Proceedings of Multi-Stakeholder Workshops held in Kapchorwa and Manafwa, Uganda

Value Chain Innovation platforms for improved food security in East and Southern Africa (VIP4FS-FST/2014/093)

22nd -24th June 2016, Masha Hotel, Kapchorwa
27th - 28th June 2016 at Red Cross Community Hall, Manafwa

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Acronyms

ACIAR	Australian Centre for Agricultural Reserach
CAP	Coalition for Poverty Action
CBOs	Community Based Organizations
CDO	Community Development Officer
DDA	Dairy Development Authority
DVO	District Veterinary Officer
FFS	Farmer Field School
ICRAF	World Agroforestry Centre
IPS	Innovation Platforms
IUCN	International Union for Conservation of Nature
KADLAC	Kapchorwa Landcare Chapter
NARO	National Agricultural Research Organization
NUSAF	Northern Uganda Social Action Fund
OWC	Operation Wealth Creation
SACCOs	Savings and Credit Cooperatives
SNV	Netherlands Development Organization
SWOT	Strengths, Weaknesses, Opportunities and Threats
TUNADO	The Uganda National Authority for Apiculture Development Organization
UCDA	Uganda Coffee Development Authority
USAID	United States Agency for International Development
VIP4FS	Value Chains Innovation Platforms for Food Security

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This report represents the actual outcomes that were realized from the five mini value chain multi stakeholder workshops that were held in Kapchorwa (22nd -24th June) and Manafwa (27th -28th June 2016). It serves as a reference for the VIP4FS project team and participants.

The report is sectioned into five: the general introduction; the coffee value chain, dairy value chain, honey value chain, and the general way forward. Under each value chain, each districts' outcomes are presented separately.

The information provided in this report is neither analyzed nor synthesized and may be referred to as raw data. A one page synthesis of the value chain map and strategic action plan for each district will be developed from the group outputs in this report and later a comprehensive action plan that combines the two districts

1.0 Introduction

1.1 Multi-Stakeholder workshop process

As part of the field activities under VIP4FS project, value chain multi-stakeholder workshops were conducted in the project sites of Kapchorwa and Manafwa. The workshops that were conducted between 22nd – 24th in Kapchorwa and 27th -28th in Manafwa, as shown in Table 1 were aimed at engaging the different stakeholders in getting insights about the project and agreeing on how to proceed with its implementation. Each workshop had 45 participants from the districts. These included producers, traders, processors, exporters, agro input dealers and district local government officials at the lower levels. At Kapchorwa, the workshops were held at Masha Hotel.

Table 1: Multi-Stakeholder workshop program in Uganda

Value chain	**Date for each of the multi-stakeholder in the study sites**	
	Kapchorwa	**Manafwa**
Coffee	22nd June 2016	28th June 2016
Dairy	23rd June 2016	27th June 2016
Honey	24th June 2016	24th June 2016 (The Manafwa group joined the Kapchorwa group)

Details of the daily workshop program is provided in Annex 1.

1.1.1 Workshop process

Beginning of day: At every beginning of the day (for each value chain and multi-stakeholder workshop), the day was opened by a word of prayer led by a volunteer among the participants. This was followed by welcome remarks made by one representative of the project local partners in the study districts (KADLAC in Kapchorwa, district officer in Manafwa) and the VIP4FS project country coordinator. The participants were appreciated for honoring the invitation and urged to participate freely and actively to make the day a success. Among the participants were those that had participated in the scooping study and household survey (very few – less than 10%) and those that had never participated in the survey. The essence was to have a wider range of participants as more and more project activities get implemented. The workshops were also an opportunity of engaging stakeholders who had some doubt as a result of previous experiences – we needed to assure them VIP4FS' commitment to work with the stakeholders to improve the value chains.

After the welcome remarks, the participants introduced each other by name, sub-county and role or interest in the value chain. This was aimed at letting the stakeholders know each other and what the interests of the participants present were. The interests were mainly around value addition, advisory services, improving coffee quality, improving production, marketing and connecting farmers to market. The exercise ignited the spirit of the stakeholders having the desire to work together.

1.1.3 Preparing the participants

After the introductions and interests/expectations, Dr. Prossy Isubikalu the VIP4FS country coordinator, Uganda provided a project overview to the participants highlighting what the project is about with emphasis on the objectives, what has been done so far and quick results. This was followed by a session of discussion following her presentation. The day's workshop objectives were shared prior to the visioning.

1.1.4 Formation of sub-groups

For each of the group work (right from vision mapping to developing strategies) participants for each value chain suggested to be divided by landscape given that experiences with the value chains varied across the different landscapes (sub-groups). These landscapes were highland, mid-land and lowland. In situations where a given subgroup had fewer members, the sub-counties in the next landscape nearer and almost sharing similar conditions with the former were requested to join the later. This was aimed at having a minimal variation among the number of participants per sub-group/landscape. The decision of which sub-county belonged to which landscape and which one could be added to another landscape was done by the stakeholders (they had a better understanding of the area).

1.1.5 Reflection and planning of the subsequent days

At the end of every day, the project team members met and reflected on the day. The reflection was aimed at getting feelings from members about how the day went in relation to the workshop objectives. It was from the observations of the day that the process of the following day was based on. For instance, during the first multi-stakeholder workshop, the potential of the coffee value chain was done in sub-groups but later the team thought it wise to handle the potential in plenary prior to the vision mapping exercise. Also, reflecting on day one (coffee – Kapchorwa) where time was wasted in reconvening every time after a group exercise on vision stakeholder mapping, SWOT and strategies, the team adjusted and decided that each subgroup continues with all the tasks with guidance from the project team then share in plenary for comments and direction prior to the collective way forward and departure.

Day one: Masha Hotel – Kapchorwa (22nd June 2016)

1.1.6 Overview of the VIP4FS project

This was presented by the Uganda country project coordinator Dr. Prossy Isubikalu.

Sites of the project: VIP4FS is operational in Africa in only two regions: East Africa – Uganda and Southern Africa – Zambia. In Uganda, VIP4FS is in the Mt. Elgon Sub-region covering the districts of Kapchorwa and Manafwa. Choice of the two districts is/was based on:

- Prior work of ICRAF with farmer networks

- Long term collaboration with Landcare IPs
- Contrasting market conditions and social capital

The difference observed in the two districts is that Kapchorwa has relatively stronger social capital and insufficient Public-Private Partnerships to promote market access and increase income. Manafwa has weak social capital and market access.

VIP4FS objectives: The four year project that commenced in June 2015 has five specific objectives to be realized in the study sites. These are:

1. Assess smallholder livelihoods, institutional arrangements and drivers that enable value chain innovation platform development for agricultural commercialization
2. Identify best fit value chain development strategies, market info delivery system and their influence on the success of Value Chain Innovation Platform in enhancing enterprise development
3. Develop and evaluate scalable approaches for promoting VCIP in ways that promote inclusive and sustainable economic benefits
4. Engage with and strengthen capacity of key stakeholders to enhance the research process and promote side spread up-scaling of project generated approaches
5. Systematically monitor and review project implementation and evaluate its outcomes and impacts

VIP4FS partners: the project is being implemented with collective efforts from various partners at different levels. These partners are outside (international) and inside Uganda. They are:

- International level partners are World Agroforestry Centre – ICRAF, University of Adelaide, African Landcare Network & Land care International
- National level partners are National Agroforestry Resources Research Institute (NaFORRI), Makerere University
- District level partners are Kapchorwa District Landcare Chapter (KADLAC) and Manafwa district local government
- Local/sub-county level: Need more partners for operationalization at local level. We need more producers, traders, processors, exporters, agro-input dealers, local leaders, local government (district and sub-county).

What has been done so far? The project started in June 2015 and is expected to end in May 2019. What the project has been able to do so far includes a scoping study, identifying partners (continuous process and more are to be identified and engaged), household survey, and now value chain stakeholder vision mapping and identification of areas of intervention that is to be done in the multi-stakeholder workshop(s).

1. **The scoping study (15th – 22nd November, 2015).** During the scoping study some key informants among the producers, district and traders were engaged. Participants, under the guidance of the district partners, were drawn from Kapchorwa town, Kapchesombe, Tegeres and Kabeywa sub-counties in Kapchorwa.

In Manafwa, participants were drawn from Manafwa town council, Mbale town, Bumbo sub-county, Nalondo and Bunghofu sub-counties. The selection of the sub-counties was largely to get a representation of the three landscapes in the two study sites (Kapchorwa and Manafwa).

Commodities/value chains identified: In Kapchorwa 17 commodities were identified while in Manafwa 16 commodities were identified. These commodities were broadly categorized into four and their order of importance for cash/income to the communities (ascending order) came out as shown:

- Crop enterprises (maize, banana, millet, potatoes, beans, sunflower, cotton, coffee, barley, wheat, onions, cabbage, sesame among others)
- Livestock enterprises (cattle, goats, sheep, chicken, bees)
- Fruit tree enterprises (avocado, mangoes, oranges, passion fruits)
- Other enterprises (crafts, fuel wood)

***Choice of value chain to work with*:** In order to choose which commodities or value chains to work with under the project, the commodities/value chains were subjected to the following criteria:

- Potential/Prospects for large impact and planned comparisons
- Demand driven in the context of private partners
- Availability of private sector partners for co-investment
- Evidence of co-benefits to smallholder farmers' livelihood systems
- Evidence of potential impact on specific categories of farmers (women and youth)
- There is institutional access necessary to effect change
- Sustainability of the interventions (strategies and value chains)
- Supportive policy context for the interventions

Selected value chains: Following the criteria above, three value chains were selected across the two districts. These were coffee, dairy and honey (in ascending order of ranking).

2. **The household survey (**8th – 28th May, 2016): After selecting the value chains to work with, a household survey was conducted to generate more insights about the 3 value chains on the ground. Focus was more on marketing information, constraints faced, participation in groups, and opinion on what can be done to improve the value chain. In the survey, more than 600 households were interviewed in the two districts: 300 from Kapchorwa and 300 from Manafwa. From each district, 3 sub-counties were purposively selected with guidance from the district local partners. Guiding the selection of sub-counties were: (1) at least one from each landscape – highland, midland and lowland (2) presence of the three value chain activities by most households. Traders at all levels too in the two districts were interviewed. The sub-counties engaged in the household survey were Tegeres, Kapchesombe, Kabeywa (for Kapchorwa); Mukoto, Butiiru and Namabya (for Manafwa). From each sub-county, two parishes were selected purposively with the same guide as for the sub-counties. From each parish 3 villages were randomly selected. Households from each village were randomly

selected. Villages with more registered households had more households selected (proportionate presentation).

Comments/concerns following the project overview

- Coffee takes long to give results, how to increase production, how to control pests/diseases
- Where are we?
- How do we ensure increased quality and quantity for the market
- There is reduced coffee planting
- Our social capital is not that strong; trust is low
- How do we access big coffee markets such as Kawacom and others?
- We need to have collective action to access good markets

Response (from the coordinator): These were very critical and important issues that would be responded to in the course of the workshop. At the end of the day, the objectives of the workshop would be achieved if we put our heads together and get appropriate strategies to the issues raised.

1.1.7 Specific objectives of the multi-stakeholder workshops

The general objective was to bring together stakeholders in each of the value chains to develop an understanding and interest in jointly working together for improved markets and incomes in relation to coffee, dairy and honey (the selected value chains).

The specific objectives (shared at each workshop day) were to:

1. Share with the stakeholders about the project so that they know what the project is all about
2. Jointly conduct value chain mapping - develop vision maps and define areas of collaboration
3. Collectively undertake a SWOT analysis of each value chain and identify major constraints and opportunities to take care of for smooth project implementation
4. Reflect on the situation on the ground and identify intervention areas, issues, and strategies to initiate coalitions – action plan

1.1.8 Preparation and presentation of the multi-stakeholder workshop report

Instead of presenting separate reports for each day, given that each day had a different value chain in each of the districts; it was thought worthwhile to have the report organized by commodity instead of district. Under each value chain, outputs from each district are shared. This helps to minimize repetition and provide a better opportunity of comparing ideas, suggestions and identifying similarities and/or differences across the two districts on the same vale chain. The report is then divided in three four sub parts (I-III) each focusing on one value chain starting with coffee, followed by dairy and lastly honey.

2.0 Part I – Focus on Coffee Value Chain in Kapchorwa and Manafwa

This part shows the exercises and outputs from the coffee stakeholders who participated in the workshop

2.1 Analyzing the coffee value chain: production levels, potential, constraints and SWOT (Arabica coffee)

Prior to identifying the potential, participants were engaged in a discussion where they were encouraged to reflect on the realities and experiences faced in their landscapes and come up with the 'picture' of coffee production levels, before (three years back), current, and what they see as the potential of the value chain. The type of coffee being talked about is Arabica coffee, which is grown in the highland areas of Kapchorwa and Manafwa. Although the overall picture was that coffee production has reduced over the last years, the different subgroups approached this task differently as presented below, starting with the highland and ending with the lowland.

2.1.1 Perceived coffee Production output levels and potential

Production output levels: Across the three landscapes of highland, midland and low land of Kapchorwa, and Manafwa, the perception was that the production levels of coffee have reduced, with the lower belt being most affected and the higher belt least affected. This could be attributed to the difference in soil fertility and rains. The fertility levels tend to reduce as you move from the highlands to the lowlands.

Coffee producers in Kapchorwa highland belt felt that three years ago coffee production was not any different (4-6 bags of cherries per acre) from what they harvest now (3-6 bags of cherries per acre). In terms of parched coffee the production level has reduced from a maximum of about 1,000 kg per acre three years ago to about half (500kg per acre) realized in the current harvests. The traders present in the workshop reported a big drop in the volumes they handled; from 28-90 tons in the last three years to 5.5 – 50 tons. When asked why producers sold their coffee in cherry form, different reasons were given. Reasons given for selling cherries instead of the higher paying pulped/patched coffee were: (1) rain season delays coffee drying yet in many cases the farmers need to sell the coffee to be able to meet emergence need. In such cases, farmers find it more convenient to sell the cherries. (2) According to the farmers, coffee cherries were easier to sell and do not incur costs for pulping and drying. (3) Some processors need specific quality of the pulped and dried coffee which some farmers fail to get. In such cases, farmers find it more convenient to sell their coffee in cherry form to buyers who play the role of pulping.

In the year 2014/2015, production of coffee in lower zones of Kapchorwa was reportedly very low, while in the middle belt/zone, there was some increased production of coffee. According to

the stakeholders present, the increased production of coffee was mainly attributed to growing number of partners interested in coffee. In Kapchorwa, the number of coffee buyers is bigger in the middle zone. The lower zone has poor infrastructure especially during the rainy season**.**

Farmers tend to produce poor quality coffee. They mixed ripe and unripe/immature berries. There are policies that guard against quality of coffee but the policies are not implemented/followed by farmers and those that defy it are not always prosecuted.

Low coffee production was also attributed to rainfall variations. When rains fail especially during coffee flowering stage, flowers abort and yields are heavily affected. The berries, if any are very few and small in size. Other reasons given for low production included poor management by farmers, high cost of inputs and farmers using wrong fertilizers for coffee production mainly due to lack of knowledge. The participants also brought out issues such as limited knowledge on the type of fertilizers to be used by farmers as well as input dealers leading to inappropriate application of fertilizers to coffee trees.

Coffee MSH participants in Manafwa

In Manafwa, participants mentioned that in the previous three years, the production levels were 1-4 kg per coffee tree. Currently, they are registering 0.5 to 3kgs of coffee per tree as witnessed in the last harvesting season (2015).

Potential of coffee production

Kapchorwa: Holding all factors constant, the potential of coffee production across the landscapes in Kapchorwa was estimated differently. In the highland the potential was estimated to be 40 bags. In the midland, the potential was estimated to be up to 40 bags of coffee per 5000 trees. One acre of land can accommodate maximum of 800 coffee trees but recommended trees per acre is not more than 650 coffee trees. This has implications with spacing. The estimated potential for lower Kapchorwa was 30 bags.

Manafwa: The potential was the same across the three landscapes. Participants see the potential of realizing up to 5 kg of quality coffee per coffee tree. The potential of 5 kg per year is what they desire to work for – their motivation.

2.1.2 Constraints faced in the coffee value chain

In the beginning, participants were engaged in a session to bring out the constraints faced in the value chain. However, because the SWOT had the constraints implied, emphasis was laid more on the SWOT. For Manafwa, the session of constraints was deliberately left out in order to save time for the SWOT. Table 2 shows constraints that were identified by the stakeholders in Kapchorwa. These constraints are similar in Manafwa.

Table 2: Constraints in Kapchorwa

	Constraint mentioned in Kapchorwa	Lower	Midland	Highland
1	Prolonged rains and drought March to June, which causes flower abortion (unreliable weather conditions)	✓	✓	
2	Pests and diseases increased (leaf rust, stem bores, mealybugs). Elgon coffee die back was mentioned to be very serious in lower Kapchorwa. Premature drying of berries mentioned in the highland	✓	✓	✓
3	Excessive rainfall (Oct - Dec) leading to soil erosion, uneven ripening, fruit abortion, makes transport and processing difficult, quality is compromised, scarcity of labour		✓	
4	Expensive/unaffordable inputs and sometimes fake (fertilizers, pulpers, weighing scales, moisture meters – lack of capital)	✓	✓	✓
5	Inappropriate agronomic practices due to inadequate knowledge and skills in weeding, pruning, harvesting, e.t.c.	✓	✓	
6	Theft especially ripe berries in the garden and harvested berries/pulped coffee in store		✓	
7	Competing/alternative enterprises that take a shorter time to pay off (bananas, potatoes, onions and cabbages)		✓	
8	Reduced soil fertility	✓		
9	Poor market (fluctuating prices)	✓	✓	
10	Old and not productive coffee trees – plantations are inherited	✓	✓	✓
11	Buyers prefer organically produced. Organic coffee is not easy to produce			✓
12	Buyers monopolize the market paying a deaf ear to expenses met by farmers			✓
13	Poor adaptability of new varieties provided by the district			✓
14	Lack of standard extension services			✓
15	Non implementation of coffee policy across the value chain			✓
16	Quality restrictions by exporters			✓
17	Competition from the black market			✓
18	Low local consumption of coffee			✓

2.1.3 SWOT analysis of coffee in Kapchorwa and Manafwa

To avoid repetition, it was thought worthwhile to present the SWOT analysis of the two districts in the same table. The perceived strengths, weaknesses, opportunities and threats of the coffee value chain in Kapchorwa and Manafwa are shown in Table 3.

Table 3: The SWOT analysis of Coffee value chain in Kapchorwa and Manafwa

Strengths	**Kapchorwa landscapes**			**Manafwa landscapes**		
	High	Mid	low	High	mid	low
Availability of land that can still support coffee	✓	✓	✓	✓		✓
Favorable weather for growing and drying coffee	✓	✓	✓	✓		✓
Existence of experience (local knowledge and skills) on coffee production among the producers		✓		✓		✓
Practicing farmers already interested and growing coffee	✓	✓	✓			
Unity among farmers/groups	✓					
Cheap labour	✓			✓		
Existence of coffee plantations				✓	✓	
Existence of organic manure from zero grazing units that helps fertilize the plantations				✓		✓
Availability of market – prices are good even in surplus season					✓	✓
Prevailing peace in the area			✓		✓	
Weaknesses						
Pests and diseases		✓	✓			
Land infertility		✓	✓			
Weak farmer groups/organizations (farmers are not coordinated and lack cooperation		✓	✓	✓		
Inadequate capital/finances for the farmers to invest as desired in the coffee	✓	✓	✓	✓		✓
Inadequate extension services	✓					
Low yields/quantities of coffee			✓		✓	
Poor/low quality of coffee (people harvest premature coffee)	✓				✓	
Poor/no record keeping and poor financial management	✓		✓			✓
Poor leadership among farmer groups	✓					
Limited linkage with outside market	✓					
Inadequate post-harvest handling methods/techniques	✓					
Inadequate information on coffee management			✓	✓	✓	
Individualistic mindset and tendencies among farmers				✓		

Negligence among some farmers to use appropriate or recommended coffee farming methods – they are stuck to the old ways. There is lack of commitment to take full responsibility in managing the coffee				✓		✓
Low confidence among farmers					✓	
Opportunities						
Availability of financial institutions	✓	✓	✓			
Conducive political environment and will (stability and security)	✓	✓		✓		
Availability of market – high demand of coffee on the international market and local agencies. The prices improve every year	✓	✓	✓	✓	✓	✓
Availability of quality seedlings supplied by different agencies (UCDA, local government, OWC-Operation Wealth Creation)	✓		✓	✓		✓
Presence of support partners like abiTrust, USAID through feed the future project that support production and marketing of coffee e.g. Bugisu coffee cooperative union	✓		✓			✓
Low temperatures minimize disease/pest infestation				✓		
Good road infrastructure/network that connects farmers to markets				✓	✓	✓
Fertile soils that give good yields of big sized berries				✓		
Will of local government and UCDA to provide extension advise				✓		
Competition for high coffee quantities					✓	
Absence of coffee processors in the lower belt of Manafwa						✓
Threats						
Climate change - unpredictable	✓	✓				✓
Natural calamities especially landslides and hailstorms that destroy coffee nurseries and plantations				✓		
Unstable/Fluctuating prices of coffee	✓	✓		✓		✓
Competition from other coffee producers due to quality problems		✓				
Competition from/with other cash crops	✓	✓				
Diseases (HIV and malaria) that weaken affected producers		✓				
Coffee diseases and pests becoming more important e.g. coffee berry disease, mealy bugs,				✓	✓	✓
Thieves that have continuously stolen people's coffee in stores and even from drying places				✓	✓	

Fake ineffective inputs like herbicides and fertilizers				✓		
Increasing population and settlement will limit land for coffee cultivation					✓	
Increasing numbers of buyers will compromise quality						✓

2.2 Coffee stakeholder mapping and visioning

This session was led by Alexandra Peralta in Kapchorwa and by Prossy Isubikalu /Joel Buyinza in Manafwa. Participants were provided with an example of a value chain map from elsewhere so that they in their groups could come out with a similar map that fitted their context and realities. Given that the stakeholders came from different agro-ecological landscapes: highland, midland and low land, it was agreed that the participants who belonged to the different landscapes belonged to the same group. The group work was guided with instructions that required them to come up with;

- The current value chain map and stakeholders involved
- The value chain map and stakeholders in five years' time – what they would wish to see the value chain look like in the next five years (vision mapping)
- How to communicate and engage with all the stakeholders in an effective way

Coffee value chain stakeholder mapping and visioning sub-group outputs are presented by district and landscapes. For each group/landscape, both the current and the desired vision maps are presented adjacent to each other.

2.2.1 The coffee value chain stakeholder mapping and visioning picture of Kapchorwa

Kapchorwa lower belt: From the discussions of the participants in the lower belt of Kapchorwa, the stakeholders in the current coffee value chain include the producers, who produce the coffee and avail it to the processors and traders (e.g. small buyers and brokers).

The processors (e.g. Kawacom and Kyagulanyi) provide the coffee to the consumers (who are mainly outside Uganda – international (Figure 1). The producers get support from input dealers, financial services especially loans from centenary bank and post bank and extension services from local government and other processing/exporting companies like Kawacom.

In five years' time (Figure 2), Kapchorwa lower belt stakeholders wish to see a cooperative society where the producers will collect and sell coffee in bulk to the processors. But the producers will as well sell directly to the processors besides the cooperative. In this way, they wish to play the roles of the traders or middlemen and therefore will see the middle men out of their coffee chain. The input dealers, extension service and financial institutions provide services to the producers to enable them produce their coffee in the required/desired quantities.

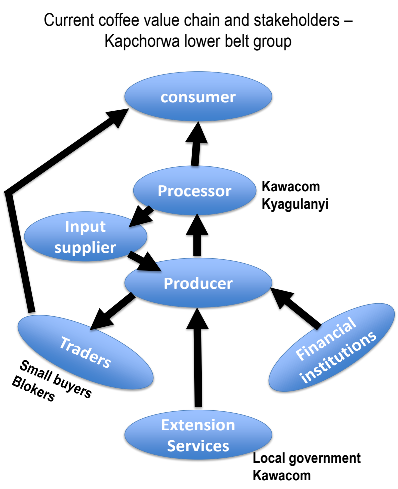


Figure 1: Kapchorwa lower belt coffee stakeholder vision map

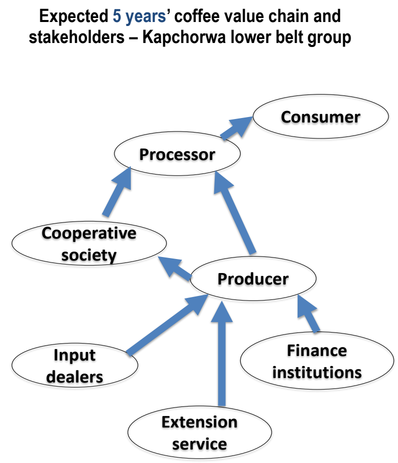


Figure 2: Kapchorwa lower belt 5 year vision map

Kapchorwa middle belt: In the middle belt, there are many actors/stakeholders in the coffee value chain. The traders are mainly agencies of the processing/exporting coffee companies like Kawacom, Kyagalanyi, and Great Lakes among others (Figure 3). The five year vision plan is to form a cooperative union at the middle belt level that will collect coffee from its registered producers, process it and export it. There will also be processing of coffee into powder at the local level. Both the international and local markets are targeted as indicated in the 5-year coffee value chain as shown in Figure 4.

Five year plan/vision of the middle belt stakeholders is to eliminate traders and form a strong cooperative that will play most of the roles so as to maximize profit. In the cooperative, the plan is to have special nursery operators, designated and trained extension agents who will provide support to the producers. It is envisaged that the planned cooperative will process its own coffee and sell it to the consumers at all levels (international, national and local). This group wishes to mobilize its own finances (farmers' bank) to provide affordable loans to their farmers/producers.

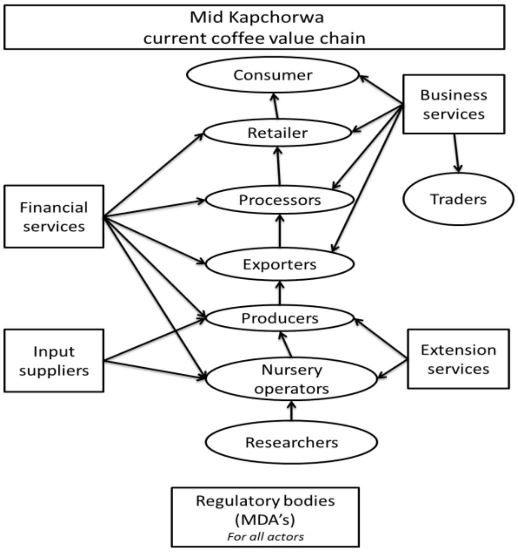


Figure 3: Kapchorwa mid belt coffee stakeholder vision map

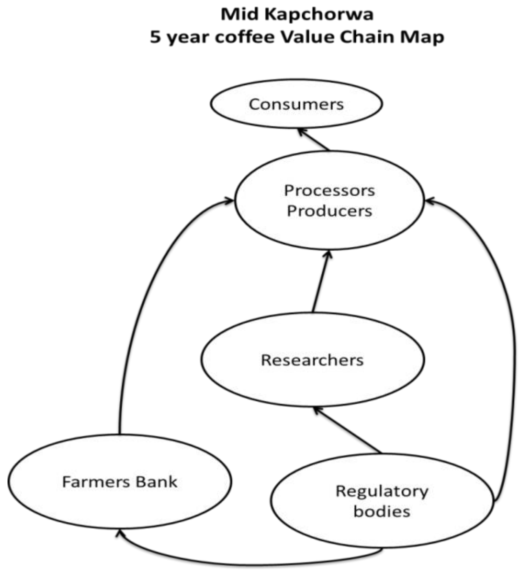


Figure 4: Kapchorwa mid belt coffee 5 year stakeholder vision map

Kapchorwa highlands: In the highlands currently, the coffee is sold to two levels of traders. The first level collect small quantities from farmers and deliver to the second level traders (village agents of the export firms) who buy in slightly bigger quantities (Figure 5). There are producers who process coffee powder in small quantities and sell to the local markets in Kapchorwa. Five year plan is to form a cooperative union in order to eliminate traders in the value chain (Figure 6).

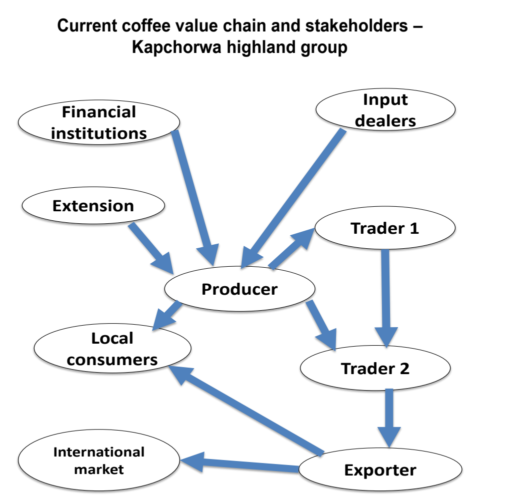


Figure 5: Kapchorwa highland coffee stakeholder vision map

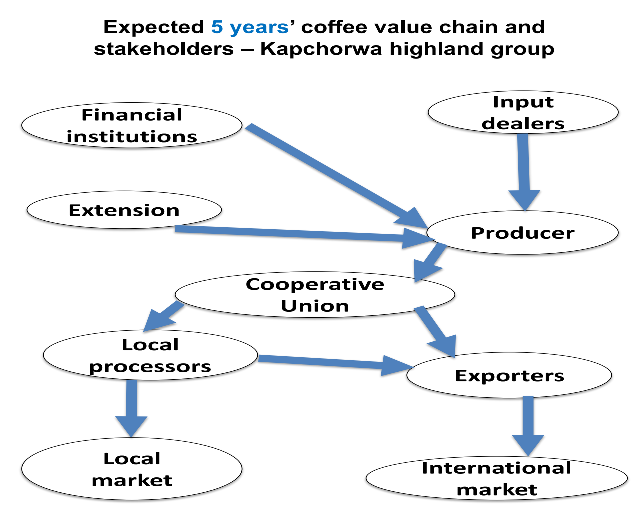


Figure 6: Kapchorwa highland coffee stakeholder 5 year vision map

2.2.2 The coffee value chain stakeholder mapping and visioning picture of Manafwa

The value chain vision of Manafwa in general is not very different from the one of Kapchorwa. At the moment, coffee farmers sell their coffee to small scale traders who bulk and later deliver the coffee (parchment form) to large scale traders. The small scale traders who buy cherries pulp and dry it into parched coffee prior to selling it to the large scale traders. The large scale traders who have storage facilities within the communities in the trading centers deliver/sell to coffee processing/exporting firms/companies. Some producers take their parched coffee to the regional farmers' cooperative union (Bugisu Cooperative Union) located at Mbale, which processes the parched coffee into green beans that are exported. Majority of the coffee farmers do not own coffee pulping machines. These farmers take their coffee berries/cherries to local processors who pulp for them at a fee. Some even sell their coffee at the pulping site/factory.

Like in Kapchorwa, participants for the coffee value chain in Manafwa worked in three sub-groups guided by the landscape (i.e. highland, midland and lowland) to come up with stakeholder mapping and vision pictures. The outputs of the three groups are presented below.

MSH participants for the coffee value chain in Manafwa working in their sub-groups/landscapes

Manafwa lowland landscape: The vision map is shown in Figure 9 and 10. Five years from now the Manafwa lowland coffee stakeholders wish to have a cooperative society at the lowland level. The society will be responsible for production, processing and hence export of the coffee itself as reflected in the vision map below.

Manafwa midland landscape: Figure 7 shows the current visioning while Figure 8 shows the five years' vision whereby the midland coffee group of stakeholders too wish to form a cooperative society at the midland level, which will feed into the regional Bugisu cooperative union

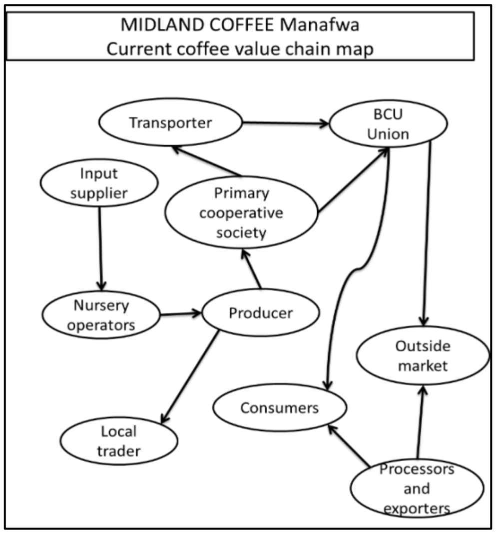


Figure 7: Manafwa midland coffee stakeholder vision map

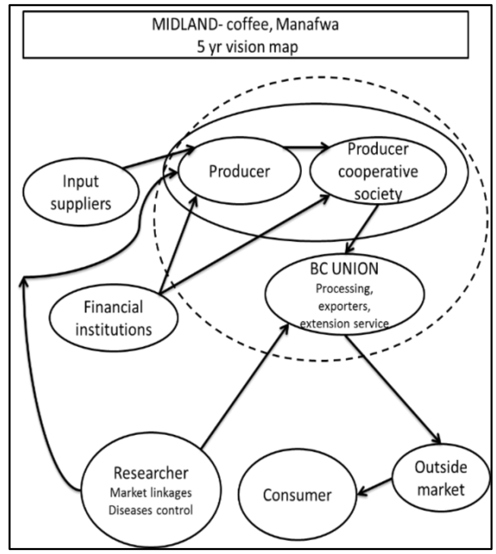


Figure 8 Manafwa midland coffee 5 year stakeholder vision map

It is envisaged that the farmers will be producing 5 kg of coffee per tree and this will step up the volumes of coffee that will be handled at all levels. This is the reason the group wishes to have a cooperative union at a lower level to manage the coffee. Its vision is presented below.

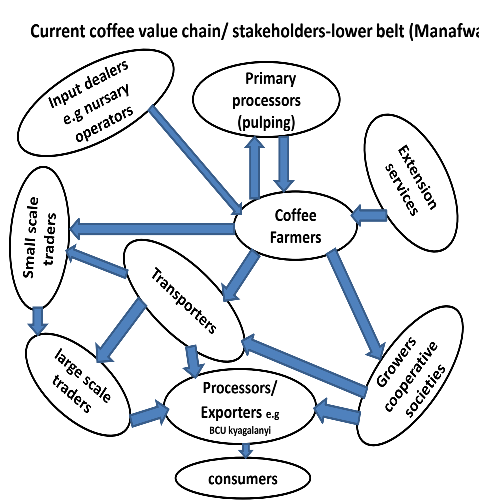


Figure 9: Manafwa lower belt coffee stakeholder vision map

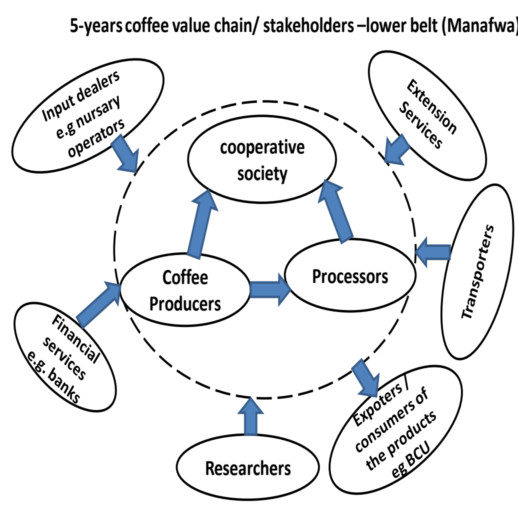


Figure 10: Manafwa lower belt coffee 5 year stakeholder vision map

Manafwa highland landscape: In the Manafwa coffee highland group (Figure 11) there are many actors in the chain. In the 5 year vision, research is envisaged to play a very important role at the nursery operators' level, producers' level and at the union level (Figure 12)

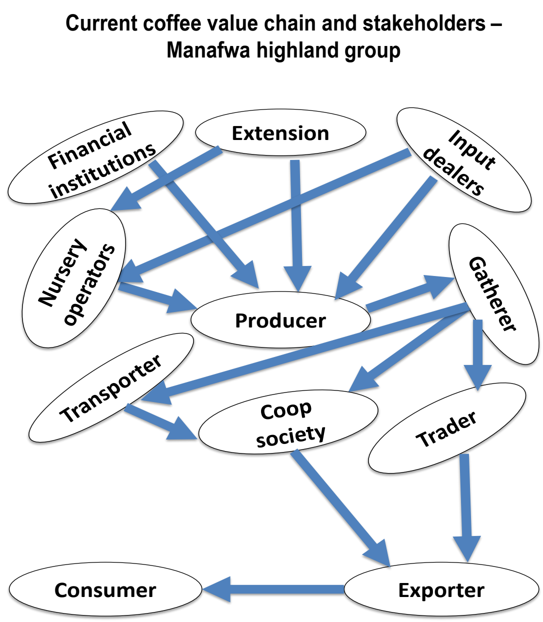


Figure 11: Manafwa highland coffee stakeholder vision map

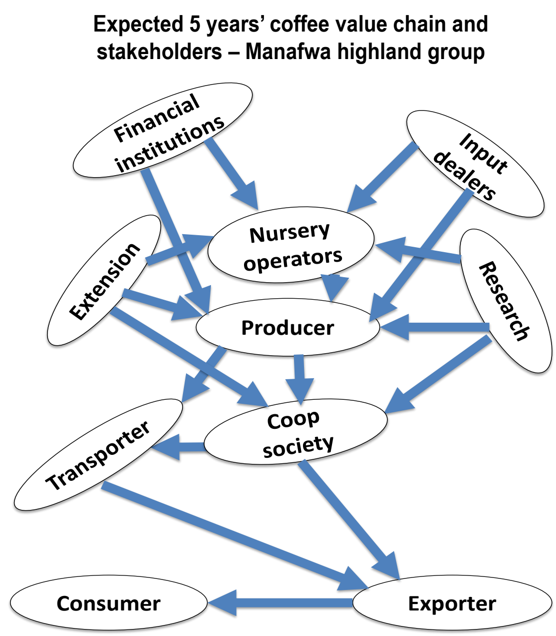


Figure 12: Manafwa highland coffee 5 year stakeholder vision map

2.3 Towards identifying strategic issues to improve coffee value chain

After developing the desired coffee value chain vision map, and with the motivation of the 5 kg per tree to be produced in five years' time, each of the sub-groups then identified 3-5 strategic issues that should be handled in their contexts for their visions to be realized.

For each of the strategic issue identified, the sub-group participants went ahead to develop a 6 month action plan that included the strategies that will be used to manage the identified strategic issue, activities that will be done to ensure that the strategies are well handled, who will do what, and when the activity is expected to be realistically done. Table 4 gives a general picture of the strategic issues/areas of concern across the landscape for coffee stakeholders in Kapchorwa and Manafwa.

Table 4: Strategic issues that need attention in developing the coffee value chain

Strategic issues of concern	**Kapchorwa**			**Manafwa**		
	High	**Mid**	**Low**	**High**	**Mid**	**Low**
1. Preventing and appropriately managing coffee pests and diseases		✓	✓			
2. Soil erosion causing declining soil fertility		✓	✓			
3. Low prices offered by traders			✓			
4. Climate change		✓				
5. Financial constraints/low capital	✓	✓				
6. Inadequate knowledge and skills in managing coffee		✓		✓		
7. Lack of functional coffee cooperative groups at the lower levels	✓					
8. Low quality	✓				✓	
9. Limited access to markets	✓				✓	
10. Low yields of coffee/levels of production	✓				✓	✓
11. Weak existing farmer groups/ farmers not yet organized (lack of coordination and cooperation)				✓	✓	✓
12. Individual marketing (not coordinated and organized marketing of coffee by producers)						✓

2.4 Proposed six months' action plans for the identified strategies (Jul – Dec, 2016)

For each identified strategic issue, the participants in their landscape groups thought through the strategies and actions to be done. The proposed strategic plans for the coffee stakeholders to develop the coffee value chain in their landscapes were then shared in plenary and general comments for improvement given. The action plans are provided in Tables 5,6 and 7. Although

each sub-group received comments after presenting its proposed action plan, the general comments are presented after the three proposed action plans of Kapchorwa and likewise for Manafwa coffee stakeholders. The essence of having a feedback session in plenary was to assess the extent to which the groups realistically owned the plans and actually considered their existing context in planning for the value chain. The research team present pointed out areas of revision and concentration. In doing so for each group, all the participants picked lessons on what they ought to think about/do in their own contexts. The proposed action plans for Kapchorwa are presented.

2.4.1 Proposed action plans for developing the coffee value chain in Kapchorwa

2.4.1.1 Group outputs on proposed six months' action plans for coffee

Outputs for each group are presented in Table 5 that was to be used as a guide.

Table 5: The Kapchorwa lowland stakeholders proposed 6 months action plan for developing the coffee value chain in the area

Issue of concern – lower Kapchorwa	Strategies	Actions in the next 6 months (by Dec 2016)	Who	When
How to manage the pests and diseases to harvest the desired coffee yields for improved incomes to the coffee farmer	Use of appropriate resistant coffee varieties	• Identification and procurement of reliable coffee seed/seedling source • Establishment of nursery bed • Distribution of the coffee seedlings to selected interested and serious coffee farmers	Nursery bed operators	Aug 2016
	Enhanced coffee plant sanitation	Training of coffee farmers' on desired coffee hygiene and husbandry for improved coffee yields and quality	Extension workers	Jul – Dec 2016
	Proper or recommended agronomic practices in coffee production	• Engage the extension worker to guide the group/platform members on desired agronomy through training and advice • Training on pest/disease identification and control/management	Extension workers	
How to manage soil erosion due to heavy rains and flooding in some areas to improve soil fertility and hence	Digging trenches	Training farmers how to dig the trenches	Extension	Jul – Dec 2016
	Planting trees	Supplying tree seedlings	IUCN KADLACC, and forest	Jul – Oct

yields of coffee			department (local government)	2016
	Planting Napier grass			
How to get a good market that offers higher prices of coffee especially the traders/buyers	Revive cooperative societies so that farmers bulk their produce and sell it	Mobilize farmers to form groups Establish good stores	District commercial officer, district Community Development Officer Farmers/traders	July – Dec 2016

Table 6: The Kapchorwa mid land stakeholders proposed (6 months) strategic action plan for developing the coffee value chain in the area

Strategic issue	Strategies	6 month action plan	Who	When
Coffee pests and disease control	Proper identification of pest and diseases Institute/apply control measures	Pests and diseases scouting	Farmers EWS UCDA	Continuous
		Sourcing of pests		
		De-sucker		
		Pruning and stamping		After harvest
		Weeding		
		Chemical control		
		Identification of task force	Pest and diseases task force	August 2016
Declining soil fertility (How to improve and revive the declining soil fertility to realize the desired high yields of coffee)	Soil analysis of coffee farms	Soil sampling	Researcher (Makerere)	Dec 2016
		Bulking of manure	Farmer	Dec 2016
		Source fertilizer	Farmer	Dec 2016
		Apply fertilizer		Onset of rains
	Correction of existing soil status			
	Replenishing			
Financial constraints	Start savings and credit scheme	Train and form the savings and credit scheme Operationalize the SACCOs scheme	KADLACC District Commercial officer (DCO)	Sept 2016
	Establishing a farmers bank	Formation of coffee platform	Coffee platform	2nd week of Aug 2016
		Lobbying for farmers bank	Midland group	
Inadequate knowledge /skills	Carry out needs assessment and quality assessment	Conduct baseline survey on coffee production training needs	Coffee platform to identify technical person/ KADLACC	Oct 2016
	Institute Capacity building	Conduct training	KADLACC	Dec 2016
Climate change	Practice Soil and water	Mulching	Farmers	As soon as possible

	conservation	Terraces Dig trenches Plant grass and shade trees Store packs	Coffee platform KADLACC	and is continuous
	Provision of water for irrigation	Start Baseline survey	Institute of baseline survey	Nov 2016
		Lobby for water for support irrigation	Coffee platform/KADLACC	Nov 2016

Table7: The Kapchorwa highland proposed (6 months) strategic action plan for developing the coffee value chain in the area

Strategic issue	**strategies**	**6 months action plan**	**who**	**when**
Lack of functional coffee cooperative groups	Creation of coffee cooperative groups	• Sensitization and member recruitment • Form committees in different areas • Capacity building on leadership and governance	KADLACC/ Community Development Officer District Commercial Officer /KADLACC	JULY - AUGUST
Low quality and quantity of coffee	Improve coffee quality and quantity	• Training on post-harvest handling • Adoption of high yielding coffee varieties through sensitization • Establishing demonstration farms/FFS • Training on good agronomic practices • Setting up coffee washing station policies • Purchasing inputs from certified agro input dealers	Extension workers District Production Officer Model farmers Cooperative groups	
• Limited market Access	Improve accessibility to both local and international market	• Value addition • Promotion of bulk and combined basket production • Certification of coffee final product • Branding and advertising prior to sale	Cooperative groups, certification bodies	Oct - Dec

• Insufficient capital	Initiate a pooling system within groups to raise initial capital (coffee basket) Sustainable purchase of processing material	• Sensitization • Formation of committees • Provision of a central storage facility • Identification of processing equipment and supplies • Mobilization of resources • Sensitization on processing methods		Nov – Dec 2016

2.4.1.2 Comments/observations to the coffee groups' proposed action plans

The project team present gave comments to the different group's action plans for improvement. Although each group got specific comments related to the action plan presented, the entire groups got general comments. The essence of providing comments was for the stakeholders to recognize that it was them that were to take lead in implementing or operationalizing the action plans and not any outsider. The purpose was to have the farmers understand the action plan and its implication to their efforts to improve the value chain of the commodity in their area.

General comments/observation made to the proposed coffee value chain action plan outputs of Kapchorwa

Upon presenting the proposed action plans, the following observations were made for the stakeholders in the three landscapes to think about and revisit their action plans.

1. The action plans needed to be owned by the groups and developed in the context of the landscape. They needed to be developed to show the exact activities/things that the stakeholders are actually going to do in their areas as soon as they get back. This was because it is their work plan and they should be realistic. Each of the groups should give the action plans more time and thought. That meant that the sub-groups needed to reconvene at their convenience and critically and realistically 'munch' through a context based work plan that will be followed as a guide in operationalizing the desires to realize the vision of increase coffee yield of 5kg per tree and forming a functional and accountable institution that brings coffee stakeholders together.
2. The strategic issues needed more sharpening and prioritizing. Think critically about what critical issues need attention in your landscape realities for the vision to be realized. Look at them as challenges at a higher level. Some proposed strategic issues are largely at action level. For each strategic issue, think of more than one strategy.
3. The strategies proposed do not provide hope that once worked upon will truly make you/us make a contribution to the identified strategic issue. Your strategies should be the broad ways in which you propose to work on the issues. The range of proposed actions do not lead to or operationalize the strategies. The actions thought about for each strategy must lead into realizing the strategy hence solving the issue that needs attention.

4. The actions are not realistic. They needed to be specific and clear enough to tell what stakeholders are practically going to do (and why). Be realistic with what you as a group is convinced and interested stakeholders are going to do in steps, not what others are going to do for you. It is your action plan that is to be implemented by you. The project team will only play a supportive role to guide you.
5. In the 'who is responsible', they needed to think critically about the people with whom they will work with to have the activity effectively accomplished. That means that there are stakeholders that need to be included that they had not given a thought.
6. In some of the strategies and actions, many unrealistic assumptions have been held that needed revisiting.
7. The time period allocated for each activity must be realistic

Specific comments to Kapchorwa low land coffee value chain action plan

- Why should the pest/disease activity be a responsibility of the nursery operators alone? Does this mean that once the nursery operators manage the pests/diseases, then the producers will have no problems with the same? How is the nursery bed establishment helping in wiping out the pests/diseases in the whole coffee value chain?
- Pest/disease control is a continuous activity for a business oriented person, why limit it to only August?
- Your action is on the assumption that people will be interested and willing to establish new coffee gardens, is this true? What plans/actions do you have for existing coffee fields?
- After distributing the coffee seedlings as proposed, how does this control pests/diseases or even control soil erosion?
- Who are we referring to as extension workers?
- You hold another assumption that the group/platform has been formed to take lead in some activities. Are they there?
- Mobilizing farmers to form groups does not automatically lead to group formation and markets. What activities do you have in mind to ensure you establish what you call good stores? How do the stores and mobilized farmers lead to markets?
- Critically think through the whole strategy and range of activities that will be done to realize or drive towards the identified strategic issue.

Specific comments to Kapchorwa midland coffee value chain action plan

- There are no strategies yet to address declining soil fertility. How does pruning, stamping, de-suckering and weeding lead to pest/disease control?
- There is no activity so far that the group can base on to address proper pest/disease identification
- Why focus on chemical control of pests/diseases? Why not an integrated approach given the desire to capture the market that is keener at organic coffee? What will the task force be doing as an activity
- Soil analysis is not a strategy but more of an activity

- Does formation of SACCOs (in one month) truly lead to generation of money to establish a bank in 2 months?
- If financial constraints remains a critical issue, think about the strategies you will use to handle that
- Inadequate knowledge and skills in what? Why is that an issue of concern?
- Climate change is huge and amorphous! What exactly do you mean?
- Let us first focus on what we as stakeholders can do for ourselves and realistically think through the range of activities
- To get the strategies, guide yourself with "What causes the issue?" – Better to focus on farmers' or actors behaviors/practices because these can be worked on by ourselves

Specific comments to Kapchorwa highland coffee value chain action plan

- For each issues, critically think through more than one strategy
- The strategies should be well thought through and not just a replay of the issue. For example on the issue of limited market, you mention improving markets as a strategy. This is not true. You needed to think through why you are having no or limited market linkages, and what strategies you need to put in place to improve the market access/links.
- There are no strategies as yet for the issue of improving coffee quality (what is causing low coffee quality should be your guide). You could think about establishing quality control policy framework at the local level, think about recommended post-harvest handling procedure etc.
- Establishing demo plots and/or farmer field schools do not in any way automatically lead to improved quality of coffee. FFS is used as a means but not an activity. What will the demos be about for example?
- High yielding varieties do not automatically improve quality
- There is no cooperative already in existence but your proposal seem to assume that it is there
- Think through and revisit the proposed action plan.

2.4.1.3 Agreed way forward for the Kapchorwa coffee value chain plans

The proposed action plans were regarded as a draft. The different groups were to reconvene at their convenience in their areas/landscapes (before end of July 2016) to come up with **fair and realistic** action plans reflecting on discussions and comments that were raised about the draft action plan. KADLACC was to help in identifying the leaders and getting to know their agreed reconvening dates.

2.4.2 Proposed coffee value chain action plans for the Manafwa stakeholders

2.4.2.1 *Outputs of the Manafwa groups' coffee value chain action plans*

Table 8: The Manafwa lowland proposed (6 months) strategic action plan for developing the coffee value chain in the area

Strategic issues identified to be worked on by Manafwa lowland group	**Strategies identified to work on the issue**	**6-months activities**	**Who**	**When**
Low yields of coffee	Improve soil management	Mobilizing and train coffee farmers on practices such as terracing , contouring and encouraging them to apply composed manure in the coffee fields so as fertility is improved	Lower belt coffee farmers and Extension workers	July/ August
	Recommended coffee plant management practices	• Mobilizing the lower belt coffee farmers • Train coffee farmers the recommended practices such as disease detection and differentiation, spacing, pruning and others	Lower belt coffee farmers and Extension workers	August/September
	Providing shade to the coffee	• Mobilizing the lower belt coffee farmers • Training coffee farmers on how to plant trees in the coffee garden • The importance of the trees in the coffee gardens • Recommend the tree types which can add fertility to the soil when intercropped	Lower belt coffee farmers and extension workers	September
Weak existing coffee farmers groups	Strengthening the existing institutions	• Mobilize existing coffee farmer groups • Selection of new leaders • Instill the spirit of collective processing and marketing of coffee • Visiting other coffee farmer groups who are organized to learn from them e.g. in Kapchorwa	Lower belt coffee farmers executive members	Oct-Nov
Disorganized	Establish new	• Mobilize and identify	Lower belt coffee	Nov-Dec

marketing of coffee (individual marketing)	coffee farmers groups	coffee farmers without groups • Train farmers in group formation process • Formation of the coffee farmer group including registration • Train the groups on planning, financial management and record keeping	farmers District and Community Development officers	

Table 9: Manafwa midland proposed (6 months) strategic action plan for developing the coffee value chain in the area

Strategic issues	**Strategies**	**6 month Action plan**	**Who**	**When**
Low production levels of coffee	Improving on agricultural practices	Pruning Application of fertilizers Mulching	Midland coffee farmers	July-December
Farmers not yet organized	Formation of farmer group	Bring farmers together	Midland coffee farmers	End of July 2016
		Define terms of reference for the group		
		Elect leaders		
		Register group		
Low quality of coffee produced	Training of farmers	Sensitizing farmers on post harvesting handling on how to dry, washing and sorting of coffee	Midland coffee farmers	July-August 2016
		Monitoring of member farmers	Executive committee of midland coffee farmers	July to Dec (10 days)
		Identification of traditional pruners	Midland coffee farmers	July- August

Table 10: Manafwa highland proposed (6 months) strategic action plan for developing the coffee value chain in the area

Strategic issue	Strategy	6 month Action plan	Who	When
Lack of co-ordination and cooperation among the farmers	Formation of strong functional coffee farmer groups	• Mobilization and sensitization of farmers on group formation • Registration of willing members in a group • Registration of farmer groups at District level	All highland group participants at the workshop/Extension officer Chairman, Secretary and extension officer	July and August 2016 September to November 2016
Poor Coffee Management practices	Formation of FFS to increase quantities of coffee produced	• Identify Stakeholders. • Identify coffee constraints • Carryout control measures and put in place a calendar of activities • Fertilization of coffee using organic and inorganic fertilizers • Removing suckers, weeding, proper harvesting and post-harvest handling	Group members and Extension workers All farmers will be involved	October to December July-December

2.4.2.2 Comments to the Manafwa coffee action plans

Specific comments to the Manafwa lowland action plan

- The activities are not well thought through and do not lead to realization of the strategy/issue
- You need to think about specific trees and not any tree to provide shade to the coffee
- What are you going to do about the importance of shade in coffee?
- What are the strategies to strengthen existing farmer institutions?
- Coffee management is more than disease. Does it mean that as long as disease is managed we expect the yields to go up?

Some specific comments to Manafwa midland proposed coffee action plan

- Strategic issues are somehow reflected but not very well articulated
- The strategies are not very well thought through to help the reality on the ground. For example, what are the strategies that will be used to form coffee farmer groups?
- Having leaders in place is just one thing/step but in itself, having leaders does not automatically lead to farmers being organized
- In terms of the actors/who, you need to think through who else will be useful in that strategy/action.
- Training farmers is not a strategy but one of the activities
- What exactly will be monitored and why?
- What makes you hold the assumption that the executive will have the competence/capacity to help in quality control?
- How does identifying traditional pruners contribute to quality coffee production?
- The time/duration of the proposed activities to be realized is not realistic

Some specific comments to Manafwa highland coffee action plan

- Formation of functional coffee farmer groups is not a strategy but identified as an issue
- Strategy to develop coordination and cooperation among farmers should be guided by seeking to find out why they are not working together. You may want to reflect on the issues of team building as one of the strategies under which you could think of trust building activities among others
- Farmer field schools cannot be a strategy to address poor coffee management. It is just a means or approach one can use to train or build skills on crop husbandry practices
- For what reasons are you identifying constraints in coffee? By this time you have a better picture of the issues on the ground that you as a group feel need to be attended to for the value chain to be more paying to all actors in the chain.
- The activities are not in line with the strategies
- You are holding an assumption that the leadership is already in place, which is not true!
- You should be clear with what you mean by group members? Which group members?
- How does putting in place a calendar of activities address poor coffee management?
- Where are the fertilizers coming from? Which fertilizers are we talking about in this case?

2.4.2.3 Agreed way forward for the Manafwa coffee value chain

All the groups did not have adequate time and did not realistically think through the proposed action plans. These too were treated as drafts. Each group was requested to reconvene at their

convenience and refine the action plans with the leadership of two selected group members. The members selected are shown in Table 11.

Table 11: Groups leaders selected for the Manafwa coffee value chain

	Group leaders selected	**Proposed re-convening date to refine the action plan**
Highland	1. Kutosi Wilson (0772 527719) 2. Kutosi Amos (0774 206217)	5th July 2016
Midland	1. Wamono Micheal (0779068900) 2. Selina Nakami (0788263774)	9th July 2016
Lowland	1. Weboya Stephen (0782 140167) 2. Walimbwa Robert 3. 0773 713109)	9th July 2016

3.0 Part II – Focus on the dairy value chain

3.1 Analyzing the dairy value chain: Production levels, potential, constraints and SWOT

The interests of the workshop participants in the dairy value chain included increased and sustained milk production, desire to maximize productivity of their small farms to produce high milk yield besides other products, good quality breeds, how to effectively keep Friesian cows in the lowland area that has a high pest/disease pressure, how to improve on their networks as dairy farmers, forging way forward for better markets of their milk, collective marketing, how to rear cows, how to increase income generation from milk, and how to get adequate feeds for the cows.

The focus of the workshop included analysis of the dairy sector, vision mapping and strategies for improvement of the dairy value chain.

3.1.1 Production levels and potential of dairy in Manafwa and Kapchorwa

Dairy production was said to vary widely depending on the location and breed of cows kept by farmers. Dairy farmers in Kapchorwa and Manafwa keep an average number of 2 cows per household. Although local breeds of cows are kept by the majority of farmers, their numbers decrease as the altitude increases. Local breeds are mainly kept in lowlands while crossbreeds are mainly kept in the highlands. The midland areas have a roughly equal mixture of both the local and crossbreeds. According to the participants in the dairy multi-stakeholder workshops

held in Kapchorwa and Manafwa, the production of milk has slightly improved. Three years ago, the milk production realized was 0.5 – 2 liters per cow per day for the local breeds and 2-4 liters per cow per day for the crossbreeds. The current and potential milk production levels are presented in the table below.

Table 12: The perceived milk production level and potential in Manafwa and Kapchorwa

Milk production picture	**Current milk production levels (liters/cow/day)**		**Potential production (liters/cow/day)**	
	Local	**Cross**	**Local**	**Cross**
Kapchorwa	1 - 3	3 - 14	7	25
Manafwa	1 - 4	5 - 10	10	20

Whereas participants in Manafwa were very clear with who belonged to which landscape, in Kapchorwa, it was not very clear to the participants which landscape they belonged to in order to form the three groups. To ease this confusion for Kapchorwa, the grouping of sub-counties that belonged to each of the three landscapes was collectively done in plenary. The lower zones of Kapchorwa, mainly characterized by the farms beyond the lower Kapchorwa cliff, comprised Kawowo, Kapsinda, Chepterech, Kaptanya, Kapteret, lowere tegeres, chema and Kaserem sub-counties. Kapchorwa town council, Amukol, lower Kapchesombe, Sipi, Chema, Kateret, Munarya, and Kamako subcounties were grouped under mid Kapchorwa zone/belt/landscape. The highland belt comprised sub-counties near the Mt Elgon forest and are beyond the upper cliff. The sub counties were upper Chema, Kamatui, Kapkwai, upper Tegeres, Kabeiywa, Kabenguria, and Kwoti. This categorization/grouping was as perceived by the workshop participants. After forming the groups, the participants then went on with the group work on analyzing, visioning and strategies to improve the milk value chain.

3.1.2 Perceived constraints faced by dairy farmers in the dairy vale chain

To save on time, identification of the constraints was done collectively in plenary. The two districts generally shared the constraints but at varying degrees. Nevertheless, some constraints were reportedly more of an issue in one district and not so much of an issue in another. Such issues included lack of adequate milk storage facilities, inadequate dairy management skills, milk adulteration, and long distances to the market and lack of shelter among others (Table 13), which were more pronounced in Kapchorwa than it was in Manafwa district.

Table 13: The constraints faced by actors in the milk value chain across the two districts

Constraint	Existence in the study sites		
	Kapchorwa	**Manafwa**	
Diseases and parasites (East Coast Fever, Ticks, worms, mastitis)	✓		
Low milk yielding breeds especially the local type	✓	✓	
Inadequate dairy management knowledge and skills and in some cases low attitude	✓		
Lack of feeds (farmers use banana pseudo stems)	✓	✓	
Shortage of land	✓		
Low market prices of milk	✓	✓	
Scarce veterinary services/extension/advisory services (this makes farmers get used to ineffective traditional ways of handling diseases)	✓	✓	
Lack of adequate milk storage facilities	✓		
Lack of milk handling equipment	✓	✓	
Artificial insemination is expensive	✓	✓	
Poor roads in some cases that limit quick transportation to the market place	✓	✓	
Milk adulteration	✓		
Long distances to the market	✓		
Lack of shelter especially for the cross breeds	✓		
Farmers not organized for collective marketing		✓	
Shortage of improved bulls/nice bulls		✓	
Limited access to information on milk market		✓	
Over tying animals causing wounds		✓	
Those who take to the milk collecting centre do not get prompt payment		✓	

The pronunciation of specific constraints in Kapchorwa and not in Manafwa has some messages for the project to think about. For instance, long distances to the market in as mentioned to be a constraint in Kapchorwa could be related to a number of situations: the highly mountainous area that impedes transportation of the milk to the lowlands. It is also very likely that almost every household, especially in the highlands, has a dairy cow or can access milk and therefore rarely buy from others. This situation makes marketing difficult. The low and midlands tend to have relatively little quantities of milk produced (as compared to the highland). In order to compensate for the quantities needed by the available market, traders (and some farmers) get tempted to adulterate the milk with some water. The process of adulteration continuous with the subsequent traders till it reaches the consumer who also adds some water in the name of diluting the milk for tea. Manafwa is less mountainous than Kapchorwa and is nearer Mbale and Tororo where the milk produced can be easily transported and sold.

Who are the stakeholders in the dairy value chain? The participants mentioned different stakeholders that provided different services. These largely included the finance institutions, agricultural extension, agro-vet input suppliers, traders, producers and consumers at different levels and scales. This list, however, was not exhaustive. There were other important stakeholders that the participants did not think of either because they did not know them or did not interact with them on the same – probably due to the small milk quantities that they produced mainly at retail/subsistence level. These included the dairy development authority, milk processors, research, and training institutions among others. With the establishment of the innovation platforms, it is hoped that the different stakeholders will be brought on board to interact with the farmers and traders of milk and milk products for improved yields and sales.

3.1.3 Strengths, Weaknesses Opportunities and Threats (SWOT) as perceived by workshop participants in Kapchorwa and Manafwa

The SWOT analysis from the two districts across the three landscapes are presented in table 14.

Table 14: SWOT analysis of the dairy value chain

Strengths	**Kapchorwa landscapes**			**Manafwa landscapes**		
	High	Mid	low	High	mid	low
Favourable climate	✓				✓	
Conducive environment for milk storage	✓					
Availability of feeds like Kikuyu grass, maize bran, Elephant grass, fodder trees. Some farmers have planted Napier grass	✓	✓			✓	
Hardworking and committed people	✓	✓	✓			
Available local knowledge and skills in managing dairy and milk	✓				✓	✓
Land availability (e.g. to support zero grazing)	✓	✓		✓	✓	✓
Cooperation among farmers	✓					
Presence of flowing water streams that rarely dry up to provide water for the dairy cattle		✓	✓	✓		
Presence of extension services – some have been recently recruited and posted to the sub-counties		✓				
Most farmers go to Kenya to find or get breeds through other programs, NUSAF, OWC		✓				
Artificial insemination are available		✓	✓			
No cattle raiders		✓				
Availability of cheap family labour				✓		✓
Availability of local market – most households consume milk				✓		
Presence and access to cooling plant to store milk				✓		
Availability of dairy cattle among the farmers			✓	✓	✓	✓

Presence of a dairy cooperative at the district level					✓	✓
Weaknesses						
Land defragmentation hence not enough to plant fodder and keep more dairy cows		✓	✓			
Limited finances to expand production of milk for instance buying of supplements like dairy concentrates and other animals		✓			✓	
No access roads to graze animals due to fencing and other rough terrains		✓				
Diseases and vectors		✓				
Absence of dairy groups or associations		✓				
Poor shelter for cattle				✓	✓	
Inferior or poor breeds of cattle that provide low milk yields			✓	✓	✓	✓
Inaccessible extension services. Currently, there is only veterinary officer serving the whole district			✓	✓	✓	
Limited market information on price and where to sell milk – farmers are often cheated				✓	✓	
Poor attitude of dairy farmers to extension services – farmers are bent to their traditional ways of handling cattle, they pluck ticks off the cattle				✓		
There is weak enforcement of laws and policies on milk. Adulteration is at all levels				✓		
Low confidence and commitment among dairy farmers					✓	✓
Inadequate feed and poor feeding methods			✓		✓	✓
Opportunities						
Security available	✓			✓		
Market for milk and dairy animals – increasing demand for milk	✓		✓	✓	✓	✓
Availability of extension system/workers, there are some community animal health workers that help provide some vet services to the dairy farmers	✓	✓		✓		✓
Availability of financial institutions (farmers also have collateral for loans)	✓					
Fair road network leading to developed urban places	✓					
Government policy promoting wealth creation and liberalization of the economy						
Expansion and upgrading of the road will increase movement of milk traders		✓				
Anticipated increase in population within municipality and towns		✓				
Presence of Community Development Officers at the		✓				

Sub county to help organize dairy farmers into groups						
Presence of other partners already working with the value chain in the area e.g. NUSAF gives heifers to active poor farmers to improve on their nutritional status, there is also send a cow		✓	✓	✓		
Favorable weather (the cool temperatures in the highland control pests like tsetse flies and ticks and disease outbreaks)				✓		✓
Fertile (volcanic) soils for fodder and forage production				✓		
Wealth of existing indigenous knowledge on various aspects of dairy management				✓		
Presence of improved pasture species in research institute				✓		
Competition from other cooperatives and need for quality service provision					✓	
Dairy cattle/milk seen as a source of money and sometimes employment for some people					✓	
Presence of SACCOS (as financial institutions) and the growing saving culture			✓			✓
Threats						
Theft (local or petty thieves) of dairy cows. Some people even poison other people's cows that perform better (jealousy)	✓	✓	✓		✓	✓
Pests/parasites and disease outbreaks e.g. lumpskin disease	✓	✓	✓	✓	✓	✓
Expensive inputs	✓			✓	✓	
Unpredictable weather changes (long dry spells)	✓		✓	✓		✓
Delayed development of the road network				✓	✓	

Just like it was observed with the coffee stakeholders, the SWOT analysis of dairy is similar. Some issues were seen as strengths in one group and as opportunities in other groups.

3.2 Dairy value chain stakeholder and vision mapping in Kapchorwa and Manafwa

Kapchorwa highland dairy group

Kapchorwa lowland dairy group

Kapchorwa midland dairy group

Stakeholder mapping and visioning exercise were done in subgroups of the different landscapes. For purposes of order, we will start with the outputs from the three landscapes of Kapchorwa, followed by Manafwa. The stakeholders mentioned the potential of milk production to be within the range of 7-10 litres for the local cows and 20-25 litres produced per cow per day. These pointers served as a guide for the stakeholders in the desire to have the dairy value chain improved. Each of the groups/landscapes came up with the current value chain of dairy and the 5 year vision of stakeholders that they envisage working with to realize the potential. Outputs from the different groups/landscapes in the next section.

3.2.1 The dairy value chain stakeholders and vision picture in Kapchorwa

Kapchorwa lower belt dairy stakeholders' and vision output map: Kapchorwa lowland dairy farmers have the vision of establishing a dairy farmers' cooperative society at the lowland landscape level where all the milk producers in their small grass root groups will be members.

They envisage working with more stakeholders as opposed to the current value chain. The current vision map of the dairy value chain in the lower belts of Kapchorwa is composed of producers (dairy farmers), middlemen and consumers (Figure 13). Farmers are mainly supported by agro-input dealers, private veterinary workers and financial institutions including centenary bank and own SACCOs. As observed in the slide below, the actors are few.

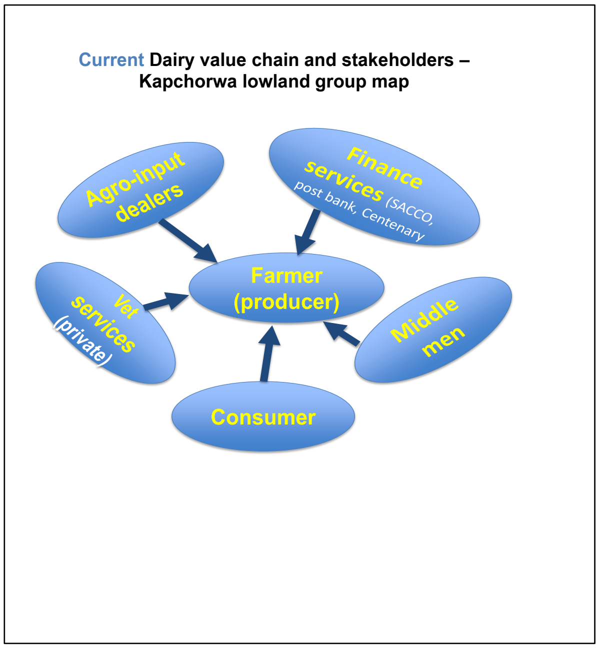


Figure 13: Manafwa lower belt dairy stakeholder vision map

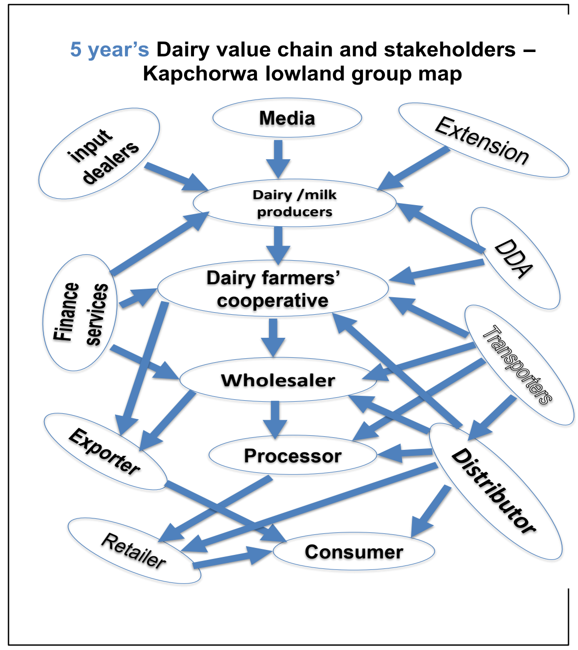


Figure 14: Manafwa lower belt dairy stakeholder 5 year vision map

The 5 year dairy value chain vision map as envisaged by the Kapchorwa lowland group seeks to engage more stakeholders but do away with the middle man (Figure 14). The group wishes to establish a dairy cooperative society that will work closely with new stakeholders like Dairy Development Authority (DDA), wholesalers, exporters, processors and distributors.

Kapchorwa midland dairy stakeholders' vision map: The midland group of stakeholders have been working with more stakeholders (Figure 15) as opposed to the map provided by the lowland (Figure 13). For instance, NARO, KADLACC and local government have been working closely with the dairy farmers in mid Kapchorwa. In five years' time, the midland Kapchorwa dairy group, just like the lowland group, wish to form a dairy cooperative society at the mid landscape level (Figure 16). The cooperative is envisaged to be the center piece of the dairy sector in the area, working with all other stakeholders to achieve the potential milk yield.

The cooperative society is expected to process milk by itself as well as linking with all categories of consumers/market. The group plans to have strong and functional relations with the extension system, DDA and research (NARO) for different services linked to the dairy cow, feed and milk.

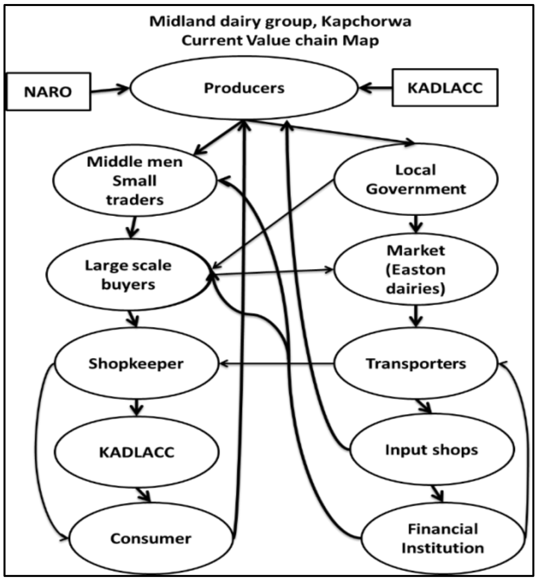


Figure 15: Kapchorwa midland belt dairy stakeholder vision map

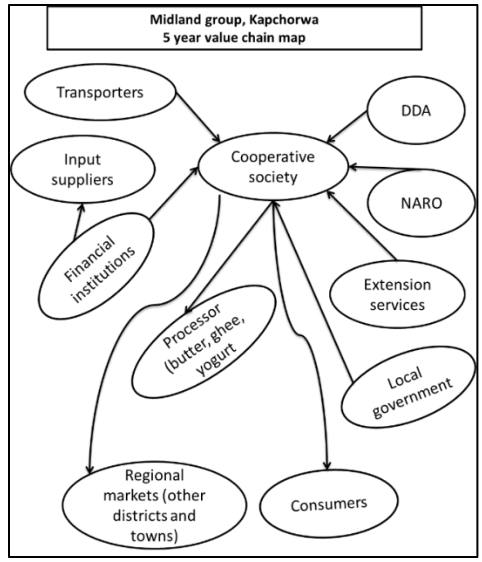
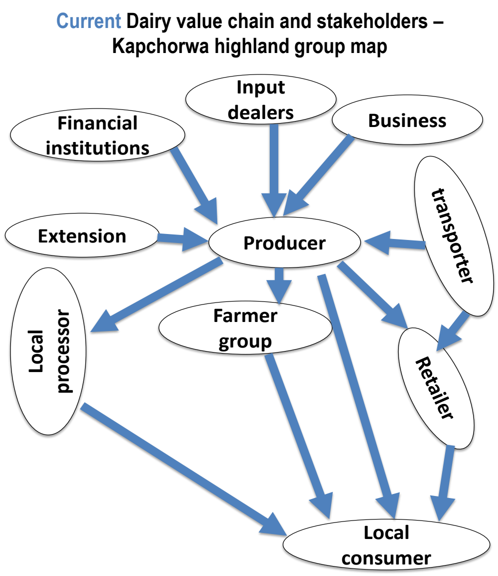


Figure 16: Kapchorwa midland belt dairy 5 year stakeholder vision map

Kapchorwa highland dairy stakeholder vision map: In the Kapchorwa highland group, currently there are groups and local milk processors (Figure 17), actors who are not in the current value chains of the two landscapes (lowland and midland). This could be attributed to the higher quantities of milk produced and productivity of the highland areas.

The picture in the 5 years' vision (Figure 18) is not very different from the current value chain. The only difference is that the farmer groups were left out in the 5 years' plan, exporters and international consumers were brought in as new actors. Retailers have been maintained. This implies that the dairy farmers and other stakeholders in the highland are still comfortable with the prevailing value chain. It is only in the highland that we see participants not thinking of a cooperative.



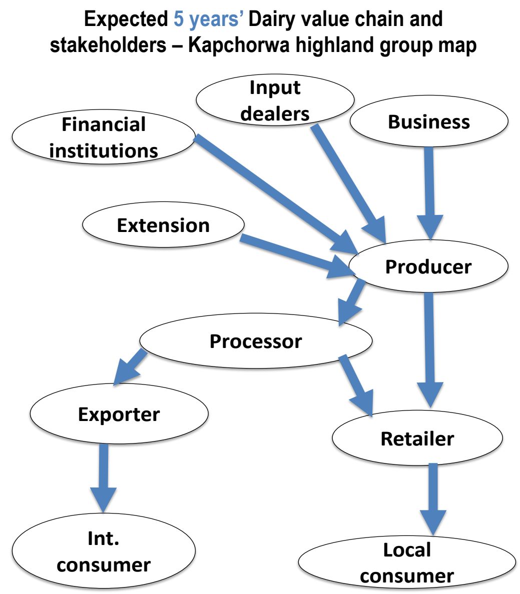


Figure 17: Kapchorwa highland dairy stakeholder map

Figure 18: Kapchorwa highland belt dairy stakeholder 5 year vision map

3.2.2 The dairy stakeholder and value chain vision picture for Manafwa

The exercise in Manafwa was done in groups/landscapes as reflected in the pictures .



Manafwa lowland stakeholder dairy vision map: Currently in Manafwa lowland dairy value chain, there are brokers who link the farmers to the probable retailers who eventually sell to the consumers. Besides the brokers, the dairy farmers sell their milk too to large scale traders (Figure 19)

In five years' time, the Manafwa lowland dairy group sees themselves organized into a dairy cooperative society that plans to do the selling of the milk and milk products to the different markets/consumers (Figure 20). Retailers and large scale traders will be kicked out of the chain in future, with the cooperative then handling all the milk on behalf of the farmers/producers. Individual producers will have a group bulking then deliver the large milk quantities to the cooperative society.

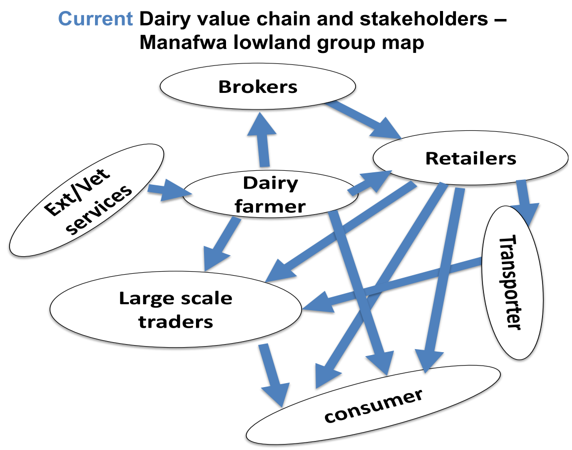


Figure 19: Manafwa lowland belt dairy stakeholder map

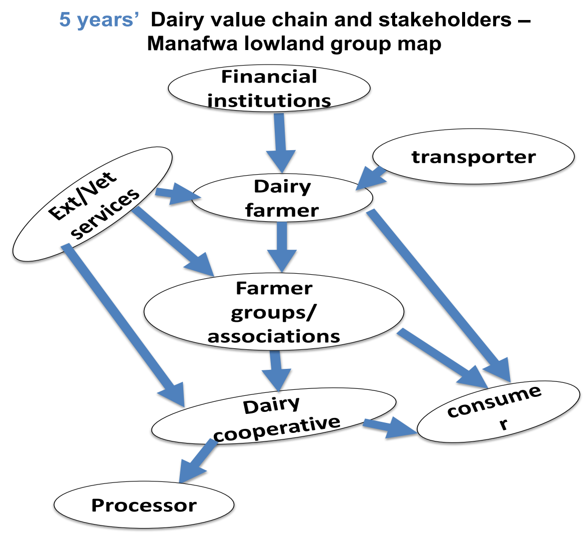


Figure 20: Manafwa lowland belt dairy stakeholder 5 year vision map

Manafwa midland stakeholder dairy value chain vision map: The main market/consumer of the milk produced in Mid Manafwa is Mbale and Tororo towns besides institutions like boarding schools and restaurants/hotels (Figure 21). As opposed to the lowland Manafwa dairy group, the mid group sees the operation wealth creation (OWC) as one of the stakeholders in the dairy value chain in the midland because through OWC, some farmers are given cows that consequently serve as dairy animals to some farmers. Although the district has a milk cooperative society, not many farmers at the midland actually take their milk to the society, they prefer to sell their milk as individuals to other buyers.

In five years' time, Manafwa midland dairy stakeholders wished to have a dairy cooperative society at the midland landscape level that would do both the production and processing of some milk (Figure 22). The society is envisioned to be a center of milk where the dairy farmers would bulk their milk and all other buyers the milk from the central place. The restructure of the dairy value chain map in the midland sees and brings in new stakeholders like research institutions, training institutions, milk processors and Dairy Development Authority (DDA). SACCOs were reported to be the promising source of financial help as opposed to dependence on the banks – banks are feared because of the unfriendly interest rates and other conditions required for one to access loans.

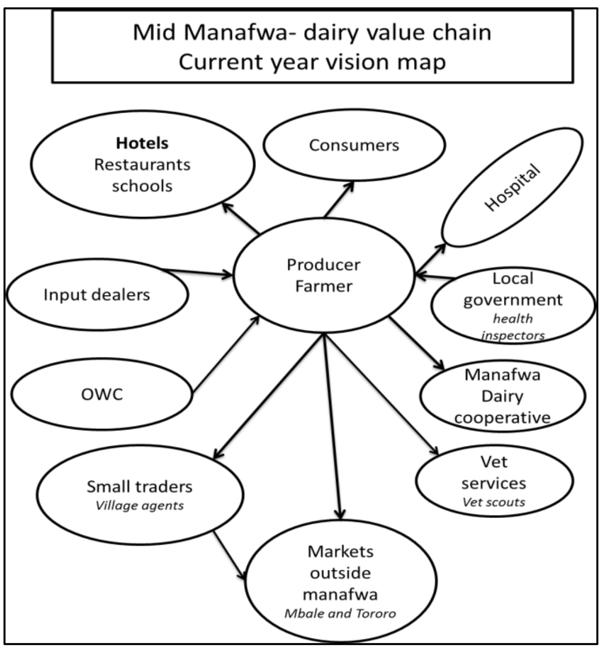


Figure 21: Manafwa midland belt dairy stakeholder map

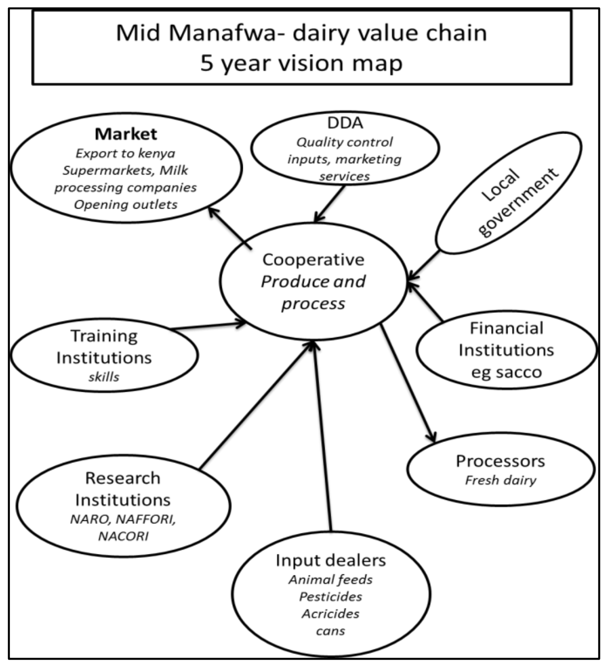


Figure 22: Manafwa midland belt dairy stakeholder 5 year vision map

Manafwa highland stakeholder dairy value chain vision map

The picture of dairy value chain in Manafwa highlands is not very different from that painted by the low and midland groups of stakeholders. The dairy farmers have three channels or paths through which their milk goes: local or small traders who tend to buy or collect 2-5 liters of milk from specific farmers and take 10-40 liters to sell at urban centers and towns around; some consumers especially those that have babies living around the dairy farmer; and the district cooperative society (Figure 23).

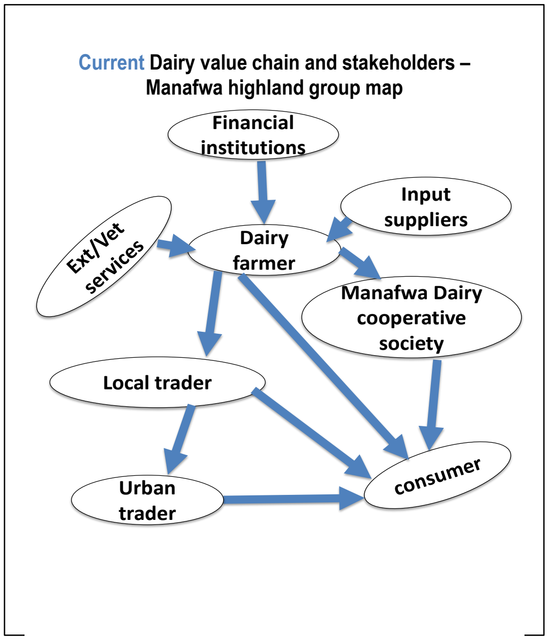


Figure 23: Manafwa highland dairy stakeholder map

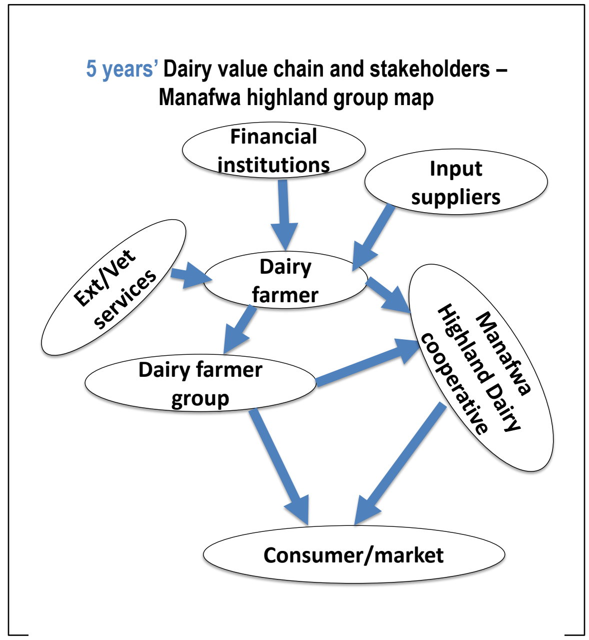


Figure 24: Manafwa highland dairy stakeholder 5 year vision map

In five years' time, the dairy stakeholders in highland Manafwa also wished to have their own dairy cooperative society that will be provided with milk from different dairy farmer groups (Figure 24). It was expected that each member (dairy farmer) would collect their milk at some primary level (the group). Milk from the different groups would then be stored at one central place – the highland dairy cooperative society level. Some of the milk from the group/primary level would be sold to the local market around. All the other input services like extension/veterinary, agro-inputs, finance would serve the individual farmers. The research and training institutions as well as DDA were forgotten but will remain key stakeholders in the dairy value chain.

3.3 Towards identifying strategic issues to improve the dairy value chain

The strategic issues that the stakeholders identified during the multi stakeholder workshop of the dairy value chain were presented in Table 15.

Table 15: Strategic issues identified by stakeholders

Strategic issues of concern	**Kapchorwa**			**Manafwa**		
	High	**Mid**	**Low**	**High**	**Mid**	**Low**
1. Poor breeds of cattle	✓					
2. Diseases and parasites	✓		✓			
3. Inadequate/insufficient feeds for the cattle (Quantity and quality)	✓	✓				
4. Absence of active dairy farmers at all levels		✓				
5. Poor management of dairy cows		✓				
6. Low milk quantities and quality			✓	✓	✓	✓
7. Inadequate finance/capital			✓	✓		
8. Inadequate transport				✓		
9. Absence of organized dairy cooperative society					✓	
10. Weak institutions						✓
11. Poor market access			✓			

3.4 The strategies and suggested 6 months' work plans of the dairy groups

3.4.1 The 6 months' strategic/action plan for Kapchorwa dairy groups

Table 16: The 6 months' action plan for the Kapchorwa highland dairy group

Strategic activities	**Strategy**	**Action plan (6 months)**	**Who**	**When**
Poor breeds of cattle	Improved breeds by use of artificial exotic bulls / heifers	Sensitization Trainings Study tours (exchange visits , farmer shows)	Extension workers from district Farmers CBOs i.e. CDA	July to Dec 2016
Diseases and parasites	tick control	Spraying Pour on Sensitization and training on tick control Treatment vaccination	Extension staffs (DVO) farmers DPO Farmers Extension staff DVO , P.O	July – Dec 2016 July –to Dec
Inadequate feeds for cattle	Have abundant feeds (elephant grass, fodder, shrubs ,	• Planting more feeds • Fertilizer application in feeds • Sensitization and	Farmers Extension staffs (DVO , DPO) CDA	July to Dec July to September Set to

	legumes	trainings • Silage and hay preparation • Demonstrations • Exchange visits to Jinja show	- DVO	October July
Limited storage facilities and handling equipment	Availability of storage facilities and handling equipment	• Sensitization • Resource mobilization between farmer groups • Proper utilization of available storage facilities	- Farmers - s/c chief of Kapchesombe	July to December

Table 17: The 6 months' action plan for Kapchorwa midland dairy group

Strategic issues	Strategies	6 month action plan	Who	When
There is no active dairy farmer groups at every level	Formation of active dairy farmer groups at parish level since there are very few farmers at the village level	Identify dairy farmers at the village level	All members of the committee	July 2016
		Call a meeting at different villages	Chairperson of the committee	
		Form a committee based on those participated and each member is going to mobilize dairy farmers	All members	
		Election of group leadership	Committee	
		Contact the CDO at the S/C for guidance		
Insufficient quality feeds	Establish Napier grass and legumes - Buy feeds - Store crop residues	Each farmer to have at least a plot of grass/legumes	Dairy farmer	August 2016
	Spare some land for feed planting			Ongoing Nov 2016
Poor management of dairy cows	Obtain basic trainings on dairy management skills	Training of dairy farmer group on feeding, housing, record keeping and disease control	Extension worker at the sub county. The chairperson of formed group will assist get the extension worker	September 2016

Table 18: The 6 months' action plan for Kapchorwa lowland dairy group

Strategic issues	Strategies	6 month action plan	Who	When
Low milk production due to poor feeds and dairy breeds	Establishment of pastures and fodder banks to increase feed availability Promote hay and silage making Promote cross breeding and AI services	Mobilize members to identify suitable fodder and grass species Farmer meetings with DVO to identify suitable breeds for low land farmers	Chairman of group Group members	Aug 2016 July 2016
High disease burden in the lower belt	Promote regular spraying against ticks Promote routine vaccination programs	Train farmers on tick control and the value of vaccinating animals	Group leader	Aug 2016
Poor access to market	Formation of a dairy cooperative composed of active dairy farmer groups at parish level	Form a committee based on those participated and each member is going to mobilize dairy farmers Election of group leadership	Group chairman	Sept 2016

Comments/observations for improvement of the Kapchorwa dairy value chain development strategies and issues

The outputs of the Kapchorwa dairy value chain stakeholders with reference to strategic issues, strategies and activities were not different from those observed from the coffee group. They too shared the same observations. The three groups were given general comments as presented below:

- The strategies and strategic issues are the same. A strategic issue is at a higher level and the strategies are the ways or approaches you decide to work on the high level issue.
- What the groups give as strategic issues are more suited to be strategies and some as activities. Tick control for example can be one of the activities in pest/disease management
- We need to ask ourselves why there are no cooperatives. These would guide in coming up with the strategies. For example, could it be lack of teamwork or trust among farmers? What are the activities that you will seek to put in place or implement to have the farmers work together and form a functional cooperative?

- Storage facilities, feeding, pest/disease control, poor breeds are bringing about something which should be the issue. They themselves are more of strategies. For example, if high disease burden is taken as a strategic issue, we need to ask ourselves what actually is bringing about or promoting the disease burden that we can work on ourselves. Is it necessarily not spraying? We need to think broadly. If we spray and vaccinate, will that lessen the disease burden for sure if we critically analyze our context?
- Is it true that when a cooperative is formed, we will automatically access market?
- For every strategy, think through all possible activities in reality and the period they will actually take to be realized in our areas. Be realistic. Activities should be more than just training and meeting
- Feed is already a problem and there is no hay or even silage, how are you going to promote hay or silage? From which fodder? Promoting hay or silage assumes that the technology and resources are there but only need promoting, is that true? What do you mean by promoting? What are you exactly going to do?
- We need to think in practical realities and not in theory i.e. thinking of what we learnt in school. We need to fit in the realities we live in and come up with what is actually workable or doable
- It was then recommended and agreed upon that each of the groups/landscape groups was to reconvene and revisit the action plans and come up with the realities that fitted their contexts.

3.4.2 The 6 months' action/strategic plan for Manafwa dairy groups/landscapes

Table 19: Action Plan for Manafwa Low Land Dairy group

Major issues	Strategies	Activities (6 months)	Who	When
Low milk production	Increase milk production through improved feeding of dairy cows	• Establish and promote fodder trees and shrubs e,g. Calliandria • Training farmers on dietary requirements to increase milk production	Farmers District veterinary officer and Extension workers	September, 2016 October,2016
	Increased milk production through improved breeding	• Training of farmers on selection of good dairy heifer and bulls	District veterinary officer and Extension workers	September, 2016
		Form farmer groups ,build capacity and encourage saving to acquire improved breeds through a revolving fund approach	District commercial officer and community development officers	October,216
Weak institutional capacity	Strengthening the farmer institutions through the change of farmers attitudes from operating as individuals to work in group	• Registration of members • Formation of groups • Team building	Farmers	September, 2016

Table 20: The 6 months' action plan for Manafwa Midland dairy group

Strategic issues	**Strategies**	**6 month Action plan**	**Who**	**When**
No organized cooperative society at the landscape (in spite of a weak cooperative at the district level)	Strengthening existing Manafwa district cooperative	Identify the causes of disorganization through a meeting	Executive members of the Manafwa dairy cooperative	July- August 2016
		Holding meetings of existing cooperative society members	Executive members of the Manafwa dairy cooperative	
		Train members on group roles and responsibility	Commercial officer	July- Aug 2016
		Identify potential dairy farmers	Technical staff e.g. DVO, DAO, model farmers and farmers themselves	Sept 2016
Low milk production	Improved feeding	Training farmers on pasture management	DVO and extension persons	Oct 2016
		Demonstration on pasture planting	Farmers	Oct 2016
		Planting of pasture	Farmers	2 weeks
	Pest and disease control	Farmer training on symptoms, immunization schedulers	DVO,DVA, extension workers	Nov 2016
		Demonstration on spraying		
		Vaccination and immunization	DVO	After every 3 months
		Monitoring	Cooperative	Continuous

Table 21: The 6 months' action plan for Manafwa highland dairy group

Strategic issue	Strategy	6 month Action plan	Who	When
Production of low quantities and quality of milk	To improve quantity of milk produced	• Formation of farmer groups and contributions of funds. • Sensitization on animal husbandry practices • Sensitization on good feeding methods and fodder species • Organizing demonstration sites for fodder	Manafwa Highland Dairy Cooperative society District Veterinary Officer/MHDCs	July August 2016 August 2016
	To improve the quality of milk produced in highland areas	• Sensitization on quality milk standards • Acquisition of lactometers for each group • Establishment of milk collection centres. • Identification of milk selling points • Equipment of selling points with freezers	DFO DVO DDA MHDCs	September 2016 July
Inadequate financial resources to procure critical Dairy facilities like feeds, drugs and veterinary services	To increase the sales of milk produced.	• Activation and formation of milk selling points. • Marketing of Manafwa Highland Dairy Cooperative using mass media like radios • Proposal writing for funding. • Sensitization on good/proper record keeping	Group members MHDCs	July
	Lobbying for funds from different partners like microfinance support centres, financial institutions ,NGOs Introduction of financial scheme to collect a pool of funds and lend money.	• Hiring of an accountant/financial personnel. • Forming Savings and credit schemes within the farmers and farmer groups • Opening of bank accounts	CDO MHDCs	Jul - Sep
Inadequate transport means to collect milk from consumers to selling points	Acquisition of group transport means like vehicles	• Formation of farmer groups • Contributions from farmers and local government • Purchase of group transport means	MHDCs	July September December

Comments and observations to the action plans from Manafwa dairy groups

The produced and shared outputs of the three dairy groups from Manafwa dairy value chain had similar problems like the prior groups with reference to reality and context of their issues. The thinking was not very realistic. The project team made the following comments to help the stakeholders understand the essence of the exercise so that they develop a more operational one when they reflect and reconvene in their areas or landscapes with other people who were not in the workshop. The comments included:

- Think through the real issues and what the dairy group can actually do and not what other people will do. Think about things that you will honestly do and take lead in as you who are affected. Reality of our landscapes should be the true context
- Think through actual activities (exhaustively) that will help in realizing the strategies and strategic issues
- How does strengthening of the Manafwa district dairy cooperative society help to form the missing society in the landscape? The suggestion seems to imply that absence of a cooperative at the midland landscape level is because the district dairy cooperative society is weak. Is that genuine? We need to think through what we will do to have a functional dairy cooperative society in Manafwa midland belt. We could reflect on the mistakes of how the district one was formed
- Improving a dairy breed is a long and expensive process that we as Manafwa dairy stakeholders may not realize in the short run even with the help of research. Improving breeds is not realistic in our context. Shall we do that?
- Think of the activities that will surely move us towards achieving the strategy
- Which demos (on what and about what) do we have in mind that we think will improve milk production?
- How does registration of groups help strengthen institutions? What exactly are you going to do with team building – this has to be clear and doable in our context!
- It was suggested by the project team that the groups equally reconvene at their convenience at their landscape areas to revisit what they actually would wish to do to improve dairy value chain in their contexts

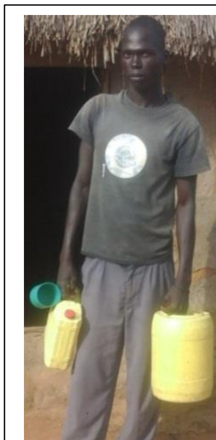
4.0 Part III – Focus on the honey value chain

4.1 Analyzing the Honey value chain: Production levels, Potential, constraints and SWOT

The honey value chain workshop combined actors from Kapchorwa and Manafwa in one place – Kapchorwa (photo below). Kapchorwa has more honey than Manafwa. In Kapchorwa, honey is mainly produced in the highlands and midlands, whereas in Manafwa, it is mainly the highlands and very little in the midland. The first session of analyzing the value chain was collectively done in plenary.

Stakeholders that participated in discussing issues about honey value chain in Kapchorwa

Interests of the workshop participants in bee keeping included: income generation hence business in the sector e.g. the honey and non-honey bee related products, establishment of bee hives, teaching others about bee keeping and honey production, the medicinal value of honey, use of honey as food (it is said to have natural sugar, can be used as a sauce), low cost of production of honey (requires cheap labor and small piece of land), research, the longevity of honey given that it does not expire, increasing honey production (Kapchorwa has a higher potential of producing more and high quality honey) and commercialization of the honey, sometimes bees keep off intruders in a piece of land (in a way providing protection). The main constraint in the value chain was that honey production quality and quantity depended on bees – which was seen as a kind of limitation since farmers seemed to have very little to do.



The honey value chain participants categorized bee keeping into two, largely attributed to the type of bee hive used: the modern or improved bee keeping style and the traditional bee keeping style. Honey was locally measured and sold in kilograms and less often in liters even if it is a liquid. This meant that the value of the honey was more in the viscosity. The more viscous (heavy) the honey, the better the quality and price. Farmers however commonly used the 10-liter 'jerrican[1]'

[1] A jerricans is a local name given to a plastic container with a handle and outlet with a cover/lid used to fetch and store water in homes. Jerricans are manufactured locally by one plastic company in different colors, shapes and

as their standard measure of honey(see in picture a farmer in Manafwa holding two jerricans – a 10 liter with a red lid and a 20-liter that is round shaped). The measurement was mainly by weight feel – they rarely weighed using a weighing scale. As to whether their felt measurements were accurate is a question that could be explored.

4.1.1 Honey production level and potential

Honey yield mainly depends on the management of the bees hence the bee hive. Bee hives are of varying sizes. Bigger bee hives produce more honey as compared to the traditional small/short hives. Honey yield is measured per bee hive i.e. number of 10 liter 'jerricans' of honey harvested. The traditional beehives give higher honey yields as compared to the improved/modern beehives that are bigger in size. Currently honey yields realized per beehive ranged between 0.5 – 3 10-liter jerricans as reflected in the table 4.1.

Table 22: The current and potential production of honey in Kapchorwa and Manafwa

Honey production level (yield) across time	**Number of 10-liter jerricans harvested per bee hive**			
	Kapchorwa		**Manafwa**	
	Traditional bee hive	Modern bee hive	Traditional	Modern
Honey production level 3-5 years ago	0.5- 2.5	1- 1.5	2- 3	1-2
Current honey production level	2- 2.5	1-1.5	1-2	0.5- 2
Potential honey production level	3	5	3	5

The overall picture of honey across the two districts was that three years ago, the yield per hive was 0.5-3.0 liter jerricans (5 – 30 liters per hive per season). These yields are not very different from what is currently being realized (5 – 25 10 liters per hive per season). However, with very good management of the bee hive, the participants mentioned that a farmer can harvest up to 5 10-liter jerricans. This then served as a pointer to their vision – stepping up the production of honey to 50 liters per bee hive per season so as to increase the income generated.

4.1.2 SWOT analysis of the Honey value chain in Kapchorwa and Manafwa

The honey value chain participants divided into three groups: Kapchorwa highland belt, Kapchorwa midland belt and Manafwa. In the sub-groups, participants were requested to analyze

capacities. The most common colors are yellow, green and white. The most common capacities in liters include 1, 1.5, 3, 5, 10 and 20. Jerricans are mainly used in storing liquids.

the honey value chain situation in their areas using SWOT tool. The results are presented in table 23.

Table 23: SWOT of honey value chain in Kapchorwa and Manafwa

Strengths	Situation in the three groups		
	Kapchorwa Highland belt	Kapchorwa Midland belt	Manafwa
Willing farmers		✓	
Available land for apiary	✓	✓	✓
Free colonies of bees		✓	
Enough flora (trees and crops) for nectar	✓	✓	✓
Conducive climate		✓	
Cheap available labour	✓	✓	
Accessibility to skilled trainers		✓	
Ready market		✓	✓
Existence of farmer groups – some sense or organization and direction among the farmers	✓		
Presence of own saving methods (SACCOs) as cheap and reliable source of loans	✓		
Existence of some local knowledge on bee keeping and honey production			✓
Weaknesses			
Limited starting capital		✓	
Lack of processing skills		✓	
Lack of packaging equipment		✓	
Poor harvesting skills	✓	✓	
Poor market links – lack of linkages to markets, especially external from the district hence low prices offered		✓	✓
Low production levels of honey that are rarely constant		✓	✓
Poor style of identifying the most appropriate sites and position/direction for the bee hives (Bee hives lose bees when they are facing the direction of wind)	✓		
Limited knowledge and skills on apiary management (hive management and honey. Most farmers do not monitor and manage the beehives	✓		✓
Limited commitment and trust among group members. This lowers their confidence	✓		
Farmers rarely treat bee keeping as a business	✓		

Relying on other organizations for support instead of championing the process themselves (ownership of problem and coming up with own ways to solve the problem)	✓		
Poor road network especially during the wet season	✓		
Shortage of bee hives			✓
Poor linkages between bee keepers – they do not know each other – No cooperative society			✓
Limited support from service providers			✓
Wild/stray animals keep disturbing the bees/hives			✓
Adulteration of honey			✓
Opportunities			
Support from development partners such as ICRAF, UWA, NaFORRI, and Mbale CAP already doing something about honey/bees with the communities	✓	✓	✓
High demand for honey – availability of market	✓	✓	
Support from government and policy		✓	
Political stability in the region		✓	
Presence of National Parks with buffer zones suitable for bee keeping	✓	✓	
Availability of raw materials for making bee hives	✓	✓	
Open or free colonization	✓		
Availability of enough water to support the bees	✓		✓
Favorable climatic conditions	✓	✓	✓
Income generation nature of the commodity – passion for bee keeping for commercial reasons			✓
Availability of financial institutions for loans			
Good reputation about Mt. Elgon products/branding			
Threats			
Bees cause damage to surrounding communities and domestic animals		✓	
Theft of bee hives and honey	✓	✓	✓
Wild fire outbreaks	✓	✓	
Negative effects of agro-chemicals		✓	
Bee pests/predators and or diseases	✓	✓	✓
Contamination/ adulteration by middlemen		✓	
Increased prices of timber for making modern bee hives – shortage of bee hives		✓	✓
Stiff competition from other honey producers across the country		✓	
Bees absconding the hives	✓		
Flowering of poisonous plants	✓		
Un favorable weather like drought, strong winds	✓		✓

Application of dangerous herbicides in the neighborhood leads to contaminated honey and sometimes kills the bees			✓

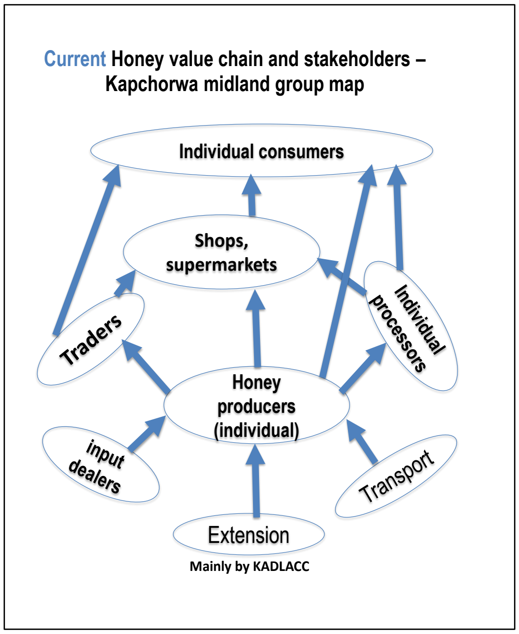
4.2 The honey value chain visioning and stakeholder mapping

In the three subgroups, the participants discussed and came out with the current and desired future picture of the honey value chain applicable to their areas. The outputs are presented in Figures 21-26.

4.2.1 Visioning of the honey value chain in Kapchorwa

The current honey value chain actors are practically few (i.e. honey has a short value chain). In many cases, the bee keeper plays most of the roles: producing the honey, processing and sometimes packaging and selling. There are few instances where the farmer sells the honey in combs to other traders. KADLACC was mentioned to be the sole source of extension services for bee keepers in Kapchorwa. Very few individuals buy honey in combs and continue with processing and selling it. In many cases, honey producers sell the honey in 10 liter containers (already cleaned/processed) to bigger traders who double as larger scale honey producers.

Kapchorwa midland honey group: In five years' time, the wholesalers and retailers would be brought back into the chain, farmers would wish to have their own bee keepers SACCO for soft and friendly loans (Figure 26). The exporters are in the picture. Inclusion of wholesalers and retailers suggested a poor link of marketing, which made the participants feel that probably presence of such a segment would make marketing easier. Inclusion of the traders (wholesalers and retailers) on the other hand is often seen to minimize profits that farmers realize from their products.



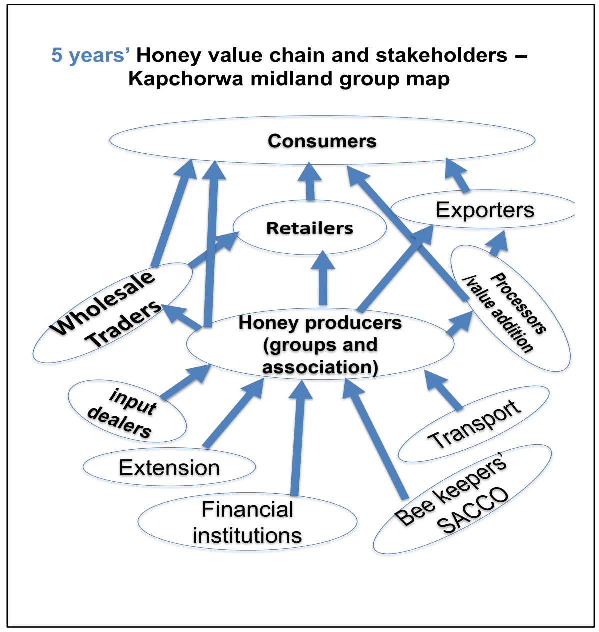
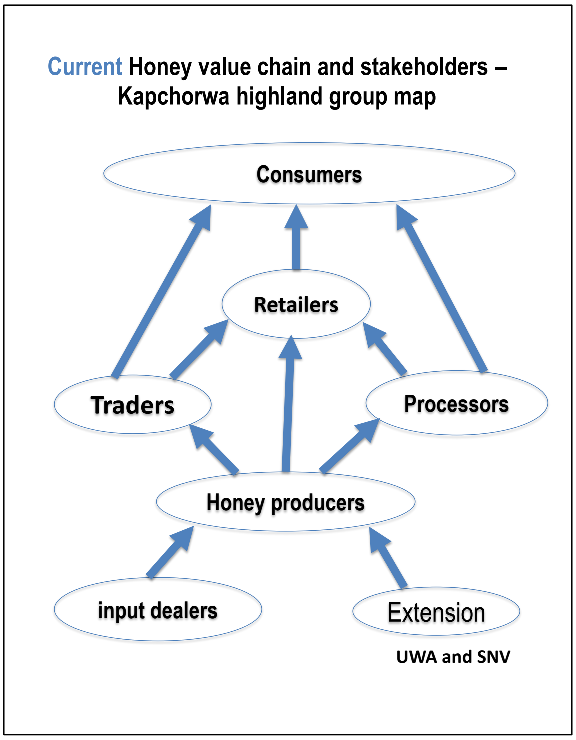


Figure 25: Kapchorwa midland honey stakeholder map

Figure 26: Kapchorwa midland honey stakeholder 5 year map

Kapchorwa highland honey group: According to the current honey value chain of Kapchorwa highland area, the producers sell their honey to retailers, medium traders and to some processors who can package and label the honey very well (Figure 27). The Uganda Wild Life Authority (UWA) and SNV were mentioned to be the main providers of extension and advisory services to the bee/honey farmers.

In the next five years Kapchorwa highland honey group wished to have established a Kapchorwa highland honey cooperative society that would play the three roles of production, processing and selling/trading honey to the different consumers at local and international levels (Figure 28). The local market targeted for the 50 liters per farmer per hive (the potential) are the big super markets particularly shoprite. Two key actors that were brought in the chain were the training and research institutions and the Uganda National Authority for Apiary Development Organization (TUNADO). Quality control of honey, training of farmers, sponsor bee keepers to other areas, identifying research areas on pest control, and market information were envisaged to be the key roles of TUNADO.



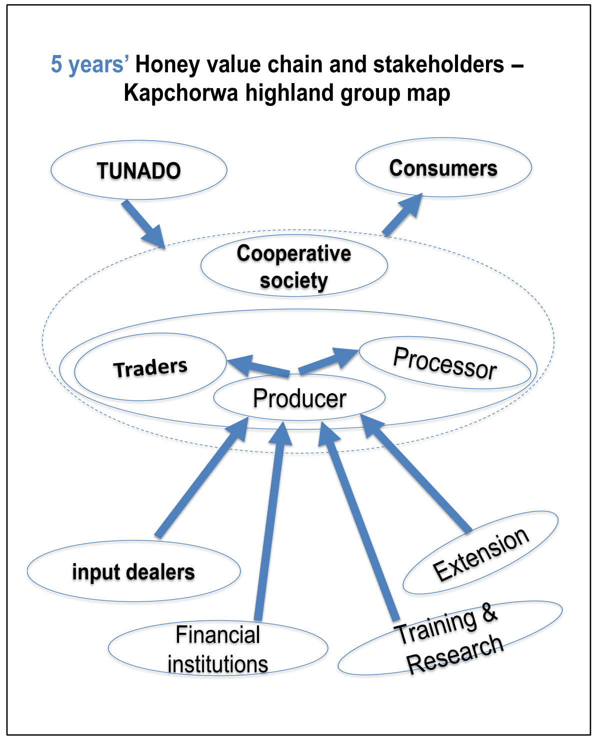


Figure 27: Kapchorwa highland honey stakeholder map

Figure 28: Kapchorwa highland honey 5 year stakeholder map

The training and Research institutions targeted were mainly NARO-NaFORRI and Makerere. The most needed research areas according to the participants were on queen rearing, pest/disease management, and value addition of honey. The training areas that were identified included apiary management, record keeping, catching a swarm, group formation, finance management and post-harvest handling among others. The extension service providers would mainly advise bee keepers on site, hive type and size, bee feeding, timing and procedure of harvesting honey, quality control, pest/disease management, storage, and market information among others. The input dealers/stockists would ensure they provide the right equipment and materials required in bee keeping and honey production e.g. harvesting gear, smokers, appropriate and high quality hives among others. For financial institutions, the participants and actors would wish to have their own savings as the main source of finance besides the formal banks.

Manafwa honey group: The honey value chain participants/actors from the Manafwa group showed that their honey moved straight from the producers to the retailers and consumers within the area. The major servicing players were mainly input suppliers and extension services, which were private in most cases (Figure 29).

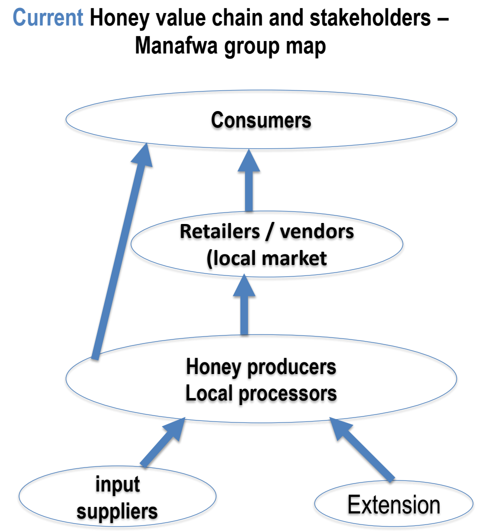


Figure 29: Manafwa honey stakeholder map

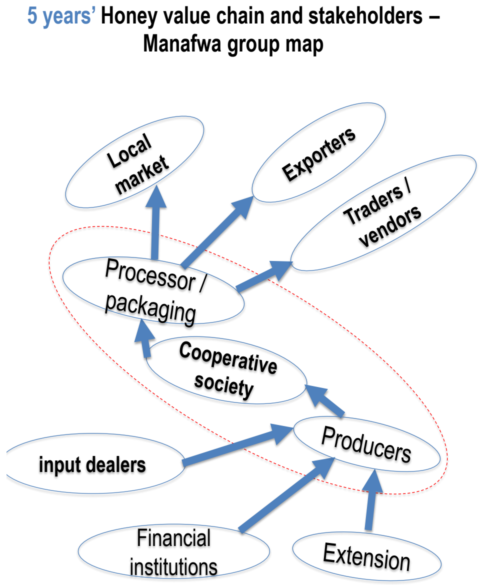


Figure 30: Manafwa honey stakeholder 5 year vision map

In five years' time, Manafwa like Kapchorwa highland honey group wished to have a cooperative society for bee keepers/ honey producers established (Figure 30). The cooperative would serve as a central honey collecting center where processing and packaging would take place. Besides the input suppliers and extension services, the actors would wish to work with the financial institutions.

4.3 Identified strategic issues in developing the honey value chain

Identification of strategic issues that were important in improving the honey value chain in the three contexts (mid Kapchorwa, High belt Kapchorwa and Manafwa) were presented in table 24.

Table 24: Strategic issues in improving the honey value chain – participants' perception/feeling

Strategic issue(s)	Situation in the three groups		
	Kapchorwa Highland belt	Kapchorwa Midland belt	Manafwa
Low quantities and quality of honey produced	✓	✓	✓
Poor market access and linkages due to poor roads and communication among organizations and value chain actors – there is lack of linkages to external markets		✓	✓
Human and environmental hazards like wild fires, dangerous chemicals, and theft that affect honey productivity		✓	
Bees are perceived to be dangerous which affects acceptability and scaling of bee keeping		✓	
Farmers are not organized (into a cooperative) to bulk honey	✓		✓

4.4 Proposed six months' action plans for the identified strategies (Jul – Dec, 2016)

The strategies to deal with the identified strategic issues that the stakeholder groups came up with are presented in table 25.

4.4.1 Proposed action plans for Kapchorwa

Table 25: Proposed action plan for the Kapchorwa midland to improve the honey value chain

Six months' action plan for the Kapchorwa Midland honey group				
Strategic issue	**Strategies**	**6-months Actions**	**Who**	**When**
Bees are perceived by other community members as dangerous, which affects the acceptability and scaling of bee keeping	Concentrate bee hives in gazette areas Community action plan awareness campaign and development of bye-laws Sensitization on the importance of bees	Formation of formal registered groups and innovation platforms Agree on an area to gazette for keeping bees with communities Innovation platforms to lead into the process of bye laws formation	Group leaders of and KADLACC IP leaders	October 2016 June 2017
Low quality and production because producers do not have modern bee hives and bee keeping equipment, poor knowledge and skills	Capacity building program for bee keeper in modern honey production Facilitate access to modern bee keeping equipment and link to suppliers	Demand for training from development partners Lobby for modern equipment Set up demonstration sites Capacity needs assessment	IP and group leaders IP and group leaders IP and group leaders	Oct 2016 Dec 2016 KADLACC
Poor market access and linkages due to poor roads and communication among organizations and value chain actors	Bulking of honey Standardized quality of honey Forming and strengthening IPs Advocacy campaign for improved infrastructure	Agree on harvesting period Contribution towards purchase of equipment Record keeping systems	Group members and stakeholders Group members IP leaders	October 2016
Human and environmental hazards such as fire, agro-chemicals and theft which negatively affect honey productivity	Gazette areas with protection e.g. fire lines and provide security Develop and enforce the bye-laws against chemical application	IP formation Awareness creation	IPs KADLACC	October 2016

Table 26: Proposed action plan for the Kapchorwa highland to improve the honey value chain

Six months' action plan for the Kapchorwa highland honey group				
Strategic issues	**Strategies**	**Key Actions**	**Who**	**When**
Low quantities of honey	To increase quantities of honey	Pull our resources to acquire more bee hives	Upper belt Bee Farmers	August- Dec 2016
		Routine inspection of colonies	Upper belt Bee farmers	Ongoing (august- Dec)
		Proper siting of beehives	Upper belt Bee farmers	August 2016
		Training of bee farmers on apiary management	Trainings institutions	July 2016
		Purchasing of harvesting gears	Upper belt farmers	December 2016
		Proper harvesting of honey	Upper belt farmers	Feb 2016
		Proper processing of honey	Upper belt	Feb 2016
Not cooperative societies to handle large quantities	Formation of cooperatives	Call a meeting to elect steering committee at the district level	Upper belt bee farmers chairperson	July 2016
		Develop a constitution	All bee farmers Plus steering committee	9th July 2016 at KADLACC offices
		Register the cooperatives society	Steering committee	September 2016
		Open account	Have 3 signatories	October 2016
		Open up honey collecting centers	Coordinators	Feb- March 2016
		Purchasing of processing equipment	Cooperative	
		Purchasing of packing materials and packaging honey	Committee in place	Feb 2014
Limited skills in processing honey to capture mar	To be trained in processing quality honey	Training in processing quality honey that capture big market	Training institutions- Makerere University	September 2016

Table 27: Proposed action plan for Manafwa to improve the honey value chain

Strategic activity (issues)	**Strategy**	**Action plan (6 months)**	**Who**	**When**
Inadequate honey production	To increase honey production	• Sensitization and training of farmers on honey handling and production techniques • Formation of farmer groups • Encourage savings culture amongst members • Acquisition of more bee hives continuation through members savings	• Model farmers • Entomologists • CDOs • Farmers • Parish chiefs • GP members and farmers	July – Aug Sept - Oct November
Lack of cooperative societies among the bee keeping farmers	To form bee keeping and honey production so. Societies	• Identification and sensitization of farmers on the advantages of co. societies • Formation of numerous farmer groups • Farmer groups come up to form a cooperative society	Commercial officer Model farmers Farmers CDO's Parish chiefs Farmers groups DCO	November – December
Lack of linkages to external markets	To increase / widen accessibility to external markets	• Creation of central honey collection center • Mobilization of local farmers to collectively process the honey • Local packaging and marketing of honey	Model farmers (producers)	Dec

4.4.2 General comments/observations to the honey groups' proposed action plans

From the proposed action plans, what was shared as strategies and strategic issues by the three groups needed more thought, reflection and hence work. Some proposed strategic issues were not appropriate and were actually beyond what the farmers could do on their own. The essence was for the farmers/stakeholders to realistically identify the issues that they would actually embark on in the interest of having the value chain improved in their area. These groups too were encouraged to reconvene at their convenience (time and space) and revisit or refine the fair action plans.

5.0 General way forward

After the multi-stakeholder meetings of the three value chains in Kapchorwa and Manafwa, the project team had a reflection meeting on the entire process and came out with the recommendations below:

Action 1: Follow up with the groups to encourage them revisit their action plans so that they come up with feasible finalized action plans

- Engage with the groups/formed platforms through the contact persons in the districts to make sure they reconvene and revisit their action plans. The participants who turned up for the MSH were encouraged to invite more people in the landscapes to join the planning
- Use interns at the resource centre to help on the follow up of the groups/platforms
- Identify potential leaders in the areas/landscapes that could be involved in the VIP4FS project activities. Each group should have a leader
- The project team together with the platforms come up with agreed and commonly understood specific and realistic strategies as well as the way forward for each platform
- From the refined action plans, the project team comes up with comprehensive generic action plans for the three commodities for each of the districts and a final plan that combines the two districts. The final plan would serve as the master piece that would guide the platforms' activities

Action 2: Monitor performance and progress of each value chain IP for improvement

- Monitor groups' (initial innovation platforms formed) progresses in 2 – 3 months' time (August – September, 2016). During the follow up revisit the plans and suggest a suitable way forward.
- The review meeting should be pioneered by Country level team and findings communicated to all stakeholders (ICRAF, Adelaide, NAFFORI, NARO, MAKERERE and KADLACC)
- After 6 months (by end of December 2016), have reflective meeting with the farmers in their groups/platforms to keep track of activities and processes (development progress) being made as well as the challenges and how to deal with them. The vision could be revisited too based on the prevailing context and collective preplanning for the next 6 months done.
- During the meeting communicate reviews to be done, have timeline of what is to be reviewed and the expectations for each group

Action 3: Planned comparison work: As a follow up of the multi-stakeholder workshops, planned comparisons will also be set for each value chain. The planned comparisons will aim at finding out issues to be addressed, best ways to address those issues and see what works best.

6.0 Annexes

6.1 Annex 1: Workshop program

For each day, the coordinator took the participants through the program. The program was the same for all the days but emphasis was on specific value chains of the day.

Table 28: Workshop schedule for each day

Time	Activity	Responsible person
8:00 - 8:30 a.m.	Arrival and registration of participants	Innocent and Joan
8:30 – 9: 30a. m.	Welcome remarks, Participant introductions and expectations	Prossy/District partner/Joan
9:30 - 10:00 a.m.	Project overview and Workshop objectives	Prossy/Joseph
10:00 – 10:30	***Health break***	***All***
10:30 -11:45	Value Chain mapping/visioning and Situation Analysis	Alexandra/Joseph/Prossy
11:45 -1:15 P.M.	SWOT analysis of the value chain	Karl/Joel
1:15 – 2:00 PM	***Lunch break***	***All***
2:00 – 3:00 P.M	Strategic issues and developing strategies	Karl/Prossy/Joel
3: 00 – 4:15 P.M	Way Forward	Prossy and team
4:15 – 4:45 Pm	Closing remarks	Prossy/district partner
	Evening tea and End of meeting	***All***

6.2 Annex 2: List of VIP4FS multi Stakeholder workshop participants

6.2.1 Participants in the multi stakeholder workshops held in Kapchorwa, Masha Hotel

List of participants in the coffee value chain workshop held on 22nd June 2016 in Kapchorwa

	NAME	ORGANIZATION/SUB COUNTY	CONTACTS
1	KIPROTICH	FARMER	0778918406
2	KUSURO FRANCIS	FARMER	0752235577
3	MAMADI BONET	KALALABA M.C.FGAP	0701953368
4	CHESAKIT MICHEAL	KONGOWO MEN AND WOMEN DAIRY	0702872643
5	CHEPKWRUI JANITAH	FARMER	0703452770
6	CHEBROT BADRU	STOCKIST	0779469603
7	NOAH CHESAKIT	FARMER	0777261519
8	CHEMUTAI ANNA	FARMER	0704424694
9	CHRISTINE MUGA	PROCESSOR	0784506168/0754506168
10	APIL NELSON	KAPCHORWA DISTRICT LC(DPO)	0772646875
11	CHELANGAT IRENE J	AROKWO FARMER	0788340430
12	YEKO MICHEAL	TEGERES	0700361890
13	CHEPTOEK HASSAN	KAPLELKO AGROFORESTRY	0771428538
14	MUSANI CHARLES	KAPCHORWA FIELD OFFICER	0774675788
15	CHEROP DOROTHY	MT ELGON WOMEN COFFEE GROUP	0779060172
16	TWEITUK DAVID	KASTAAY COFFEE FARMERS COOPERATIVE	0779383327
17	CHEMUTAI DEBORAH	KADLACC	0784956339/0752263014
18	CHELIMO ANDREW	KAPCHESOMBE	0782906615/0758577100
19	GRACE NDEGE	CHEKWODIN GROUP	0756234800
20	GUTEI ROBERT	FARMER	0756502824
21	KIMECHE CLEMENT	FARMER	0788338946
22	SOLIN WIALLIM	FARMER	0700280517
23	KWEMBOI ERIC	FARMER	0777273683
24	CHEBET SHIDA	FARMER	0787314949
25	CHEBET BASHIR	FARMER	0784440258
26	CHESANG MARTIN	FARMER	0759296308

27	KIPROTICH ABRAHAM	FARMER	0702506485
28	RABOGI GEOFFREY	KAPCHELA LOCAL DAIRY	0703327228/0780557172
29	MWANGA DOMINIC	GLC CHESIYO	0752073595/0700481775
30	MUSANI FREDMARK	KASAAY CO-OP SOCIETY	0757576622
31	CHEPKWURUI FRANCIS	KAPCHESOMBE	0787314730
32	KAMUTYA BADRU	CHEBRIBEY COFFEE ASSOCIATION	0779268419
33	MUNERYA FRANCIS	SECU LTD	0758847471
34	CLAUDIA CHEKWOTI	GLORIOUS M WOMEN	0755475486

List of participants in the dairy value chain workshop held on 23rd June 2016 in Kapchorwa

	NAME	ORGANIZATION/SUB COUNTY	CONTACTS
1	CHEROP DENIS	CHEMA	0700299317
2	CHEMUTAI PHILLIP	KAPSINDA	0758750949
3	CHERUKUT CATHERINE	PRODUCTION(MUNARYA)	0752934995
4	SANDE CHEROP	D.VETERINARY OFFICER	0772564414
5	CHELIMO BEATRICE	KAPCHESOMBE	0787314937
6	CHEBET ABIGAIL	KAPSINDA	0759698134
7	CHERUKUT ROSELYN	KAMUNG/KTC	0750624586/0787758450
8	SIWA MARTIN	TEGERES	0774712850
9	ISAAC C. CHEMUTAI	CHEBUKAT DEV ASSOCIATION	0772967291
10	CHELANGAT PATRICIA	KAPLAK,KAPCHESOMBE	0781872680
11	SOYEKWA JAMES	KAPTEREI	
12	FLORA CHEMUSTO	KAPCHESOMBE	0787314789
13	SOKUTON MARTIN	KACODA	0772664891/0751184446
14	CHEBET YASIN	KAWOWO	0703484438
15	MUTAI JOB	CHEMA	0757175051
16	SOLIWO JULIUS	CHEMA	0757399850
17	MUJUNJENI WILFRED	KABEYWA	0788378082/0703794951
18	CHEROP ROSE	TEGERES	0706060415
19	CHEMAI STEPHEN	KAPTANYA	0751606111
20	MAIKUT YOVAN	TEGERES	0702609218/0774482381
21	SIKORIA MOSES	BARAWA FARMERS	0779062936
22	CHEMONGES JOSEPH	AMUKOL	0771253352
23	MANGUSHO EDRISA	KAWOWO	0704945660
24	MANGUSHO SAM	CHEMA	0705086789
25	DR KAMATEI GEORGE	D.VETERINARY OFFICER	0772877983

List of participants in the honey value chain workshop held on 24th June 2016 in Kapchorwa

	NAME	ORGANIZATION/SUB COUNTY	CONTACTS
1	NANGOYE NATHAN	MUKOTO-MANAFWA	0774492206
2	NAMAWTSELYE ZEBULONI	MUKOTO-MANAFWA	0778190937
3	KIPMOS ABRAHAM	SLOPES OF MT ELGON HONEY	0752951921
4	WOLUKAWU PETER	BUTTA-MANAFWA	0778225800
5	WAMBURU WILLY	BUTTA-MANAFWA	0785816351
6	KUNDU BOAZ FUMBULA	BUTTA-MANAFWA	0777258556
7	WESONGA DISON	BUTTA-MANAFWA	0775413606
8	CHELIMO SIRASI	KAPTERET-KAPCHORWA	0780342924
9	CHEPSIKOR FRANCIS	KAPCHESOMBE-KAPCHORWA	0776010667
10	CHEMUTAI DEBORAH	KADLACC	
11	LABU JULIUS	AROKWO BEE KEEPERS	0702627003
12	KIMONGES KEVIN	KAPSINDA-KAPCHORWA	0701114010
13	NABUTITI BEATRICE	FARMER	0786145089
14	MUTAI EMMANUEL	KEFA KAPCHEBUT ELGON FARMERS ASSO.	0756274938
15	BUKOSE JULIUS	KEFA KAPCHEBUT ELGON FARMERS ASSO.	0705263081
16	MUTUGRUFU STEPHEN	MABOGO	0758121549
17	BATYA ALEX	KEFA KAPCHEBUT ELGON FARMERS ASSO.	0706040950
18	SABILA WILLY	KEFA KAPCHEBUT ELGON FARMERS ASSO.	0700365657
19	SOROWON ALFRED	KEFA KAPCHEBUT ELGON FARMERS ASSO.	
20	CHESAKIT STEPHEN	KEFA KAPCHEBUT ELGON FARMERS ASSO.	0700365565
21	TIMBITI M NATHAN	MAALO-MANAFWA	0785647205
22	MWANGA ROBERT	CHEMA-KAPCHORWA	0706663718
23	CHEROTIN FILEX	CHEMA-KAPCHORWA	0703479842
24	MUSOSI BOSCO	KABEYWA-KAPCHORWA	0772211019

25	KIKONDE GEOFREY	KABEYWA-KAPCHORWA	
26	ATORI JOHN	KABEYWA-KAPCHORWA	0777774981
27	DEMBULA ADONIA MOSES	TANGWEN BEEKEEPERS	0782220701
28	CHEBET DISON ARAP MASABA	MUTYORO BEEKEEPERS	0750114734
29	NAGUDI SOPHY	KABEYWA-KAPCHORWA	0776177705
30	MUTUSA BERNARD	MANAFWA DISTRICT	0758699525
31	REV. AKIM WANGOLO W	BUGIMOTWA DEV'T ORG	0784243658
32	YEKO MICHEAL	TEGERES BEEKEEPERS	0700361890
33	CHELIMO VIOLET	KAPTOKWO-KAPCHORWA	0778465814
34	MAKWASI JACKSON	KABEYWA-KAPCHORWA	0778789860
35	ISAAC C CHEMUTAI	KAPCHESOMBE-KAPCHORWA	0772967291
36	TWALLA STEPHEN	KAPCHESOMBE-KAPCHORWA	0786363240
37	MUTAI LEONARD	KAPCHORWA BEEKEEPING	0778911231
38	NAMASOKO PATRICK	TANGA BEEKEEPING	0780343947
39	KIKONDE GEOFREY	TANGA BEEKEEPING	
40	CHEPTEGEI WILLIAM M	KABAFA	0776403846
41	CHEROTIN PATRICK	ELGON AGROFORESTRY AND VET ASSO	0752262502/0788262502
42	ASHELU MUSA	KAPCHORWA	0703795245
43	MUSOBO MOSES	SINDOI WOMEN	0781929882
44	CHEMANDWA ABDUL KARIM	JUAKALI	0782655887
45	KIPROTICH RICHARD	KAP CENTURY	0778918406
46	NASIMOLO GEORGE	MUKOTO-MANAFWA	0782142359/0753349594
47	CHESANG LUCY	KAPTANYA-KAPCHORWA	0754583630
48	SOPHIE CHEMONGES	KOKWOMURYA-KAPCHORWA	0773406012
49	CHELIMO FATUMA	KOKWOMURYA-KAPCHORWA	0782494784/0704614150
50	CHELANGAT	SESWA FARMERS	0784357161

	ESTHER		
51	MARY WAKHATA	MUKOTO-MANAFWA	0779437455
52	SIWA WILLIAM	TEGERES-KAPCHORWA	0773675903
53	YAAKA ROBERT	MUKOTO-MANAFWA	0779868285/0704561693
54	NASIMOLO DAVID	MUKOTO-MANAFWA	0783802547/070143522
55	TIMBITI EVANS SIMON	MUKOTO-MANAFWA	0779068869
56	CHEROTIN GEOFREY	KAPLELKO YOUTH	0773406016
57	NAMUNYU RICHARD	BUTTA-MANAFWA	0752612471
58	CHEPSIKOR DAVID	TEGERES-KAPCHORWA	0705263211
59	JOAN	TEGERES-KAPCHORWA	0704021840
60	SILKEI MIKE CHEMUSTO	KWOTI,KAPCHESOMBE-KAPCHORWA	0777254453
61	KIPLANGAT GEOFREY	CHEMA-KAPCHORWA	0751859434
62	SATYA GILBERT BOSHA	KAPKWAMISI UNITED YOUTH	0704146065
63	CHEROP JUDITH	SIPI-KAPCHORWA	0756359154/0782979307
64	CHERUKUT JANET	TEGERES-KAPCHORWA	0781774433
65	SOKUTON ALEX	KAPSINDA-KAPCHORWA	0705776698
66	MASIGA SIMON	AMUKOL-KAPCHORWA	0704088058
67	CHEBET BENNA	KWOTI BEEKEEPING	0785064501
68	CHERUKUT PHILLIP SAKONG	TEGERES-KAPCHORWA	0778215666/0700458980
69	AYEKO LABAN	TEGERES-KAPCHORWA	0705401073
70	CHEMONGES SAM	CHEMA-KAPCHORWA	0705866665
71	SATYA GODFREY		0705741182
72	KITIYO BAKER	KAPCHORWA	0781180054
73	GAMBWA FRED	TANGWEN ,KABEYWA-KAPCHORWA	0783024277

6.2.2 Participants in the multi stakeholder workshops held in Manafwa, Red Cross conference Hall, 27th -28th June 2016

List of participants in the dairy value chain workshop held on 27th June 2016 in Manafwa

	NAME	ORGANIZATION/SUB COUNTY	CONTACTS
1	MANDU JOHN	BUGOBERO	0778812535
2	NALUNTU JAMES M	BUMWONI	0775166396
3	WEFEKHULU WILLIAM	SISUNI	0782355900
4	NANGOTI NATHAN	SISUNI	0772677152
5	MAYANZA EMMA	NALONDO	0774971466
6	MABONGA PATRICK	BUGOBERO	0773073788
7	NASAMBI EZRA	BUWESSWA	0789608232
8	NALEYI STEPHEN	BUMAHENA	
9	WAMONO ISRAEL MIKE	MANAFWA YOUTH INITIATIVE	0777401430
10	MARTIN BWAYO	MANAFWA T/C	0777393135
11	MUKWELI YEFUSH	BUWAGOGO	0774904977
12	WOKALO EDWARD	BUGOBERO	0779962992
13	MUNGOMA JAMES	MAGALE	0784898480
14	SIBUTA YOKANA	BUWAGOGO	0783333627
15	WAKHAKHA PATRICK	BUGOBERO	0774110582
16	BUSIKU MICHEAL	TSEKULULU	0775019678
17	WALWOLO SAM	MANAFWA T/C	0776665123
18	WASWA PEREZ	MANAGER MACCS	0774630418
19	WESONGA DISON	BUTTA	0775413606
20	MANDU JOHN WAMERA	BUNEFULE FARMERS	0781074161
21	WATENGA SAMSON	MANAFWA T/C	0772952695
22	DR.OKELLO DENIS ODONGO	DVO MANAFWA	0772883605
23	MUSBA SIRAJI	MANAFWA T/C	0782929569
24	MUKHAYE STELLA	MANAFWA T/C	0782340723
25	NABUGOYA JACKLINE	MANAFWA T/C	0780633573
26	WATAKA JOHN	DAO OFFICE	0772952695
27	WASIKE MARTIN	DISTRCT COMMUNITY OFFICER, MANAFWA	0782045099
28	WALYAULA JOHN	UNADA	0781413405
29	MABONGA TOM	MANAFWA T/C	0773699660
30	BWAYO RONALD	KAATO	0784676350
31	BUKENI SARAH	NALONDO	0782186871

32	NAMBATULA GODFREY	FALME	0774301044
33	BIKALA STEPHEN	BUGOBERO	0782926225
34	MUTUWA SARAH	MANAFWA CO-OPERATIVE	0773602437
35	WASIIBI JOHN	SISUNI	
36	WATITEYI MICHEAL	BUGOBERO	0779068926
37	TIMBITI M NATHAN	MUKOTO	0785647205
38	KUTOSI GREGORY	MUKOTO	0706197035/0772451679
39	WAMONO ROBERT	SISUNI	0779068900
40	WEPUKHULU WILSON	MUKOTO	0789420778
41	WAKIMWAYI DAN	KAATO	0782881221
42	NAKAMI SELINA	MAGALE	0788263774
43	WABULE JANE	BUGOBERO	0779067545
44	NEKESA SARAH	MAGALE	0785598641
45	TSOKINA DAVID	SIBANGA	0785029798
46	ABUSA MICHEAL	INTERN ICRAF-UG	0773522734
47	KIMALENI JAMES	NAMABYA	0779038009
48	KATENYA FRANCIS	MAGALE	0706613579/0786769154
49	MUKEWA PAUL	BUPOTO	0774944655
50	MWANGALE MICHEAL	DFO MANAFWA	0772946212
51	BUJELA JULIUS	SISUNI	0782180649
52	NANDUNGA ESTHER	MANAFWA	
53	WABWIRE DAVID	DISTRICT ENVTAL OFFICER, MANAFWA	
54	KASHAKE MICHEAL	MANAFWA	
55	WESONGA DISON	MANAFWA	
56	PROSSY ISUBIKALU	MAK,CAES	
57	INNOCENT NDAHURA	MAK,CAES	
58	RAYMOND KASAATO	MAK,CAES	
59	BUYINZA JOEL	NAFORRI	
60	GIMBO JUSTINE	MANAFWA	
61	BARAZA SIMON	MANAFWA	
62	MAYEKU MICHEAL	MANAFWA	
63	BABINGYE ESTHER	MANAFWA	

List of participants in the coffee value chain workshop held on 28th June 2016 in Manafwa

	NAME	ORGANIZATION/SUB COUNTY	CONTACTS
1	NASAMBI EZERA	BUWESSWA	0789668232
2	KUTOSI AMOS W	BUKUSU	0774206217
3	WAMONO ROBERT DAN	BUMONI	0779068960
4	BUSIKU DAMASCUS	TSEKULULU	0775019678
5	NAMUSOLE FRANCIS	BUKUSU	0782992085
6	NAMBUYA ZAINA MUYOBO	KHABUTOOLA	0782843084
7	WASIKE MARTIN	DCO MANAFWA	0782045099
8	NAKAMI SELINA	MAGALE	0788263774
9	KUNDU STEPHEN	BUMBO	0777333396
10	KUROBE ROBERT SIMIYU	CDO MUKOTO	0781390775
11	WANDWASI ERISA	C/M KOBBI	0772623328
12	KISIIBO JAMES	BUPOTO	0782197042
13	MUYINDO MARTIN	MANAFWA	
14	BABINGYE ESTHER	MANAFWA	
15	MAYEKU MICHEAL	KAMPALA	
16	WANDABWA JOHN BOSCO	EXTENSION OFFICER,MANAFWA	0778321124/0701160274
17	WOTSUNA GEORGE	BUMBO	0754592898
18	WEFAFA ABRAHAM	BUWAMBINGWA ECS LTD	0788682633
19	KUTOSI WILSON	KAATO	0772527719
20	WASWA PEREZ	MANAGER MACCS	0774630418
21	WAMALWA JOSEPH	BUKUSU	0754304231
22	WEBOYA STEPHEN	BUTTA	0756832444
23	NETALISIRE MUTUMA P	C/P MACCS+UCDA BOARD MEMBER	0782426720
24	WASIKE PATRICK	BUWAGIOGO	0778218876
25	WABWIRE DAVID	MANAFWA	
26	WAMONI MIKE	KIFANGU	0777401430
27	PROSSY ISUBIKALU	MAK,CAES	
28	NANDUNGA ESTHER	MANAFWA	
29	MUSIMBI ALFRED	FARMER	0789434673
30	NELIMA CONSENANCE	BUKUSU	0782180044
31	NEKESA SARAH	BUKHAWEKA	0785598641
32	NAMWANO NATHAN	BUWASUNGUYI	0785586574
33	WAMAKESI DAVID	BUKUSU	0789437951
34	WEBOOYA W ROBERT	BUTTA	0773713109
35	LIVINGSTONE M	BUKHAWEKA	0783373350

36	WANAMBWA EDDY	BUGISU CO-OPERATIVE UNION	0774265052
37	INNOCENT NDAHURA	MAK,CAES	
38	RAYMOND KASAATO	MAK,CAES	
39	BUYINZA JOEL	NAFORRI	
40	NEKESA EDISA	MBALE	
41	WATIKA FRED	UNADA	0775988566
42	WEBAALE JOSEPH	FULUMA	
43	MATAKI PAUL	BUWAGOGO	0775171454
44	MAREFU PAUL	BUTTA	0774524779
45	KHATETE MARGARET	BUTIRU	0771699221
46	NAMBATULA BENARD	BUTTA	0773818716
47	STEEVIN WAKAMA	BUWAGOGO	0773733046
48	MALOMELE LIVINGSTONE	BUKHAWEKA	0783373350
49	NEKESA SYLVIA	BUTTA	0774121610
50	NAMULEMBWA NORAH	BUMBO	
51	KASHAKE MICHEAL	MANAFWA	
52	GIMBO JUSTINE	MBALE	
53	BARAZA SIMON	MBALE	

6.3 List of stakeholders that participated as initiators of Innovation platforms

DEVELOPING INNOVATION PLATFORMS FOR IMPROVED FOOD SECURITY IN EAST AND SOUTHERN AFRICA (VIP4FS) PROJECT

MULTISTAKEHOLDER WORKSHOPS (24TH -28TH JUNE 2016)

GROUP REGISTRATION FORM

KAPCHORWA UPPER BELT HONEY VALUE CHAIN IP INITIAL MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	ISAAC C CHEMTAI	KAPCHESOMBE	0772967291
2	CHEROTIN FELIX	CHEKWONTINEY BEE FARMER	0703479842
3	CHEMONGES SAM	CHEMA	0705866665
4	BATYA ALEX	KAPCHEBUT	0706040950
5	CHEBET BENNA	KAPCHESOMBE	0785064501
6	KIKONDE GEOFREY	TANGWEN BEE KEEPERS	0701458396
7	MUBAKYE JACSON BOSCO	TANGWEN BEE KEEPERS	0772211019
8	CHEPSIKOR FRANCIS	KAPTOKWOY BEE KEEPERS	0776010667
9	NAMASOKO PATRICK	KABEYWA	0780343947
10	CHEBET DISON ARAP MASABA	KAPCHESOMBE	0750114734
11	REV.AKIM WANGOLO W	KABEYWA	0784243658
12	SILKEI MIKE CHEMUSTO	KAPCHESOMBE	0777254453
13	NAMOMA STEPHEN	KAMOGO	0758699525
14	DEMBULA ADONIA MOSES	KABEYWA	0782220701
15	NAGUDI SOPHIE	KABEYWA	0776177705
16	MUSOBO MOSES	SINDOI WOMEN BEE KEEPERS	0781929882
17	CHELANGAT ESTHER	SESWA BEE KEEPING	0784357161
18	TWALLA STEPHEN	KAPCHESOMBE	0786363240
19	CHERUKUT JANET	TEGERES	0781774433
20	CHEMUTAI DEBORAH	KAPCHESOMBE	0784956339
21	YEKO MICHEAL	KAPTERET	0773675993
22	KIPMOS ABRAHAM	KAPCHORWA T/C	0752957921

KAPCHORWA LOWER BELT HONEY VALUE CHAIN IP INITIAL MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	ASHELLE MUSA	KAPTERET	0703795245
2	SOPHIE CHEMONGES	KAPCHORWA T/C	0773406012
3	CHELIMO SIRAJI	KAPTERET	0780342924
4	CHEMONGES ASHUM	KAPTERET	0772868090
5	CHESANG LUCY	KAPTANYA	0784583630
6	GAMBWA FRED	KABEYWA	0783024277
7	CHELIMO FATUMA	KAPCHORWA T/C	0782494784
8	CHELIMO VIOLET	KAPCHORWA T/C	0774816314
9	CHEROTIN GEOFREY	KAPTERET	0773406016
10	CHEROP JUDITH	SIPI	0756359154
11	CHEMANDWA A KARIM	KAPTANYA	0782655887
12	LABU JULIUS	KAPTANYA	0782160753
13	KIMONGES KELVIN	KAPSINDA	0701116010
14	CHEPTEGEI WILLIAM	KAPCHORWA T/C	0776403846
15	CHEROTIN PATRICK	DVO KAPCHORWA	0752262502
16	MAKWASI JACKSON	KABEYWA	0778789860
17	MUTAI LENARD	KAPCHORWA T/C	0778911231
18	MUTUGNUFU STEPHEN	MABOGO	0758021953

KAPCHORWA HIGHLAND/ UPPER BELT DAIRY VALUE CHAIN IP INITIAL MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	CHEMONGES JOSEPH	KAPCHESOMBE	0771253352
2	CHELANGAT PATRICIA	KAPCHESOMBE	0781872680
3	SIWA WILLIAM	TEGERES	077472850
4	CHERUKUT JANET	TEGERES	0703913009/0781774438
5	MWANGA K PHILLIP	KAPCHESOMBE	0752304905
6	ISAAC C CHEMTAI	KAPCHESOMBE	0772967291
7	MUJUNJENI WILFRED	KABEYWA	0788378082/0703794951
8	CHELIMO BEATRICE	KAPCHESOMBE	0787314937
9	FLORA CHEMUSTO	KAPCHESOMBE	0787314789
10	DR KAMATEI GEORGE S.	KAPTERET	0772877983
11	MAIKUT YOVAN	TEGERES	070209218

KAPCHORWA MIDLAND DAIRY VALUE CHAIN IP INITIAL MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	SOLIMO JULIUS	CHEMA	0757399850
2	MUTAI JOB	CHEMA	0757175051
3	CHEROP DENIS	CHEMA	0700299317
4	MANGUSHO SAM	CHEMA	0705086789
5	CHERUKUT ROSELYN	KAPCHORWA T/C	0787758480/0750624586
6	CHEROP ROSE	TEGERES	0706060415
7	SIKORIA MOSES	KAPCHORWA T/C	0779062936
8	SANDE CHEROP	KAPCHORWA T/C	0772564414

KAPCHORWA LOWLAND DAIRY VALUE CHAIN IP INITIAL MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	CHEBET ABIGAIL	KAPSINDA	0759698134
2	CHEBET YASIN	KAWOWO	0703484438
3	CHEMAI STEPHEN	KAPTANYA	0751606111
4	CHEMUTAI PHILLIP	KAPSINDA	0758750949
5	SOYEKWO JAMES	KAPTERET	0752934995
6	CHEMUTART CATHERINE	KAPCHORWA T/C	0752934995
7	SOKUTON MARTIN	KACODA	0772664891/0757184446
8	MANGUSHO EDRISA	KAWOWO	0704945660

KAPCHORWA HIGHLAND COFFEE VALUE CHAIN IP INITIAL MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	DOMINIC MWANGA	CHEMA	
2	CLAUDIA CHEKWOTI	KAPCHORWA M/C	
3	CHEPKWURUI FRANCIS	KAPCHESOMBE	
4	CHENMO ANDREW	KAPCHESOMBE	
5	APIL NELSON	KAPCHORWA M/C	
6	MUNERYA FRANCIS	KAPCHESOMBE	0758847471
7	NOAH CHESAKIT	KAPCHESOMBE	0777261519
8	CHEMUTAI DEBORAH	KAPCHESOMBE	0784956339
9	KIPROTICH ABRAHAM	CHEMA	0702508485
10	CHEBET DORCUS	KAPCHORWA M/C	0788327189
11	CHEPKURAI JANITAR	KAPCHESOMBE	0753088423

KAPCHORWA MIDLAND COFFEE VALUE CHAIN IP INITIATING MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	CHRISTINE MUGA	KAPCHORWA M/C	0784506168/0754506168
2	CHELANGAT IRENE	KAPTERET	0788340430
3	NDEGE GRACE	CHEMA	0756234800
4	MUSANI FREDMARK	KAPCHORWA M/C	0757576622
5	SALINA WIAKIM		0700280517
6	KIMECHE CLEMENT	GAMOGO	0788338946
7	KIPROTICH RICHARD	TEGERES	0778918406
8	MAMADI BONET	CHEPTERECH	0701953368
9	KUSORO FRANCIS	SIRON WARD	0752235577
10	CHEMUTAI ANNA	MUNARYA	0704424694
11	TWEITUK DAVID	KAPCHORWA M/C	0779383327
12	CHEROP DOROTHY	SIPI	0779060172
13	YEKO MICHEAL	TEGERES	0700361890

KAPCHORWA LOWLAND COFFEE VALUE CHAIN IP INITIAL MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	MUSOBO HASSAN	KAPTANYA	
2	CHESANG MARTIN	KAPTANYA	
3	KAMUTYA BADRU	KAPTANYA	
4	CHEPTOEK HASSAN	KAPTERET	
5	CHEBET SHIRA	KAPTANYA	
6	GUTEI ROBERT	GAMOGO	
7	CHESAKIT MICHEAL	KAPSINDA	
8	RABOGI GEOFREY	KAWOWO	
9	MUSANI CHARLES	KAPCHORWA M/C	
10	CHEBET BASHIR	KAPTANYA	

MANAFWA MIDLAND DAIRY VALUE CHAIN IP INITIATING MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	MABONGA TOM	MANAFWA T/C	0773699660
2	NAKAMI SELINA	MAGALE	0788263774
3	NEKESA SARAH	MAGALE	0785598641
4	KATENYA FRANCIS	MAGALE	0706613579
5	MUNGOMA JAMES	MAGALE	0784898480
6	WALYAULA JOHN	MAGALE	0781413405
7	BWAYO MARTIN	MANAFWA T/C	0777393135
8	WAMON ROBERT	SISUNI	0779068900
9	MALEYI STEPHEN	SISUNI	
10	WASIBI JOHN	SISUNI	0782180649
11	BUYELA JULIUS	SISUNI	
12	MUTUWA SARAH	MANAFWA DAIRY	0773602437
13	WEPUKHULU WILLIAM	SISUNI	0782355900
14	WASWA PEREZ	BUKHOTO	0774630418
15	NANGOTI NATHAN	MAKENYA	0772677152
16	WATAKA JOHN	DAO MANAFWA	0772952695
17	SIBUTA YOKANA	MANAFWA T/C	0783333627
18	WAMONO MIKE	MANAFWA T/C	0777401430
19	NABUGOYA JACKLINE	MANAFWA T/C	0780633573
20	MUKHAYE STELLA	MANAFWA T/C	0782340723

MANAFWA HIGHLAND DAIRY VALUE CHAIN IP INITIATING MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	KUTOSI GREGORY	MUKOTO	0772451679/0706197035
2	KIMALENI JAMES	NAMABYA	0779038009
3	MUKWELI YEFUSA	BUWAGOGO	077494977
4	WASIKE MARTIN	BUWAGOGO	0782045099
5	MUKEWA PAUL	BUPOTO	0774944655
6	BWAYO RONALD	KAATO	0784676350
7	WAKIMWAYI DAN	KAATO	0782881221
8	NAMBATULA GODFREY	BUTTA	0774301044
9	WEPUKHULU WILSON	MUKOTO	0789420778
10	DR OKELLO DENIS	DVO	0772883605

MANAFWA LOWLAND DAIRY VALUE CHAIN IP INITIATING MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	TSOKINA DAVID	SIBANGA	0785029798
2	MANDU JOHN	BUGOBERO	0778812535
3	STEPHEN BIKALA	BUGOBERO	0782926225
4	KHWAKA IRENE	MANAFWA T/C	0782543215
5	WATENGE SAMSON	MANAFWA T/C	0789737440
6	WATITEYI MICHEAL W	BUGOBERO	0779068926
7	WABULE JANE	BUGOBERO	0779067545
8	NALUNYU JAMES MACHANGALA	BUMWONI	0775166396
9	WOKALO EDWARD	BUGOBERO	0779962992
10	MABONGA PATRICK	BUGOBERO	0773073788
11	WAKHAKHA PATRICK	BUGOBERO	0774110582
12	MAYANZA EMMA	NALONDO	0774971466
13	MANDU JOHN WAMERA	BUGOBERO	0781074161

MANAFWA LOWLAND COFFEE VALUE CHAIN IP INITIATING MEMBERS

	NAME	SUBCOUNTY	CONTACTS
1	ZAINA MUYOBO	KHABUTOOLA	0782843084
2	WANGOTA DISON	NAMABYA	0785195128
3	WEBAALE JOSEPH	BUTTA	
4	MAROFU MICHEAL	BUTTA	0774524779
5	WEBOOYA K STEPHEN	NALONDO	0756382444
6	NETALISIRE MUTUMA R	MANAFWA T/C	0782426720
7	MUSIMBI ALFRED	BUWAGOGO	0789934673
8	WATIKA FRED	MANAFWA T/C	0775988566
9	MAMULI PATRICK	BUTTA	0773967869
10	STEEVIN WAKAMA	BUWAGOGO	0773733046

MANAFWA MIDLAND COFFEE VALUE CHAIN- GROUP

	NAME	SUBCOUNTY	CONTACTS
1	WEFAFA ABRAHAM	MAGALE	0788682633
2	NAMWANO NATHAN	NAMABYA	0785586574
3	WASIKE MARTIN	DCO MANAFWA	0782045099
4	NELIMA CONSTANCE	BUKUSU	0782180044
5	NAKAMI SELINA	MAGALE	0788263774
6	WANAMBWA EDDY	BUWAGOGO/BCU LTD	0774265052
7	NAMBATULA BENARD	FULMA GCS	0773818716
8	NEKESA SARAH	BUKHAWEKA	0785598641
9	WAMONO ROBERT DAN	BUMONI	0779063900
10	NAMUSOLE FRANCIS	BUKUSU	0782992083
11	WAMAKESI DAVID	BUKHOFU	0789437951
12	MATAKI PAUL	BUWAGOGO	0775171454
13	WASIKE PATRICK	BUWAGOGO	0778218876
14	WASWA PEREZ	BUTIRU	0774630418
15	WAMALWA JOSEPH	BUKUSU	0779627620

MANAFWA HIGHLAND COFFEE VALUE CHAIN- GROUP

	NAME	SUBCOUNTY	CONTACTS
1	KUROBE ROBERT SIMIYU	MUKOTO	0781390775
2	KUNDU STEPHEN	BUMBO	0777333396
3	WOTSUNA GEORGE	BUMBO	0754592898
4	WANDABWA JOHN BOSCO	MANAFWA DLC	0778321124/0701160274
5	BUSIKU DAMASCUS	TSEKULULU	0775019673
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