



In Business for the Environment

**COMPREHENSIVE AND INTEGRATED
TRAINING PLAN FOR THE PERIOD
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LIST OF ACRONYMS

Acronyms

AMFIU	Association of Micro-Finance Institutions in Uganda
ARDC	Agriculture Research and Development Centre
BAT	British American Tobacco
BMU	Beach Management Unit
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organization
COAIT	Community Options Analysis and Investment Tool
COP	Chief of Party
DAI	Development Alternatives Incorporated
DCAA	Development Consultants and Advisory Associates
DCOP	Deputy Chief of Party
DRT	Development Training and Research
GIS	Geographical Information Systems
HIV	Human Immuno Virus
IEC	Information, Education and Communication
IR	Intermediate Result
IRM	Innovative Resource Management, Incorporated
ISO	International Standards Organization
KARDC	Kajjansi Aquaculture Research and Development Centre
MFI	Micro-Finance Institution
MoU	Memorandum of Understanding
MUIENR	Makerere University Institute of Environment and Natural Resources
MUK	Makerere University, Kampala
NAADS	National Agriculture Advisory Services
NFA	National Forest Authority
NGO	Non-Governmental Organization
NRM	Natural Resource Management
PIR	Project Intermediate Result
PO	Producer Organization
PRA	Participatory Rural Appraisal
PRIME	Productive Resource Investments for Managing the Environment
RFP	Request for Proposals
RUCID	Rural Community in Development
SO	Strategic Objective
SP	Service Provider
ToR	Terms of Reference
ToT	Training of Trainers
TRG	Training Resources Group
UCDA	Uganda Coffee Development Authority

UNBS
USAID
UWA

Uganda National Bureau of Standards
United States Agency for International Development
Uganda Wildlife Authority

Chapter One: Introduction

Overview

This document presents a training plan for USAID's Project, Productive Resource Investments for Managing the Environment (PRIME/WEST), based in Uganda. The goal of PRIME/WEST is to increase economic opportunities for rural communities in selected districts in Southwestern and Western Uganda. PRIME/WEST presents a significant change in emphasis from past investments wherein it combines the treatment of systematic regional problems in an integrated manner with the development of high priority interventions to increase rural household income, employment and enterprise development in the region. To achieve this higher-level impact, PRIME/WEST will focus on creating new and innovative development pathways that synthesize natural resource conservation, improved utilization of natural resources and private sector development initiatives.

The training plan is the result of a training needs assessment undertaken to understand the broad range of training requirements facing the project. This needs assessment has resulted in a reasonably good understanding of training issues facing the project and provided the basis for developing the training plan.

The plan identifies a broad array of target groups - both internal to PRIME/WEST staff and external - that would benefit from training and proposes specific courses for each group. The plan identifies specific courses, workshops and study tours for each target group and presents a step-by-step implementation plan for the first 24 months of the project.

Background and Focus

In line with PRIME/West's focus on commercialization of Uganda's agricultural and natural resource sectors and emphasis on reduced environmental degradation, the training plan's primary focus is directed toward development and transfer of technologies and skills so that Ugandan farmers can increasingly move from subsistence to sustainable market oriented production.

The training plan supports USAID's SO7, "Expanded Sustainable Economic Opportunities for Rural Sector Growth". It is guided by the results framework that drives the implementation of PRIME/WEST and four Intermediate Results (IRs): increased productivity, increased competitiveness, an improved enabling environment and reduced environmental degradation. The contents of the training plan are provided by PIR in Appendix B.

The training plan provides a broad range of activities from training of farmers and Producer Organizations (POs) to upgrading the skills of Service Providers (SPs) and strengthening formal agricultural and Natural Resource Management (NRM)

educational institutions. The training plan acknowledges active participation and support on the part of both Makerere and Mbarara Universities and collaboration and capacity building with NAADS as well as District and Local officials, local and international experts. It is important to note that there is often a thin divide between the formal definition of Producer Organizations, Service Providers, NGO's, CBO's, Stockists, etc. Many of these organizations share similar characteristics obtainable across the board. It will therefore be important for PRIME/West to establish clarity around its own working definition of the above organizations. This will require time.

In addition, the training plan identifies a series of internally-driven workshops required for the development of PRIME/WEST staff over the course of a two-year period.

Methodology Used to Develop the Training Plan

The training plan was developed by a team of one U.S. consultant in collaboration with two Ugandans: one consultant to the project and one PRIME/WEST staff member. Field-work was carried out during a three week period in May 2004. Since the project is relatively new and since there had been no formal training needs assessment undertaken to date (except to a limited extent during the design phase of the project), the training team tapped into a wide audience and many opinions on what training was needed and how it should be provided. The team interviewed PRIME/WEST staff, local and national government officials, POs and SPs, NGOs, CBOs, university professors, and potential training providers. While interviewing many individuals in Kampala, the team also traveled to Southwestern and Western Uganda and met with a wide array of individuals in Kabale, Kasese and Bushenyi.

Appendix A identifies the complete list of persons interviewed.

Organization of the Training Plan

The training plan is organized into four chapters. After this introduction, *Chapter Two* summarizes the training needs that form the basis for the training plan. *Chapter Three* presents the training plan for each target participant group and a list of proposed courses for each. *Chapter Four* details the "training road map" - what steps will be required to implement the training program for the first two years, including key issues that must be resolved prior to mobilization.

There are also three appendices. *Appendix A* identifies the complete list of individuals interviewed. *Appendix B* presents external training courses by IR as defined in the USAID results framework and *Appendix C* identifies the internal training needs for PRIME/WEST staff.

Chapter Two: Summary of Training Needs

The training needs of various targeted groups in this training plan are based on information collected and insights gained during a three-week investigation conducted in May, 2004. The team was able to tap into a reservoir of information from individuals who are currently involved in a variety of ways in the agricultural and natural resources sectors in Uganda as well as those who have provided training on other issues in the past. Interviews and a review of available documentation demonstrated a convergence of opinion on the training needs in the agricultural and natural resources management sectors.

Targeted Groups

Because of the broad and all encompassing nature of PRIME/WEST the training team interviewed a wide array of individuals to ascertain their training needs. They included individuals from a variety of organizations and institutions, including Produce Organizations, Service Providers, Stockists, Microfinance Institutions, NGOs, CBOs, University staff and faculty and Local and District Officials.

Below is a summary of the training needs specified by target group.

Producer Organizations (Coffee, Wood Products and Aquaculture)

- Developing and implementing "best practice" scientific and technical methods along the entire production value chain of all three sectors to increase quality and yield: planting, harvesting, processing and marketing of the products produced
- Strengthening and applying basic management skills to POs: how to organize and manage a PO so that it begins to "look and behave like" an entrepreneurial business
- Understanding and applying basic record keeping and how it can help to develop a successful PO
- Developing a "Vision" and a Mission Statement" for the PO
- Developing and implementing a strategic plan: how to design a realistic plan for the future of the PO
- Determining how to put in place a successful "leadership succession plan" for the organization; how to prepare the next generation of leaders to manage the PO
- Designing and implementing a successful marketing plan. Defining how a PO can and should seek "ISO Certification" of products for international marketing and distribution
- Making a determination as to what other commercial sectors, if any, the PO should expand into to increase household incomes to the farmer-members
- Understanding how to handle credit and savings

- Negotiating a loan with an MFI that protects the interests of the PO and includes terms that the PO can live with
- Understanding of gender and HIV-related issues and the impact of these issues on POs
- Adding value to their produce to increase its market value
- Understanding of NRM and wetland policies, ordinances and bylaws

Service Providers to the Producer Organizations

(extension service providers, i.e., NAADS, technical and equipment assistance providers to the agricultural and forestry sectors; highly-skilled independent consultants and private sector consulting firms providing technical, business and marketing training)

- Understanding and applying basic skills in the approach to organizing and managing a business; creating a strong Board of Directors and management structure
- Understanding and applying basic record keeping and how it can help to develop a successful business
- Developing and implementing a strategic plan; how to design a realistic plan for the future of the organization
- Understanding how to design and implement a successful marketing Strategy
- Developing a "Vision" and a Mission Statement" for the SP
- Developing and presenting project proposals so that the SPs can deliver better quality services to clients: POs, MFIs, Universities, etc.
- Negotiating a loan with an MFI that protects the interests of the SP and includes terms that the SP can live with
- Technical understanding and awareness of the agricultural sectors (in this case, coffee, wood and aquaculture sectors) and the natural resources management sector and the products and services that they produce; enhanced awareness of land management and environmental issues

Microfinance Institutions and Ugandan Commercial Banks

- Strengthening the capacity of MFIs to deliver appropriate and sustainable microfinance products and services (savings and credit) to the agricultural and natural resources sectors
- Analyzing and evaluating Producer Organization's and Service Provider's business and marketing plans
- Conducting a realistic assessment and having a practical "hands-on" appreciation and understanding of the various agricultural sub sectors: coffee, wood products and aquaculture as well as the natural resources sector;
- Conducting a realistic economic appraisal/assessment of Producer Organization's and Service Provider's capital "needs", and the process of prioritizing their investments

Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs)

- Understanding of the technical/scientific, legal and regulatory aspects of the agricultural sub sectors (coffee, wood and aquaculture) and the natural resource management area, including land management issues
- Understanding of how to better manage, negotiate and resolve conflict issues which frequently arise between local communities and natural resource management agencies, such as national parks
- Understanding of and ability of CBOs to analyze and possibly invest in natural resource opportunities which may arise in their communities
- Understanding of and sensitivity to ecological issues within their communities and the impact these ecological communities have on the local community
- Strengthening and applying basic management, organizational and financial skills which will enable the NGOs and CBOs to become more efficient and effective in what they do and how they do it

Local District Officials

- Understanding how to use and apply GIS information in their districts
- Understanding of and sensitivity to local ecological issues and the impact these issues have on the district
- Understanding of how to better manage, negotiate and resolve conflict issues between local communities, the Districts and natural resource management agencies
- Understanding of record keeping and how to keep track of activities and issues facing their districts

Staff and Faculty at Makerere and Mbarara Universities

- Understanding of the market and demand driven approach to the agricultural and natural resources management

Stockists (Input providers to the Commercial Producer Organizations)

- Designing an effective and efficient promotional and marketing campaign for their products and services
- Applying basic record keeping skills and establishing an ordering and Inventory control system that allows for accurate accounting of all goods and services

Chapter Three: The Training Plan

Objectives of the Training Program

The following objectives of the overall program seek to address the needs articulated in Chapter Two, and to ensure appropriate and relevant learning for the targeted groups identified. The overall objectives of the training are:

1. Strengthen the technical and entrepreneurial capacity of farmers so that they can move from subsistence to sustainable market oriented production
2. Develop the skills of service providers to better understand and serve the market-driven opportunities of their customers (i.e., the farmers)
3. Develop a pool of highly skilled local training experts in business management and entrepreneurial skills aimed at ensuring the sustainability of this training within Uganda beyond the life of USAID assistance
4. Deepen the understanding of small village-based financing institutions as well as the commercial banks to the needs of local farmers, producer organizations and service providers
5. Reinforce the capacity of key local district officials to track activities in their districts and understand the technical and market-oriented needs of local agricultural and natural resources organizations
6. Deepen the capacity of NAADS as well as the consulting faculty at Makerere and Mbarara Universities to become more private sector, market oriented and demand driven in their approach to training while serving the agricultural and natural resources management community

Overall Strategy

People to be trained

The Training Needs Assessment described identified many different individuals/institutions in the agricultural and natural resources management sectors to be trained over the course of the first two years of PRIME/WEST. As previously noted the training program is to be comprehensive and integrated and thus the training courses and other educational activities described in this chapter have these individuals/institutions grouped for optimal learning. Categories of people to be trained during the first two years are listed here:

- Directors, managers and members of Producer Organizations
- NAADS staff

- Technical and equipment providers (stockists) to the Producer Organizations
- Independent consultants to the agricultural and natural resources community
- Managers and Directors of private sector technical and managerial consulting firms providing services and products to the agricultural and natural resources community
- Makerere and Mbarara University's staff involved in providing consulting and educational services to the agricultural and natural resources community
- Directors, managers and members of NGOs and CBOs
- Microfinance institutions and commercial banking staff who will make lending decisions
- Local district staff. Internal PRIME/WEST Staff

Targeted Training

The aim of this training program is to ensure that the training offered is both attractive and relevant to the participants involved. It would be counterproductive to create training with a "one size fits all" approach and assume that everyone can take the same course or participate in the same activity without attending to the unique learning needs of the various participant groups. Courses and other activities will therefore be targeted to the level and position of the participants. Local district officials, for example, will never have to be involved in managing an entrepreneurial business. Hence, district officials will take courses that will increase their technical expertise (e.g., GIS), and courses aimed at increasing their overall awareness and sensitivity of the market-oriented drivers of the Producer Organizations, Service Providers, NGOs and CBOs within their District. Producer Organizations directly involved with the nuts and bolts and day to day operation of a business will have the opportunity to undertake practical, applied courses in how to manage an entrepreneurial enterprise.

Capacity Building in Uganda

During the course of the contract, PRIME/WEST staff will seek to increase the capacity of local institutions to provide training. Once training providers are identified, PRIME/WEST staff will work with them to develop courses in detail and then train trainers (TOT programs) to deliver the training. The local trainers will then manage course delivery with the assistance of PRIME/WEST staff.

It should be noted that a nascent, yet burgeoning, private sector consulting community providing technical and business management products and services to the agricultural and natural resources management community has been identified (primarily in and around Kampala) and that having the opportunity to work with these firms in a training capacity will clearly strengthen Uganda's private sector.

Relevance to the Ugandan Context

A key element of PRIME/WEST will be to strengthen appropriate institutions, such as NAADS, Universities, private sector consulting firms and others to deliver training in the entrepreneurial, demand driven approach to agriculture and natural resources management. This ensures that appropriate training can be delivered long after the PRIME/WEST contract has ended.

During the conduct of the needs assessment, individuals and organizations involved in the local agricultural and natural resource sector stated that they are eager to learn from experiences of others. One of the tenets of adult learning is the relevance and applicability of any subject matter to the participant's real world circumstances. Courses conducted through PRIME/WEST will use methods that offer opportunities to work with real world, hands-on examples of local experience in Uganda. Courses and workshops will be very practical and will use highly interactive and participatory learning methods. Courses will seek to maximize learning between and among participants so that experiences and lessons learned can be shared.

Proposed Courses, Workshops, Study Tours and In-Service Training

This section addresses the training needs outlined in Chapter Two. The training material is presented by target audience. Each course is identified by its title, the purpose of the training, the targeted audience, and the actual activity to take place, the coursework planned, the results of the training, the delivery mechanism, and the timing of the training. Appendix B presents this same information but in a slightly different format - by Intermediate Result (IR) rather than by target audience - so that PRIME/WEST and USAID staff can track progress on the training plan by IRs and within the context of the results framework.

1. Producer Organizations

Course A: "Best Practice" Techniques of Coffee Production

Purpose: To train members of Coffee Producer Organizations in more effective and efficient techniques and methods of coffee production in order to increase quality and yield

Audience: 20-25 Managers and Members of Coffee Production POs

Activity: Three one to two week modules taught over a multi-year period, one each in planting, harvesting, processing and post-harvesting "best practices" techniques.

Course work: Courses and field-work would include among other technical aspects: Identifying quality seed stock, nursery establishment and preparation, improved agronomic practices including pest control, harvesting, hulling, branding, and packaging

Training Result: Coffee POs are much more knowledgeable about best practice techniques in coffee production

Delivery Mechanism: These 3 modules could possibly be delivered by Uganda Coffee Development Authority (UCDA).

Timing: 4Q'04 and 1 Q, 2'Q and 3Q'05 and 1 Q'06

Course B: "Best Practice" Techniques of Wood Production

Purpose: To train members of Wood Producer Organizations in more effective and efficient techniques and methods of wood production in order to increase quality and yield

Audience: 20-25 Managers and Members of Wood Production POs

Activity: Three one to two week modules taught over a multi-year period, one each in planting, harvesting and post-harvesting "best practices" techniques.

Course work: Courses and field-work would include: Identification of good tree germplasm, nursery establishment and preparation, pest control, plantation establishment and management, harvesting and post harvest handling

Training Result: Wood producer POs are much more knowledgeable about "best practice" techniques in wood production

Delivery Mechanism: These 3 modules could possibly be delivered by IFPRI, Faculty of Forestry and Nature Conservation, National Forestry Authority, Forest, Trees and People (FTTP)

Timing: 4Q '04 and 1 Q '05, 2Q'05 and 3'05 and 1 Q'06

Course C: "Best Practice" Techniques of Aquaculture Production

Purpose: To train members of Aquaculture Production Organization in more efficient and effective methods and techniques of aquaculture production in order to increase quality and yield

Audience: 20-25 Managers and members of Pond Fish Farmers POs
Activity: Two two-week modules taught over a three-month period, one in Tilapia seed production and one in Production of *C/arias*.

Course work: Coursework in Tilapia seed production would include: pond site selection, pond construction, brood stock management, pond management, feeds and fertilization, predator control, marketing of farmed fish, fish management, fly grading and nursery management. Coursework in *C/arias* production would include: Broodstock selection, Pond 'preparation, predator control, fry nursing and Artificial spawning.

Training Result: Fish farmers are aware of "best practice" techniques in Tilapia farming and production and fish farmers artificially produce catfish.

Delivery Mechanism: These 2 modules would possibly be delivered by Aquaculture Development Services, Kajjansi Aquaculture Research and Development Centre (KARDC)

Timing: 4Q and 1 Q'05, 2Q'05, 3Q'05 and 1 Q'06

Course D: Managing Producer Organizations as a Business

Purpose: To train members of existing Producer Organizations as well as those seeking to become Producer Organizations to manage their organizations as entrepreneurial businesses

Audience: 45-50 Directors, Managers and members of coffee, wood and aquaculture' from existing and newly-formed producer organizations. In selected courses representatives from enterprise groups (organizations which are more sophisticated than most POs and involved in processing products) may also attend to learn new skills. This would allow for cross collaboration and fertilization.

Activity: Three Modules: (1) Business Organization and Development; (2) Finance and Record Keeping and (3) Strategic Planning and Product Marketing;odule1, BusinessOrganization and Development would last for 10 days; Module 2, Finance and

Record Keeping would last for 5 days and Module 3, Strategic Planning and Marketing would last for 10 days.

Course work: Coursework in business organization and development would include: What is a business and how are they managed? How do I organize a PO to become more efficient and effective, How to develop an effective Board of Directors and management team, How to develop a Mission and Vision Statement for the organization, How to develop a "succession plan" for the organization and how to design a method/plan to move into a new commercial sector.

Coursework in Finance and Record Keeping would include: Basic record keeping, How to handle credit and savings and How to negotiate with a microfinance institution or commercial bank.

Coursework in Strategic Planning and Marketing would include: What is a strategic plan and how do I develop one? What is my market potential? What business relationships should I be developing to enhance my marketing opportunities? How do I develop and use a marketing and advertising plan for my products and services.

Training Result: Directors, managers and members of Producer Organizations begin to think of themselves more as business-persons and begin to use the tools and techniques (i.e. record keeping, marketing and strategic plans) taught so that they begin to behave more like market-driven entrepreneurial businesses.

Delivery Mechanism: A wide-ranging array of service providers were identified that could deliver the training, including private sector consulting firms, independent consultants and NGOs. A sampling of such service providers includes: Tropical Business Research Ltd; Development Consult and Advisory Services Ltd, Development Research and Training Ltd.; Environmental Alert Uganda Ltd, Mentor Consult, Ltd; Rural Community in Development (RUCID); Environmental Alert and Training Resources Group (TRG).

Timing: 4thQ '04 and 1st 2nd Q and 3rd '05

Course E: Gender and HIV-Related Training for Producer Organizations

Purpose: To enhance women's roles in managing and directing market driven Producer Organizations, and to ensure that HIV-impacted households and communities play an active and productive role in Producer Organizations

Audience: Directors, managers and members of Producer Organizations
Activity: Modules on: 1) Gender Mainstreaming 2) The social-economic impact of HIV 3) Coming to terms with the HIV social-stigma

Course work: Coursework in understanding gender discrimination (side-lining)
Why is the female gender excluded from certain social responsibilities and/or activities? How can women and men work better as business partners?

Coursework in understanding the impact of HIV in Uganda. How does HIV affect the business and/or agriculture production cycle? How do we prevent social-stigmatization of AIDS victims in our community? How can HIV victims be productive?

Training Result: Directors, managers and members of Producer Organizations increasingly integrate men and women on equal social grounds into their business development activities. Reduced social-stigmatization of HIV/AIDS victims hence, an increased involvement of HIV/AIDS victims in business development activities. An increased participation of both women and men in development activities.

Delivery Mechanism: Makerere University Faculty of women and Gender Issues, EAGO Consultants, Associates for Change.

Timing: 3Q '05

Course F: Short Course for Producer Organizations in Environmental Management Systems (EMS)

Purpose: To provide a short course in ISO 14001, the environmental management standard, for those Producer Organizations seeking an increase in efficiency and competitiveness and a broader distribution of their products and services in the international marketplace

Audience: 10-20 Producer Organizations as well as representatives from enterprise organizations

Activity: One one-week course in ISO 14001

Course work: What is ISO 14001? How does it work? What are the benefits of using EMS? What does it cost? How can we use it here in Uganda? What are the steps required to undertake EMS?

Training Result: Seven to ten POs are using EMS

Delivery Mechanism: Uganda Investment Authority (UIA), Uganda Manufacturer's Association (UMA), Uganda National Bureau of Standards (UNBS) DAI staff.

Timing: 1Q '06

Course G: *Training in Lobbying and Advocacy skills*

Purpose: To provide PO's with the skills to lobby and advocate for effective policy reform and implementation

Audience: 10-20 Producer Organizations

Activity: One one-week course in advocacy

Course Work: What is advocacy? What is lobbying? What is a policy? What is an enabling environment? What is effective advocacy? What are the current policy challenges? How do you prepare an advocacy plan?

Training Result: PO's are able to engage in effective lobbying and advocacy

Delivery Mechanism: Environmental Alert, DRT, Mentor Consult

Timing: 4th Q '05

2. Service Providers

Course H: *Training of Trainers (TOT) Workshop in Business Management and Entrepreneurship*

Purpose: To provide a TOT workshop to Service Providers in Business Management and Entrepreneurial Skill Development that will strengthen the skills of the individual service providers as well as provide them the techniques and skills they will need to ultimately train Producer Organizations. Service Providers will be trained in DAI's methods of PO Development.

Audience: 10-12 Service Providers

Activity: 15-day workshop spread out over a three-week period

Course work: Coursework will be divided into four modules: (1) DAI's Technique for PO Creation and Strengthening; (2) Finance and Record Keeping; (3) Strategic Planning and Marketing and (4) Gender and HIV Training

Training Result: Service Providers have a better foundation in business skills, can produce a strategic and financial plan for their own organization and will have the knowledge, tools, and facilitation skills to teach POs business management skills.

Delivery Mechanism: Creative Business Development Group, Institute of Advance Leadership, Uganda (IAL-U), NAADS, TRG, National Council of Uganda Small Business Associations (NCUSBO), DCAA, Mentor Consult

Timing: 4Q '04 and 1st Q, '05

Course I: Training of Trainers (TOT) Workshop on Sub-sector Technology Package Development and Implementation

Purpose: To train Service Providers in the design and use of sub sector technology packages

60-75 Service Providers to the Producer Organizations, NAADS Staff, Stockists, District and Local Officials 5-day workshop on developing and implementing sub sector technology packages

Two Modules: Module 1 would last one day: What is a technology package? How can I use it in promoting, marketing and advertising my products and services? Module 2 would last four days during which participants actually produce a technology package for a specific sub sector

60-75 Service Providers have produced a technology package and have the knowledge to produce others after the workshop has been completed

Private and Public Service Providers identified for each sub sector

2nd Q '05

Course J: Facilitation and Presentation Skills

<i>Purpose:</i>	To train service providers in basic facilitation and presentation skills
<i>Audience:</i>	Service providers
<i>Activity:</i>	5-day workshop
<i>Course Work:</i>	What is facilitation? What are the characteristics of a good facilitator? Facilitation as communication tool; How do you achieve interactive learning? How do you format and package information? Develop case studies and practical guides to presenting data
<i>Training Result:</i>	Service providers are better positioned to facilitate and present short course and workshop sessions
<i>Delivery Mechanism:</i>	TRG,DRT
<i>Timing:</i>	3rd Q, '04

3. Microfinance Institutions (MFI) and Commercial Banks

Course K: How MFIs Can Evaluate Natural Resource Management (NRM) Products and Services

<i>Purpose:</i>	To strengthen the capacity of local MFIs to accurately evaluate and analyze NRM sub-sector specific products and services from local POs and SPs.
<i>Audience:</i>	Five to seven local MFIs as well as representatives from the Association of Microfinance Institutions of Uganda
<i>Activity:</i>	5-day workshop
<i>Course work:</i>	What are the products and services that I will be evaluating? How are they produced? What is the market for these products and services? What are the most appropriate techniques to use to evaluate/analyze these products and services?
<i>Training Results:</i>	MFIs are more aware of the local products and services and of the best methods to evaluate and analyze them.

Delivery Development Consultants and Advisory Associates (DCAA),
Mechanism: Creative Business Development Group

Timing: 2ndQ '05

Course L: How Commercial Banks Can Evaluate Natural Resource Management (NRM) Products and Services

Purpose: To strengthen the capacity of commercial banks to accurately evaluate and analyze NRM sub-sector specific products and services from local POs and SPs.

Audience: Three to four commercial banks

Activity: 3-day workshop

Course work: What are the products and services that I will be evaluating? How are they produced? What is the market for these products and services? What are the most appropriate techniques to use to evaluate/analyze these products and services?

Training Result Commercial Banks are more aware of the local products and services and of the best methods to evaluate and analyze them.

Delivery Development Consultants and Advisory Associates (DCAA),
Mechanism: Creative Business Development Group, SPEED Staff

Timing: 2nd Q '05

4. CBOs

Course M: Strengthening CBO's Capacity to Negotiate New Opportunities

Purpose: To train local CBOs in the Community Options Analysis and Investment Tool (COAIT) so they are better able to assess opportunities, costs and investments needed for their community and to develop better negotiation strategies and skills

Audience: 8-10 CBOs from various parts of the six Districts

Activity: 5-day workshop as well as a study tour to Rwanda

Course work: What is COAIT and How Does It Work? How Can I Apply COAIT to My Village? How to Become a Better Negotiator.

Training Result: CBOs are better able to assess opportunities, costs and levels of investment for their communities; CBOs have significantly increased their negotiation skills.

Delivery Mechanism: Dr. Panta Kasoma to spearhead the study tour, Innovative Resource Management (IRM) to provide short-term technical backstopping

Timing: 3rd Q '05

Course N: Training of Trainers (TOT) Workshop and Observational Tours: What Is Community Based Natural Resources Management (CBNRM) and How Can I Use It?

Purpose: To build an NGO (along with the private sector) capacity to provide CBNRM services to local communities

Audience: 20 members of CBOs as well as 10-12 representatives from private sector firms

Activity: One 5-day short course in CBNRM plus observational visits to The Gambia and Namibia both of which have successful CBNRM programs.

Course work: What is CBNRM? The Regulatory and Legal Aspects of CBNRM. What are the impacts on communities of The Land Act, UWA, NFA, etc.

Training Result: CBOs and representatives from the private sector clearly understand CBNRM and are able to train others in the implementation and extension of community based natural resources management planning and management. Observational tours will provide first hand examples of different uses of resources, different forms of community organization, the various steps in collaborative management plans, the role of joint ventures and public private partnerships and institutional structures that support CBNRM.

Delivery Mechanism: Environmental Alert

Timing: 4th Q '05

5. Local District Officials

Course 0: Geographic Information Systems (GIS): Their Role and Impact on Local Community Development

Purpose: To train local district officials in the application of GIS and to take advantage of maps, survey data, reports and other products related to natural resources management. To provide them a better appreciation of the landscape approach to resource management

Audience: 60-75 Local District Officials

Activity: There will be two modules: One 5-day training workshop on GIS applications and one 5-day on-the-job training program developed in collaboration with Makerere University

Course work: Module 1: What is GIS and how can I use it as a tool in my district? What is the landscape approach? How do I apply these techniques to my own situation?

Module 2: Five day hands-on on-the-job training with Makerere University GIS specialists

Training Result: District officials have a better understanding as to how to use GIS tools and techniques, an appreciation of the landscape approach and are able to make more informed decisions and also have a greater sensitivity to the natural resources management products produced in their district.

Delivery Mechanism: DAI experts in GIS; Makerere University Institute for Environment and Natural Resources

Timing: 1st Q '05

6. Mbarara and Makerere Universities

Course P: In-Service Training Modules Designed with Makerere and Mbarara Universities

Purpose: To utilize the skills and talent-base found in the two universities to provide in-service training for students in various agricultural sub sectors and natural resource management areas. To utilize the institute of Environment and Natural Resources based at Makerere University and the Institute of Tropical Forest Conservation located at Mbarara University for potential research in various specialties

related to the PRIMEIWEST Project. (Both Universities are also providing faculty and staff to teach a number of short courses previously delineated in this training plan)

Audience: Two to three students per year working on graduate programs in agriculture or natural resources management

Activity: Seek out the most appropriate opportunity to provide in-service training for 2-3 graduate students from the two universities to enable them to produce theses on key topics and to provide PRIME/WEST an opportunity to utilize key graduate school talent in various work tasks. To allow both PRIME/WEST and the Universities to benefit from the joint collaboration.

Contribution: In the case of Makerere University, provide graduate students to the project who are currently working in one of the following technical areas: GIS, soils management, wetlands and forestry management. In the case of Mbarara University, graduate students engaged in agro-forestry programs, soil erosion, conflict resolution, conservation biology, and natural resources and land management issues could possibly be seconded to the project for in-service training.

Results: 2-3 graduate students are providing strengthening to PRIME/WEST by providing in-service contributions on a specific technical aspect of the project.

Timing: 1st Q '05

7. Kachwenkano Agriculture Research and Development Centre

Course Q: **"Best Practice" Techniques of Temperate fruit and Coffee Production**

Purpose: To train 4 technicians and 2 senior scientists at Kachwenkano ARDC in more effective and efficient techniques and methods of temperate fruit and coffee production in order to increase quality and yield

Audience: 4 technicians and 2 scientists specializing in temperate fruit and coffee production

Activity: Three one to two week modules taught over a six-month period, one each in planting, harvesting and post-harvesting "best practices" techniques.

Course work: Courses and field-work would include: Identification of good tree germplasm, nursery establishment and preparation, pest control, plantation establishment and management, harvesting and post harvest handling

Training Result: Technical staff at Kachwenkano are much more knowledgeable about "best practice" techniques in temperate fruit and coffee production

Delivery Mechanism: These 3 modules would possibly be delivered by ICRAF

Timing: 2nd Q '05

Course R: Designing and Developing Technology Packs with Kachwenkano and Organizing Farmer to Farmer Visits

Purpose: To utilize the skills and talent-base found in the Research and Development Center to provide training to PRIME's Producer Organization in the Region (Kabale, Rukungiri, Kisoro, Kanungu, Bushenyi and Kasese) in the temperate fruits and coffee sub sectors.

Audience: Two Technicians, the IEC Team Leader and a Communications Expert.

Activity: Seek out the most appropriate technologies for farming temperate fruits and coffee and create technology packs for dissemination within the region. To develop and oversee for PRIME/WEST the farmer to farmer visits and demonstration plots.

Their Contribution: Technical expertise and on-farm demos where quality photos and/or images can be captured.

Results: At least 2 technology packs developed for the sub sectors (one for coffee and another for temperate fruits) to be disseminated throughout the Southwestern target areas.

Timing: 1st Q '05

8. *Stockists*

Course S: *Product Supply, Marketing and Record keeping for Stockists*

Purpose: To train stockists in basics of supply regulation, marketing and record keeping.

Audience: Stockists of inputs for the sub sectors.

Activity: 3-day workshop

Course work: The importance of Marketing a product. Maintaining product value in transit. Demand and supply and monitoring the demand side, Basic marketing skills, Record keeping and inventory control

Training Result: Stockists are better able to meet the input needs on the demand side in a timely manner

Delivery Mechanism: DCM, Tropical Consult, Mentor Consult

Timing: 3rd Q '05

9 **Internal Training**

Course T: *PRIME/WEST Team Building Workshop*

Purpose: To continue the process of building a strong and capable PRIME/WEST team

Audience: PRIME/WEST, including COP, DCOP, Enterprise and CBNRM Team Leaders, M&E Specialist, IEC and Training Team Leaders

Activity: Two-day team building workshop held at two different times: once in 3Q '04 and once in 3Q '05 (as a follow-up).

Course work: Real-time skills building session

Results: A more effective and efficient functioning PRIME/WEST management team

Delivery Mechanism: TRG

Timing: 3Q '04 and 3Q '05

Course U: *Understanding the PRIME/WEST Training Plan Framework*

Purpose: To introduce PRIME/WEST staff to the Training Plan Framework

Audience: PRIME/WEST senior staff that will be ultimately involved in some aspect of the training plan

Activity: One and a half-day workshop introducing the training plan framework

Course work: Hands-on training on the training plan framework

Training Result: PRIME/WEST staff have a real understanding of the role of training in the program and how it "fits" into other on-going activities.

Delivery Mechanism: PRIME/WEST Training Coordinator

Timing: 2nd Q '05

Course V: *Facilitation and Presentation Skills and Basic Computer Skills Workshop*

Purpose: To train PRIME/WEST District Field Representatives in basic facilitation and presentation and computer skills

Audience: District Field Representatives

Activity: Four day workshop

Course work: Real time hands-on application of facilitation and presentation skills as well as computer skills

Training Result: District Field Representatives are better able to facilitate sessions, present information and use the computer

Delivery Mechanism: TRG, IEG-Team Leader

Timing: 2nd Q '04

Course W: *Designing and Developing Databases for PRIME/WEST*

Purpose: To train PRIME/WEST staff on database management

Audience: PRIME/WEST Team Leaders and Enterprise Team

Activity: Two-day workshop on database management

Course work: Applied work on MS Access

Training Result: PRIME/WEST staff can use MS Access

Delivery Mechanism: IEC Team Leader

Timing: 2nd Q '04

Course X *Gender and HIV Training for PRIME/WEST Staff*

Purpose: To educate PRIME/WEST Staff on Gender and HIV-related issues and the implications for implementing PRIME/WEST

Audience: PRIME/WEST Management Team and District Field Representatives

Activity: Two-day workshop on Gender and HIV Issues (Could possibly be combined and held in conjunction with the afore-mentioned Team Building Workshop)

Course Work: Gender Issues and HIV-Related Coursework. Understanding the Impact of Gender and HIV on PRIME/WEST

Training Result: PRIME/WEST staff are more sensitized to gender and HIV related issues and the impact of each on the project

Delivery Mechanism: Makerere University Women and Gender Studies

Timing: 3rd Q '05

Chapter 4: Implementation Plan

Training Road Map for the First Two Years

Because of the pressing demand for training, it will be important to begin implementation of the plan quickly. Listed below are the major tasks (and the timing of each by calendar-quarter) that need to be carried out by PRIME/WEST in order to implement the training plan. Also included is a Gantt chart which visually displays the sequencing of activities required to complete the two year plan.

Mobilization Stage

<p>Step 1: Determine how best to manage/organize the training function given the aggressive schedule proposed. One solution may be to advertise for and recruit a Full-Time Training (Logistics) Assistant in Kabale to support the Training Coordinator. This individual could be supported half time by the Training Coordinator and half time by the IEC Team Leader.</p>	<p>2Q'2004</p>
<p>Step 2: Disseminate Final Training Plan to PRIME/WEST staff</p>	<p>2Q'2004</p>
<p>Step 3: Conduct an internal workshop for PRIME/WEST staff (and some selected Service Providers) to review/ assess the Training Plan and receive much needed feedback on the contents of the plan</p>	<p>2Q'2004</p>
<p>Step 4: Preview the training facilities and equipment to be found in Kampala and the Districts. Review choices and then procure the services of facilities and equipment (cell phones and computers) as required to conduct proper training.</p>	<p>2-3Q'2004</p>
<p>Step 5: Develop a comprehensive database of potential Service Providers who can participate in the program as trainers. Continuously update and refine this database as required.</p>	<p>Ongoing</p>
<p>Step 6: Major review/assessment of training program to date and revisions where necessary</p>	<p>2Q '2006</p>

Training for Producer Organizations (PO)

Step 1: Confirm the interest of the selected POs in the Districts to participate in training	3Q' 2004
Step 2: Confirm final participant list, establish schedules and locations for the training with the pas and send out letters of invitation to each PO to attend the various trainings	3Q and 4Q' 2004
Step 3: Provide written course materials to participants	3Q and 4Q '2004 and 1 Q '2005
Step 4: Conduct technical and business management training courses for POs. The courses will be developed and implemented in the recommended sequence	4Q '2004 and 1 Q, 2Q, and 3Q '2005 and 1 Q '2006
Step 5: Monitor follow-up with the POs to evaluate the success of the coursework	Ongoing, following courses

Training for the Service Providers (SP)

Step 1: Reconfirm interest of SPs to participate in training; conduct more detailed interviews with each potential training provider	3Q '2004
Step2: Develop a final database of potential SPs to assist with training	3Q '2004
Step 3; Write Terms of Reference (TOR) for training providers. This will form the basis for the competitive procurement process	3Q '2004
Step 4; Organize a bidders workshop to explain to potential providers what is desired and discuss what they need to do to submit a bid for training services	3Q '2004
Step 5: Prepare and distribute Requests for Proposals (RFP) to potential SPs	3Q '2004
Step 6: Receive/review proposals from potential SPs for training services	3Q '2004

Step 6: Recruit and select SP trainers for each course. Prepare contracts with each SP to assist in training.	3Q 'to 4Q '2004
Step 7: Develop detailed curriculum for each course. This will be an ongoing effort with development of courses taking place over the entire two-year period. Since the courses are somewhat sequential, they can be developed in the order recommended.	3Q '2004 and Ongoing through 2Q '2006
Step 8: Conduct a TOT workshop for SP who will be conducting training. These workshops will be a mix of subject matter - upgrading and training in what their role is as trainers and how to facilitate and deliver effective training. These workshops should be conducted only after the courses are developed so that trainers can learn to deliver a particular course or courses.	4Q '2004
Step 9: Pilot test each course with the SP and revise as necessary	4Q '2004 and Ongoing
Step 10: Conduct courses. The courses will be developed and implemented in the recommended sequence	4Q '2004 and Ongoing through 2Q '2006
Step 11: Monitor and evaluate the performance of SPs in their training ability so that a decision can be made as to whether or not to continue to use them in future trainings	Following each course

Training for Microfinance Institutions (MFIs) and Commercial Banks

Step1: Confirm interest of local MFIs and banks to participate in training	4Q'2004
Step2: Confirm final participant list, location and timing of training. Send out letters of invitation to participants	1Q '2005
Step3: Develop the course materials and distribute these materials to each participant	1Q '2005
Step 4: Conduct the courses for MFIs and commercial banks	2Q '2005
Step 5: Follow-up with participant evaluation of course	2Q '2005

Training for Community Based Organizations (CBO)

Step 1: Confirm interest of CBOs to participate in training by meeting with selected organizations	1 Q '2005
Step 2: Confirm final participant list, location and timing of training. Send out letters of invitation to participants	2Q '2005
Step 3: Confirm details of Rwanda Study Tour with NRM Team Leader	2Q '2005
Step 4: Develop the course materials and the details of the study tour and distribute these materials to each participant prior to the course/study tour	2Q '2005
Step 5: Conduct the course and study tour	3Q '2005
Step 6: Follow-up with participant evaluation of the course and study tour	3Q '2005

Training for Local and District Officials

Step1: Confirm interest of local and District Officials to participate in training	4Q '2004
Step2: Confirm final product list, location and timing of training. Send out letters of invitation to participants.	4Q '2004
Step3: Develop the course material and distribute these materials to participants prior to the courses	4Q '2004
Step4: Conduct the courses	1Q and 2Q 2005
Step 5: Follow-up with participant evaluation of the courses	2Q '2005

Training for Stockists

Step 1: Confirm interest of Stockists to participate in training	2Q '2005
Step 2: Confirm final participant list, location and timing of training. Send out invitations to participate	2Q '2005
Step 3: Design course materials and send them out to participants prior to the course	2Q '2005
Step 4: Conduct the course	3Q '2005
Step 5: Follow-up with participant evaluation of the course	3Q '2005

Establishing Formal Partner Relationships for Training Purposes

<p>Step 1: Meet with Makerere and Mbarara Universities, Kachwenkano Agricultural Research and Development Centre (KARDC) and the Association of Microfinance Institutions of Uganda (AMFIU) to determine their level of interest in partnering on specific training courses</p>	<p>3Q '2004</p>
<p>Step 2: Develop detailed Memorandum of Understanding (MOU) with Makerere and Mbarara Universities focused on their participation in in-service training, research and having specific faculty and staff serving as trainers on specific courses designed by PRIME/WEST</p>	<p>3Q '2004</p>
<p>Step 3: Develop Request for Proposal for both universities which describes in-service training possibilities with PRIME/WEST</p>	<p>3Q '2004</p>
<p>Step 4: Review each university's proposals and candidate graduate students for in-service training</p>	<p>3Q '2004</p>
<p>Step 5; Select/retain the services of graduate students to work with PRIME/WEST</p>	<p>4Q '2004</p>
<p>Step 6: Develop a MOU with Kachwenkano ARDC which describes their level of participation with PRIME/WEST</p>	<p>3Q '2004</p>
<p>Step 7: Develop a MOU with AMFIU which describes their level of participation with PRIME/WEST</p>	<p>3Q '2004</p>

Training for Internal PRIMEIWEST Staff

Step 1: Determine final list of internal courses to be developed and the SPs who will undertake the training	2Q '2004
Step 2: Confirm final list of participants, location and timing of each course	2Q '2004
Step 3: Design course materials and send out these materials to participants prior to conducting courses	3Q '2004
Step 4: Conduct courses. The courses will be developed and implemented in the recommended sequence	3Q and 4Q '2004

APPENDIX A

TRAINING PLAN CONTACTS

DATE	FIRM/PLACE VISITED	PERSON(S) MET	AREA OF COMPETENCY OF FIRM
11/5/2004	Tropical Business Research/Tropical Consult Contact details: P.O.Box 21950 Kampala. Tel: 077 621614, 041 541217 Email: vfds@dehezi.net hegis@hotmail.com	Henry E Gidudu	Business Management consulting and Training
11/5/2004	Development Consultants & Advisory Associates (DCAA) Contact details: P. O .Box 21992 Kampala Tel: 077523079, 077501949/494482 Email: develop2000@netscape.net	Samuel Mayaaya	Business Management Consulting and communications Training
11/5/2004	Environmental alert/Envalert Uganda Ltd. Contact details: P.O.Box 72989 Kampala Tel: 041 266699 Email: envalertuganda@envalert.ug	T. Mukasa	Environmental Management and Agriculture Consultancy and training

DATE	FIRM/PLACE VISITED	PERSON (S) MET	AREA OF COMPETENCY OF FIRM
12/5/2004	Makerere University Institute of Environment and Natural Resources Tel: 077403250	Samuel Mugisha	GIS Consultancy and Training
13/5/2004	Faculty of Science, Mbarara University of Science & Technology & EcoConsult in the Mbarara University Senate building Contact details: Tel:077408396 (email: plantsinfocom. co. ug)	Simon Kaguma, (Associate Dean), Professor Barongo Dominic Byarugaba & Xavier Mugumya	Natural Resources Management/Research Curriculum Development and Supervision Consultancy in Natural Resources Management
14/05/2005	PRIME/West	Dr. Panta Kasoma	Community Based Natural Resource Management Specialist
17/05/2004	Development Training and Research (DRT) Contacts details: P.O.Box 1599 Kampala Tel 041-269495 Email: drt@imul.com Website: www.drt.or.ug	Susan Opok (Programme Officer) & Beatrice N Mugambe (Senior Programme Officer)	M & E, Policy, and Advocacy Consultancy and Training

DATE	FIRM/PLACE VISITED	PERSON(S) MET	AREA OF COMPETENCY OF FIRM
17/05/2004	Associates For Change Contacts details: P.O. Box 9627 Kampala Tel: 041-532462 Email: butegwa@starcom.co.uq Website: www.associatesforchange.com	Christine Butegwa, Programme Associate, Communication Information & Training	Strategic Planning, Programme Reviews, Performance Appraisals, and Gender & Economic Policy
18/05/2004	Aid Liaison Department, MFPED	Angela K Katagvira	Enterprise Development Consultancy
18/05/2004	Creative Business Development Group Contacts details: P.O. Box 1287 Kampala Email: cbdg@hotmail.Com	Habib Tibrichu, (Director)	Business Development Services
18/05/2004	Nyakatonzi Growers Cooperative Union, Kasese. Contact details: Tel: 077-357326 0483-44228	Madina Muhindo & Francis Mugisha	Agriculture Development Services with a special emphasis on cotton and coffee
18/5/2004	Murogomya Farmers Development Association (MUFADA),	Group Members (7)	Coffee nursery establishment
19/5/2004	Association for the Advancement of Sustainable Rural Development (ASASUREDE)	Ahimbisibwe Blaise	Agriculture Extension

DATE	FIRM/PLACE VISITED	PERSON(S)MET	AREA OF COMPETENCY OF FIRM
19/05/2004	Coordinator, Community Based Services associated to the following: Skills Hire Uganda (077 514973) RUASA ((077 458389) TRUCE ((077 647393) BUDFA (078 338660) RADA (077 822515) ASASURIDE (077698498) GAT Consult Ltd (077 525117)	Norbert Turyahikayo Tumwongeirwe Alfred Nsimeki Enoch Joan Kenyangi Yebargie Alex Atwijukire Winnie Blaise Ahimisibwe Mugabi Josses	Agricultural Production Training
19/5/2004	Musinguzi Geoffrey & Brothers Furniture Mart Ishaka, Bushenyi Tel: 077-431253	Musinguzi Geoffrey	Furniture Manufacturing Training

DATE	FIRM/PLACE VISITED	PERSON(S) MET	AREA OF COMPETENCY OF FIRM
19/5/2004	Rural Community in Development (RUCID)	RUCID group Members	Farmer Market Linkages, Agricultural Training and Consultancy
19/5/2004	Kiyanga Tree Farmers for Global benefit Association Contact details: Bushenyi Tel:077-438822	Kiyanga Tree Farmers for Global benefit Association members	Strategic and Business Planning, Hardwood Tree Nursery Management, Runyakitara conservation plays, song writing and drama composition
18/5/2004	Karambi-Bakonjo Kweyamba growers cooperative society Bwera, Kasese	Karambi-Bakonjo Kweyamba growers cooperative society Members	Coffee Production* *(A PO group that seeks to revitalize coffee growing in Bwera, Kasese. It has many female members)
18/5/2004	Mentor Consult Limited	Patrick Okuma	Gender Development, M&E, Business Management, Advocacy Training and Management

We wish to express our gratitude to the PRIME/West District Co-ordinators, Staff and Government officials who assisted in one way or the other during the Development of this training plan.

APPENDIX B

EXTERNAL TRAINING PLAN BY PIR

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
1.2	Producer Organizations	"Best Practice" Techniques of Coffee Production	Technical aspects identifying seed stock, nursery establishment and preparation, improved agronomic practices, pest control, hulling, branding and packaging	Coffee POs are much more knowledgeable about best practice techniques in coffee production	UCDA	4th Q '04 and 1,2,3 Q, '05 Three one to two week modules
1.2	Producer Organizations	"Best Practice" Techniques of Wood Production	To train members of Wood Producer Organizations in more effective and efficient techniques and methods of wood production in order to increase quality and yield	Wood producer POs are much more knowledgeable about "best practice techniques in wood production	IFPRI, Faculty of Forestry and Nature Conservation, National Forestry Authority, Forest, Trees and People (FTTP)	4th Q '04 and 1,2,3 Q, '05 Three one to two week modules

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
1.1	Producer Organizations	"Best Practice" Techniques of Aquaculture Production	To train members of Aquaculture Production Organization in more efficient and effective methods and techniques of aquaculture production in order to increase quality and yield	Fish farmers are aware of "best practice" techniques in Tilapia Farming and production. Fish farmers artificially produce catfish.	Aquaculture Development Services, Kajjansi Aquaculture Research and Development Centre (KARDC)	<i>4th Q '04 and 1,2,3 Q, '05</i> Three week Coursework in Tilapia and Clarias seed Production
1.1	Producer Organizations	Managing Producer Organizations as a Business	Coursework in: basic management skills, business planning, marketing research, record keeping, organizational development and entrepreneurship	Directors, Managers and Members Of Producer Organizations begin to think of themselves more as business- persons and begin to use effectively use business tools and techniques	Tropical Business Research and DCAA	4 th Q '04 and 1st and 2nd Q '05. T B R Ltd; DCAS Ltd, Development Research and Training Ltd.; Environmental Alert Uganda Ltd, Mentor Consult, Ltd; (RUCID); Env Alert, DCAA and Training Resources Group (TRG).

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
2.6	Producer Organizations	Gender and HIV-Related Training for Producer Organizations	<p>Coursework in Understanding Gender Discrimination</p> <p>Why is the female gender excluded from certain social responsibilities and/or activities?</p> <p>How can women and men work better as business partners?</p> <p>Coursework in understanding the impact of HIV in Uganda. How does HIV affect the business and/or agriculture production cycle?</p> <p>How do we prevent Social Stigmatization</p>	<p>Directors, Managers and members of Producer Organizations</p> <p>Increasingly integrate men and women on equal social grounds into their business development activities.</p>	<p>Makerere University Faculty of women and Gender Issues, EAGO</p> <p>Consultants, Associates for Change.</p>	<p>3Q '05</p> <p>A series of 3 day workshops</p>

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
2.3	Producer Organizations	Short Course for Producer Organizations in Environmental Management Systems (EMS)	What is ISO 14001? How does it work? What are the benefits of using EMS? What does it cost? How can we use it here in Uganda? What are the steps required to undertake EMS?	Seven to ten POs are using EMS	Uganda Investment Authority (UIA), Uganda Manufacturer's Association (UMA), Uganda National Bureau of Standards (UNBS)	1Q '06 One one-week course in ISO 14001
3.3	Producer Organization	Training in Lobbying and Advocacy skills	What is advocacy? what is lobbying? what is a policy? what is an enabling environment? What is effective advocacy? What are the current policy challenges? How do you prepare an advocacy plan?	10-20 PO's are able to engage in effective lobbying and advocacy	Environmental Alert, DRT, Mentor Consult	One one-week course in advocacy and lobbying 4th Q,'05

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
2.2	Service Providers	TOT Short Courses in Business Management and Entrepreneurial Skill Development	Business management skills development, strategic and business planning, entrepreneurial training and proposal writing	10-12 Service Providers using strategic plans	Tropical Business Research and DCAA	1st Q, '05 15-day workshop spread out over a three-week period
1.2	Service Providers	TOT Short Courses in sub sector Technology Pack Skills Development and Implementation	What is a Technology Package? How Can I Use It In Promoting, Marketing and Advertising	60-75 Service Providers have produced a technology package and have the knowledge to produce others	Private and Public Service Providers identified for each sub sector	2nd Q '05 5-day Workshop
2.1	Service Providers	Facilitation and presentation skills	What is facilitation? what are the characteristics of a good facilitator? Facilitation as communication, How do you achieve interactive learning?	At least 50 trainers trained in sub sector technology package delivery and improved land management extension techniques	TRG,DRT	3rd Q, '04 5-day Workshop

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
2.1	MFI's and Commercial Banks	Short Course in Evaluating/Analyzing Agriculture and Natural Resources Management Proposals	Evaluation techniques/concepts to accurately analyze agriculture and NRM products and services	MFIs and commercial banks are more aware of the local products and services and of the best methods to evaluate and analyze them.	Development Consultants and Advisory Associates (DCAA), Creative Business Development Group	2nd Q '05 5-day Workshop
4.2	CBO's	Strengthening CBO's Capacity to Negotiate New Opportunities	What is COAIT and How Does It Work? How Can I Apply COAIT to My Village? How to Become a Better Negotiator.	CBOs are better able to assess opportunities, costs and levels of investment for their communities; CBOs have significantly increased their negotiation skills.	Resource Management (IRM) to provide short-term technical backstopping	3rd Q '05 5-day workshop and study tour to Rwanda

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
4.1	District Local Officials	Short Course in GIS and Its Use for Planning Purposes	GIS methods and techniques; collecting and analyzing data; report production	60-75 Local District Officials make more informed decisions about resource management based on knowledge gained from GIS application	MUIENR	1stQ '05 5-day Workshop
4.3	District Local Officials	Training of Trainers Workshop: What Is Community Based Natural Resources Management (CBNRM) and How Can I Use It?	What is CBNRM? The Regulatory and Legal Aspects of CBNRM. What are the impacts on communities of The Land Act, UWA, NFA, etc.	CBOs and representatives from the private sector clearly Understand CBNRM and are able to train others in the implementation and extension of CBNRM planning and management.	Environmental Alert	4th Q '05 One 5-day short course in CBNRM

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
3.2	Mbarara and Makerere Universities	In-Service Training Modules Designed with Makerere and Mbarara Universities	Seek out the most appropriate opportunity to provide in-service training for 2-3 graduate students from the two universities	2-3 graduate students are providing and strengthening PRIME/WEST by providing in-service contributions on a specific technical aspect of the project.	PRIME Staff, Lecturers and student supervisors both in the field and at both universities	1st Q '05 Up to 6 Months
1.2	Kachwenkano Agriculture Research and Development Centre	<i>"Best Practice" Techniques of Temperate fruit and Coffee Production</i>	Identification of good tree germplasm, nursery establishment and preparation, pest control, plantation establishment and management, harvesting and post-harvest handling	Technical staff at Kachwenkano are much more knowledgeable about "best practice" techniques in temperate fruit and coffee production	ICRAF	2nd Q '05 Three one to two week modules taught over a six-month period,

PIR	Audience	Training Activity	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
1.2	Kachwenkano Agriculture Research and Development Centre	<i>At least 2 sub sector Technology Packs designed and developed with Kachwenkano</i>	Seek out the most appropriate technologies for farming temperate fruits and coffee and create technology packs for dissemination within the region	To utilize the skills and talent base found in the Research and Development Center to provide training to PRIME's Producer Organization in the target districts in the temperate fruits and coffee sub sectors.	Two Technicians, the IEC Team Leader and a Communications Expert	1stQ '05 2 months
2.1	Stockists	<i>Product Supply, Marketing and Record Keeping</i>	The importance of Marketing a product? Maintaining product value <i>work</i> : in transit, Demand and Supply, monitoring the demand side, Basic Marketing skills, Record keeping	Stockists are able to meet the input needs on the demand side in a timely manner	DCAA, Tropical Consult	1st Q , '05 3-day Workshop

APPENDIX C

INTERNAL TRAINING PLAN

Audience	Training Activity and Participants	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
PRIME/West Team	Team Building Workshop	Team building skills: achieving synergy, working as a team etc	PRIME/West team understands and practices team spirit in their roles on the project	TRG	3rd Q, 04 And 3Q, '05
Prime/West Team	Workshop on Understanding the Framework of the Training Plan	Provide a workshop on broad overview of training plan for the contract	PRIME/West team understands how training plan fits into larger contract vehicle	IEC Team (Training Co-coordinator)	2nd Q, 04
PRIME/West District Field Co-coordinators	Facilitation and Presentation Skills Workshop	Facilitation skills, Delivery/Presentation skills	PRIME/West district co-coordinators	TRG	3rd Q, '04
PRIME/West District Co-coordinators	Basic Computer Skills Workshop	MS Word, MS Excel	PRIME West district representative staff are conversant in using word processing and data management programs in order to operate more efficiently from their field bases,	IEC Team	2nd Q '04

Audience	Training Activity and Participants	Content	Output/Result of Training	Training Provider(s)	Timing & Duration
PRIME/West Team Leaders and Enterprise Team	Database Management Skills	MS Access	PRIME/ West Team leader and enterprise team staff can manage information related to their field of specialization	IEC Team	2nd Q, '04
PRIME/West Staff	Gender and HIV Training	Awareness Raising and Working Environment	PRIME/West staff are more knowledgeable about gender and HIV-related issues and implications for PRIME/West	Makerere University Faculty of Women and Gender Studies	3rd Q '04

