/regional market demand and price stability the better				
2. Investment cost	The lower the cost of investment/startup capital required the better				

3. Agro-ecological conditions	The more suitable to local environment – soil, rainfall, etc. – to an enterprises is the better				
4. Available resources	The smaller the land size and start-up costs required for high return the better				
5. Inclusivity	The more the enterprise has gender and vulnerable youth inclusion the better				
6. Experience with the enterprise	The more experienced the youth are in the enterprise the better				
7. Gestation period	The shorter time to produce returns (quick return period) the better.				
8. Risks	The lower the risks – weather, diseases, fire, theft, wild animals the better				
9. Scalability	The higher the expected profit for expansion the better				
10. Collectivity	The easier it is to bulk the produce and sell the better				
TOTAL SCORE					
		Financial values			
11. Rate of return or	The higher the profit margin the better				
12. Ability to reduce extreme poverty (\$1.90)	This is our goal and the key gap many projects focusing on positive margins have had. Net profit must be >UGX 20.9 million per year for it to lift a youth household above the \$2.15 poverty line				

Analysis Template

Onions

Plant population	<p>1 acre of land = 40 meters X 100 meters = 4,000 m²</p> <p>Spacing = 30 cm X 15 cm</p> <p>Therefore: 40m X 100cm = 4,000cm/15cm = 226 plants in a row</p> <p>100m X 100cm = 10,000cm/30cm = 333 rows</p> <p>333 rows X 226 plants = 88,578 plants in 1 acre</p>
Yield	<p>Each plant yields 1 bulb</p> <p>200 bulbs = 1 basin</p> <p>6 basins = 1 bag</p> <p>1 acre = 73 bags</p>
Sales returns	<p>Sales price/bag = UGX 180,000</p> <p>Sales = Yield X sales price</p> <p>= 73 bags X UGX 180,000</p> <p>= UGX 13,140,000</p>

Production cycle	Nursery period [= 2 months] + garden period [3 months] = 5 months Annual seasonal production = 2 seasons
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Production cost	Quantity	Unit cost	Total
Seeds (250g)	5	50,000	250,000
Nursery bed management	2	120,000	240,000
Land preparation	2	80,000	160,000
Planting	10	10,000	100,000
Weed control	10	8,000	80,000
Pest control	2	100,000	200,000
Harvesting	10	5,000	50,000
Transportation to store	50	2,000	100,000
Subtotal for production			1,180,000
Packaging materials in bags	50	2,000	60,000
Labor for packaging	50	500	25,000
Market search/information	5	30,000	150,000
Transport to market	50	50,000	250,000
Subtotal for marketing			485,000
Total Investment cost			1,665,000
Break-even price (costs/yield)			22,808
Profit (sales – costs)			11,475,000
Monthly income (Profit/production cycle)			2,295,000
Estimated annual income (Profit X production seasons)			22,950,000

Amount required at \$2.15/person per year (=Number of people [4] X \$2.15 X 356 days X UGX 3,800 [current exchange rate])			11,928,200
Poverty reduction potential			YES: Yields surplus income

Tomato

Plant population	1 acre of land = 40 meters X 100 meters = 4,000 m ² Spacing = 2 meters X 3 meters Therefore: 40 meters/2 meters = 20 plants in a row 100 meters/3 meters = 33 rows 33 rows X 20 plants = 14,500 plants in 1 acre
Yield	Each plant yields in 3 months 0.25 Kgs 14,500 plants X 0.25 Kgs = 3,625 Kgs
Sales returns	Sales price/Kg = UGX 1,000 Sales = Yield X sales price = Kgs X UGX 1,000 = UGX 36,250,000
Production cycle	Gestation period = 2 months + Yield period = 3 months = 5 months Annual production seasons = 2 seasons

Production cost	Quantity	Unit cost	Total
Seeds (50g)	2	20,000	40,000
Pesticides, fungicides and fertilizer	1	600,000	600,000
Land preparation	2	180,000	360,000
Transplanting	1	120,000	120,000
Weeding	2	120,000	240,000
Labor for pruning	10	5,000	50,000
Labor pegging	10	5,000	50,000
Labour for harvesting	-	-	-
Transport to store per box	24	2,000	48,000
Sub total for production			1,508,000
Marketing cost			
Packaging material in boxes	24	10,000	240,000
Market search /information	2	30,000	60,000
Transport to market	24	3,000	72,000
Sub total for marketing			372,000
Total Investment cost			1,880,000
Break-even price (costs/yield)			519
Profit (sales – costs)			17,450,000
Monthly income (Profit/production cycle)			3,490,000
Estimated annual income (Profit X production seasons)			

Amount required at \$2.15/person per year (=Number of people [4] X \$2.15 X 356 days X UGX 3,800 [current exchange rate])			11,928,200
Poverty reduction potential			YES: Yields surplus income

Part 3. Production and Marketing Planning	Methods: Lecture, Question and answer, group work, storytelling and Take home work
Objectives: Objectives: At the end of the session, participants are able to: » List all the inputs they need for their production » Calculate their production and marketing costs from a given unit of production » State how much net income they will likely earn at the end of the season	
Sub- topics: • How to plan an agribusiness	Duration: 60 Minutes

Introduction

Recap with learners what they learned from the last session.

Introduce the session that today we will learn how to plan the agribusiness of the agroenterprise the group selected.

The Champion together with the Marketing Committee should lead this process. The role of the Project Officer is only to backstop the process.

Procedure:

- a. Invite all group members to a short meeting during which you:
 - » Brief them on the need to plan for the upcoming season.
 - » Request every member to think through her/his Economic Goal and how the agribusiness will help achieve that goal.
 - » For married members, encourage them to plan together with their spouses so as to benefit from labour pooling, shared voice and ownership, etc.
 - » Then set a date when the planning meeting will be held.

- b. To make work easier, calculate the following prior to the scheduled meeting but referring to the enterprise selection analysis sheet used during the enterprise selection meeting:
 - » How much it will cost to produce a unit of the product. For instance, how much would ¼, ½, ¾, and 1 or 2 acres of onion, and tomato production cost?
 - » How much a member earns from the above units in terms of yields and the prevailing market price?

- c. On the day of the planning meeting (use the template below to fill in the information):
 - » Ask each member to indicate how much acres/birds s/he planned to plant/rear
 - » Using computations above, fill in the various columns with standard units (e.g., kilograms, basins, bags, etc.)
 - » Ensure that people change their targets because the net income may present many members

- with the need to increase or decrease their acre/bird targets.
- » Do the computation participatorily so that all members are fully engaged.
- d. Once the overall computation is finished, sum the various totals to indicate what projected production, investment, and returns will be in the season (all other things being constant). At this point it is important to emphasize to members that they should stick to their targets.
- e. After the completion of (d) above, it will be time to plan for the detailed activities that will be undertaken to achieve the set targets. This will include:
- » Listing the all the required various production activities (see manual on good husbandry practices.
 - » Setting the timeline within which every member should accomplish each activity. Doing so will require knowing the enterprise calendar as well as appreciating the need to harvest and sell together at the same time if they should realize the benefits of aggregation.
 - » Assigning monitoring responsibilities among the members to ensure that all member fields are visited and assessed for compliance with agreed upon activities and timelines besides adherence to recommended husbandry practices.
- f. Once all these are done, then the group leaders should fill the Form below and ensure that it is duly signed by all the required persons. This form **MUST** be filled in 4 copies – 1 copy each for the group executive committee, Young Model Farmer, Project Officer, and Project Manager.
- g. Upon receiving and signing this form, the Project Officer will enter the data into an Agroenterprise Business Plan database that will be forwarded to the Project Manager.
- h. The Project Manager will aggregate all the data into: (i) Enterprise specific seasonal business case; (ii) Plot on map the Enterprise volume and outreach; and (iii) A regional enterprise business case for sharing with local governments, private sector actors, and other stakeholders.

Production and Marketing Seasonal Plan for Period (e.g., Feb- July.....)			
Name of Farmer Group:		Contact Details	Enterprise: Variety:
District:	Sub county:	Parish:	Village:

	Name of Member (a)	Planned Acres/ Birds (b)	Yield expected (units) (c)	Estimated yield loss + food (d)	Estimated yield to be sold (e=(c-d))	Estimated sales price per unit (UGX) (f)	Estimated Income (UGX) (g=(e*f))	Estimated production cost (UGX) (h)	Estimated net Income (UGX) (i=g-h)
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
GROUP GARDEN									
TOTAL									

Planned Seasonal Activities

Activity	Period																Responsible	
	Month 1				Month 2				Month 3				Month 4					
	W 1	W 2	W 3	W 4	W 5	W 6	W 7	W 8	W 9	W 10	W 11	W 12	W 13	W 14	W 15	W 16		
Nursery management																		
Clashing																		
Ploughing																		
Procurement of inputs																		
Planting																		
Weeding																		
Spraying																		
Harvesting																		
Marketing of produce																		
Review of achievements																		

For Framer Group:

 Group Chairperson: Date, name, signature & stamp

 Group Champion: Date, name and signature
For Implementing Partner:

 Project Officer: Date, name, and signature

 Project Manager: Date, name, signature & stamp

Part 4: Collective Marketing	Methods: Lecture, Brainstorming Question and answer Group work
Objectives: Objectives: At the end of the session, participants are able to:	
<ul style="list-style-type: none"> » Identify the economic gaps of individual agricultural marketing » Explain the benefits of collective agricultural marketing » Understand the requirements for successful collective marketing » Identify the challenges and solutions of collective marketing 	
Sub- topics: <ul style="list-style-type: none"> • Understanding existing agricultural marketing practices • The benefits of collective marketing • Setting up and ensuring an effective collective marketing 	Duration: 180 Minutes

Introduction

Welcome the participants and take 5 minutes to review the lessons and experiences learnt from the previous session. Ask the youth on what practical things, as agripreneurs, have they done since the last sessions.

Introduce today's session objective of learning how to produce and conduct collective marketing. Emphasize that agribusiness today is faced with different markets, which do not generate the same benefits to farmers. Other than producing, without a good market, farmers can hardly get out of poverty. Thus, to understand how youth agripreneurs can reap good returns from their efforts requires a thorough understanding of agricultural marketing.

Group Work: Divide the learners into 4 groups and ask each group to take 15 minutes to answer the following questions. They should have a secretary who will report to the plenary.

- Group 1: Where do farmers [of the enterprise selected by the youth group] in the area sell their products?
 What challenges do they face with their market?
- Group 2: Why is a good market important for youth agripreneurs?
- Group 3: What are the advantages and disadvantages of farmers selling their products individually?
- Group 4: What advantages would youth agripreneurs derive by selling their products collectively?

Wrap Up the responses with the below emphasis

- » There are many different markets for the same commodity – farm gate, local and far off markets;
- » There are different buyers of the same commodity – middlemen, retailers, wholesalers, processors, and direct consumers
- » There are different buyer preferences – price, volumes, quality, and nature of transactions
- » There are, to a large extent, no government restrictions on buyer-seller transactions because the market is a free arena.
- » In the market, “clever actors” exploit the other players to maximize their “profits.”
- » A good market and marketing is important for the following reasons:
 - It provides information on what customers want thereby targeting production and how to attract buyers.
 - It enables customers to know what farmers produce thereby influencing buyer decisions.
 - It enhances farmers’ ability to sell their products at the right places and price and to right people.
- » Collective marketing simply refer to a process where a group of farmers with the same product aggregate their produce and sell them in larger quantities to an identified buyer. This process, however, entails that:
 - Individual farmers/youth agripreneurs organize themselves into a groups and agree to;
 - Farm the same agroenterprise/commodity;
 - Farm the selected commodity individually according to their capacities and economic goals;
 - Follow the same farming seasons, good agronomic/husbandry practices including post-harvest management;
 - Sell their commodity together in the same market using same agreed upon buyer and price.
 - Either bulks their produce together on the day of selling or store to sell later.
- » The advantages of collective marketing revolves around its higher economy of scale - ability to aggregate together many small volumes into one bigger volume that is able to:
 - Share a number of transaction costs – transport, storage, handling, and risks.
 - Attract buyers who always want “quick turn around transaction time.”
 - Strengthen farmers’ negotiation capacity for better prices given reduced transaction costs.
 - Improve and standardize quality of the produce offered for sale.
 - Ensure one-off payment to farmers compared to small selling practices. With this lump sum payment farmers are able to effectively plan and use of their funds.
 - Reduce the high individual sales risks due to indecisions for timely sales.
 - Enhance farmers’ access to market information given shared role allocations.
 - Improves a group capacity to acquire and improve communal facilities for improving the quality of their produce e.g., stores, access roads.
 - Open group members’ access to credit from input suppliers or banks that they may use to boost their agribusiness.
 - Build social coherence and trust among group members.
 - Strengthen groups voice and visibility thereby building political space to lobby and advocate for local government support
- » The challenges of collective marketing, which can all be solved through group strengthening, includes:

- Lack of established financial trust among group members
 - Negative individual competition that bars collective actions
 - Requires many regular meetings for consensus building
 - Often farmers fear product standardization thereby compromising quality, volume, etc.
 - Requires effective records keeping that sometime only few group members can do (thereby inhibiting transparency)
- » The key drivers for a successful collective marketing includes:
- Trust among the members
 - Transparency from group leaders and committee members
 - Strict adherence to the enterprise calendar so that all activities are concluded at the same time
 - Strict adherence to recommended agricultural practices
 - Timely access to market information to avoid exploitative markets of inputs and produce
 - Proper records keeping for generating real time production and marketing data.

For collective marketing to be effective, there is need to:

- » Identify a good buyer able to offer the group members fair price.
- » Bulk and sell the produce together in an organized manner and pay every member.
- » Document all the processes for future planning.

Below is how to conduct and document the buyer survey and sales.

4.1 CONDUCT MARKET (WHO IS THE BUYER) SURVEY

Given that production is geared towards the market, and that few (if any) group will engage in contract farming, it is important that youth Agripreneurs are constantly aware of who is the better buyer. To know these buyers, it is important that the Marketing Committee conducts regular market surveys - pre-season, during production phase, and at the harvest time - to collect market information about the market. This survey will help group members to:

- a. Know the potential buyer to sell to once their product is ready for sale;
- b. Know the trends of change in the market – prices, buyers, conditions, etc.

- » The process of this market information collection involves:
 - » Brainstorm in the group on who knows which buyers.
 - » Going to known markets and discussing with for existing buyers.

Talking to other farmers/groups dealing in similar commodity, Project Officers, Extension officers, government Trade and Cooperative officers and asking current buyers how much more they would be willing to take or do they know who else is buying.

- » Watching out for passing trade

Other information sources on prices can be got on the internet and via SMS from the following service providers:

1. Infotrade (www.infotradeuganda.com) provides a weekly market report with retail and wholesale prices from 31 districts.
2. Farmgain provides market prices for a SMS service. You write the name of the produce e.g. "maize", "rice", "beans" in an SMS and send it to 8198 or 198. You will then receive an SMS with regional prices for that produce. The service costs Ushs. 220 per SMS.
3. Foodnet (<http://www.foodnet.cgiar.org/market/Uganda/uganda.htm>) provide weekly retail and wholesale prices collected by Farmgain in 13 locations.
4. FEWS Net Uganda (<http://www.fews.net/pages/country.aspx?gb=ug>) provides a monthly price bulletin covering 6 important crops.
5. Regional Agricultural Intelligence Network (www.ratin.net) provides daily market prices from the capitals in the five East African countries.
6. Use the *174# option to show the youth how they can access information on their phone(at a fee)

Procedure:

1. The marketing Committee should develop a clear work plan for when they will collect market information.
2. The information to be collected using the tool below – Seasonal buyer survey form – should be collected at the same time and using the same units of measurement.
3. Only 1-2 members should be involved in this information collection.
4. Once the data collection period is over, the data collectors must fill the form.
5. The data collectors should also liaise with the Project Staff to help update their market survey.
6. The filled form (including information from the group and project staff survey) should be presented to members during one of the group meetings so that members can decide on which buyer is most suitable for them at that time. This process must be participatory so that members have valid reasons they want to sell to a particular buyer (and also to avoid suspicion that the few selected members are not representing them effectively).
7. The agreed upon buyer will become the focus for market monitoring and further discussions.
8. In case a buyer/buyers are finally selected at the harvest time, the Marketing Committee members will then embark on the negotiation task to ensure that the group products gets the best price (for the season).
9. Once all these are done, then the group leaders should fill the Form below and ensure that it is duly signed by all the required persons. This form MUST be filled in 4 copies – 1 copy each for the group executive committee, Young Model Farmer, Project Officer, and Project Manager.
10. Note that overtime, the group should be able to develop a Buyer Register for their product.

Seasonal Buyer Survey for Period (e.g., Feb- July.....)					
Name of Farmer Group:			Contact Details		Enterprise
District:		Sub county:	Parish:		Village:
Core issues to explore	Descriptions	Name of buyer A Tel.	Name of buyer B Tel.	Name of buyer C Tel.	Name of buyer D Tel.
Location of buyer	Geographical point of sales				
Distance to market	Distance (Kilometers)				
	Suitable transport is available? Yes/No				
	Transport fare (UGX)				
Frequency of market	Daily, weekly, seasonal				
Average price/unit	Minimum (UGX)				
	Maximum (UGX)				
	Average (UGX)				
Quantity required	Minimum volume				
	Maximum volume				
Quality conditions	Standard of product				
Payment method	Cash /Cheques				
	On delivery/ delayed				
Delivery method	By group/buyer				
	Cost saved/ incurred (UGX)				
Taxes	Fees charged (UGX)				
	Paid by group/ buyer				
Any other conditions					
Member's preferred buyer					

For Framer Group:

Group Chairperson: Date, name, signature & stamp

Group Champion: Date, name and signature

For Implementing Partner:

Project Officer: Date, name, and signature

Project Manager: Date, name, signature & stamp

4.2 MONITOR PRODUCTION AND COMPLIANCE

During the entire production season, the Champion and the Executive Committees must conduct field visits to individual member gardens in order to assess:

- » If they have planted the targeted acres or reared the targeted birds;
- » If they are following agreed upon dates set for specific activities;
- » If they are following the recommended agronomic and livestock husbandry;
- » The need for (as well as to provide) mentorship in recommended practices; and
- » The likely production level for the season.

The Assessment form below must be used for the visit and reporting back to the group meeting.

Agroenterprise Production Monitoring Form for Period (e.g., Feb- July.....)			
Name of Farmer Group:		Contact Details	Enterprise: Variety:
District:	Sub county:	Parish:	Village:

No.	Name of Member	Crop sector (Are you currently practicing.... 0=No; 1=Yes; 2=Somehow)														Livestock sector						Number of non-family members employed	TOTAL PRODUCE FOR THE SEASON				
		Acres planted	Early land opening	Correct nursery preparations	Timely planting	Correct spacing	Integrated pest & disease control	Better post-harvest handling	Intercropping	Crop rotation	Erosion control	Mulching	Manure	Terracing/Contour digging	Fallow system	Proper records keeping	Number birds	Housing	Supplementary feedings	Parasite and disease control	Routine works			Proper records keeping	Number of Trees planted		
1																											
2																											
3																											
4																											
5																											
6																											
7																											
8																											
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21																											
22																											
23																											
24																											
25																											
GROUP GARDEN																											
TOTAL																											

For Farmer Group:

Group Chairperson: Date, name, signature & stamp

Group Champion: Date, name and signature

4.3: BULK AND SELL PRODUCE

Once members have harvested their produce or have their birds ready for sale, it is important that they hold a meeting to agree on and do the following:

- a. Who the current preferred buyer would be? It is advisable to pre-select at least 2 buyers from the harvest time market survey.
- b. What volume of their produce they will pool/bulk and sell together. It is important to note here that members should not be forced to sell their product collectively. Rather the market benefits of collective sales should prevail in attracting them. Equally, members should be allowed to have some of their product for home consumption.
- c. Protracted negotiations with the selected buyers. In this case, the Marketing Committee members should go and discuss with the buyers the price, volume needed, the quality accepted, and date of purchase (among other issues).
- d. After the negotiations, the Marketing Committee should provide feedbacks to the members in order to help them:
 - » Sorting their product in line with the buyer quality requirement
 - » Prepare the bulking point/central location where the buyer will meet them
 - » Bulk their produce at a central location on the day of purchase
 - » Agree and sign a contract with the buyer.
- e. On the day of buying, members should bring their produce to the central location where the Marketing Committee members will be. In this way, each member will meet her/his own transport cost.
- f. As the buyer arrives and assesses product-by-product, all quantities that are accepted by the buyer will be recorded on the form overleaf.
- g. Payments will be made directly to the marketing Committee members in the presence of the group members.
- h. Once the buyer has left, the Marketing Committee members will pay all the members for their produce sold. No payment MUST be made the following day to avoid fraud and risks. Every member must sign for her/his money in public.
- i. Once all payments have been made, the Group Chairperson and CHAMPION will sign the form for filling. Any outstanding money unpaid MUST be declared to members.
- j. Worth noting are should a group agreed to:
 - » Transport its product to the buyer, it will negotiate the transport cost with the transporter and deduct the cost according to the volume sold per member. A column for transport cost paid per person can be included.
 - » A Sales Commission, this amount will be deducted according to the volume sold per member. A column for commission paid per person can be included.
 - » A group decides to recover its outstanding loan, the FARMER GROUP Management Committee will liaise with the Marketing Committee to ensure that the process runs smoothly. A column for loan payment per person can be included.

CONTRACT AGREEMENT FOR FARMER GROUP MARKETING

THIS AGREEMENT made this day of between Farmer Group of VillageParish,.....Sub county and District, whose members are involved in agroenterprise ("herein after referred to as the Seller).

AND

..... of, sub county,District, Phone number who will buy from the Farmer Group ("herein after referred to as the Buyer).

Both parties have agreed to operate under the following terms and condition (please delete whichever is inapplicable);

The Farmer Group agrees to;

1. Update the buyer about the volume of produce that is ready for sale.
2. Bulk the produce at one point/store.
3. Transport the produce to the buyer.
4. Sell within their bulking point or in the buyer’s store.

The Buyer agrees to;

1. Buy the produce at a price of _____UGX. per unit.
2. Pay cash/cheque for the produce when it is collected, verified, and accepted.
3. Collect/receive the produce on the Day: _____ Month: _____ Year: _____

Produce Specification

State here the details of products (quantity, quality, packaging, etc.)

.....

.....

.....

Warranties; Both parties must acknowledge themselves to be bound by all the terms and conditions of this offer, which shall, unless otherwise stated, be determined in accordance with the laws of Uganda.

Arbitration; This agreement is executed based on mutual understanding that both parties are working to ensure a successful transaction and as such should not arise the need for disagreement. But should there be any, this agreement shall be construed and enforced under the laws of the republic of Uganda.

In witness of the above contract; the representatives of the two parties with full consent have agreed to implement this contract under the above terms and conditions.

For and on Behalf of Farmer Group:

Group Chairperson: Date, name, signature & stamp

Group Champion: Date, name and signature

For Buyer:

Name, Date, and signature

For Witness:

Name, Date, and signature

BULKED PRODUCE REGISTRATION AND PAYMENT FORM

Name of Farmer Group		Contact Details		Enterprise: Variety:	
District	Sub County	Parish		Village	

SN	Name of Farmer	Sex	Accepted Quantity Bulk (unit)	Price / Unit (UGX)	Amount Paid (UGX)	Agreed Deductibles (UgX)				Net Take Home (UGX)	Signature
						Transport	Commis-sion	Tax	Loan		
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
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15											
16											
17											
18											
19											
20											
21											
22											
23											
24											
25											
Group Garden											
TOTAL											

For and on Behalf of Farmer Group:

Group Chairperson: Date, name, signature & stamp

Group Champion: Date, name and signature

Part 5. Review and Planning	Methods: Question and answer, group work,
Objectives: Objectives: At the end of the session, participants are able to: » Assess their performance by identifying their strong and weak agribusiness areas. » Suggest innovative solutions to improve their agribusiness performance. » Develop their seasonal production and marketing plans.	
Sub- topics: • Performance accountability • Seasonal planning	Duration: 120 Minutes

Introduction

Welcome the participants and take 5 minutes to review the lessons and experiences learnt from the previous session. Ask the youth on what practical things, as agripreneurs, have they done since the last sessions.

Introduce today’s session by asking the following brainstorming questions:

- » What should an agripreneurs do at the end of the business season? And why?

Points to Emphasize

Once the seasonal transaction is accomplished, the Executive Committees together with the CHAMPION should convene a general meeting during which the group will primarily:

- a. receive up to date accountability from the various committees/leaders;
- b. review its progress; and
- c. Plan for the next season.

Below is a highlight of the process of managing the review meeting.

- d. The various group committees/leaders MUST hold a meeting prior to the meeting to fill out the required information in the reporting template below.
- e. The Project Officer and the Community Based Facilitator MUST attend the meeting.
- f. The templates below will guide the meeting. These templates MUST be filled and signed and submitted to the Project Manager.
- g. During the meeting:
 - » The CHAMPION shall provide accountability on the progress of production in the season. They should mention names of those who may take the group behind due to low adoption to better agronomic/husbandry practices so that the group can echo reprimands.
 - » The FARMER GROUP Management Committee shall provide accountability on Savings and Loan performance. They should mention names of members who may lack consistent savings and loan repayment so that the group can echo reprimands.
 - » The Executive Committee-cum-marketing Committee shall provide accountability on the progress of marketing namely, volume sold, amount earned, the buyers, etc. They should also point at the difference between yield and volume bulked so as to reduce on side selling. Equally, they should mention names of members who are engaged in side selling when they compare volumes bulked versus yield for the period.

- h. After listening to the figures and trouble spots, the group should discuss the season in details by seeking answers to the challenges they faced in order to provide practical solutions for the way forward into the next season. Key information from this discussion should then be filled in template for sharing with the project management.
- i. Finally the group should plan for the next season. The same procedure used during the start-up planning is also to be used. However, because market conditions are dynamic, it will be important to pay attention to changes in prices of inputs as well as of produce. The team should jointly conduct a new enterprise analysis so that costing is based on new market trends.

Group Seasonal Review Form for Period (e.g., Feb - July.....)

Bio-data to be filled by Executive Committee:

Name of Farmer Group		Contact		Enterprise	
District	Subcounty	Parish		Village	
Males	Females	Total		Date of Review	
Has valid certificate: (Yes/No)	Has functional Execu- tive Committee (Yes/No):	Has a functional bank account (Yes/No):		Months of operations:	
# Members in micro franchise:	# Members in agribusiness:	# Members in vocation- al skills:		# Members participat- ing in Farmer Group:	
# of members self-em- ployed	Males	Females	# of members formally employed	Males	Females

Production data to be filled by Young Model Farmers:

Crop Enterprise		Contour digging	
Total acres planted		Fallow system	
Total yield in the season		Proper records keeping	
Early land opening			
Correct nursery preparations		Animal Enterprise	
Timely planting		Number start-up birds:	
Correct spacing		Number of birds sold	
Integrated pest & disease control		Number of birds now	
Better post-harvest handling		Animal housing	
Intercropping		Supplementary feedings	
Crop rotation		Parasite and disease control	
Erosion control		Routine works	
Mulching		Proper records keeping	
Manure application		Number of Trees planted:	

Farmer Group data to be filled by Management Committee:

Number of members participating in Farmer Group	
Total amount saved (UGX)	
Total amount saved as Social Fund (UGX)	
Total amount saved for Agro-inputs (UGX)	
Total amount loaned out (UGX)	
Loan recovery rate (%)	
Total amount deposited in a bank account (UGX)	

Marketing data to be filled by Executive Committee:

Number of members who farmed in the season	
Total Acres/birds planned:	
Total Acres planted/birds kept:	
Number of non-family members employed	
Yield attained	
Number of members who bulked their produce for sale	
Quantity sold by the group	
Total sales income earned (UGX)	
Total amount paid as tax to government (UGX)	
Total net take home income (UGX)	
Number of members who insured their business	
Total amount paid as premium (UGX)	
Name of insurance company engaged	
Number of members whose claims were paid	
Total amount received as claims (UGX)	

General information to be filled by all Group Members:

Which partnerships/linkages did we gain?:

What are we doing to ensure social inclusion/gender?

What are we doing to ensure environmental conservation?

What are we doing to ensure sustainability?

What positive results did we achieve?

What challenges did we face?

What solutions do we suggest?

Production and Marketing Seasonal Planning Form for Period (e.g., Feb- July.....)

Name of Farmer Group		Contact Details	Enterprise:
District	Sub County	Parish	Village

No.	Name of Member	Actual last season (acres/ birds)	Planned Acres/ birds	Yield expected (units)	Estimated yield loss + food	Estimated yield to be sold	Estimated sales price per unit (UGX)	Estimated Income (UGX)	Estimated production cost (UGX)	Estimated net Income (UGX)
	(a)		(b)	(c)	(d)	(e=(c-d))	(f)	(g=(e*f))	(h)	(i=g-h)
1										
2										
3										
4										
5										
6										
7										
8										
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20										
21										
22										
23										
24										
25										
GROUP GARDEN										
TOTAL										

Planned Seasonal Activities

Activity	Period																Responsible
	Month 1				Month 2				Month 3				Month 4				
	W 1	W 2	W 3	W 4	W 5	W 6	W 7	W 8	W 9	W 10	W 11	W 12	W 13	W 14	W 15	W 16	
Nursery management																	
Clashing																	
Ploughing																	
Procurement of inputs																	
Planting																	
Weeding																	
Spraying																	
Harvesting																	
Marketing of produce																	
Review of achievements																	

For Farmer Group:

Group Chairperson: Date, name, signature & stamp

Group Champion: Date, name and signature

For Implementing Partner:

Project Officer: Date, name, and signature

Project Manager: Date, name, signature & stamp

The Agency for Accelerated Regional Development (AFARD) is a local, not-for-profit, non-denominational, non-governmental organization (NGO) formed in July 2000.

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