

## EFSIM UGANDA COUNTRY WORKSHOP REPORT

*“Empowering Smallholder Farmers in the Market”*



**HOTEL EQUATORIAL, UGANDA, Kampala**  
**(December 8<sup>th</sup> – 12<sup>th</sup> 2008)**

## 1.0 Introduction

The workshop was opened with a prayer led by Hon. Victoria Kakoko Sebareka a participant from Kayunga District Farmers Association.

Mr. Onya Akonopesa the Uganda National Farmers Federation (UNFFE) Secretary General represented Hon. Frank Tumwebaze the President of UNFFE and opened the workshop officially. He delivered regrets for Hon. Frank Tumwebaze who was away attending another farmers meeting. In his introductory remarks Mr. Onya thanked the Federation of Agricultural Producers (IFAP) for its efforts to reach out to UNFFE and Uganda Cooperative Alliance (UCA) with a view of contributing towards finding lasting solutions to problems encountered by small holder farmers in the markets. He pledged total commitment of UNFFE in all stages of implementation of this project. He wished all participants fruitful deliberations.

Mr. Jack Wilkinson the former President of IFAP made remarks aimed at giving participants an opportunity to benefit from his experience. He emphasized a need for strong farmer groups with capacity to leverage their small holder members in the markets. He benchmarked his experiences with farmer struggles in markets. He highlighted efforts from Canada. His main message was that unless farmers see a need to negotiate together, their individual voices will remain shrill in the market, they will continue to be cheated by middle men. He called on the workshop to strive to come up with strategies that will align the policy and empower small holder farmers in the market.

### *Setting the scene*

Ms Gerdien Meijerink the workshop facilitator called on participants to introduce themselves. She went on further to state the aims of the workshop and an overview of the ESFIM project overview.

## **2.0 LINKING SMALLHOLDER FARMERS TO MARKETS: BENCHMARKING WAREHOUSE RECEIPT SYSTEM IN UGANDA**

By Tayebwa Bernard, Agribusiness Manger, Uganda Cooperative Alliance (UCA)

### **2.1 Marketing problems of small farmers**

Most of the commodities in Uganda are produced by small scale farmers. Marketing problems include inadequacy of funds, limited value addition, poor flow of market information, small quantities difficult to market, high costs leading to buying of inputs in small quantities, after harvest losses due to poor storage, weak bargaining power, weak institutions, selling after harvest when prices are low.

### **2.2 The Uganda Cooperative Alliance (UCA) Model**

The UCA solution to the above problems is to promote group marketing through organized cooperatives. The new UCA cooperatives model now includes farmers organized in primary cooperatives and area marketing enterprises (ACEs) at secondary level. Currently, about 100,000 farmers are organized into 400 primary societies and 80 marketing cooperatives in over 50% of districts in Uganda. Some of our organizations have tenders to supply World food program, and others are exporting coffee, dried pineapples, hot pepper, etc. New national unions have also come up handle beef, fish and coffee.

UCA is also the apex organization of Savings and Credit Cooperatives (SACCOs) which are now spread all over the county. About 200 SACCOs are affiliated to UCA. The SACCOs have formed a union which will eventually become a cooperative bank. SACCOs and ACEs are paired to complement each other.

The role of primary cooperatives includes: Pre-seasonal planning, helping members to select enterprises, mobilization of new members and share capital, education of members, e.g. through study SACCOs and village libraries, helping members to acquire quality inputs at low prices,

The role of ACEs include: Input marketing, bulking, selling, negotiating for contracts, storage, provision of information (especially on prices), value addition (e.g. honey processing, banana wine production, rice threshing, fruit processing), and provision of a warehouse receipt system.

The role of SACCOs in the UCA model include: savings and loans services to members, micro insurance, receiving school fees and salaries, supporting the warehouse receipt system, and providing advisory services to members.

### **2.3 The Warehouse Receipt System (WRS)**

The warehouse receipt system works as follows: Farmers deposit their commodities at the store managed by the marketing cooperative. The marketing cooperative stores the commodity and sometimes adds value. The farmer gets a receipt and can use the receipt as collateral security to get a loan from the SACCO. When the marketing cooperative sells the products, they deduct a commission (only) and pay the rest to the farmer through the SACCO. The SACCO deducts the loan and credits the farmer's account.

The flow of information between the SACCO and the marketing cooperative is very important. Trust between the parties involved is a prerequisite. The cooperatives are not supposed to trade because they only earn a commission. Otherwise there would be exploitation.

### **2.4 UCA possible areas of intervention**

UCA's possible role in making the warehouse receipt system work is as follows:

- Making primary societies strong and viable to increase participation and share capital.
- Strengthening member-owned SACCOs through mobilization, provision of funds and soft loans to farmers through their cooperatives, and extension of management support.
- Making the marketing system viable and sustainable through soft loans or grants for building strong stores and facilities. UCA could also support tractor hiring services, value addition facilities, stocking inputs in shops, and provision of a marketing information system.

### **2.5 Conclusion**

From Uganda Cooperative Alliance (UCA) experience, the warehouse receipts system is workable although there are still gaps to complete the process, especially in the areas of storage and marketing finance. The legal system to regulate the system is in place. The marketing cooperatives are participating in the warehouse receipts system but have not yet reached the stage of getting licenses as warehouse operators under the Uganda commodity Exchange.

There are great hopes that the system will continue spreading throughout the country. For instance, KILIMO Trust has funded UCA to support 2 ACEs and 2 SACCOs to strengthen marketing through the WRS. Similar arrangements with International Solidarity Foundation ) of Norway will also support 2 ACEs and 2 SACCOS, just as Makerere University is supporting fruit processing. We welcome other partners so as to reach more cooperatives.

### **3.0 UNFFE STRIDES IN HELPING SMALLHOLDER FARMERS ACCESS MARKETS: CHALLENGES AND OPPORTUNITIES**

Augustine Mwendya: Director – Agribusiness Development

#### **3.1 Brief Background about UNFFE**

Uganda National Farmers Federation (UNFFE) is an umbrella, not-for-profit Non-Government organization (NGO) which promoted the development interests of Ugandan farmers. It was founded in January 1992 as Uganda National Farmers Association (UNFA) by farmers from all over Uganda whose overriding objective was to mobilize the farming community into one independent farmers' organization. The federation has 78 member farmer organizations which consist of District Farmer Associations (DFAs), Commodity-Specific Associations and agri-business related farmer-service oriented companies which operate at national and district levels. The total individual membership is over 1,000,000 farmers of whom 45% are women. UNFFE is a democratic organization at all levels and leaders are elected at parish, sub-county, district and national level. The elected officials serve voluntarily on the basis of interest to improve the incomes and welfare of fellow farmers. The UNFFE organizational structure has consists of: (i) The National Farmers Council, (ii) The National Executive Committee, and (iii) The Secretariat.

UNFFE's vision is: "Empowered farmers through strong farmers' organizations." The mission is "To promote favorable policies for farmer empowerment and strengthen farmers' organizations". Accordingly, UNFFE objectives and mandate include lobbying and advocacy to influence agricultural policy, capacity building, dissemination of marketing information, promoting agricultural shows, trade fairs, competitions and exchange visits, supporting value addition, commercialization and industrialization of agriculture, and integrating cross-cutting issues such

(Gender, HIV/AIDS, natural resource management, food and nutrition security, and agricultural development).

### **3.2 Smallholder Farmer Analysis**

Smallholder farmers in Uganda are the majority (+90%) of the farming fraternity in the country. They are characterized by a low resource base in terms of land (less than 3 ha per family), capital, labour (they mainly depend on family labour), and limited farm management skills. Their farming operations are low input/low output and generally they lack the necessary information. The majority produce as individuals and at subsistence levels with limited surpluses to sell, which they also sell as individuals. The quality of their produce/products is generally low, a factor which hinders easy access to markets and gives them low bargaining power. Thus the farmers do not benefit fully from farming, which is their major economic activity. The need to help them access markets is therefore apparent.

### **3.3 Areas in which UNFFE is assisting farmers to access markets**

UNFFE recognizes the fact that for smallholder farmers to raise their incomes and hence reduce poverty and improve household food security, their produce/products must access the market. The market may be domestic, regional or international. Further, UNFFE also appreciates the fact that for the farmers' produce/products to access the market, they have to be of good quality (standards).

Based on this, UNFFE strives to help farmers in the areas of: institutional building, technical assistance, general support services, lobbying and advocacy. These areas are briefly discussed below.

*Farmer institutional Building:* This is done right from the grassroots through UNFFE's members who help to build farmers into groups commonly known as Special Interest Groups (SIGs), based on enterprises/commodities. These SIGs receive services such as extension, training in post-harvest handling and quality management, as groups. They are also encouraged to pool their produce together and sell as groups to increase their bargaining power. All these services aim at helping them access the market.

*Technical Assistance:* UNFFE provides technical assistance to farmers, through their DFA, in the following areas: Accessing good quality inputs, training in proper use and handling of agricultural chemicals,

provision of input/output market information, enterprise identification and development and training in quality improvement...

*General support services:* These include promoting produce bulking, linking smallholder farmers to traders/institutions, and sensitizing smallholder farmers on the EUREP GAP.

*Lobby and advocacy:* helping smallholder farmers to increase production to meet demand, promoting market access within the multi-lateral trading systems.

### **3.4 Challenges and opportunities to smallholder farmers' access to markets**

Challenges include the following:

- Responding correctly to the market demand
- Ensuring quality and standards
- Ensuring sufficient quantities and regularity of supply
- Building trust, especially in case of group marketing.

Opportunities include:

- High demand for the commodities in the domestic, regional and international markets.
- A wider range of commodities being demanded in the market.
- Growth in number of and services provided by producer organizations.

### **3.5 Recommendations and conclusion**

Smallholder farmers should be encouraged to specialize in order to increase their access to markets. Special attention should be paid to quality and food safety when handling produce for the market. Access to productivity enhancing technologies should be given priority to enable smallholder farmers increase production. Finally, more emphasis should be placed on organizing smallholder farmers into marketing groups so as to enhance their bargaining power and hence enable them to increase their incomes from agricultural activities.

In conclusion, much as we have focused on *market access* for this presentation, attention should be directed to *market entry* as well when we talk about markets in the developed world. This is because the

players in those markets continue to put more stringent requirements for our agricultural commodities to enter their markets.

#### **4.0 Mwendya: UNFFE strides in helping smallholder farmers in markets (Key Points)**

##### ***Analysis***

- Smallholder farmers are the majority
- They lack access to inputs
- They lack necessary information.
- Most of produce as individuals and at subsistence level
- Poor quality and quantities inhibit their negotiation power

##### ***How UNFFE can assist farmer's access markets***

- Good quality should start at home, then to national, regional and international level.
- Farmer institutional building
- Technical assistance
- Access to good quality inputs
- Providing market information
- Enterprise identification and development
- Training in quality improvement
- Promoting produce in Bulk (Attitudes and lack of trust have undermined bulking)

##### ***Challenges***

- Responding correctly to market demands
- Ensuring quality and standards
- Ensuring quantities
- Limited trust in case of bulk marketing

##### ***Opportunities***

- Demand for commodities for domestic, regional and international markets is high.
- Utilization of producer organizations by SMEs

##### ***Recommendations***

- Specialization – e.g. when selling to supermarkets



- Improving quality and safety.
- Promoting access to productivity enhancing technologies.

**Mukama:**

Mwendya's presentation captures the position of smallholder farmers in markets. Organizations should use the contents of this paper as a basis for helping farmers... UNFFE should through its lobbying efforts link farmers to government and donors.

**Tayebwa:**

There is a consensus that the solution to farmers' problems is group marketing. This means that farmers cannot be taken for granted as, for example, the private sector model has failed to help the farmer. There is a need for government to change policy and promote group production and group marketing.

**Byabakama:**

Smallholder farmers are also influenced by several other factors. For example, the people in West Nile have rejected ox ploughs and are instead forcing their women to dig using traditional methods. Sensitization on cultural beliefs is necessary because these beliefs are preventing many people from embracing modern approaches.

**Victoria:**

Victoria agreed with Mr. Byabakama. The Northern region is a 'sleeping giant' for production. Tom Odur is involved in seed improvement in Lira and she thanked him for this. The northern terrain is flat and therefore tractors can work. UNFFE should come in to mobilize farmers and change their attitudes.

UNFFE has very good training manuals that can be updated to empower smallholder farms.

Apart from technology, we also have to promote indigenous research. Our research on (farmers) must be recognized and underpinned into collaboration with research of other institutions such as Makerere University.

Farmers must get knowledge and information on climate change. There must be adaptability to climate change. This should be done through both horizontal and vertical linkages.

The zoning strategy must be emphasized to promote organized production and marketing.

**Odur:**

There is a need to focus on 'market entry' vs 'market access'. This could imply addressing factors such as hidden non-tariff barriers that block farmers from entering into international markets.

**Akonopesa:**

The youth are not going into farming. They tend to have a low opinion of farming - especially those who are 'educated'.

**Misango Jotham:**

Our farmers are ready to go in for production of any crop as long as there is market for it. However, a major problem is that we produce and sell them raw, without any value addition. There is need to promote household processing so as to improve farm-gate prices. The team should give the issue of value addition more focus.

**Tayebwa:**

Now that women have gone to school they will not go to dig. So we need tractors.

## 5.0 EMPOWERING SMALLHOLDER FARMERS IN THE MARKET: ROLE OF UNFFE IN REMOVAL OF BARRIERS/CONSTRAINTS – EXPERIENCE FROM KAYUNGA DISTRICT FARMERS ASSOCIATION

By Victoria Kakoko-Sebagereka, Chairperson, Kayunga District Farmers Association

The majority of Kayunga District Farmers Association members are smallholder farmers who are confronted with several barriers in accessing the market. In recognition of this fact, the association is engaged in a number of activities which aim at removing these constraints and barriers. The following are the activities:

1. **Information Dissemination:** The association supports vertical communication whereby it gets information from national level organizations (such as UNFFE and the Department of Meteorology) and disseminates it to the farmers. One of the key activities in this regard has been the ‘Reactivation of the Farmers’ Radio’. The association also supports horizontal communication whereby farmers pass on information among themselves, particularly through a village phone system. Here crop prices and weather forecasts are passed on to the farmers through the World Space Radio/Village Telephone FoodNet, giving commodity prices.
2. **Strengthening Farmer Groups:** The association continues to form new Farmer Groups and to strengthen existing ones. The groups are encouraged to market as groups. Each sub-county has a *Farmers’ Market Day* every month. Whenever contacts, the association helps the farmers’ groups to negotiate produce prices.
3. **Linking Farmer Groups to the Market:** Kayunga DFA has trained vanilla farmers in processing the crop so that it can fetch higher prices. The farmers also sun dry pineapples, bananas and jack-fruits to add value. We have managed to penetrate regional and international markets through the ‘Fruits of the Nile’ initiative.
4. **Promoting Contract Farming:** Farmers are encouraged to take on Contract Farming to be assured of a ready market for their produce. But we made a loss with a certain ‘Eripri Sorghum Deal’ where farmers sold the sorghum outside our contract! We have also identified a need in capacity building to handle Contract Farming.

5. **Sensitization on High Value /Enterprises:** The association sensitized farmers on the high value enterprises to take on such as wine making from pineapples, fruit drying and sausage making. Capacity building, quality and quantity still have gaps to be addressed.

### **Conclusion**

As District Farmers Organizations, we call upon UNFFE to be the main coordinator of the farming activities in the Rural Development strategy with Uganda Cooperative Alliance, NAADS, Ministry of Agriculture ,Animal Industry and Fisheries (MAAIF) and other local government agriculture departments all playing their roles.

## **Mr. Tom Odur**

Mr. Odur observed that shareholding of poor farmers is low and raised the following questions:

- What do we do?
- What can development partners do?
- How can UCA speed up the formation of a cooperative bank?
- How about the farmers' concerns about the government's position on subsidies?
- People from areas such as Teso, Lango and Acholi have just gone back to the villages because of conflict. They have no income to buy shares in the SACCOs, so how can they be helped?

## **Kiregeyra - Jinja**

Clarifications were sought on whether cottages were meant for groups or households. Victorial thought that cottages should be at family level. She noted that the Japan government has helped establishment of cottages in Kayunga district.

## **Responses by Tayebwa**

- A consensus is forming up that SACCOs are a solution to rural finance.
- Some SACCOs are as big as commercial banks.
- There is need for a law to regulating the SACCOs.
- Government should not just throw money into the SACCOs, instead people should always start by mobilizing their own savings.
- SACCOs are private
- Government money into SACCOs brings in competition to farmers' savings.
- Apex SACCO: All SACCOs are buying shares.
- High interest lending rates are of concern, Farmers decide on the interest they want.
- Tayebwa agrees that getting subsidies is still a bit difficult.
- Cooperatives are not necessarily for the poor. Those who are not poor could also benefit from them.
- IFAP should help re-align UNFFE and UCA activities.

## 6.0 Workshop Methodology for working group sessions

### Objectives

- Identify and rank the key constraints related with the policy and regulatory environment of small farmers that limit their access to markets, especially focussing on the strategic markets / products for small farmers
- Identify entry points for action to remove these constraints
- Examine the role of NFOs in the removal of these constraints
- Evaluate the need for research in addressing these constraints

### Day 1 afternoon:

#### Step 1

- Facilitator handed out three coloured cards to everybody, asking to write down an issue that the NFO needs to tackle to empower smallholder farmers in markets.
- Everybody explained his/her card
- Cards were placed on a paper, placing similar ones close to one another
- The similar cards were grouped and marked as 'market access - +issues area' with a corresponding name/description
- Market access Issue areas were copied on the following pre-prepared sheet in the second column
- The group reviewed the table and complements the table when necessary

#### Step 2

- The third column of the table, 'related policy constraints' was filled in. Each issue area was analyzed on relevant policy constraints: what has to be amended or changed in the policy or regulatory environment to resolve or ease constraints.
- After completing every market access issue with its corresponding related policy constraint: the participants were divided in subgroups of 3 persons. Each sub-group revises the table and ranks the

IMPORTANCE of the policy issues in column 4. with sticker-voting: 10 votes per sub-group to be distributed among the 'policy constraints' with a maximum of 3 per constraint.

### Day 2 morning

#### Step 3

- There was short introduction by ECART on the need to have proposals supported by evidence
- The participants reflected on the need for EVIDENCE, the need for PROPOSALS and the URGENCY to have research results to tackle each policy issue by advocacy activities.
- They filled in the columns 5,6 and 7 for each policy constraint or market access issue in the table with the signs ++, +, ±, - and --. This is meant to be a pretty fast exercise

#### Step 4

- After that, the ECART researcher explained the matrix as an introduction for concluding on the ESFIM research topics:
  - Facilitator noted that ESFIM might not be very fast in producing results.
  - Therefore, she told participants to think about the issues that are very important, but that do not need research results within 6 months.
- The group discussed on priority ESFIM themes for research support, revising if necessary the ranking in the column 4 'importance' that has been concluded on Day 1.

#### Step 5

- Sub-groups of around 6 persons each analyzed the issues selected for ESFIM research support in more detail on and indicated on a poster their discussions:
  - Role of each member in the NFO-platform
  - Geographical areas or commodity sectors to focus on
  - Participatory process necessary to get grassroots discussions on the issues as part of the research and validation of research output.

- Existing policy networks and contact persons to relate with in the research
- Key activities/events
- Timing
- Other issues to consider for the ESFIM research

## **7.0 GROUP DISCUSSIONS**

### **Group A: Issues**

#### ***Bottlenecks***

- Lack of finance
- Poor quality produce
- Small quantities of produce
- Market chain not well laid out
- Middlemen interfere
- Lack of market information
- Farming left to women
- Lack of banking infrastructure/culture
- Pests and diseases
- Poor storage facilities
- Poor and small land holding
- Mistrust among farmers
- Poor saving culture
- No value addition
- Poor group production and marketing culture
- Lack of processing plants (for coffee, cotton, sunflower, groundnuts, etc)
- Poor infrastructure
- Bulking challenges
- Storage/warehousing challenges

#### ***Group A Recommendations***

What UNFFEE should do to address value addition for smallholder farmers:



1. Identify at least two viable enterprises in each of the five regions to be assisted in acquisition of small-scale value adding equipment and in improving market access.
2. Strengthening already existing farmer groups to have the capacity to write fundable proposals focusing on value addition.

## **Group B Issues**

### ***Bottlenecks***

- Lack of market information
- Inadequate quantities and quality of produce
- lack of strong and organized marketing groups
- Poor market infrastructure, e.g. roads, stores
- Unfavorable policy environment.

### ***Group B Recommendations***

1. Sensitization, mobilization and training (UNFFE to do this)
2. Improve rural information systems (mobile phones, internet, radios, etc. (UNFFE and UCA to do this).
3. Improve timely and adequate extension services - e.g. under NAADS.
4. Provide affordable and available agricultural inputs, e.g. seeds, fertilizers, pesticides, etc. (UNFFE should lobby for this)
5. Establish a standards agency to regulate e.g. Uganda-GAP.
6. Capacity building for existing commodity market groups and establishing commodity marketing groups where they do not exist. This should be done by UNFFE in collaboration with UCA.
7. Government and development partners should be engaged to invest in rural infrastructure, e.g. roads, water, warehouse receipt systems, power, etc.
8. Policy research and advocacy/lobby efforts by UNFFE and UCA should be scaled up to create a favorable agro-marketing policy environment.

## **Group C Issues**

### ***Bottlenecks***

- Quantity and Quality/standardization
- Market information

- Value addition
- Lack of appropriate (rural) technology

### ***Group C Recommendations***

1. Implementing Uganda-GAP
2. Training farmers
3. Building partnerships among local key actors (NARO, MAAIF, UEPB, MUK, UNBST, etc).
4. Regional and international partnerships (ECART, IFAP, EAF, etc)
5. Establishing of regional market information centers.
6. Provision of technical assistance for the following commodities: pineapple, banana, simsim and sunflower.

## **8.0 Results of Groups ABC**

### ***Major Issues that need to be addressed:***

- Lack of value addition by farmers.
- Lack of quality produce
- Lack of marketing information systems
- Lack of strong and organized marketing groups
- Lack of bulking centers and storage

### ***Discussions***

#### ***Key points emerging out of the group discussions***

Thorough analysis of the issues is important in order to come up with appropriate solutions.

There is a need for research and setting up a clear policy advocacy agenda based on accurate facts

Support of the farmers themselves is important and their participation in all efforts is crucial.

#### ***Possible advocacy proposals***

##### **Victoria:**

Market day

Negotiate produce price for members

Training for vanilla farmers

Value addition funded by development partners, e.g. green vanilla fetches only Shs 20,000 per kg whereas dried vanilla is at Shs 100,000 per kilo.

Seek for international markets for fruits.

Promote contract farming to prevent losses such as those that happened in the *epuripuri* sorghum' deal.

Not all members have benefited. There is limited information. Farmers need radio and they need to form radio listening groups. Their other needs include: reading materials, high quality of information, capacity building, food security, etc.

### **8.0 *Priorities from Group Discussions***

1. Provide accessible and affordable finance for farmers to invest in value addition.
2. Provide affordable and accessible finance for storage and bulking
3. Provide access to market information (including radio station, internet, etc)
4. Strengthen extension services through existing and new farmer groups
5. Government should put in place incentives for groups strengthening and self sustenance.
6. Establishing regulation for quality standards
7. Support district commercial officers to collect market information
8. Operationalize the zoning policy (geographical specialization/commodity-based regional differentiation)
9. Provide national policies on bulking

### **9.0 RESEARCH NEEDS**

#### **Need for market information systems**

Much is already happening in this area. Therefore, research needs are:

1. Inventorize all initiatives ongoing in Uganda
2. Define how UNFFE can play a coordinating role

#### **Credit required to invest in value added**

During the workshop, financial institutions were identified as a bottleneck. However, the role of SACCOs was not clear (in terms of whether they are fulfilling the needs of farmers). Therefore, research needs are:

1. Analysis of SACCOs in specific their role in financing value adding investments and activities of farmers

2. Define how UNFFE could play a role in accessing government funds that are available to support and extend SACCOs

### **NAADS policy**

There is much criticism on the existing NAADS policy – mainly because the government has not involved existing farmers organizations and structures but has established new structures. Therefore, research needs are:

1. Analysis of the effectiveness of NAADS policy
2. Recommendations to government on improving NAADS policy by involving farmer's organizations. (For example, by ensuring that FO's organizations implement the program and government supervises the funds).

## **10.0 PARTICIPANTS' EVALUATION OF THE WORKSHOP**

At the end of the workshop the participants were asked what they liked most about the workshop and what should be the areas of improvement in future for such a workshop: The following is the list of the likes and recommendations as they were given by the participants.

### ***What the participants liked about the workshop:***

- Approaches used by the facilitators of the workshops
- Concern for the smallholder farmers
- Approaches used in collecting data and information during the workshops
- Use of participatory methods
- Nature of research
- Focus on smallholders
- Good facilitation
- Selection of venue: appropriate
- Modalities of programme and agenda: attainable
- Workshop facilitators: well versed with the topics
- Method of facilitation, which mainly involved participants to generate ideas,
- Choice of venue good because it is central enough
- Workshop was well organized in a good place
- Welfare was good
- Participants were well selected and participated in the discussions

- The workshop has been good and participatory
- Comparison between UNFFE and UCA was very good

***Recommendations/Areas of Improvement:***

- That such workshops should also be conducted at grassroots.
- Time was not enough, at least one or two more days would have been better.
- All notes should be provided in the next workshop.
- Presentations should be well researched as they provide guidelines or information for discussion and policy processes
- Provide more manila cards and pins

**Annex 1****LIST OF PARTICIPANTS**

<b>NO</b>	<b>NAMES</b>	<b>ORGANISATION</b>
1	Jotham Misango	Bushenyi DFA
2	Oteba Orisai	Bugiri DFA
3	Hon. Victoria Kakoko Ssebagereka	Kayunga DFA
4	Mukama Francis	Iganga DFA
5	Dominic Etellu	Soroti
6	Onya Akonopesa	Kumi DFA
7	Charles Byabakama	Rukungiri DFA
8	Kiregera Eric	Jinja DFA
9	Gom Odur	UOSPA
10	Odyek David	UOSPA
11	Ether Mujasi	UOSPA
12	Mrs Katsigazi Beatrice	UCA
13	Katwire Nathan	UCA
14	Josph Wmarwa	UCA
15	Byaruhanga Patrick	Mbarara DFA
16	Tayebwa Banard	Resource person
17	Mwendya Augustine	Resource person
18	Hon. Frank Tumwebaze	President UNFFE
19	Rwakakamba Morrison	Local Consultant
20	Mahman Bader	IFAP
21	Jack Wilkinson	IFAP
22	Gandier	ECART
23	Kenneth Katungisa	UNFFE
24	Gerdien Meijerink	LEI-WUR
25	Bader Mahaman Dioula	IFAP
26	Jack Wilkinson	International consultant

## Annex 2

**WORKSHOP PROGRAMME**

<b>Date</b>	<b>Time</b>	<b>Subject (Description)</b>	<b>Responsible</b>
<b>Monday, 8<sup>th</sup> December 2008</b>	<b>Evening</b>	Arrival of participants	Kenneth Katungisa
<b>Tuesday 9<sup>th</sup> December 2008</b>	<b>08:30 – 09:00</b>	Registration	UNFFE / Local consultant
	<b>09:00 – 09:15</b>	Welcome address and opening of the workshop	Frank Tumwebaze (UNFFE President)
	<b>09:15 – 09:30</b>	Brief comments and experiences from the former IFAP President	Mr. Jack Wilkinson
	<b>09:15 – 10: 30</b>	Introduction of participants, resource persons: experiences and expectations	Gerdien Meijerink (workshop moderator)
	<b>10:30 – 10:45</b>	Presentation of the workshop objectives and overview of ESFIM Programme	Gerdien Meijerink (workshop moderator)
	<b>10:45 – 11:15</b>	<b>Coffee/Tea Break</b>	<b>UNFFE</b>
	<b>11:15 – 11:45</b>	UNFFE strides in helping small farmers access to markets: Challenges and opportunities	Augustine Mwendya (UNFFE Director for Agribusiness)
	<b>11:45 – 12:15</b>	Smallholder farmers' access to markets: Benchmarking the warehouse receipt system strategy in Uganda	Mr. Tayebwa Bernard (UC Manager for Agribusiness)
	<b>12:15 – 1:00</b>	General Discussions	Gerdien Meijerink (workshop MODERATOR)
	<b>1:00 – 2:00</b>	<b>Lunch Break</b>	<b>UNFFE</b>

	<b>2:00 – 4:00</b>	Group work (What are the key constraints and barriers to market access? What solutions do you propose to arrest the identified barriers and constraints?)	Gerdien Meijerink (workshop moderator)
	<b>4:00 – 5:00</b>	Presentations from working groups	Gerdien Meijerink (workshop moderator)
	<b>5:00 – f:30</b>	<b>Evening tea</b>	<b>UNFFE</b>



<b>Date</b>	<b>Time</b>	<b>Subject(Description)</b>	<b>Responsible</b>
<b>Wednesday 10<sup>th</sup> December</b>	<b>08:30 – 08:45</b>	Summary of results obtained on previous day (review of group work findings)	Gerdien Meijerink (workshop moderator)
	<b>08:45 – 10:30</b>	Discussion on action proposals emerging out of group discussions	Gerdien Meijerink (workshop moderator)
	<b>10:30 – 11:00</b>	<b>Coffee/Tea Break</b>	<b>UNFFE</b>
	<b>11:00 – 11:30</b>	Role of UNFFEE in removal of barriers/constraints: Experience From Kayunga District	Hon. Victoria Kakoko Sebagerak (Chairperson Kayunga DFA)
	<b>11:30 – 1:00</b>	Discussions	Gerdien Meijerink (workshop moderator)
	<b>1:00 – 2:00</b>	<b>Lunch break</b>	<b>UNFFE</b>
	<b>2:00 – 3:00</b>	Identification and discussion of ESFIM research issues	Gerdien Meijerink (workshop moderator)
	<b>3:00 – 4:00</b>	Identification and definition of follow up activities	Gerdien Meijerink (workshop moderator)
	<b>4:30 – 4:45</b>	Closing of Workshop remarks and vote of thanks	Workshop participant
	<b>4:45 – 5:15</b>	<b>Evening tea</b>	<b>UNFFE</b>