



# THE PARISH DEVELOPMENT MODEL

**NURTURING WEALTH CREATION:  
A PRACTICAL GUIDE TO  
EMPOWERING PDM BENEFICIARIES  
THROUGH COMMUNITY-BASED  
FACILITATORS AND PRACTICAL  
TRAINING CENTERS**



ENTERPRISE UGANDA  
*Promoting Enterprise Growth and Livelihoods*



UGANDA  
DEVELOPMENT  
FORUM  
*Fostering Development*



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## List of Abbreviations and Acronyms

AO	Accounting Officer
BDS	Business Development Services
CBF	Community-Based Facilitator
CSIA	Community Savings for Investment in Agribusiness
DISO	District Internal Security Officer
DLG	District Local Government
DPs	Development Partners
DTPC	District Technical Planning Committee
FFS	Farmer Field School
FPP	Focal Point Person
FY	Financial Year
GMCs	Grievance Management Committees
GOU	Government of Uganda
HH	Household
LCs	Local Council
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoLGSD	Ministry of Labor, Gender and Social Development
NGOs	Non-Governmental
PDM	Parish Development Model
PDMIS	Parish Development Management Information System
PDMIS-FIS	Parish Development Management Information System/Financial Inclusion System
PDPs	Parish Development Plans
PRF	Parish Revolving Fund
PTC	Practical Training Centre
RDC	Resident District Commissioner
SACCO	Saving and Credit Co-operative Organizations
SPEAR	State of the Parish Economy and Assets Register

## I. Introduction

As a primarily agricultural nation, farming is the most accessible road to financial stability for many Ugandans. This guide provides a step-by-step process on nurturing wealth creation in communities using financial inclusion; the third pillar of the Parish Development Model (PDM). The main goal of PDM Pillar 3 is to provide targeted subsistence households with access to capital and other financial services, which enables them to invest in carefully selected and highly profitable agricultural enterprises to transition into, and remain in, the monetary economy.

The full implementation of the PDM Financial Inclusion Pillar encompasses six key components: (i) community organization through establishment as well as strengthening enterprise groups and PDM SACCOs, (ii) provision of Business Development Services (BDS) and Financial Literacy, (iii) access to affordable loans, (iv) establishment of Integrated Funds Management Systems, (v) promotion of agricultural insurance and savings, and (vi) creation of market linkages via e-marketplace matchmaking and collaboration with value chain leaders.

The Business Development Services (BDS) component of the PDM Financial Inclusion Pillar is designed to equip PDM beneficiaries, their Enterprise Groups and PDM SACCOs to access tailored technical assistance, which includes financial literacy, business development services, and extension services.

Capital has been provided under the Parish Revolving Fund and the focus of the BDS component of PDM Pillar 3 implementation is now to ensure that this capital is effectively and successfully invested to create wealth in the beneficiary households. To facilitate this goal, the Pillar will utilize Community Based Facilitators and Practical Training Centers to deliver essential Business Development and Extension Services to PDM beneficiaries.

This guide serves as a resource for Local Government Staff and PDM SACCOs, for facilitating the effective implementation of the Community Based Facilitator (CBF) and Practical Training Centre (PTC) concepts. The Guide should be used in conjunction with the PDM Guidelines, Circulars and the other training tools used under the various wealth creation initiatives of State and Non-State Actors.



## **1.1 What is a Community-Based Facilitator (CBF) under the PDM?**

Community-Based Facilitator (CBF) is a title given to an individual who is trained to support the delivery of demand-driven services to PDM beneficiaries in a given parish. These services include Business Development Services, Extension, access to certified inputs, other production services (such as planting, weeding or spraying, etc.), financial services, digital services (e.g. on PDMIS and mobile wallets), post-harvest handling and market access.

For the start, each PDM SACCO should be supported to have at least two (2) Community-Based Facilitators (preferably youths). CBFs will be profiled on the PDMIS-FIS and supervised by LG staff at the sub-county and parish levels.

## **1.2 What is a PDM Practical Training Centre (PTC)?**

Established by the PDM SACCO, the PDM Practical Training Centre (PTC) serves as a vital resource for providing hands-on training, extension, business development services (BDS), financial literacy and other advisory services within the parish/ward, necessary to: -

- a. Prepare PDM beneficiaries and other interested community members (who have their money) to successfully access loans and/or invest in a carefully selected enterprise.
- b. After accessing the loan and/or investing the funds, hand-hold PDM beneficiaries and other interested community members on their journey to successful socio-economic transformation through these investments.

Hosted by a model farmer or any other site that is selected by the PDM SACCO within the parish/ward, the PTC adopts the following principles of the **Farmer Field School** concept and other tested models, which have been utilized by agricultural extension teams in Uganda over the years. The key principles of the PTC include:

- a. **Participatory learning using the Participatory Rural Appraisal tools (like wealth ranking, and pairwise ranking):** Through hands-on experiences, observation, and experimentation, participants learn to enhance their understanding of effective and best farming or business practices. Field conditions define most of the curriculum and participants combine their local knowledge with new information to make logical and appropriate decisions about how to manage their enterprises and livelihoods better.

**b. Experiential learning:**



**Figure 1: Farmers take part in hands-on experiential learning on-site.**



**Figure 2: Farmers applying their new skills.**

Here, learning is through direct experience and reflection to increase knowledge, develop skills, and clarity of values, of the farmers for whatever they experience on their farms daily. Learning is by active participation and takes place in the field, where participants can see and interact with different practices that enable them to witness diverse farming and business techniques in their natural environment. Through this approach, real field problems are observed and analyzed right from the identification and sourcing of inputs to establishing and running the selected enterprise(s).

**Experiential learning is driven by the Agro Ecological Systems Analysis tool (AESA).** AESA is practiced by all PTC members through all stages of the PTC cycle. It involves observation, analysis, and presentation for synthesis and discussion. This activity enhances the participants' analytical and presentation skills. It also contributes to improving knowledge-based decision making in addition to their communication capabilities.

- c. Collaboration:** Participants, extension workers, and other stakeholders work together to collectively identify challenges, devise solutions, and exchange valuable insights on them. This leads to a stronger and more supportive business community in the parish.
- d. Continuous Learning:** The training programs typically run for an entire season, allowing participants to learn continuously and adapt their practices in response to changing



circumstances that affect the enterprises within the parish. However, community members will meet regularly to study the “how and why” of their topic. This season-long commitment ensures that the training remains relevant and comprehensive to the participants' immediate needs.

- e. **Facilitation, not teaching:** The role of the facilitator is crucial for successful learning and empowerment because the PTC does not focus on teaching but on guiding the members through the learning process. The facilitator simply stimulates the members to think, observe, analyze and discover answers by themselves.
- f. **The farmer as an expert:** The PTC approach recognizes community members as the experts within their particular contexts, and considers indigenous and local knowledge as an important source of information to be used within the PTC learning process. Through the PTC approach, members learn how to improve their own abilities to observe and analyze problems, and to develop practical and relevant solutions.
- g. **Equity and no hierarchy:** The PTC is designed for all to participate on equal basis. The PTC supports no hierarchy between farmers and facilitators, group leaders, and the educated and non-educated—all are equal partners in the PTC learning experience.
- h. **Integrated and learner-defined curriculum:** The PTC curriculum is defined by the learners in a participatory manner. The basic principle for any PTC is that all topics must be related to what is important to the group members and aim to fill their particular gaps in skills and knowledge.
- i. **Special Topics:** The focus of special topics is decided upon by the group and plays a central role in the practical training. Special topics can cover a wide range of items and can be multisectoral. It can also form part of the PTC curriculum and learning experiments. Selection is participatory, addresses wider livelihood issues, and facilitators can be external.
- j. **Team building and social animation:** Aspects of team building, group dynamics, and social animation are important components of learning sessions. This can be achieved through songs, dance, and drama, where people share knowledge and culture, build cohesion, and learn communication and leadership skills.
- k. **Participatory monitoring and evaluation:** While preparing the PTC curriculum, participants develop a plan for monitoring and evaluating the process to later assess whether or not they are achieving the agreed objectives.
- l. **Regular group meetings:** Farmers meet at agreed regular intervals. For annual crops, such meetings may convene every one or two weeks during the cropping season. For

other farm/forestry management practices, the time interval between meetings would depend on what specific activities need to be done, or be related to the critical periods of the year when there are key issues to observe and discuss in the field.

- m. Learning materials are learner-generated:** Farmers generate their own learning materials from drawings of what they observe, to the field trials themselves. These materials are always consistent with local conditions, are less expensive to develop, are controlled by the learners, and can thus be discussed by the learners with others.

Conclusively, all the above components and principles aim at creating an enabling learning environment for farmers to be empowered to master and apply specific skills to implement their own decisions in their fields.

The CBF acts as a Contact Point for all PDM beneficiaries and partners from the private and public sectors while the Parish Chief/Town Agent (or ward administrator) coordinates the various public sector subject matter experts from the sub-county/town council/division to provide technical training at the PTC. The parish chief/town agent shall also be responsible for the monthly reporting of the activities at the PTC through the PDMIS. The public sector subject matter experts will be reinforced by the private sector and other technical specialists regarded as Non-State Actors under the National Agricultural Extension System.

### 1.3 Experiential Learning in a PDM Practical Training Centre

Experiential learning is fundamental to the PTC approach. The basic assumption of experiential learning theory is that learning is always rooted in prior experience. Any attempt to promote new learning must take previous experiences into account.



**Figure 3: Coffee farmer in Kyotera explaining how to harvest ripe coffee.**



**Figure 4: Pig farmer explaining how to manage cleanliness.**

It is also widely accepted that people learn best by doing. The Chinese have a proverb;

***“Tell me, and I forget. Show me, and I remember. Involve me, and I understand.”***

Modern science supports this ancient wisdom. Studies of the brain and memory show that the average human brain can retain only about 20% of the information it receives through hearing alone. If we can hear AND see the information, brain retention doubles to 40%. If we hear, see AND actively engage with the information in a meaningful way, our ability to remember doubles again to around 80%.

A scientist named Kolb, who is an expert in experiential learning, created a model to illustrate how experiential learning works. The model, called Kolb’s Learning Cycle, is used all over the world, from primary classrooms to engineering schools in universities. Kolb’s model, shown below, has also influenced the PTC approach.

1. **Concrete Experience** (doing/having an experience)
2. **Reflective Observation** (reviewing/reflecting on the experience)
3. **Abstract Conceptualization** (concluding/learning from the experience)
4. **Active Experience** (planning/trying out what you have learned)

**These two ideas**—that new learning must be built upon past experiences and that we learn better when we are actively involved in the learning process—along with Kolb’s Learning Cycle, form the foundation for the PTC learning approach.

**How the experiential learning model delivers the knowledge, skills, and experiences to the farmers:**

- a. Builds the new learning on the past experiences of the farmers. Past experiences must be the foundation that guide the formation of the new ideas.
- b. Ensures active involvement of all in the learning process.

Therefore, experiential learning model translates into five core principles of the PTC as illustrated here below;



- 1) Farmers decide what to study in the PTC not the facilitator/extension worker.
  - a. Why? It ensures that information is relevant & tailored to the local needs of the farmers.
  - b. What is Our Role as facilitators? The facilitator's job is to guide the farmers through their learning process by creating hands-on exercises, highlighting new knowledge and skills, and correcting misinformation.
  - c. Why hands-on exercises? To give farmers new experiences to help them make better decisions about farming practices.
- 2) Learning **MUST** be in the field of 0.5-1 acre, **NOT** a community hall/ TC/prayer ground.  
Why? The study field is necessary so as to facilitate hands-on group learning.
- 3) Study is done in mini-groups. A typical PTC **MUST** consist of 30-50 participants with common interests. Work takes place in mini groups of 10 participants to enhance the experiential learning process.  
Why? It allows members to actively participate in;
  - i. field observations,
  - ii. analysis,
  - iii. discussions, and
  - iv. decision-making.
- 4) The facilitator is a guide, **NOT** a trainer.
  - a. Why? Because farmers have a wealth of experience and knowledge which can be enhanced by providing them with a basic understanding of the agricultural and environmental dynamics in their fields. Facilitators should listen carefully and build on local knowledge rather than imposing their own ideas and opinions
  - b. Therefore; Facilitators;
    - i. guide the discussion,
    - ii. clarify concepts,
    - iii. fill in missing information, and
    - iv. provide a synthesis of outcomes.
- 5) Farmers are exposed to the underlying basic science.

- a. The PTC\_approach is particularly adapted to field learning activities that require;
    - i. specific practical hands-on skills,
    - ii. management skills, and
    - iii. conceptual understanding skills.
  - b. Therefore, in all the learning processes, the facilitator endeavors to bring out the underlying basic science.
  - c. The facilitators;
    - i. explain the “why” and “how” for every action,
    - ii. point out cause and effect relationships,
- 6) Thus, under the Experiential learning model;
- a. Let the farmers share/demonstrate how they have been doing it **practically**.
  - b. Farmers **must** analyze each technology through experiments.
  - c. Farmers **must** observe/see it practically
  - d. Let them own it by doing it **practically** through the small groups of 10 to 15 people.
  - e. Farmers **must** be the drivers of the “vehicle” **not** the technical staff.
  - f. Farmers **must** be active participants.
  - g. Farmers must decide the course of action to take, take it **practically** and then reflect on it (evaluate it.)
  - h. Let farmers **mentor** themselves
  - i. Let practitioners identify a winning **team** at each level to take lead in ensuring success of the PTCs.

Therefore, the experiential learning model under the PTC provides the participating farmers the key elements of hands-on learning including; Concrete experience, reflective observation, abstract conceptualization, and active experimentation, all which are critical in cementing their level of knowledge and understanding of their day-to-day farming activities.

The model enables them to build strong teams, make effective decisions and empowers them with the basic knowledge they need to effectively manage their farm affairs. It is therefore the ideal vehicle for the delivery of the desired knowledge and skills to the farmers under the PTC approach and has been adopted herewith in this CBF-PTC Guide.

## 2. Using the Community-Based Facilitator Approach

The basic principle of the PDM is a community-driven approach to development. To achieve this, it is essential to utilize all available competencies within the communities to drive them to the desired level of development. This may require tapping into the available technical knowledge base in these communities, as well as the knowledge base among other individuals in the various communities through the Community-Based Facilitator (CBF) Approach. As such, the CBF model should help build social capital, foster community cohesion, and promote social inclusion within the parish.



**Figure 5: A learning session guided by a Community-Based Facilitator.**

### 2.1 Aims and Objectives of using the CBF model in the PDM implementation strategy

Incorporation of the CBF into the PTC model is designed to empower PDM beneficiaries by providing essential knowledge and skills for effective enterprise as well as financial management. The ultimate goal is to lead these beneficiaries towards achieving financial success.

#### 2.1.1 Objectives of employing the CBFs and the PTC models

- a) Facilitate the delivery of demand-driven business development and extension services to PDM beneficiary households,



- b) Empower community members to take ownership of their development, build their capacity, and develop their leadership skills,
- c) Provide community members with accurate information and connect them to essential services, such as healthcare, education, and social support, and
- d) Build trust and foster relationships between community members, organizations, and local authorities.

## 2.2 Selecting the Community-Based Facilitators

The activities of the PDM SACCO will be managed by a maximum of two (2) CBFs per parish. The CBFs are selected by the PDM SACCO based on the recommendations of member enterprise groups. The Extension staff shall provide technical guidance to the Enterprise Groups on the selection of an individual who can act as a community-based facilitator in the parish. The PDM SACCO board, supported by the Extension staff and the Parish chief, shall meet to select the best 2 individuals from their parish (preferably youths, and one should be a woman).

The CBFs should be strategically selected both in location and skills for synergistic support for each other in the activities of the SACCO.

The selection process shall be witnessed by the OWC Constituency Coordinator, GISO, CDO, and PDC members, who will also mobilize the Enterprise Group members to participate in the selection process. The successful candidate shall meet the attributes and competence requirements as highlighted below:

## 2.3 Attributes and Requirements of the CBF

A suitable CBF should have the following characteristics:

- i. A resident of the parish where the PDM SACCO is located.
- ii. A person with demonstrable success in agriculture or related value chains or businesses.
- iii. A member of one of the PDM Enterprise Group that is registered or subscribed with the PDM SACCO, but **not necessarily in the subsistence economy**. ***Note: In case the person nominated by the PDM SACCO is not a member of an Enterprise Group, he/she shall be encouraged to join one.***
- iv. Should not be a member of the board, management committee, supervisory committee, and any other sub-committees in order to avoid conflict of interest.

- v. A trust-worthy person of good conduct and acceptable morals in the community.
- vi. A member of the community selected by the PDM SACCO to serve in that capacity as CBF.
- vii. A hard working and dedicated person; progressively registering increased production and productivity.
- viii. Physically able to meet the roles of the CBF already outlined.
- ix. Willing to work voluntarily for the sake and benefits of the community: He/she should demonstrate passion for work towards community development.
- x. A person willing to work with all the farmers in the entire parish without any discrimination.

## **2.4 Qualifications and Key Competencies of the CBF**

While no specific academic qualifications are required, the CBF should possess the following competencies: -

- a) Able to mobilize and inspire others in a group or community setting to participate in development activities.
- b) Able to read and write.
- c) Must be practicing at least one of the priority enterprises for the parish.

For the avoidance of doubt, the CBFs will be trained by local government staff both at the lower and higher local government levels. Additional technical support comes from local cooperative societies, banks, farmer organizations, companies, civil society organizations, and other stakeholders involved in the prioritized agricultural value chains under the PDM. This integrated approach ensures culturally sensitive interventions that are relevant to community needs.

## **2.4 Roles and Responsibilities of Community-Based Facilitators**

Under the supervision of the PDM SACCO board and guidance of the Sub-County/Town Council/Division technical staff, the CBF is expected to facilitate and co-ordinate the effective delivery of all necessary business development and extension services to the PDM beneficiaries in the parish. In particular, the CBFs will;

- a) Mobilize PDM beneficiaries in the parish to increase production of key commodities.
- b) Work with the Enterprise Groups to establish community bulking centers and ensure PDM beneficiaries aggregate their produce at these centers.

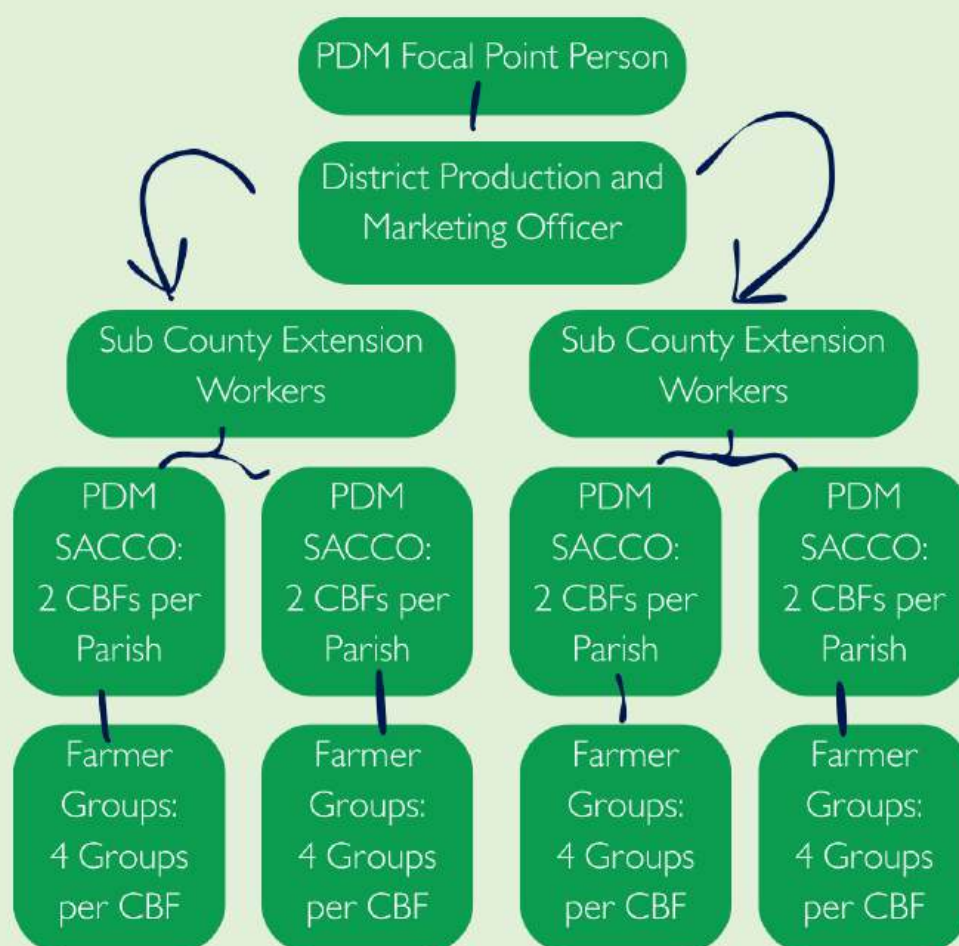
- c) Support and facilitate the PDM beneficiaries in accessing market information and better markets.
- d) Collect household and community production data, e.g. farm enterprise production plans, farm needs and output, etc.
- e) Follow up on PDM beneficiaries' progress and practices to ensure increased production and assure quality of produce by the members.
- f) Conduct basic training of the PDM beneficiaries especially profitability analysis (*ekibaro*), marketing, value addition, post-harvest management, financial literacy, digital services (e.g. PDMIS-FIS and WENDI), both pre and post-investment of the PRF loans.
- g) Support PDM beneficiaries to access appropriate agro-inputs, credit (either by PDM SACCOs, banks or any other), insurance services, etc.
- h) Provide production services such as spraying, planting, harvesting, threshing, etc.
- i) Attend any trainings relevant to their work in person.
- j) Support the management of the operations of the PDM SACCO until such a time when the SACCO can recruit full-time staff to run its activities.



### 3. Operationalization of Production and Marketing Functions of the PDM SACCO using the CBF model

Administratively, the CBFs will be reporting to the PDM SACCO Board and technically supported by the existing government structures at the sub-county and district levels. Additional technical support for the CBFs will come from local area cooperative societies, banks, farmer organizations, companies, civil society organizations, and other stakeholders involved in the prioritized agricultural value chain.

#### 3.1 Operationalization of the CBF Structure in the DLG



### **3.2 Role of the Focal Point Person in the implementation of the CBF Model**

The PDM Focal Point Person (FPP) will technically report to the Accounting Officer (AO) on all matters concerning the operations of the CBF in the communities. The focal person will play a co-ordination role in the implementation of the CBF model and ensure that there is value delivered in the operations of the model. The CBF will be required to deliver all the services required by PDM beneficiaries of PDM SACCOs.

### **3.3 The Quartet Role of the CBF in the PDM SACCO**

#### **3.3.1 Advisory services to the PDM SACCO**

##### **(a) Introduction**

The PDM beneficiaries will gain access to business development and extension services through certified service providers. At the parish level, Community-Based Facilitators (CBFs) will assist PDM SACCOs in operationalizing their production and marketing functions. The delivery of advisory services to the PDM beneficiaries will help them to improve their agricultural and business practices, access new markets, promote sustainable practices and reduce losses among other benefits.

The CBFs will also enable PDM beneficiary household to effectively and efficiently implement their enterprises so that they can thrive, grow and pay back the loans on time.

##### **(b) The Practical Training Centre (PTC)**

The Practical Training Centre (PTC) approach shall be used by the CBF as one of the channels for the delivery of advisory services to all PDM beneficiaries in the parish. Formalization of the PTCs in the parishes shall follow the steps outlined here below:

- i. Conduct a preliminary community meeting for awareness creation on the need to establish the PTC in the parish. Here, the main questions regarding the PTC will be answered by the facilitators for the parishioners to understand and appreciate the need for the establishment of the PTC in their parish.
- ii. Identification of the location/site for the PTC. This will be done through conducting a transect walk or agreed upon through consensus by the members.
- iii. Formally register members or participants of the PTC. Establish a formal PTC register to capture daily attendance of the PTC. Also, open and maintain a visitor's book at the residence of the PTC host farmer/entrepreneur to keep a record of individuals that visit the PTC.

- iv. Putting in place the PTC leadership structure. This shall consist of the CBF who acts as the PTC Coordinator, Secretary, Time keeper, Trainer, Treasurer, Secretary for discipline, PTC Mobilizer and PTC Counselor.
- v. Carrying out a participatory capacity needs assessment to establish the major and common interests of the registered PTC members. These may be beyond farming and go into other aspects of life including health, education, gender etc. This shall therefore require expertise from other disciplines such as health, education, gender, and community Development, among others.
- vi. Identify key capacity needs which must be addressed for the members under any given enterprise selected in the parish. These are enterprise-specific needs aimed at increasing production and productivity of the enterprises for increased household incomes.
- vii. Set goals and objectives of the PTC. This facilitates evaluation of the PTC members at the graduation day of the PTC.
- viii. Agree on the timing and frequency of the PTC meetings. Develop and share with the members of the PTC a Training schedule or Time Table. The training schedule is also displayed on notice boards and other public places for the members of the PTC to follow the activities of the PTC.
- ix. Organize the official launch of the PTC. Ensure that leaders at different levels including district and LLG take part. These may include political leaders (MPs, LCV, LCIII), renown government officers (RDC, CAO, DPOs, PDM Focal Point Officers), etc
- x. PTCs trainings kick off enterprise cost benefit and profitability analysis also commonly known in the PDM as “Ekibaro”.
- xi. Then, the hands-on sessions follow in line with the PTC planned and agreed on items in the training schedule (Time Table), **using the experiential learning model**. However, in case of any emergent issue such as an attack of the demonstration garden by invasive pests, sorting it supersedes the items on the training schedule and is given first priority.
- xii. After **2-3** months, carry out joint regular assessments of the progress of the PTC and individual participants, gather feedback and address all emerging issues in the PTC.
- xiii. Continuously document new ideas or innovations and disseminate them to stakeholders for improvement of the PTC concept.
- xiv. Participatory evaluation of beneficiaries and issuing of certificates.

**Note:** As a need to promote harmony and strengthen the PTC, the members shall be encouraged to undertake the following good practices as routine operations of the PTC;

- i. After three months of PTC establishment, rotate venue for the routine meetings of the PTC among the group members. This creates a sense of responsibility in every member of the group for the PTC.
- ii. If there is produce realized from the Practical Training Centre activities, rationally share it among the members of the PTC. This spreads the benefit of the PTC to all members, hence shared benefits.
- iii. If the PTC receives inputs to support its activities, rationally use them to establish and maintain the group garden, but also distribute some among members to establish similar gardens at their households.
- iv. Conduct on-spot and /or farm visits to members' households (CBF or Extension staff) before the sessions of the day. This keeps the coordinator and technical staff abreast of the status of each member towards the objectives of the PTC.

### **(c) Enterprise demonstrations**

Establishing and managing demonstration sites in the parishes to demonstrate on the various practices and technologies for the key enterprises of the district shall be part of the extension services delivery approach by the CBF. The following will be undertaken to actualize enterprise demonstrations:

- i. Identify and document the problem related to the enterprises of choice.
- ii. Identify and avail materials for establishing demonstration sites and the required demonstrable practices for the selected enterprise.
- iii. Carry out suitable site selection, taking into account issues of ownership and size.
- iv. Ensure that the demonstration site is labelled for better visibility.
- v. Ensure stakeholder participation (farmers, local leaders, partners, etc) at all levels of the PTC activities across the entire period of the school.
- vi. Documentation of achievements, successes and lessons learnt for dissemination and scaling up of the practices and technologies in the community.
- vii. Carry out participatory evaluation and dissemination of the results.

**Note:** *The tool required to operationalize the advisory services under this guide is provided in Annex I.*



### **3.3.2 Roles of the CBF in the inputs supply chain to the PRFs beneficiaries in the PDM SACCO**

#### **(a) Introduction**

There is need to facilitate access to quality inputs to the PDM beneficiaries in a timely and reliable manner to improve productivity and production levels for improved household food security and incomes. The CBF is key in realization of this role by linking the PDM SACCOs with the certified inputs dealers. This shall be achieved through the following;

#### **(b) Access to the required inputs**

The CBF shall facilitate linkages with various certified actors to ease and improve access to appropriate inputs by the PDM beneficiaries by doing the following;

- i. Conduct enterprise needs assessment for the members in the PDM SACCO.
- ii. Establish the number of EGs, PDM beneficiaries, estimated acreage and requirement for the selected enterprise inputs.
- iii. Aggregate the demands for the inputs and submit it to potential certified suppliers at least one (1) month before the beginning of the season/rains.
- iv. Updating the PDMIS to capture accurate market information for certified suppliers of inputs within or nearest the parish in the context of the PDM SACCOs.
- v. Anticipate and disseminate information on time and point of delivery of the required inputs within the proximity of the beneficiary members.
- vi. Document and report about the inputs' distribution processes.

#### **(c) Adherence to the inputs identified in the business plans for funding**

The PDM beneficiaries' business plans spell out the required inputs for the enterprise development process. Some of these inputs are those whose cost must be met by the PRF. In case of any changes in the required inputs away from those highlighted in the business plan, the extension worker should provide guidance on the proposed changes. To ensure compliance to the business plan, the following will be done:

- a) Conduct continuous awareness of the PDM beneficiaries on adhering to the business plans.
- b) Conduct follow up visits to assess need and readiness.
- c) Conduct follow up visits to all PDM beneficiaries to assess their adherence to input categories indicated in the business plans.

- d) Conduct follow up visits on performance of the HH enterprises.
- e) Receive and document alerts on any disaster related issues in the location, e.g. hailstorms, windstorms, injuries, floods, etc. which have affected the enterprise.
- f) Compile Reports and make follow-ups on the progress being registered by the beneficiaries.

#### **(d) Timeliness of delivery of supplies and planting dates**

The timing in the delivery of the inputs is very critical for the farmer. Inputs should be delivered at least one (1) month before the rains begin. To achieve this, there is need to:

- a) Estimate the time of planting, set limits for planting, and deliver inputs timely,
- b) Estimate flowering dates for perennial enterprises for pest and disease control,
- c) Estimate likely occurrence and management of crop/livestock disease incidences,
- d) Create awareness on the potential pest and disease outbreaks and control, and
- e) Strengthen community role in pests and disease management and control.

**Note:** *The tool required to operationalize the inputs' supplies chain to the PRFs beneficiaries under this guide is provided in Annex 2.*

### **3.3.3 Roles of the CBF in the harvesting, aggregation, and postharvest management for the PRFs beneficiaries in the PDM SACCO.**

#### **(a) Introduction**

Timely harvesting, aggregation and use of appropriate post-harvest management practices are very important ensuring quality of produce and other supplies PDM beneficiaries and groups deliver to the market. This can be realized by ensuring the following;

#### **Provision of materials for harvesting, aggregation and post-harvest handling (PHH)**

A number of materials and equipment will be required to undertake proper harvesting, aggregation, and post-harvest handling of crop or livestock produce. The following will be key:

- a) Production data assessment and capture for use in decision making for harvesting aggregation and PHH.
- b) Number of EGs, farmers and estimated production output per selected enterprise or commodity.
- c) Timely and proper harvesting of produce for the various commodities.

- d) Source of the required materials or equipment for use in harvesting, aggregation and PHH activities. These could be sourced from the service providers who should preferably be got from within the localities.
- e) Appropriate time and point of delivery of identified inputs (materials and equipment).
- f) Aggregation of demands and submission of need of the materials to the off-takers one month before harvesting.
- g) Documentation and reporting of the materials distribution processes and aggregation of the produce.
- h) Identification and mapping out of the aggregation/bulking centers at designated points, etc.

**(c) Proper storage of produce**

The produce should be aggregated and stored properly in convenient storage facilities to comply with the necessary market quality standards.

In so doing, the following will be promoted among PDM beneficiaries in the parish/community:

- a) Promotion of PHH technology adoption by farmers e.g. construction of local and modern cribs, etc. be promoted among PDM beneficiaries in the parish/community;
- b) Promotion of knowledge and skills on storage materials like hematic bags and PHH.
- c) Promotion of hygiene and sanitation in housing and storage facilities.
- d) Promotion of fumigation activities for housing and storage facilities.
- e) Record keeping at housing and storage facilities.

**Note:** The tool required to operationalize harvesting, aggregation and postharvest management for the PRFs beneficiaries under this guide is provided as Annex 3.

**3.3.4 The role of the CBF in market access and linkages with the off-takers for the beneficiaries in the PDM SACCO in the parish**

**(a) Introduction**

Market access for the PDM beneficiaries is crucial in the value chain. The CBFs will support PDM beneficiaries to access and manage profitable PDM enterprises and access markets through the marketing function of the PDM SACCOs. Given the above, the CBF will provide market linkage services to PDM beneficiaries.

**To achieve the above, the following will be put in place:**

- a) Continuous market information access and provision to PDM beneficiaries in the parish on the selected commodities.
- b) Effective dissemination system for quality requirements and standards of the various commodities which will be traded with the buyers.
- c) A mechanism of gathering commodity prices for the selected commodities and update the market information system of the PDM SACCO. This shall then be shared with the relevant stakeholders including the PDM SACCOs leadership and the beneficiaries.
- d) A mechanism of gathering and sharing information on the expected quantities of produce for the various selected commodities in the PDM SACCOs.
- e) Estimating the effective demand for the various selected commodities and identifying potential buyers for them.
- f) A mechanism of working with the Production and marketing committees, negotiate with the off-takers the suitable and final commodity prices' offer for the PDM SACCOs and the beneficiaries.
- g) A mechanism of collecting data and information regularly on the potential buyers or off-takers per commodity/enterprise.
- h) A mechanism of dissemination of the relevant information on the agreed upon timeliness for the off-takers to access or pick the produce.

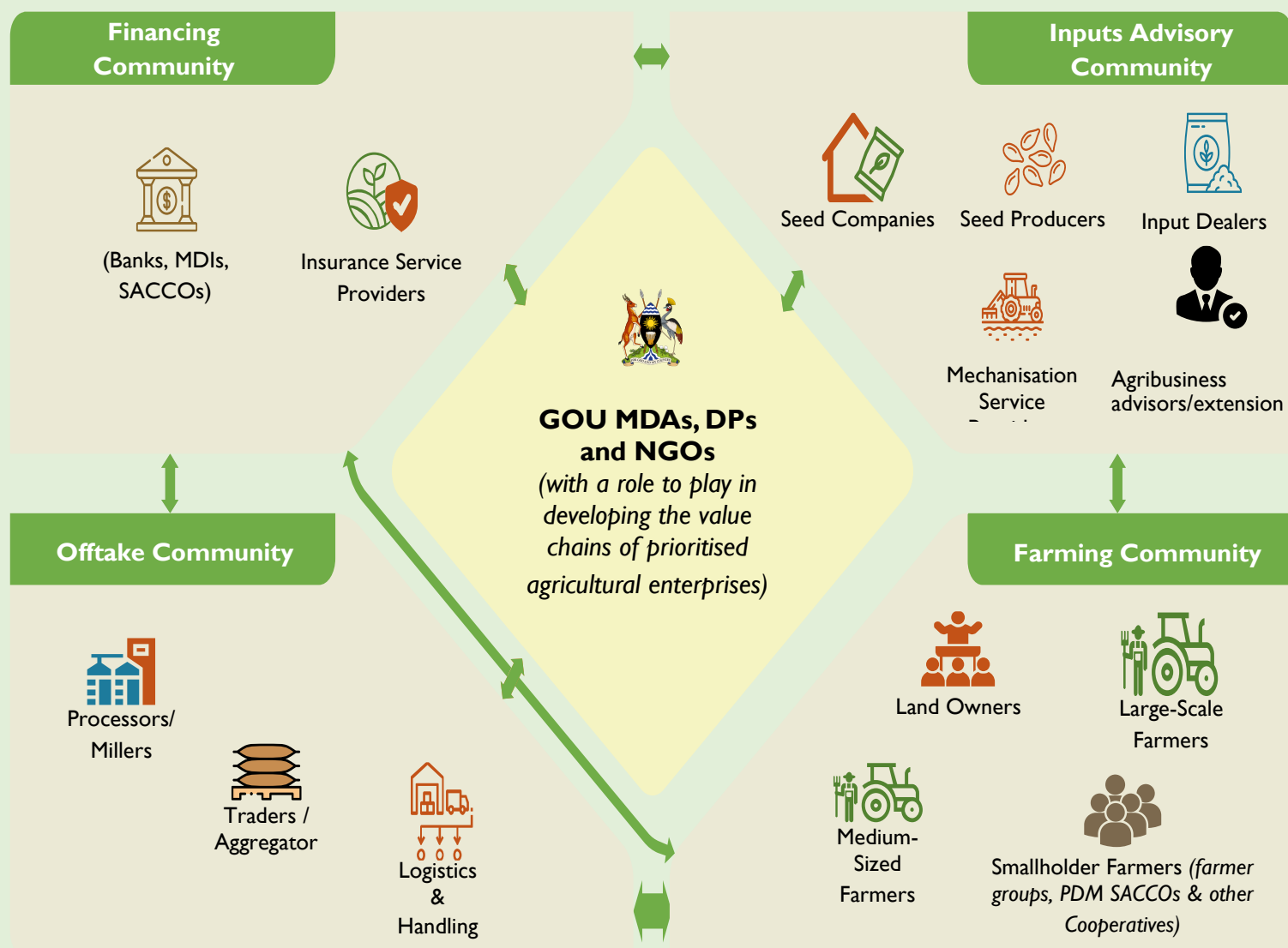
### 3.3.5 The role of the CBF in facilitating access to rural financial services to the community

The CBF will facilitate the delivery of financial services to the community. The CBF will promote the savings for investment (SFI) culture among the members of the PDM SACCOs and community to facilitate economic growth and transformation.

**Note:** *The tool required to operationalize market access and linkages with the off-takers for the beneficiaries in the PDM SACCO under this guide is provided as Annex 4.*

The CBF should therefore facilitate/catalyze end-to-end Enterprise Value Chain Development (from seed to table) in the parish using an ecosystem approach that brings state and non-state actors under one network.

## Illustration of the Agricultural Enterprise Value Chain





## **4. Reporting, Remuneration and Mode of Payment of the CBF for All Services Offered**

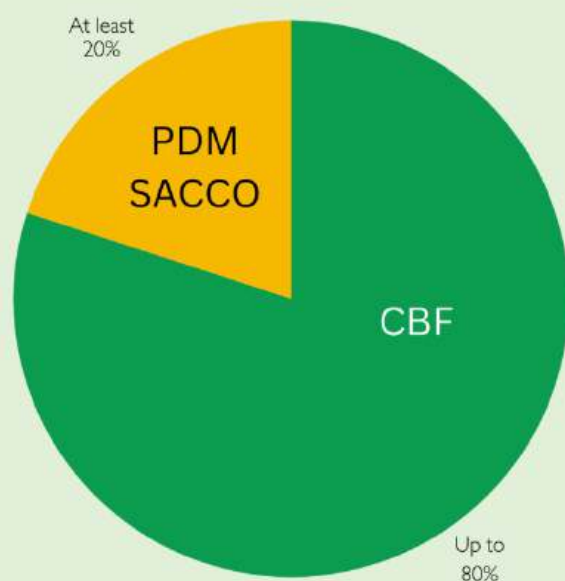
### **4.1 Reporting by the CBF**

With assistance from sub-county extension staff, the CBF shall provide reports to the PDM SACCO leadership on the support provided, utilizing specific formats that are aligned with production and marketing targets for various commodities in the parish. Reports will be generated on a monthly, quarterly, semi-annual, and annual basis. These reports will be submitted by the CBF for review during regular meetings of the PDM SACCO leadership, as stipulated in the SACCO Bye-Laws.

### **4.2 Benefits accruing to the CBF and the PDM SACCO**

The CBF model is designed to enhance the role of public extension workers by integrating community-based facilitators (CBFs) who live within, and familiar the communities they serve. Unlike government employees, CBFs will be compensated through payments from PDM SACCOs, which will include both financial and non-financial incentives. Financially, CBFs will receive up to 80% of the service fees charged to third parties by the PDM SACCO, while at least 20% will be retained by the SACCO to ensure the provision of essential services to its members. Such fees include Wendi agency fees, sale of inputs by the PDM SACCO, marketing of agricultural commodities. **Importantly, PDM beneficiaries shall not face any costs for the services rendered by the CBFs.**

### Illustration of the Division of Benefits Accruing to the CBF and the PDM SACCO



To facilitate effective service delivery, a **Field Level Agreement** shall be established between the CBF and the PDM SACCO, ensuring accountability and clarity in roles. The implementation of this agreement will be overseen by the sub-county extension team and district leadership, which will help maintain the integrity and effectiveness of the services provided by the CBFs.

Non-financial incentives that could encourage CBFs to serve will include

- a) Public recognition of the CBFs' contributions,
- b) Opportunities for skill enhancement and professional development,
- c) Increased social status within their communities, and
- d) Personal satisfaction from positively impacting their surroundings.
- e) Additionally, CBFs may receive in-kind benefits such as free agricultural and value addition equipment, storage facilities, fertilizers, seeds, and stocking materials for demonstration purposes.

This should ensure the sustainability as well as long-term impact of the PDM. It should also ensure that interventions are culturally sensitive and relevant to the community's needs.

## **5. Recruitment of the CBF by the PDM SACCOs**

### **5.1 Duration and Process of the Recruitment Exercise for the CBF**

Members of the PDM SACCO and parishioners should be sensitized about the roles of the CBF and the advantages this person brings in ensuring improved services delivery of the PDM SACCO to its members.

### **5.2 Identification of Potential Hard-Working Individuals in the Community to Become CBFs**

The start-up process for the selection of the CBFs will involve the following:

- a) Identification of the hard-working individuals as potential CBFs: This will be obtained from the available or existing list of the community-based facilitators from past programmes and/or any other information about the existence of other model farmers in the parish. This task will be carried out by the sub-county production extension workers using a checklist of the requirements needed for the CBF.
- b) Establishing the willingness to work as CBF: The production extension staff will interact with the identified individual to establish the willingness and zeal for them to work as CBFs.
- c) Verification of the identified individual: The identified individuals will be verified for a number of conditions and requirements (based on the checklist).
- d) List of the potential CBFs: Using the process outlined above, the production extension staff will be able to generate a full list of the potential CBFs in the parish.
- e) Recommendation and submission of the list to the PDM SACCO leadership: The production extension staff will recommend and submit the list of the verified potential CBFs to the leadership of the PDM SACCO for further management.

#### **5.2.1 Shortlisting for the Interviews**

The shortlisting of the candidates for the post of the CBF will be conducted by the sub-county technical team with the PDM SACCO leadership.

#### **5.2.2 Interviews for the CBF**

The interviews for the potential candidates to select the best CBF will be conducted by the sub-county technical team with the PDM SACCO leadership.

### **5.2.3 Appointment of the CBF**

#### **5.2.3.1 Appointment Letter**

The CBF will be appointed by the PDM SACCO leadership or the board with a board resolution. A formal appointment letter for the CBF will be developed on a two-year contract basis, renewable upon successful service delivery for 2-3 times.

#### **5.2.3.2 Sharing Information of the Recruitment Process**

The PDM SACCO leadership will inform the communities or parishioners about the appointment, and in case of any grievances identified at this level, the matter will be referred to the GMC. Relevant information about the appointment of the CBFs will be provided to the key stakeholders, such as the PDCs, SASs, TCs, PDM FP, DPO, and the AGM.

## **6. Performance Appraisal, Monitoring, Supervision and Evaluation of the CBF by the PDM SACCOs**

### **6.1 Monitoring and Supervision**

#### **6.1.1 Monitoring of the Activities of the CBF**

The CBFs will be monitored routinely by the PDM SACCO Board & other committees of the SACCO like the Production Committee; Marketing Committee who will provide reports to the sub-county Production extension workers.

#### **6.1.2 Supervision of the Activities of the CBF**

The CBFs will be supervised routinely by the Production extension workers who will provide technical guidance on the operations of the CBF.

### **6.2 Monitoring and Supervision Guide for the CBF**

A comprehensive guide to appraise and supervise the activities of the CBF will be developed by the PDM Secretariat to support the DLGs to deliver on this function. The CBF will be given specific targets geared towards achievements in the inputs – outputs system tagged to increased volumes of produce that will access lucrative markets. A CBF activity implementation monitoring and evaluation framework shall also be developed to support the process of CBFs output and outcome tracking.

### **6.3 Performance Assessment of the of the CBF**

There shall be a performance assessment committee that will carry out performance assessment of the CBF on a quarterly and/or semi-annual or seasonal basis. The CBF will be assessed based on the agreed outputs and targets which will be outlined in the contract and will provide a basis for the recommendations to renew the contract. The assessment committee will be comprised of the following:

- a) The Production and Marketing Committees of the SACCO
- b) The Production Extension worker(s) and
- c) The Parish Chief/Ward Agent.



## **7. Grievance-Handling Mechanisms in the communities with the CBFs**

### **7.1 Types of Grievances in the Management of the Value Chains with CBFs**

Various types of grievances will be encountered in the communities over the services of the CBFs. These will include:

- a) Unprofessionalism in business and value chain management in the PDM SACCO.
- b) Cheating of PDM beneficiaries on the produce while carrying out marketing with the buyers or exporters.
- c) Conflicts and misunderstandings between members in the groups or co-operatives or PDM SACCO.
- d) Conflicts between the PDM SACCO and other value chain actors

### **7.2 Formation of the Grievance Management Committees**

The existing Grievance Management Committees (GMCs) at Local Council (LC) one (village); three (sub-county) and district levels will be utilized for the management of the grievances. The district will officially communicate to the GMCs at different levels to take up their roles in line with the existing guidelines from the Ministry of Gender, Labor, Gender and Social Development (MoLGSD).

### **7.3 Co-opting Sub- County Production staff on the GMCs**

In any cases where the sub-county Production staff are not provided or included or not a member of the existing GMCs at any levels, he/she shall be co-opted.

### **7.4 Registration of the Grievances**

The grievances will be registered as they are reported and handled at each of the levels. The grievances that are not handled at any level will be escalated to the next level for redress. At the district level, all difficult grievances will be escalated to the Centre (PDM Secretariat).

### **7.5 Meetings for the GMCs**

The GMCs will sit routinely on a quarterly to review upcoming cases and the general performance of the committee. However, the committee will be obliged to sit in emergency meetings and handle all other upcoming cases on a daily, weekly, or monthly basis.

## **7.6 Reporting of the grievances**

The CBF will be required to report on and/or escalate the grievances as soon as they come up in the communities.

## **7.7 Settlement of the Grievances**

### **7.7.1 Timely Settlement of the Grievances**

The GMCs will be charged with the responsibility to timely and effectively resolve all the grievances that arise in the communities in relation to the activities of the CBF.

### **7.7.2 Feedback or Reporting on the Grievances**

The GMC will provide regular feedbacks and reports on the activities of the committee to the aggrieved parties and the parishioners or general community indicating the following:

- i. Results of the dispute or grievance settlement meetings
- ii. Actions taken on the disputes or grievances



**Figure 6: Kisoro farmers in a relaxed state. Harmony is possible when grievances are addressed carefully and on time.**

## **8. Conclusion**

This guide shall be applied for the successful implementation of the CBF model in the context of the PDM strategy to strengthen the PDM SACCOs as the engine for socio-economic transformation and wealth creation in the parish. The guide will be reviewed from time to time to address any emerging issues in the implementation process in the parish.

## **Annexes**

### **Annex I:**

Tools for carrying out advisory services with beneficiary members at the host site of the PTC  
(Which operates using the Farmer Field School Principles)

The process for delivering the advisory services begins with the formation of the PTC for the parish or PDM SACCO. There are different **steps taken for the formation and operationalization of the PTC**

### **Step I: Preliminary community meeting and naming of the PTC**

#### **Participants:**

- a) Parishioners and all the PDM SACCO members.
- b) Representation of all relevant staff in the sub-county or parish level meetings. The RDC, DISO, District OWC Coordinator, Members of the District Technical Planning Committee (DTPC), the Technical Planning Committees at the LLG must be sensitized on the PTC concept emphasizing the fact that the community presents issues that are beyond farming and the farmer that need to be handled in a holistic manner.

#### **Invitations to the PTC meetings.**

These should be prepared early by the Parish Chiefs, on behalf of the PDM SACCO board and sent to all members of the parish and/or PDM SACCO.

#### **Messages for the PTC inception meeting:**

The messages for the PTC inception meeting will answer the following questions:

What is a PTC? Why PTC? Who is required in the PTC? How is the PTC organized? When is the PTC organized? What happens in the PTC? Where is the PTC organized?

#### **Naming of the PTC:**

The PTC can/will take the name of the PDM SACCO; and if many of such schools are conducted, the naming can be described in terms of the various/different cohorts.

### **Output of the meeting**

- a) Action plan to guide the next steps.
- b) Minutes/report about the meeting.

### **Step 2: Registration of the participants**

The potential participants for the PTC are identified, captured and registered in advance as per the template indicated below. This template for the registration of the participants is available in the Annex I of this document; it can be customized further accordingly.



## Farmers' register at the PTC

S N	Name	Sex	Tel	Role in the PTC	J A N	F E B	M A R	A P R	M A Y	J U N	J U L	A U G	S E P	OCT	NOV	DEC	Signature
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	

[illegible]

### Step 3: Identification of the location for the PTC

The members of the PTC are convened in a meeting to agree on the site or host farmer for the school. The selection of the suitable site can be obtained by the following:

- a) Consensus agreement by the members on a host farmer by considering the good farmer attributes.
- b) Use the transect walk; Refer to the standard guide. The standard guide used for this approach.

### Step 4: Establishment of the PTC leadership structure

The PTC require management structure of the members in order to undertake its operations effectively. There are six posts provided in the management structure. These are (i) the CBF who acts as the PTC Coordinator, (ii) Secretary, (iii) Time keeper, (iv) Trainer, (v) Treasury, (vi) Secretary for discipline, (vii) PTC mobilizer, (viii) PTC Counselor.

The PTC registered members will convene in a meeting to select members for the above posts and equally provide the respective roles and responsibilities for each of the posts as per Annex 2.

### Roles and responsibilities of the members of the PTC management committee

No.	Post	Roles/responsibilities
(i)	The CBF	<ul style="list-style-type: none"><li>• This is the overall manager of the PTC program and training activities at the host model farmer.</li><li>• Monitors the day-to-day activities supposed to be delivered by the CBF and the extension worker(s).</li><li>• Co-ordinates and manages the members during the activities of the PTC.</li></ul>
(ii)	Secretary	<ul style="list-style-type: none"><li>• Keeps the minutes of the meetings conducted by the PTC members at the host site.</li><li>• Keeps a register of the members and updates it every time there is a training at the site.</li><li>• Conducts roll call of the members at the time of the meetings and training at the site.</li><li>• Generates communications for the management team to all the members of the</li></ul>

No.	Post	Roles/responsibilities
		<p>PTC.</p> <ul style="list-style-type: none"> <li>• Prepares a report of the activities of the PTC from the time it starts until it winds up after 6-7 months.</li> </ul>
(iii)	Time keeper	<ul style="list-style-type: none"> <li>• Maintains and report on the time records for the PTC activities during the sessions.</li> <li>• Guides participants and facilitators on the time management for the different sessions of the trainings.</li> </ul>
(iv)	Trainers	<ul style="list-style-type: none"> <li>• Supporting and/or helping the facilitators/ CBF during the training sessions.</li> <li>• Leads the mini-PTC groups</li> <li>• Guide the participants on various aspects of the training where specific activities will be required by particular people in the sessions e.g. group work by the members.</li> </ul>
(v)	Treasurer	<ul style="list-style-type: none"> <li>• Keep custody of any finances for the PTC.</li> <li>• Support in developing the budgets for the activities of the PTC where finding may be required.</li> <li>• Develop proposals for supporting the PTC activities.</li> <li>• Solicit for support, financially or otherwise, to undertake the PTC</li> </ul>
(vi)	Secretary for discipline	<ul style="list-style-type: none"> <li>• Organizes members to sit and agree in addressing emerging issues within themselves for ensuring peace and tranquility in the PTC.</li> <li>• To sit and handle cases that require disciplinary action during the time for the training sessions of the PTC.</li> </ul>
(vii)	PTC mobilizer	<ul style="list-style-type: none"> <li>• Mobilizes the community for joining the PTC activities for their own benefit. Carries out mobilization of the members to attend meetings and all activities of the PTC at the host site.</li> <li>• Co-ordinate the management team; linking them with the members of the PTC.</li> </ul>
(viii)	PTC Counselor.	<ul style="list-style-type: none"> <li>• Provides counselling and guiding services/activities to the members of the PTC.</li> <li>• Stands to address emerging issues of the individual participants that may affect active participation and involvement in the activities of the PTC.</li> </ul>

### Step 5: Needs assessment for the required PTC activities

The members are convened in a meeting to carry out a participatory capacity needs assessment and all related interests of the registered PTC members. During this meeting, a thorough

examination or analysis of the root causes or problems in the community or parish is carried out. The data generated is captured in a tool as indicated in Annex 3 below.

**Table 3: Problem solution analysis for the issues in the parish**

What is the problem?	What are the signs of the problem?	What are the root causes of the problem?	What are our coping strategies?	What are the solutions (how best)?	Who is responsible?

**Note: Key things to do on the problem-solution analysis Table**

1). The community generates their problems in a holistic manner. Therefore, identifying solutions to them must also be holistic in approach, hence, cross cutting to various sectors.

- a) Carry out the simple ranking of the solutions with the members in order to get the most preferable solutions; at least 1 to 10 solutions. Put more emphasis on solutions that have the least cost implications to the members and the PTC.
- b) Keep a record of the above and share with the members/stakeholders; then display on the notice boards and on the site the ranked problems and solutions.
- c) The goals and objectives should be geared towards solving these problems (or getting solutions)
- d) Other development partners should be engaged and brought on board to support the PTC to realize the objectives to its members, for which it was established.
- e) Prepare a Report on the Problem-Solution analysis process and share with stakeholders.

**Step 6: Key capacity needs assessment for the PTC**

A PTC focuses on finding solutions to the challenges faced by PDM beneficiaries in their communities.

Therefore, during the formation process of the PTC, there is need to convene the PTC meeting to identify and agree on the capacity needs for the PTC to be covered under the selected enterprise(s), and display them at the PTC center. After identification of the capacity needs of the

members to be addressed by the PTC, the members are guided to develop a schedule (Time Table) of activities for capacity building of the members, focusing on the needs identified earlier as above. Among the key activities that PTC need to focus on is the introduction of the “saving for investment concept”, through the ordinary approach of the “Village Saving and Loan Associations-VSLAs. To support the need for saving for investment, other development partners such as SASAKAWA Africa Association have modified the VSLA into the “Community Savings for Investment in Agribusiness (CSIA) concept. These initiatives are aimed at catalyzing and strengthening the saving culture among members of the PDM SACCO, EGs . From these savings, further investments for income generation can be made to generate wealth in the parish. These are incorporated into the PTC schedule of activities.

The Schedule (Time table) is displayed on Notice boards and any other places for the members to view at their convenience as a reminder of when they are expected to handle which activities of the PTC. Two simple tools can be used for this purpose; the Seasonal calendar and the Activity profile.

Two simple tools and/or templates to capture the capacity needs (some of them outlined above) can be used i.e.

- a) **Seasonal calendar** (when to plant, when to harvest, when to vaccinate, etc.); is used for easy planning, scheduling and assigning responsibilities on activities. During the analysis, both the productive and reproductive roles of the members in regard to the selected enterprises in the communities are identified and discussed. The productive roles are inclined to goods and services while the reproductive roles are inclined towards capturing the PTC activities with a gender lens in mind, by focusing on the gender concerns of the households in the community and aligning them in the schedule accordingly.
- b) **Activity profile** is used to capture the gender roles at different nodes of the value chains.

### Seasonal calendar template

**Table 4: Productive roles (enterprise activities) earmarked in a season**

Productive activities	Men	Women	Children (<18yrs)		Youth	
			Male	Female	Male	Female



Productive activities	Men	Women	Children (<18yrs)		Youth	
			Male	Female	Male	Female
Making coffee holes	√	√			√	√
Pruning						
Planting						
Milking						
Deworming						
Etc						
Etc						

**Table 5: Reproductive roles template**

Reproductive activities	Man	Woman	Children	
			Male	Female
Home Child care				
Coking				
Fetching fire wood				
House constructions				
Looking after livestock				
Etc				

**Table 6: Community roles**

Role	Men	Women	Children (<18yrs)		Youth	
			Male	Female	Male	Female
Community security	√	√			√	√
Community work						
Water source cleaning						
Leadership						
Etc						

**Note:**

- a) There is need for continuous capacity building of the CBF and the PTC to keep up-to-date with new concepts that come up from time to time. This requires the CBF to receive training and capacity building materials from the relevant offices both state and non-state actors.
- b) Some of the important information on financial literacy is already available as PDM guidelines and training materials

### **Step 7: Agreeing on the timing and frequency of the PTC meetings**

The members of the PTC in the parish are convened to generate and agree on the timetable and schedule for meeting, to attend trainings and participate in the practical sessions of the PTC. The timetable indicates the activity and actions (methods) to be undertaken (drawn from the problem-solution analysis) and the time of the day for that activity. The agreed timetable is popularized in the parish for every member to know and remember about the meeting dates and time at the host beneficiary site. A template on making the timetable for the PTC meetings/trainings can be adopted.

### **Step 8: Setting goals and objectives of the PTC**

The PTC participants sit together and guided to develop or set goals and objectives which are supposed to be achieved over the period of the school. The members are guided to develop well defined, clear and achievable objective for the PTC. The same objectives are used to facilitate the evaluation process at the graduation day of the PTC members. The members are guided and encouraged to formulate smart objectives which are not more than three (3).

### **Step 9: Display of the training program/schedule**

The members are encouraged to display the training program/schedule at the PTC center and other key areas or notice boards where everyone in the parish is able to access it. Such display of the program will stimulate or cause interest of other members to join the PTC.

The program/timetable can be displayed on;

- a) A4 paper and laminated to ease display even under harsh wet environment.
- b) Manila papers in specific areas of the community.
- c) Any other affordable materials

The program can be pinned anywhere in the parish including on the trees.

**Step 10: PTC register**

The PTC register of the members of the school is created using the same template already used to capture the registration status of the members in step 2 above. However, the following is noted:

- a) Some members may be absent with apology but this must be confirmed with clear evidence of the real cause of the absenteeism; and follow up by the members of the group as one family;
- b) Any training session missed must be compensated for before someone graduates.
- c) CBFs and extension workers must follow up the absentee beneficiary members or farmers for more guidance, counselling and support to avoid or reduce any possible attrition to strengthen the PTC.

**Step 11: Official opening/Launch of the PTC**

The PTC should be officially launched. The PTC s should be launched before commencement of any trainings. At the launching event of the PTC, different leaders at different levels should be effectively mobilized and invited to attend. The key stakeholders to be invited include the local leaders, PDM SACCO leaders, PDCs, etc. in addition a tentative program fo the day should be developed and followed.

**• Tentative program for the launch**

(i) Prayer	Volunteer from the community
(ii) Welcome remarks	LCI Chairperson
(iii) Opening remarks	PTC Coordinator (CBF)
(iv) Brief remarks by:	PTC Host/Demonstration Farmer
	Extension worker–CDO & Production Staff (why a PTC?)
(v) Remarks by Local Leaders	LCIII (and/or District Councilor; SASs)
(vi) Launch of the PTC	The Guest of Honor (RDC, LCV, DISO, OWC, CAO, DPO, etc.)

**Note:**

- i. All sub-county staff, including police, CDOs, health workers, production extension workers, etc, must attend the launch.

### **Step 12: Kick-starting training sessions for the PTC**

- a) The PTC kicks off by building the capacity of participants in “Ekibaro” i.e. cost benefit and profitability analysis in the selected enterprise.
- b) Then, this is followed by the hands-on training sessions as planned in the schedule/timetable.
- c) The experiential learning model is used since the training is mainly attended by the adult learners **(a separate guide on how the experiential modal works will be shared with you)**.
- d) If there is any emergent issue identified by the members of the PTC, it supersedes the items put on the schedule; so, it should be given priority.
- e) The use of the existing and known manuals and modules under the PDM strategy and the PTC and demo guides, etc.... can be used in the trainings.
- f) Any other extension approaches recommended in the agricultural extension strategies can equally be used in the training sessions provided they are playing a complimentary role in achieving the objectives the trainings.
- g) Any facilitator invited to address the problem or emergency identified by the PTC members should be accorded adequate time to conduct the training of the members.

### **Step 13: Regular assessment (monitoring) of the progress of the PTC activities**

The PTC should be regularly assessed jointly and participatorily by the members. In addition, the individual members or participants will be equally assessed on adoption of the technologies and practices being promoted at the training and/or model farmer’s site.

Regular feedback will be gathered and provided to the members in order to cause improvements in the delivery of the PTC activities. In order to track progress, the following will be used:

- a) Attendance register to track member attendance, time management, participation in the PTC activities, adoptions at individual levels by members, etc.
- b) Mood meter tool will be applied for assessing progress.
- c) Monitoring tools will be designed and used for assessing progress.

### **Table 7: Mood-Meter Tool (participatory monitoring of the PTC)**

Indicator/parameter	Happy	Sad	Not happy/sad	Comments for the options

**Note:** This tool is used at the beginning, in the middle and the end of the PTC training to assess the status of the issues or problems in the community.

**Table 8: Monitoring tool (classical)**

**Name of PTC:** ..... **Parish:** ..... **S/C:** .....

<b>Date</b>	<b>Name of the farmer</b>	<b>Location (village)</b>	<b>Tel. contact</b>	<b>What was done</b>	<b>What was adopted</b>	<b>Evidence (photo)</b>	<b>Reason for failure to perform</b>	<b>Farmers' signature</b>

**Prepared & signed by:**

**Name:** ..... **Designation:** ..... **Signature:**  
 .....

#### **Step 14: Documentation for continuous improvement in the PTC**

The facilitators in the PTC will continuously document new ideas and innovations for future improvement of the PTC concept. A simple template will be used to capture this information:

**Table 9: Simple reporting template for the PTC**

<b>Description of the new ideas</b>	<b>Output area the new idea contributes to</b>	<b>How the new idea was used</b>

**Note:** Describe what a new idea means at the community level in the simplest form.

#### **Step 15: Group formalization process is agreed upon and done**



This is the second last step in the PTC implementation process as the school get near closure. By this time, it is assumed that the objectives of the PTC have been achieved by the members. Therefore, the members tend to agree to continue with their forum by forming another or other formal group(s); either an association or strengthen further their membership in their individual EGs or the PDM SACCO. Therefore, the PDM EGs that participate under the umbrella of the PDM SACCO in the parish will focus to strengthen their groups in the SACCO and improve their group dynamics and cohesions.

For the new and non-PDM groups, the CDO will take lead to ensure that:

- a) There are new EGs formed by the members.
- b) Formation of association or Rural Producer Groups (RPOs) where possible.
- c) There is support for the possession of the group constitution and bye-laws
- d) Acquisition of the certificates of registration for the groups
- e) The groups get trainings in the group formation and dynamics

### **Step 16: Graduation of the PTC members**

Like the launch was done, the PTC should be commissioned officially, and the PTC members undergoing a graduation ceremony.

During the commissioning ceremony of the graduates at the end of the PTC, the members are recognized for the hard-work in the school and efforts made to register a start in the transformation process of their livelihoods. At the commissioning event of the PTC, different leaders at different levels should be effectively mobilized and invited to attend. The key stakeholders to be invited include the local leaders, PDM SACCO leaders, PDCs, etc. in addition a tentative program for the day should be developed and followed.

### **Tentative program for the graduation**

- |                        |                               |
|------------------------|-------------------------------|
| (i) Prayer             | Volunteer from the community  |
| (ii) Welcome remarks   | LCI Chairperson               |
| (iii) Opening remarks  | PTC Coordinator (CBF)         |
| (iv) Brief remarks by: | PTC Host/Demonstration Farmer |
|                        | From one of the graduands     |
|                        | PTC Facilitators              |

Extension worker–CDO & Production Staff (why a PTC)

(v) Remarks by Local Leaders LCIII (and/or District Councilor; SASs)

(vi) The Guest of Honor can be; RDC, LCV, DOWC, DISO, CAO, DPO, etc)

**Note:**

- All LLG staff including police, CDOs, health workers, production extension workers, etc, **must** attend the graduation event.

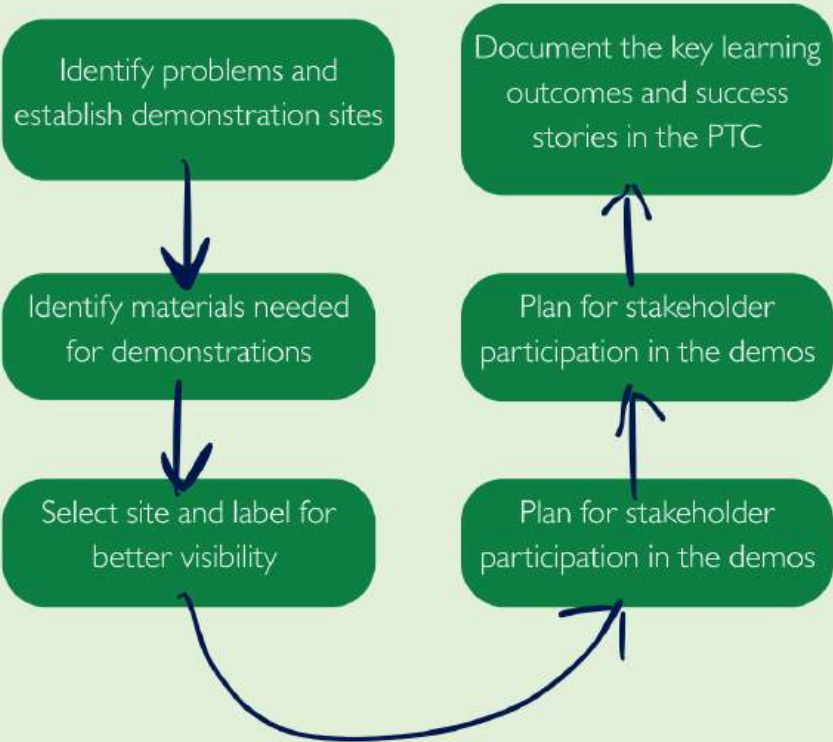
**Annex 2:**

**Tools on conducting demonstration activities at the host site for the PTC**

**Preamble:**

The demonstrations at the PTC host site will be about the practices and technologies on the key priority (selected) enterprises in the parish/district.

**Illustration of Steps Necessary to Plan Demonstrations at the Host Farmer Site:**



These are the steps for carrying out planning for demonstrations at the host farmer site:

**Step 1: Problem-identification that will require the establishment of demonstration sites**

The PTC members will identify the problem related to the enterprises of choice that need to be demonstrated on through the following:

- a) CBF will use simple fact sheets for the common problem associated with the six (6) priority enterprises' being promoted by the government for income generation under the PDM strategy (i.e. dairy, coffee, poultry, piggery, fish and horticulture). The fact sheets on pests/diseases on the six (6) enterprises will be provided by the SMS, Plant Doctors & production department staff. The SMSs are therefore required to compile relevant simple sheets for the six enterprises. LGs being supported by CABI and Plantwise have a Green and Yellow leaf fact sheet on pests/diseases. Refer to them.
- b) Observation method for problem identification can also be used and many beneficiaries will provide the required information through this method, based on their experiences on their farms.
- c) Simple prioritization of the problems and agreeing which ones to start with for the demonstration activities.

**Step 2: Identify materials needed for demonstrations**

The materials for demonstrations are inputs that have been already considered in the earlier sections. These include the following:

- a) Stationery like registration books, manila papers;
- b) Inputs such as seed, fertilizers (e.g. Organo-Mineral Company), animal drugs, etc.
- c) Small equipment such as secateurs

**Step 3: Site selection and labelling for better visibility**

Site selection for the host demonstration beneficiary farmer is very important. This will be done as follows:

- a) Participatory meeting of the members to select a suitable site for the demo (accessible, visible, adequate space, willingness of the host farmer, able to train others, good hospitality, etc)

- b) Rotation in the learning sessions among members households.

#### **Step 4: Planning for stakeholder participation in the demos**

There is need to ensure stakeholder participation (farmers, local leaders, partners, etc) by doing the following:

- a) Identify and prepare a data base of the stakeholders (including farmers, local leaders, development partners, etc) – simple template covering name, location, tel. contact, title, etc. can be designed for this purpose.
- b) Mobilize the stakeholders through invitation letters, phone calls, physical contacts.
- c) Track and report on attendance of stakeholders

#### **Step 5: Conduct actual demonstrations**

The following will be required:

- a) Assign or give roles to the members/participants for their full member participation.
- b) Provide the required materials to the task holders to conduct the demonstration tasks in the PTC
- c) The CBF and Extension worker should guide on how the various roles are applied or delivered.
- d) Simple participatory evaluation should be carried out at the end of the tasks.
- e) Participants should be highly encouraged to take notes during the demo sessions

#### **Step 6: Documentation of the key learning outcomes and success stories in the PTC**

The CBFs with the extension worker should ensure documentation of the key learning outcomes and success stories in the PTC. The documentation should include the narratives supported by photos and success stories. For purposes of tracking increased HH incomes, the documentation should equally capture production figures for the selected enterprises. Finally, the CBF extension worker and technical service providers like Health inspectors should be able to:

- a) Prepare an activity report
- b) Capture the learning lessons

Conduct participatory evaluation and disseminate results.





## Preamble

Inputs play big role in the performance of the enterprises. Poor inputs will lead to poor productivity of the enterprises. Access to inputs by the stallholder farmers require early and adequate preparations. In the PTC approach, the following have been considered:

### I) **Appropriate inputs required by farmers (CBF)**

#### (a) **Enterprise needs assessment exercise**

- i. Conduct a participatory meeting to identify the required enterprise inputs needs.
- ii. Record the enterprise required inputs identified by the members.
- iii. Make a report on the input needs exercise

#### (b) **No. of EGs, farmers and acreage for given inputs.**

- i. Prepare a list of the EGs and members who will need inputs.
- ii. List the inputs' needs or demand for each season for PDM beneficiaries.
- iii. Continuously captures and update enterprise data on acreage and numbers
- iv. Update the EGs data base regularly/season

#### (c) **Source of the inputs**

- i. The CBF and extension worker should help to identify, profile and regularly update the list of the inputs' service providers, ensuring that the priority is given to those within the locality. A template for profiling of service providers is provided in annex 10.
- ii. The CBF should request for the list of the prequalified inputs service providers from the District Production Department.
- iii. The CBF should fill in the profiling checklist which is provided below.

**Table 10: Template for profiling of the service providers for inputs**

<b>N o.</b>	<b>Date of profiling</b>	<b>Name of inputs service providers</b>	<b>Locatio n</b>	<b>Tel. contact</b>	<b>Type of inputs</b>	<b>Quantity (tons/Liters/met ers/nos.)</b>

<b>Prepared by:</b>	<b>Witnessed by</b>	<b>Verified/approved by:</b>
<b>Name:</b> .....	<b>Name:</b> .....	<b>Name:</b> .....
<b>Designation:</b> .....	<b>Design:</b> .....	<b>Designation:</b> .....
<b>Signature:</b> .....	<b>Design:</b> .....	<b>Signature:</b> .....

**Note:**

- There are key roles the area extension staff must continue to render e.g. verification of the inputs before supply.
- The parish chiefs and PDM SACCO leaders should appreciate and undertake their roles in successful implementation of the PTC approach.

**(d) Time and point of delivery**

The CBF will support the timely deliveries by doing the following:

- i. Participatory selection of the venue and appropriate time
- ii. Fill the distribution list
- iii. Link with the input supplier, Parish Chief/Town Agents, Extension workers
- iv. Mobilize PDM beneficiaries to pick the inputs

**(e) Documentation and reporting of the inputs distribution processes.**

The CBF will support the PTC to ensure that proper documentation for the inputs is done during the PTC implementation cycle. The following will be required:

- Signs off the delivery note from the service provider detailing what has been delivered by quantity, quality and type.
- Filling the acknowledgement sheet for the inputs supplied by the service providers.
- Preparation of a report on the distribution process using the template indicated below.

**Table II: Distribution of inputs to PDM beneficiaries**

<b>N o.</b>	<b>Date of delivery</b>	<b>Name of inputs service providers</b>	<b>Name of beneficiary farmer</b>	<b>Location of the farmer</b>	<b>Tel. contact of farmer</b>	<b>Type of inputs</b>	<b>Quantity (tons/Liters/meters /nos.)</b>	<b>Beneficiary signature</b>

**Prepared by the CBF:**      **Witnessed by P/Chief:**      **Verified by Extension worker:**

**Name:** ..... **Name:** ..... **Name:** .....

**Signature:** ..... **Signature:** ..... **Signature:** .....

**Tel. Contact:** ..... **Tel. Contact:** ..... **Tel. Contact:** .....

#### **(f) Aggregation of the inputs demands for farmers**

The inputs required by PDM beneficiaries in the entire parish must be consolidated and arranged type and quantities demanded. Therefore CBF will:

- i. Prepare a list of the EGs and members requiring the inputs
- ii. List the inputs' needs or demand for each season for PDM beneficiaries.
- iii. Aggregate the inputs demands from all PDM beneficiaries in the parish (as per the template below).
- iv. Submit the demand of the inputs to the suppliers one month before the season or rains begin.
- v. Continuously captures and update enterprise data on acreage and number.
- vi. Update the EGs data base regularly/season in line with the likely inputs needs.

**Table 12: Aggregated inputs demands for PDM beneficiaries in the PTC**

Type of input	Quantity required by farmers (kg/ton)	Required date of delivery	Site/point of delivery
Fertilizers (Specify)			
Agro-chemicals (Specify)			

**Prepared by the CBF:      Witnessed by P/Chief:      Verified by Extension worker:**

**Name: .....Name: .....      Name: .....**

**Signature: .....Signature: .....      Signature: .....**

**Tel. Contact: ..... Tel. Contact: ..... Tel. Contact: .....**

**(g) Adherence of PDM beneficiaries to the business plans in terms of the inputs**

The aim of the PRFs is to support PDM beneficiaries to access high quality inputs that will contribute towards increased productivity of the enterprise. The CBF will:

- i. Ensure continuous awareness of PDM beneficiaries on adhering to the business plans.
- ii. Continuously remind PDM beneficiaries to adhere to the business plan
- iii. Spot checks on the HH enterprise to track diversion from the business plan.

**(h) Follow up visits**

The aim of the follow up visits is to ensure that the implementation of the PTC activities are as planned. Follow up will guide on whether the objectives of the PTC are being met or not so that corrective measures are undertaken. Therefore, the CBF will:

- i. Assess HH readiness for the inputs
- ii. Spot checks on the HH readiness
- iii. Follow up to assess enterprise performance

**(i) Disaster management**

The effects of climate change are evident all over the communities. Therefore, the CBF should:

- i. Receive and report any alerts on any disaster related issues in the location (e.g. hailstorms, windstorms, injuries, floods, etc) which has/may have affected the enterprise
- ii. Work with the Extension staff to engage the community on disaster mitigation measures.
- iii. Reports climate change issues in the community to other stakeholders

### **(3) Timeliness of delivery of supplies and planting dates**

The CBF will ensure the following:

#### **(a) Estimate the time of planting and set limits for planting**

The CBF will:

- Develop production calendar with PDM beneficiaries(*refer to already one developed*)
- Assess farmers' readiness to receive the inputs for planting.
- Summarize information on quantities, etc and report to the area extension staff

#### **(b) Estimate flowering dates for perennial enterprises for pests/diseases control.**

The CBF will;

- i. Record the flowering dates/periods and link them to pests control measures e.g. in coffee flowering may increase activities of the “flies” involved in the transmission of the black coffee twig borer.
- ii. Receive feedback from farmers about pests and diseases associated with the flowering seasons
- iii. Prepare and submit information to the area Extension staff for supportive technical guidance

#### **(c) Estimate likely occurrence and management of crops/livestock disease incidences.**

The CBF will;

- i. Move around to the sampled HH to find out any possible cases of pests and diseases attack of the farms.
- ii. Receive feedback from farmers about the occurrence of any pests and diseases in their areas
- iii. Prepare and submit information on pests and diseases to area Extension staff for follow up with PDM beneficiaries.
- iv. Provide feedback and support on the control of pests and diseases among the farming communities.

**(d) Awareness creation on potential pests and disease outbreaks and control;**

The CBF will:

- i. Link with extension staff to create awareness of pests and diseases control
- ii. Mobilize PDM beneficiaries for the pests/disease awareness raising meetings
- iii. Gather and provide information to stakeholders (information dissemination) on pests and diseases especially to the extension workers to get down and handle the situation or the conditions.

**(e) Strengthening community role in pests and disease management and control.**

The CBF will:

- Mobilize PDM beneficiaries for the pests/disease awareness raising meetings
- Information dissemination on pests and diseases

**Annex 4: Tools on harvesting, aggregation of produce and post-harvest management for better markets for the PDM beneficiaries under the PTC**

**I) Materials/tools**

**(a) Production data assessment exercise and report**

The CBF will;

- i. List the commodities for the season based on the enterprises implemented by PDM beneficiaries.
- ii. Prepare a list of the EGs, farmers and estimated production output per enterprise as per the template shown below.
- iii. Fill the production data template to give the production volumes/numbers
- iv. Continuously capture and update enterprise and production outputs data.
- v. Update the EGs data base regularly/season based on the production levels per commodity/enterprise.
- vi. Generate the production data assessment report

**Table 13: Production data for enterprises/commodities**

No.	Name of the farmer	Location (Village)	Contact	Commodity	Quantity produced (kg)

**Prepared by the CBF:**      **Witnessed by P/Chief:**      **Verified by Extension worker:**  
**Name:** ..... **Name:** .....      **Name:** .....  
**Signature:** ..... **Signature:** .....      **Signature:** .....  
**Tel. Contact:** ..... **Tel. Contact:** .....      **Tel. Contact:** .....

**(b) Source of the materials for aggregation and bulking**

Aggregation and bulking of produce in the communities will require produce stores or facilities designed to store produce. Therefore, the CBF will;

- i. Work out a list of the EGs and farmers in every village in the parish with produce for bulking in one location.



- ii. Work with the extension worker to identify potential storage facilities in the community or around the trading centres which can be used for purposes of temporary storage of the produce.
- iii. Work with the extension worker to ensure that the store is inspected and found fit to keep produce temporarily for a period of about one month.
- iv. Generate a report on the production volumes for aggregation by PDM beneficiaries per seasons.

**(c) Time, point and volumes of produce for aggregation by PDM beneficiaries in the parish**

Aggregation of produce is key to co-operative marketing. The various production volumes in every parish should be aggregated so that the off-takers can plan picking it at once in adequate volumes. Therefore, the CBF will;

- i. Generate a list of PDM beneficiaries and volumes by enterprises or commodities for which they are willing to aggregate and adhere to the required conditions and quality standards.
- ii. Develop a database on production volumes per commodity or enterprise for potential aggregation in designated aggregation centres in the parish.
- iii. Agree with PDM beneficiaries the length of time (in months) for keeping the produce before it can be sold.
- iv. Liaise with the production and marketing Committees of the PDM SACCOs to plan for selling off the produce to off-takers.
- v. Identify and map out the aggregation centers and/or bulking centres at designated places in the parish.
- vi. Carry out proper documentation and reporting of the volumes of produce aggregated and sold.

**Table 14: Aggregation of produce per enterprise in the parish**

<b>N o.</b>	<b>Name of aggregation centre</b>	<b>Locatio n</b>	<b>Contact Person</b>	<b>Tel. contact</b>	<b>Capacity of the facility (tons/Litres)</b>	<b>Status (Functional /not</b>	<b>Commodi ty required</b>


**Prepared by the CBF:**      **Witnessed by P/Chief:**      **Verified by Extension worker:**  
**Name:** ..... **Name:** ..... **Name:** .....  
**Signature:** ..... **Signature:** ..... **Signature:** .....  
**Tel. Contact:** ..... **Tel. Contact:** ..... **Tel. Contact:** .....

## 2) Proper storage

Proper storage of produce before selling it is very crucial. Many farmers do not have appropriate storage facilities and end up selling their produce too early before commodity prices are attractive enough to sell.

### (a) Promotion of PHH technology adoption by farmers

PHH technologies are very important in maintaining the produce in good health and quality standards e.g. construction of local and modern cribs, etc. Under this area, the CBF will;

- i. Raise awareness on PH management
- ii. Promote Farmer to Farmer PH management practices
- iii. Link individual farmers to service providers on PH management technologies.
- iv. Document PH management activities in the parish
- v. Maintain good records on quality management and control during drying and storage using the template in table 15.

**Table 15: Crop produce storage control and management activities**

N	Name	of	Type	of	Quantity	Quality	(moisture;	Receipt	Farmer
---	------	----	------	----	----------	---------	------------	---------	--------

o.	the farmer	produce	stored/ aggregated	sorting, grading, color; size, variety, etc)	No.	signature

**Prepared by the CBF:**      **Witnessed by P/Chief:**      **Verified by Extension worker:**  
**Name:** .....**Name:** .....      **Name:** .....  
**Signature:** .....**Signature:** .....      **Signature:** .....  
**Tel. Contact:** ..... **Tel. Contact:** ..... **Tel. Contact:** .....

**Note:** Need to have a similar template for livestock

**Table 16: Livestock products (cattle, poultry, piggery, fish, bees/apiary) storage control and management activities**

N	Name of	Type of	Quantity stored/ aggregated	Quality (color, residues, etc)	Receipt No.	Farmer signature
o.	the farmer	product				
1						
2						
3						
4						
5						

**Prepared by the CBF:**      **Witnessed by P/Chief:**      **Verified by Extension worker:**  
**Name:** .....**Name:** .....      **Name:** .....  
**Signature:** .....**Signature:** .....      **Signature:** .....  
**Tel. Contact:** ..... **Tel. Contact:** ..... **Tel. Contact:** .....

## (b) Promotion of knowledge and skills on proper storage

Farmers will need to get new knowledge and skills on proper storage such as the use of recommended storage materials like hematic bags. Therefore, the CBF will;

- i. Promote farmer to farmer knowledge sharing on storage management
- ii. Promote Farmer to Farmer PH management practices
- iii. Promote dissemination of innovations on PH management

**(c) Promotion of hygiene and sanitation in housing and storage facilities.**

Hygiene and sanitation in the stores must be enforced and maintained to keep a healthy produce. The CBF will;

- i. Ensure hygiene and sanitation in housing, storage and surround environment
- ii. Promote hygiene and sanitation in the community.
- iii. Keep Records at housing and storage facilities.

**(d) Promotion of fumigation activities in the housing and storage facilities.**

In order to control pests in the stores, there will be a need to carry out fumigation in the houses. Hence, the CBF will;

- i. Link with extension workers to get certified fumigators
- ii. Follow up fumigation activities
- iii. Record keeping at housing and storage facilities.

**3) Market access**

Market access is a big incentive in for increased production.

**(a) Market information**

In line with the requirements for market access, therefore, the CBF will;

- i. Disseminate the quality requirements or standards for the various commodities as will be required by the buyers or off-takers.
- ii. Conduct awareness meetings with PDM beneficiaries on commodity quality requirements of the buyers.

- iii. Receive from Production Department a list of quality requirements for the various commodities.
- iv. Conduct regular spot checks for compliance with quality requirements by PDM beneficiaries
- v. Report to extension staff on compliance by PDM beneficiaries
- vi. Work with the extension worker and in consultations with the production and marketing committees' link farmers to partners to aid them in contract farming.

**(b) Gather and share commodity prices to relevant stakeholders before dissemination to farmers.**

The CBF will;

- i. Generate a list of the commodity prices for each enterprise/commodity.
- ii. Share the commodity prices with PDM beneficiaries regularly & timely (weekly)
- iii. Gather information on expected quantities produced for the various commodities available.
- iv. Estimate the production volumes and identify potential buyers for various commodities as per the template shared below.
- v. With the production and marketing committees, negotiate off-take prices through.
  - Presenting quantities required by buyers to PDM beneficiaries.
  - Presenting prices offered by the buyers to PDM beneficiaries.

**Table 17: Estimated quantities of the Commodities required by the off-takers**

No.	Name of the Buyer	Commodity	Quantity	When	Mode of payment	Time of payment

**Prepared by the CBF:**      **Witnessed by P/Chief:**      **Verified by Extension worker:**  
**Name: .....** **Name: .....**      **Name: .....**

**Signature:** .....**Signature:** .....      **Signature:** .....  
**Tel. Contact:** ..... **Tel. Contact:** ..... **Tel. Contact:** .....

**(c) Collect data and information on potential buyers**

The CBF will;

- i. Collect information of the potential buyers and avail it to the subcommittees (e.g. name of buyer, location, contact of buyers, commodity, etc).
- ii. Compile production data which can be used to share with the potential buyers in the markets.

**(d) Dissemination of information on timeliness to the off-taker**

The CBF will;

- i. Share production data on available volumes of produce to the off-takers
- ii. Compile a report on production data for the PDM SACCO/parish

**Appendixes**

Appendix I: The format for appointment of the Community Based Facilitator by the PDM SACCO.

**APPOINTMENT LETTER FOR THE CBFs TO SERVE IN THE PDM SACCO**

**(HEADED PAPER FOR THE PDM SACCO)**

**Date:** ..... *(Insert the date)*

**To:** ..... *(Insert the names of the CBF)*

**Community Based Facilitator; Tel. Contact:** .....

..... **Parish;** ..... **Sub-county**

**APPOINTMENT AS CBF FOR A PERIOD OF 2 YEARS UNDER..... PDM SACCO**  
*(insert name of Parish/SACCO)*

Reference is made to the above subject.

Under the guideline on the establishment and operationalization of the CBF from the PDM Secretariat; and under Minute: ..... *(Insert board Committee minute)* of the PDM SACCO which sat on ..... *(Insert the date for the board Committee sitting)* you are hereby appointed as a CBF to serve ..... *(Insert name of parish/PDM SACCO)* under the terms and conditions summarized below:

- i. You will be fully answerable to the PDM SACCO leadership for all the operations and management of the activities under your jurisdiction.
- ii. You will report directly to the SACCO leadership and provide copies to the Parish Chief, for more guidance and support.



- iii. Your remuneration will be determined by the commissions reached or acquired from the business transactions carried out with the produce buyers on behalf of the PDM SACCO as per the guidelines from the PDM Secretariat on the operationalization/implementation of the CBF model.
- iv. The PDM SACCO reserves the right to recruit and lay you off depending on the decisions reached for such an action.
- v. You will be directly supervised technically by the extension staff and administratively by the PDM SACCO leadership.
- vi. Your roles and responsibilities as a CBF have been provided in the said guidelines for your attention.
- vii. You will be free to resign the post under normal circumstances by officially writing to the appointing authority (i.e. PDM SACCO leadership) at least one and half months (45 days) before so that a decision is taken by the board on the matter and also for making a suitable replacement.
- viii. Any other assignments or duties that may be prescribed or given to you from time to time by the PDM SACCO leadership.

Your appointment takes immediate effect. You are required to provide acceptance of the appointment in writing agreeing on the terms and conditions of service stipulated in this letter; and also the contract terms that give details of the duties and responsibilities.

**Signed:**

..... *(Insert signature of the Chairperson of the SACCO)*

..... *(Insert names of the Chairperson of the SACCO)*

**CHAIRPERSON..... PDM SACCO**

**Copy:** The Sub- County/Town Council/Division Leadership

## **Other Reference Material**

- 1) Implementation Guidelines for the Parish Development Model, Ministry of Local Government, December 2021.
- 2) Parish Development Model, Operational Guidelines.
- 3) Parish Development Model; Mindset change, Community mobilization and organization (Trainers' Guide), January 2022.
- 4) Parish Development Model; Training Manual to enhance sustainability of the PDM SACCO at the SACCO, Enterprise Group and Household level (Trainers' Guide).
- 5) Simplified Guide on the Parish Development Model; Ministry of Gender, Labor and Social Development, February 2022.
- 6) The Parish Development Model; A step by Step Guide for Rolling out the PDM at the Community Level, Ministry of Local Government, May 2022
- 7) The Parish Development Model; Financial Inclusion Pillar; Operational Guidelines, May 2022. Ministry of Finance, Planning and Economic Development.
- 8) The Parish Development Model; Guidelines for the formation and registration of PDM SACCOs; Ministry of Trade, Industry and Co-operatives, January 2022.
- 9) The Parish Development Model; Implementation Guideline, February 2022.
- 10) Users Handbook under the Parish Revolving Fund, October 2022.

