

TRAINING IN CASSAVA VALUE ADDITION, BUSINESS SKILLS, ENTREPRENEURSHIP AND MARKETING

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PREFACE

In response to a need to empower cassava value chain actors to enhance incomes, employment and food security as well as sustain cassava-based production and food systems, the FAO under its Technical Cooperation Programme (TCP) honoured a request from the Government of Ghana through Ministry of Food and Agriculture (MoFA) to increase its capacity through provision of training on value addition and business and marketing skills. This response culminated in the initiation of the project **“Empowering cassava value chain actors to enhance incomes, employment and food security”** and the GCP facility **“Strengthening linkages between small actors and buyers in the roots and tubers sector in Africa”**. These programmes seek to enhance the capacity of farmers, personnel of Ministry of Food and Agriculture and other relevant actors in the root and tuber sector especially cassava, through the provision of trainings and technologies that improve competitiveness of actors along the value chain leading to improved livelihoods. The programme is expected to cover a total of five selected districts in Central (Gomoa East and Awutu Senya districts), Northern (East Gonja district) and Volta (Nkwanta South district and Kpando Municipal) regions. The main activities to be carried out on the projects include;

- Conduct of a survey to establish the market demand for value added cassava products and identify potential buyers and markets in each of the selected region.
- Identification of suitable cassava processing equipment and packaging materials that can be employed by the Community Development Centres.
- Capacity development support for the Community Development Centres in cassava processing, packaging/labelling and food safety and quality management.
- Identification and provision of technical/business support to potential entrepreneurs who will invest in cassava processing and manage the Community Development Centres on a commercial and sustainable basis.
- Capacity development support for the Community Development Centres in business skills and entrepreneurship.
- Training of MoFA extension staff, NGOs and lead farmers and processors to build capacities in group dynamics, leadership, business management, contract negotiation and marketing.
- Facilitate producer-buyer meetings to discuss the roles and responsibilities of the value chain actors on issues such as contracting, bulking, storage and marketing, and build trust and a common understanding between the actors.

The project is structured to serve as a tool for enhancing knowledge and skill development in relevant actors within the cassava value chain for sustainability of the value chain. The training activities reported upon here were undertaken to address the capacity development components of the project.

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1.0 INTRODUCTION

Over the years the cassava crop has metamorphosed from the status of a subsistence crop to a food security crop and now to an industrial crop. As the industry grows, it is important to sustain the interest of the potential markets in cassava products by ensuring that processors are well trained to deliver quality products to their customers. There is therefore the need for a coordinated programme of training to assist current processors and new entrants in the cassava industry to properly understand the technology of cassava processing, the importance of adhering to good manufacturing practices, standard operating systems in food processing, and the issues of personal hygiene, plant sanitation, and quality management in relation to food safety. Some of the specific training needs of processors that need to be met in order to ensure the delivery of good quality products in the quantities required by end-users in a timely fashion include:

- An understanding of how the harvesting and handling of fresh cassava contribute in totality to a good quality product.
- How the value of the roots could be lost through spoilage if harvesting and handling is not properly managed
- An understanding of the techniques involved in cassava processing.
- An understanding of the importance and relevance of each processing step in the production of various products in contributing to the peculiar characteristics of each product.
- An appreciation of the hazards associated with cassava processing and the importance of good processing techniques in improving the safety of cassava products.
- An understanding of the quality and safety hazards associated with various unit processes involved in the processing of cassava into various products and the products for which the risks are highest for each hazard identified.
- A good understanding of what Critical Control Points (CCPs) are and the control/preventive measures required to ensure product safety.
- An understanding of how the handling of fresh cassava, plant layout and design, water sources, personal hygiene and waste disposal systems contribute in totality to a good quality product.
- A good understanding of the general principles of Good Manufacturing Practice (GMP) and its application in cassava processing.
- An awareness of Standard Operating Procedures (SOPs), their principal purpose and specific application to cassava processing.
- An understanding of specific SOPs for in-plant sanitary management of a cassava processing plant.
- An enhanced understanding of food packaging, labeling and storage as an integral part of food processing, and its importance in ensuring the integrity of processed foods.
- An appreciation of the different types of food packaging materials and the specific characteristics which distinguish them for use in different situations.
- An Understanding of how groups are formed

- Appreciating how groups function, defining the characteristics of groups and understanding the basic group management skills.
- Understanding the concept of leadership, differentiating between the different styles of leadership available and understanding the attributes of a good leader.
- Understanding the fundamentals of Business Management.
- An insight into general management concepts and functions.
- An understanding of the business environment.
- Understanding the meaning of entrepreneurship.
- In-depth knowledge on types of entrepreneurs, characteristics and benefits of being an entrepreneur.
- Understanding the different forms of enterprise or legal ownership that are available to the entrepreneur;
- Understanding what a business plan is and the value of having a business plan.
- Understanding contract negotiation and the common **types of negotiation**
- A good understanding of the stages in the **process of negotiation**.
- Understanding of strategies for successful negotiation and how to conclude a contract negotiation.
- A clear understanding of marketing and the four components of marketing: namely Product, Price, Distribution and Promotion
- Understanding the importance of marketing
- How to evaluate the extent to which a product or service meets the needs of customers
- How to Create new ways to promote the business
- Selecting the best way to distribute the product
- Developing business ideas when it comes to cassava production.
- Understanding the factors to consider before venturing into the cassava industry and How to succeed in the cassava business.
- Understanding the importance of record keeping in the management of a cassava business.

A training programme was organized to address these needs. One part of the programme was organized with the objective of training trainers who will be able to train others, and this involved staff of the Ministry of Food and Agriculture (MOFA). The second part of the training was organized for processors and farmers involved in the cassava value chain.

2.0 TRAINING ORGANISATION AND APPROACH

2.1 Locations and Dates of the Trainings in the Various Districts

Table 2.1: Training Locations and Dates

District	Region	Date	Venue
Nkwanta South	Volta	16-18 December 2015	WADEP assembly hall
Kpando District	Volta	7-9 December 2015	District Assembly Office
Gonja West	Northern	17-19 February 2016	District Agriculture Conference Room
Gomoa East	Central	23-26 November 2015	Zion Church Building
Awutu Senya	Central	3-5 February 2015	SDA Church Building

2.2 Methodology of Training

The following methods were used during the course of the training;

- Role play
- Practical demonstrations
- Group work / team work, and
- Lecturing and discussions

2.3 Participating Organisations

In attendance were the resource persons and representatives from the following institutions;

- Food and Agriculture Organisation of the United Nations (FAO)
- Ministry of Food and Agriculture (MoFA)
- CSIR- Food Research Institute
- Gomoa East District Assembly
- Savings and Loans Microfinance
- District Assembly

2.4 Workshop Evaluation

After each training module, participants were given the opportunity to ask questions for clarity and provide suggestions after which they were asked to evaluate the day's training within the following parameters;

- Were your expectations met?
- Were the training objectives met?
- How were the training topics delivered?
- How was the general arrangement of the training?
- How was the training?
- Appropriateness of training material
- Would you recommend this training to others?

The scores for the responses of all participants for each day and the overall assessment were collated and reported upon. Participants also ranked the various modules according to their perception of the usefulness of each module to them.

3.0 TRAINING SESSIONS

All of the following modules were delivered to all participants in the Gomoa East, Nkwanta South and Kpando districts;

1. Cassava harvesting and post-harvest handling
2. Processing of specific cassava products
3. Quality Hazards associated with cassava processing/discussions
4. Principles of Good Manufacturing Practice
5. Standard Operating Procedures (SOPs) for In-Plant Sanitary Management
6. Packaging, Labelling and Storage of Finished Products
7. Group Dynamics and Leadership
8. Business Management and Entrepreneurship
9. Contract Negotiation
10. Marketing
11. “Introduction to Community Owned Professionally Managed” System of Management
12. Critical Business Management considerations for cassava industry

However after an evaluation on the impact of the training on participants especially the farmers and processors it was decided that some of the modules were beyond the understanding of the farmers and processors and should be limited to the AESs only. Thus for the training in Awutu Senya and Gonja West Districts, the participants were separated into two groups and selected modules were delivered to the farmers, processors and other semi-literate participants whilst the AESs and other literate participants benefited from all the modules. Also after the training in Gomoa East District it was decided between the resource persons and the FAO staff present that Module 11 (Introduction to community owned professionally managed system of management) apart from not being of immediate relevance to the participants was also beyond the comprehension of all the participants and should therefore not be delivered in subsequent trainings.

Meetings were also held with potential buyers (at Gomoa and Kpando) on the final day of the sessions to discuss issues relating to contracting, building trust and common understanding among each other, bulking, storage and marketing.

Specific details of the training in each district are provided below. The detailed programme indicating Modules delivered on each day of training for each of the Five (5) districts are shown in the Appendices.

3.1 GOMOA EAST DISTRICT

3.1.1 Training Delivery

Participants trained at Gomoa East included farmers, processors, AEAs, transporters, bulkers, input dealers, bank officials and district assembly representatives. It was a four (4) day training commencing from 9am to 5pm each day.

After the theory session on the second day, a field trip was organised for the participants to a Good Practice Centre at Gomoa Obuasi (AGRI-CO Processing) where they witnessed a practical demonstration of the principles outlined in the various modules delivered. They were

taken through the various steps in gari and agbelima processing and the principles of Good Hygienic Practices and Good Manufacturing Practices demonstrated. Practical demonstration of starch production was also given to the participants.

Participants were also taken through practical aspects of record keeping, during which time an exciting discussion ensued as the group at the processing center presented their records of activities as evidence of adherence to standard practice.



Plate 3.1: Participants observing a practical demonstration on cassava processing



Plate 3.2: Participants undergoing practical training on records keeping and cost of production

3.1.2 Workshop Evaluation

The scores for the responses of thirty one (31) participants for each day and the overall assessment are represented in the Table 3.1 below.

The results of the training evaluation as shown in Table 3.1, indicates that participants were very satisfied with the training workshop. Their expectations were fully met and they considered the objectives of the workshop as outlined to them in introducing the modules to have been fully met. In their opinion the training topics were excellently delivered, the general arrangement of the training as well as the training venue and training materials were considered excellent. Even though all of these were rated excellent, the satisfaction of participants with the way the training topics were delivered ranked highest whilst satisfaction with the general arrangement for the training and the training venue were ranked lowest.

Table 3.1 Participants' Assessment of each day's training at Gomoa East District

QUESTIONS	AVERAGE			OVERALL ASSESSMENT	CORRESPONDING DESCRIPTIVE ASSESSMENT
	DAY 1	DAY 2	DAY 3		
1. Were your expectations met	1.10	1.06	1.17	1.11	Excellent
2. Were the training objectives met	1.19	1.26	1.13	1.19	Excellent
3. How were the training topics delivered	1.10	1.03	1.13	1.09	Excellent
4. How was the general arrangement of the training	1.13	1.58	1.09	1.27	Excellent
5. How was the training venue	1.29	1.35	1.13	1.26	Excellent
6. Appropriateness of training materials	1.23	1.32	1.17	1.24	Excellent
7. Would you recommend this kind of training to others	1.13	1.29	1.09	1.17	Excellent

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) Please note the higher the score the lower the satisfaction of the participant

Following are the rankings for the various modules (Table 3.2) according to participants' perception of the usefulness of each module to them.

Modules delivered on Day 1 included;

- Introduction to the Community Owned Professionally Managed System of Management
- Packaging, Labelling and Storage of Finished Products
- Standard Operating Procedures(SOPs) for In-Plant Sanitary Management
- Quality Hazards Associated with Cassava Processing

Modules delivered on Day 2 included;

- Cassava Harvesting and Post-Harvesting handling
- Processing of Specific Cassava Products
- Principle of Good Manufacturing Practice
- Group Dynamics and Leadership

Modules delivered on day 3 included;

- Contract Negotiations
- Marketing
- Critical Business Management Considerations for the Cassava Industry

The scores from Table 3.2 above indicate that Module 1 (Cassava Harvesting and Post-Harvesting handling) with a score of 77%, was ranked the highest, denoting participants considered it to be the most beneficial module to them. This could be because majority of the participants were farmers and Farmer-Processors and as such they better understood and appreciated that module.

Table 3.2 Gomoa East Participants' Assessment of training modules

No	MODULES	AVG. SCORE	RANK	CORRESPONDING DESCRIPTIVE ASSESSMENT
1	Cassava Harvesting and Post-Harvesting handling	77%	1	Excellent
2	Processing of Specific Cassava Products	57%	7	Fair
3	Quality Hazards Associated with Cassava Processing	56%	8	Fair
4	Principle of Good Manufacturing Practice	61%	4	Satisfactory
5	Standard Operating Procedures(SOPs) for In-Plant Sanitary Management	62%	3	Satisfactory
6	Packaging, Labelling and Storage of Finished Products	72%	2	Good
7	Group Dynamics and Leadership	55%	9	Fair
9	Contract Negotiation	47%	10	Unsatisfactory
10	Marketing	59%	6	Fair
11	Introduction to the Community Owned Professionally Managed System of Management	60%	5	Satisfactory
12	Critical Business Management Considerations for the Cassava Industry	45%	11	Unsatisfactory

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) **Please note the higher the score the higher the satisfaction of the participant**

Module 6 (Packaging, Labelling and Storage of Finished Products) followed as the 2nd with a score of 72%. This could be because participants appreciated the need to better package their products to give it an aesthetic value and a longer shelf life.

Modules 5, 4 and 11, all assessed as being satisfactory by the participants, were ranked in 3rd, 4th, and 5th positions respectively. Also modules 10, 2, 3 and 7 were ranked 6th 7th 8th and 9th positions respectively as fairly appreciated by participants.

The unsatisfactory modules (Contract Negotiation and Critical Business management Considerations) were ranked 10th and 11th respectively, inferring that even though participants may have understood these modules they did not really appreciate their relevance or usefulness to their operations hence the scores (47% and 45%) awarded to it.



Plate 3.3. Participants at the Good Practice Centre (Gomoa Obuasi)

3.2 KPANDO DISTRICT

3.2.1 Training Delivery

The training at Kpando was held at the District Assembly Hall from 7th to 9th of December 2015 commencing from 9am to 5pm each day. Participants were made up of farmers, processors, MoFA staff, AEA's, market queens, transporters, bulkers, bankers, exporters and representatives from the district assembly and were taken through the various training programs throughout the three (3) days. Training was more participatory as participants contributed immensely with questions and suggestions related to the specific topics taught.



Plate 3.4 Participants asking questions during the training

There was no practical demonstration as the processing plant identified did not have the required standard of a good processing center. Participants were divided into groups for group work and role playing which revealed the practicality of the issues discussed, especially in the area of how to keep records and knowing their cost of production. A video/ documentary on appropriate method of planting and harvesting was shown as well as processing of HQCF/ Agbelima. Participants were prompt and showed keen interest in the training



Plate 3.5. Group's formed to work on the task assigned to them

Kpando participants were aware of some alternative products (HQCF, CHIPS) other than Agbelima and Gari because they have been taken through its processing some time ago but lacked processing equipment (specifically a dryer), hence expressed interest to try to process using sun drying if only they were assured of market. Fortunately the Women in Agriculture Development (WIAD) officer together with the Rural Enterprise Officer indicated they had trained quite a number of bakers, women groups and matrons in second cycle institutions to use HQCF for baking. This made the resource person to take them through small scale processing with sun drying option to enable those who would want to process have the technology. Their expectation of having a community processing center from FAO is high as they indicated they will start the moment FAO completes the community processing center.

3.2.2 Workshop Evaluation

The evaluation scores for the responses of thirty one (31) participants for each day and the overall assessment are represented in Table 3.3 below.

Table 3.3 Participants Assessments of each day's training at Kpando District

QUESTIONS	AVERAGE			OVERALL ASSESSMENT	CORRESPONDING DESCRIPTIVE ASSESSMENT
	DAY 1	DAY 2	DAY 3		
1. Were your expectations met	1.36	1.28	1.23	1.29	Excellent
2. Were the training objectives met	1.56	1.28	1.30	1.38	Excellent
3. How were the training topics delivered	1.38	1.34	1.17	1.30	Excellent
4. How was the general arrangement of the training	1.69	1.44	1.48	1.54	Excellent
5. How was the training venue	1.93	1.66	1.65	1.74	Excellent
6. Appropriateness of training materials	1.44	1.39	1.39	1.41	Excellent
7. Would you recommend this kind of training to others	1.31	1.07	1.18	1.19	Excellent

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) Please note the higher the score the lower the satisfaction of the participant

From Table 3.3, participants ranked with merit the assessment of how the training was organised. Question 7 (Would you recommend this kind of training to others?) with a score of 1.19 was ranked highest amongst the evaluation questions, indicating that participants appreciated the training very well and would want others not present to benefit from such a training should there be another. Question 1 (Were your expectations met?), which scored 1.29 followed as the 2nd, indicating that the content of the training was well comprehended. Question 3,2,6,4, and 5 followed in that order, with scores of 1.30, 1.38, 1.41, 1.54 and 1.74. In spite of the ranking all the questions received an excellent grading signifying participants’ positive appreciation of all aspects of the training.

Participants’ evaluation of the various modules are shown in Table 3.4

Table 3.4 Participants’ Assessments of training modules at Kpando District

No	MODULES	AVG. SCORE	RANK	CORRESPONDING DESCRIPTIVE ASSESSMENT
1	Cassava Processing And Postharvest Handling	76%	1 st	Excellent
2	Processing of specific cassava products	52%	5 th	Fair
3	Quality Hazards Associated with Cassava Processing	55%	4 th	Fair
4	Principles of Good Manufacturing Practice	40%	8 th	Unsatisfactory
5	Standard Operating Procedures (SOPs) for In-Plant Sanitary Management	70%	2 nd	Good
6	Packaging, Labelling and Storage of Finished Products	51%	6 th	Fair
7	Group Dynamics and Leadership	45%	7 th	Unsatisfactory
8	Business management and entrepreneurship	61%	3 rd	Satisfactory
9	Contract Negotiation	55%	4 th	Fair
10	Marketing	55%	4 th	Fair
12	Critical Business Management Considerations for the Cassava Industry	61%	3 rd	Satisfactory

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) Please note the higher the score the higher the satisfaction of the participant

The scores from Table 3.4 above indicate that Module 1 (Cassava Harvesting and Post-Harvesting Handling) was ranked the highest with an average score of 76%, suggesting participants considered it to be the most beneficial module to them.

Module 5 (Standard Operating Procedures for In-Plant Sanitary Management) followed as the 2nd with a score of 70%, indicating that participants (especially the Farmer Processors) appreciated the need to put in place the standard management systems to ensure efficiency in processing.

Modules 12 (Critical Business management Considerations for the Cassava Industry) and 8 (Business management and entrepreneurship) were assessed as satisfactory by the participants as both scored 61%. To be ranked as the 3rd most important or beneficial module.

Modules 3, 9, 10, 2 and 6, were all assessed as fair by the participants and ranked in 4th (3, 9, 10), 5th, and 6th positions respectively. This implies the participants fairly appreciated those modules. The modules perceived as unsatisfactory or less useful to the participants (7 and 4; Group Dynamics and Leadership, and Principles of Good Manufacturing Practice) were ranked 7th and 8th respectively.



Plate 3.6 *Participants trained at Kpando with resource persons*

3.3 NKWANTA SOUTH DISTRICT

3.3.1 Training Delivery

Training at Nkwanta came off on 16th – 18th of December at the WIAD assembly hall with thirty eight (38) participants including farmers, processors, traders, bulkers, transporters, aggregators, AEAs and other MoFA staff. Training as usual started from 9am to 5pm in each day. Participants were taken through the various training topics where they participated by asking questions for clarification and better understanding on issues being discussed. The most discussed issue was with market for their produce as well as how they can produce efficiently to meet the required standard as they do not have any Good Practice Centres (processing plant).

As it was in the case of Kpando District, Nkwanta South District had no Good Practice Centre, which made practical demonstration impossible. However a documentary on High Quality Cassava Flour (HQCF) production as well as how to plant/harvest cassava was shown to the

participants to give them a practical feel of the theory being taught. Participants were grouped into three (3), where they were tasked to cost their production and also practically demonstrate the modules taught through role playing for them to assess themselves.



Plate 3.7 Some of the participants discussing the tasks assigned in their various groups.

A representative from ADB-Nkwanta branch, was given an opportunity to educate the participants on how to meet the requirements to access the funds for agriculture.



Plate 3.8 ADB rep addressing participants

3.3.2 Workshop Evaluation

Participants evaluated each training session at the end of the day.

The responses of the thirty six (36) participants for each day and the overall assessment are represented in Table 3.5 below. From the table, participants at Nkwanta South district also evaluated as excellent all the parameters as in the case of Gomoa and Kpando. Question 7 (Would you recommend this kind of training to others) was ranked the highest amongst the questions evaluated, with an average score of (1.07).

Question 1 (Were your expectations met?), which scored (1.08) followed as the 2nd highest, signifying that the participants expectations for the training was realized. Question 3,2,4, 6 and 5 followed in that order, with scores of 1.09, 1.15, 1.22, 1.24 and 1.48, all being considered excellent signifying the participants' positive appreciation of the training conducted.

Table 3.5 *Participants' Assessments of each day's training at Nkwanta South District*

QUESTIONS	AVERAGE			OVERALL ASSESSMENT	CORRESPONDING DESCRIPTIVE ASSESSMENT
	DAY 1	DAY 2	DAY 3		
1. Were your expectations met	1.08	1.03	1.13	1.08	Excellent
2. Were the training objectives met	1.20	1.14	1.11	1.15	Excellent
3. How were the training topics delivered	1.08	1.14	1.05	1.09	Excellent
4. How was the general arrangement of the training	1.12	1.25	1.29	1.22	Excellent
5. How was the training venue	1.56	1.44	1.42	1.48	Excellent
6. Appropriateness of training materials	1.16	1.25	1.32	1.24	Excellent
7. Would you recommend this kind of training to others	1.08	1.08	1.05	1.07	Excellent

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) *Please note the higher the score the lower the satisfaction of the participant*

The evaluation of the various Modules delivered daily, are shown in Table 3.6. The scores indicate that Module 1 (Cassava Processing and Post-Harvest Handling) was ranked the highest (87%), implying the participants considered it to be the most useful module to them. Module 5 (Standard Operating Procedures for In-Plant Sanitary Management) followed in 2nd place with a score of 78% being ranked as the 2nd most useful module.

Modules 12 and 2, were ranked 3rd and 4th respectively and considered as excellently or most useful with each averaging a score of 77%, and 76%, respectively. Modules 4 and 10 were both ranked 5th and considered as Good, with each averaging a score 74%. Modules 6 and 8 also both ranked 6th and considered as Satisfactory, with each averaging a score of 60%.

Modules 3, 9 and 7, were all assessed as being Fair by the participants and were ranked in 7th (3 and 9) and 8th positions (7) respectively.

Table 3.6 *Participants' Assessment of modules delivered at Nkwanta District*

No.	MODULES	AVG. SCORE	RANK	CORRESPONDING DESCRIPTIVE ASSESSMENT
1	Cassava Processing And Postharvest Handling	87%	1 st	Excellent
2	Processing of specific cassava products	76%	4 th	Excellent
3	Quality Hazards Associated with Cassava Processing	58%	7 th	Fair
4	Principles of Good Manufacturing Practice	74%	5 th	Good
5	Standard Operating Procedures (SOPs) for In-Plant Sanitary Management	78%	2 nd	Excellent
6	Packaging, Labelling and Storage of Finished Products	60%	6 th	Satisfactory
7	Group Dynamics and Leadership	55%	8 th	Fair
8	Business management and entrepreneurship	60%	6 th	Satisfactory
9	Contract Negotiation	58%	7 th	Fair
10	Marketing	74%	5 th	Good
12	Critical Business Management Considerations for the Cassava Industry	77%	3 rd	Excellent

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) Please note the higher the score the higher the satisfaction of the participant

3.4 AWUTU SENYA DISTRICT

3.4.1 Training Delivery

Training at Awutu Senya District was held at the SDA church auditorium about 50 meters from the district MOFA office from 3rd to the 5th of February 2016, starting from 9am to 5pm each day. The training had two sets of participants for each day. The participants for the first day were made up of farmers, processors, transporters, bulkers, aggregators and some MOFA staff. The participants for the remaining two days were made up of AEAs, MOFA staff, bankers and district assembly members.



Plate 3.9: Day 1 participants being trained by the resource person from CSIR-Food Research Institute

Both groups of participants were each taken through the various training modules slated for each particular day. Training was more participatory as participants contributed immensely with questions and suggestions related to the specific topics taught.

Participants were divided into groups to assess their cost of production and profit margins. They also were taught how to effectively and efficiently keep good records of their transactions.



Plate 3.10: A representative of one of the groups making a presentation on the task assigned.

The participants for Day 1 were given the opportunity to ask questions for clarity and provide suggestions after which they were asked to evaluate the day's training within the following parameters earlier indicated;

3.4.2 Workshop Evaluation

The scores for the responses of the thirty three (33) participants and the corresponding assessment is represented in the Table 3.7 below

Table 3.7 *Participants (farmers, Processors and Transporters) Assessments of the day training at Awutu Senya District*

QUESTIONS	AVERAGE	CORRESPONDING DESCRIPTIVE ASSESSMENT
1. Were your expectations met	1.06	Excellent
2. Were the training objectives met	1.27	Excellent
3. How the training topics were delivered	1.39	Excellent
4. How the general arrangement of the training was	2.03	Good
5. How was the training venue	1.48	Excellent
6. Appropriateness of training materials	1.15	Excellent
7. Would you recommend this kind of training to others?	1.24	Excellent

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) Please note the higher the score the lower the satisfaction of the participant

From Table 3.7, the first group trained at Awutu Senya district evaluated as excellent each of the parameters as in the case of the previous districts (i.e. Gomoa, Kpando and Nkwanta South) with exception of the assessment of the general arrangement of the training which was ranked as Good. Q1 (Were your expectations met) was ranked the highest amongst the questions evaluated, with an average score of (1.06). Implying the participants’ expectations for the training were realized.

Question 6 (Appropriateness of training materials) followed as the 2nd highest, signifying the materials such as the notebooks, pens and the presentations printed for them, were satisfactory

Question 7, 2, 3, and 5 followed in that order, with scores of 1.24, 1.27, 1.39, and 1.48, all rated as excellent though having lower scores than the previous parameters. The general arrangement of the training (Question 4) was scored 2.03 and rated as Good.

Five (5) modules were delivered during the training for the first group and their assessment of the modules they were trained in are indicated in Table 3.8. From the table above, Module 2 (Processing of specific cassava products) was ranked the highest amongst the modules taught scoring 85% with its corresponding descriptive assessment being excellent. The remaining modules, that is Module 10, 4, 12, and 6, scored 74%, 72%, 54% and 51% respectively, with each corresponding descriptive assessment being Good and Fair as indicated in the table.

Table 3.8 *Participants’ (farmers, Processors and Transporters) Assessments of training modules at Awutu Senya District*

No	MODULES-DAY 1	AVG. SCORE	RANK	CORRESPONDING DESCRIPTIVE ASSESSMENT
2	Processing of specific cassava products	85%	1 st	Excellent
4	Principles of Good Manufacturing Practice	72%	3 rd	Good
6	Packaging, Labelling and Storage of Finished Products	51%	5 th	Fair
10	Marketing	74%	2 nd	Good
12	Critical Business Management Considerations for the Cassava Industry	54%	4 th	Fair

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) Please note the higher the score the higher the satisfaction of the participant

Days 2 and 3 of the training were dedicated to the AEA’s and other MOFA staff. They were trained in various modules as indicated in the Appendix II.

Just as it was in the case of the first group of participants, the 2nd group was also divided into groups and assigned some tasks during the marketing and contract negotiation modules



Plate 3.11: Participants in role play during the contract negotiation module

Evaluation scores for the participants for each day and the overall assessment are represented in the Table 3.9 below.

Table 3.9 *Participants (AEA's) Assessments of the day training at Awutu Senya District*

QUESTIONS	AVERAGE		OVERALL ASSESSMENT	CORRESPONDING DESCRIPTIVE ASSESSMENT
	DAY 2	DAY 3		
1. Were your expectations met	1.67	1.56	1.07	Excellent
2. Were the training objectives met	1.61	1.39	1.00	Excellent
3. How were the training topics delivered	1.56	1.56	1.04	Excellent
4. How was the general arrangement of the training	1.89	1.78	1.22	Excellent
5. How was the training venue	2.00	1.94	1.31	Excellent
6. Appropriateness of training materials	1.67	1.83	1.17	Excellent
7. Would you recommend this kind of training to others	1.22	1.18	0.80	Excellent

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) *Please note the higher the score the lower the satisfaction of the participant*

From Table 3.9, the second group of participants also evaluated as excellent all the various parameters implied by the questions posed. Question 7 (Would you recommend this kind of training to others) was ranked the highest amongst the questions evaluated, with an average score of (0.80).

Question 2 (Were the training objectives met?), which scored (1.00) followed as the 2nd highest, signifying that the participants' expectations for the training were realized. Question 3,1,6, 4 and 5 followed in that order, with scores of 1.04., 1.07, 1.17, 1.22 and 1.31.

The modules delivered were also evaluated and the scores are as indicated below in Table 3.10. The scores indicate that Module 10 (Marketing) was ranked the highest with a score of 82%. Module 1 (Cassava harvesting and post-harvest handling) followed in 2nd place with a score of 80%, Modules 9, 7 and 3 which were also ranked as excellent or most useful, each returned a score of 79%, 76% and 76% respectively and ranked 3rd , 4th , and 5th. Thus, the participants fairly appreciated those modules.

With exception of Module 12 which ranked 10th with a score of 64% (satisfactory), all the other modules were ranked as Good or very useful to the participants. These modules include Modules 6, 2, 4, 8 and 5 with average scores of 75%, 74%, 73%, 69% and 65 respectively.

Table 3.10 Participants' (AEA's) Assessment of training modules at Awutu Senya District

No	MODULES-DAY 2 AND 3	AVG. SCORE	RANK	CORRESPONDING DESCRIPTIVE ASSESSMENT
1	Cassava Harvesting and Post - Harvesting Handling	80%	2 nd	Excellent
2	Processing of specific cassava products	74%	6 th	Good
3	Quality Hazards Associated with Cassava Processing	76%	4 th	Excellent
4	Principles of Good Manufacturing Practice	73%	7 th	Good
5	Standard Operating Procedures (SOPs) for In-Plant Sanitary Management	65%	9 th	Good
6	Packaging, Labelling and Storage of Finished Products	75%	5 th	Good
7	Group Dynamics and Leadership	76%	4 th	Excellent
8	Business Management & Entrepreneurship Module	69%	8 th	Good
9	Contract Negotiation	79%	3 rd	Excellent
10	Marketing	82%	1 st	Excellent
12	Critical Business Management Considerations for the Cassava Industry	64%	10 th	Satisfactory

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) Please note the higher the score the higher the satisfaction of the participant

Table 3.11 Comparison of Group 1 and Group 2 Assessments of Common Modules

NO	COMMON MODULES	GROUP 1		GROUP 2	
		SCORE	RANK	SCORE	RANK
2	Processing of specific cassava products	85%	1 st	74	3 rd
4	Principles of Good Manufacturing Practice	72%	3 rd	73	4 th
6	Packaging, Labelling and Storage of Finished Products	51%	5 th	75	2 nd
10	Marketing	74%	2 nd	82	1 st
12	Critical Business Management Considerations for the Cassava Industry	54%	4 th	64	5 th

A comparison of the evaluation from the two groups of participants with respect to the usefulness of the various modules to the participants shows how the position or role of an actor in the value chain affects the understanding and perception of usefulness of a particular type of training to him or her. Whereas the farmers and farmer-processors in Group 1 valued the training on the processing of specific cassava products (85%) above packaging (51%), the AEAs and other more educated actors valued packaging (75%) and processing equally (74%). This underscores the value of separating the actors into the two groups and providing training to meet their specific needs.

3.5 GONJA WEST DISTRICT

3.5.1 Training Delivery

Training at Gonja West District was held at the conference room of the District Agricultural Office complex from 17th to the 18th of February 2016, starting from 9am to 5pm each day. As was in the case of the Awutu Senya District, the training at Damongo also had two groups of participants. The first group of participants for the first day comprised farmers, processors, transporters, bulkers, aggregators and some MOFA staff.

The second group of participants for the remaining two days were made up of AEAs, MOFA staff, bankers and district assembly members.

Both group of participants were each taken through the various training modules slated for each particular day.



Plate 3.12: Participants being trained by the resource person from CSIR-Food Research Institute

The first group of participants were trained on five modules as in the case of Awutu Senya. The following modules were taught;

- Processing of specific cassava products
- Principles of Good Manufacturing Practice
- Marketing
- Critical Business Management Considerations for the Cassava Industry
- Packaging, Labelling and Storage of Finished Products

3.5.2 Workshop Evaluation

The evaluation scores for the responses of the thirty one (31) participants for day one, and the overall assessment are represented in Table 3.12 below

Table 3.12 *Participants (farmers, Processors and Transporters) Assessments of the day training at Damango District*

QUESTIONS	AVERAGE	CORRESPONDING DESCRIPTIVE ASSESSMENT
1. Were your expectations met	1.35	Excellent
2. Were the training objectives met	1.26	Excellent
3. How were the training topics delivered	1.65	Excellent
4. How was the general arrangement of the training	1.26	Excellent
5. How was the training venue	1.97	Excellent
6. Appropriateness of training materials	1.26	Excellent
7. Would you recommend this kind of training to others	1.32	Excellent

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) *Please note the higher the score the lower the satisfaction of the participant*

From Table 3.12, the first group trained evaluated as excellent all the parameters. Questions 2, 4 and 6 were ranked the highest amongst the evaluation questions, with an average score of 1.26 each, implying the participants’ expectations for the training were met.

Questions 7, 1, 3, and 5 followed in that order, with scores of 1.32, 1.35, 1.65, and 1.97, signifying the participants’ positive appreciation of the training conducted.

The modules delivered were also assessed by the participants and the scores indicated in Table 3.13.

Table 3.13 *Participants (farmers, Processors and Transporters) Assessments of training modules at Gonja West District*

No	MODULES-DAY 1	AVG. SCORE	RANK	CORRESPONDING DESCRIPTIVE ASSESSMENT
2	Processing of specific cassava products	73%	3 rd	Good
4	Principles of Good Manufacturing Practice	62%	4 th	Good
6	Packaging, Labelling and Storage of Finished Products	77%	1 st	Excellent
10	Marketing	75%	2 nd	Excellent
12	Critical Business Management Considerations for the Cassava Industry	56%	5 th	Fair

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) *Please note the higher the score the higher the satisfaction of the participant*

From the table above, Module 6 (Packaging, Labelling and Storage of Finished Products) was ranked the highest amongst the modules delivered, scoring 77% with its corresponding descriptive assessment being excellent. Module 10 (Marketing) was ranked as 2nd with a score of 75% and a descriptive assessment of Excellent. The remaining modules, that is Modules 2, 4 and 12, scored 73%, 62% and 56% respectively, and assessed as good and satisfactory.

Day 2 and 3 of the training were dedicated to the AEA's and other MOFA staff. They were trained in all the modules. The evaluation scores for the responses of the participants for each day and the overall assessment are presented in Table 3.14.

Table 3.14 Participants (AEA's) Assessments of the day training at Gonja West District

SN	AVERAGE		OVERALL ASSESSMENT	CORRESPONDING DESCRIPTIVE ASSESSMENT
	DAY 2	DAY 3		
1. Were your expectations met	1.39	1.31	1.35	Excellent
2. Were the training objectives met	1.22	1.19	1.20	Excellent
3. How were the training topics delivered	1.39	1.31	1.35	Excellent
4. How was the general arrangement of the training	1.78	1.56	1.67	Excellent
5. How was the training venue	2.67	1.69	2.18	Good
6. Appropriateness of training materials	1.44	1.38	1.41	Excellent
7. Would you recommend this kind of training to others	1.28	1.38	1.33	Excellent

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) **Please note the higher the score the lower the satisfaction of the participant**

From Table 3.14, the second group of participants also evaluated as excellent all the parameters with exception of Question 5 which was scored 2.18 and rated as Good. Question 2 (Were the training objectives met) was ranked the highest amongst the questions evaluated, with an average score of (1.20), as participants they were satisfied with the training.

Question 7 (Would you recommend this kind of training to others?), which scored (1.33) followed as the 2nd highest, signifying that the participants valued the training immensely and would not hesitate to inform others not present about such training should there be another.

Question 1, 3, 6 and 4 followed in that order, with scores of 1.35., 1.35, 1.41, and 1.67.

The modules delivered were also evaluated and the scores are as tabulated below in Table 3.15

Table 3.15 *Participants (AEA's) Assessments of training modules at Gonja West District*

No	MODULES-DAY 2 AND 3	AVG. SCORE	RANK	CORRESPONDING DESCRIPTIVE ASSESSMENT
1	Cassava Harvesting and Post - Harvesting Handling	73%	2 nd	Good
2	Processing of Specific Cassava Products	65%	4 th	Good
3	Quality Hazards Associated with Cassava Processing	55%	6 th	Fair
4	Principles of Good Manufacturing Practice	45%	9 th	Unsatisfactory
5	Standard Operating Procedures (SOPs) for In-Plant Sanitary Management	56%	5 th	Fair
6	Packaging, Labelling and Storage of Finished Products	69%	3 rd	Good
7	Group Dynamics and Leadership	69%	3 rd	Good
8	Business Management & Entrepreneurship	73%	2 nd	Good
9	Contract Negotiation	54%	7 th	Fair
10	Marketing	81%	1 st	Excellent
12	Critical Business Management Considerations for the Cassava Industry	53%	8 th	Fair

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) *Please note the higher the score the higher the satisfaction of the participant*

The scores from Table 3.15 indicate that Module 10 (Marketing) was ranked the highest with a score of 81% and rated as Excellent. The modules that ranked 2nd module were Modules 1 & 8 (Cassava Harvesting and Postharvest Handling & Business Management and Entrepreneurship) which returned a score of 73% and were assessed as Good. Modules 6 & 7 (Packaging, Labelling and Storage of Finished Products & Group Dynamics and Leadership) followed as the 3rd with a score of 69% and were assessed as Good together with Module 2 which placed 4th (65%).

Modules 5, 3, 9 and 12 were assessed to be fair with scores ranging from 56% to 53%, whilst Module 4 with a score of 45% was considered as not having been very useful by the perception of the participants.

Table 3.16 *Comparison of Group 1 and Group 2 Assessments of Common Modules*

NO	COMMON MODULES	GROUP 1		GROUP 2	
		SCORE	RANK	SCORE	RANK
2	Processing of specific cassava products	73%	3 rd	65	3 rd
4	Principles of Good Manufacturing Practice	62%	4 th	45	5 th
6	Packaging, Labelling and Storage of Finished Products	77%	1 st	69	2 nd
10	Marketing	75%	2 nd	81	1 st
12	Critical Business Management Considerations for the Cassava Industry	56%	5 th	53	4 th

Comparing the scoring of the two groups (Table 3.16) both groups valued Processing, Marketing and Packaging to the same extent, and above Good Manufacturing Practice and Business Management Considerations. However the differences in the rankings are not significantly different as can be seen from Table 3.16.



Plate 3.13: Second group of participants at Gonja West District

4.0 OVERALL ASSESSMENT OF TRAINING WORKSHOP

Using a weighted averaging method the individual evaluations of the five districts for the general organization of the workshop and the individual modules delivered, the scores were harmonized to obtain an overall assessment across the five districts. In general a total of 229 persons were trained. The assessment of these 229 persons with respect to the organization of the workshop is presented in Table 3.17; whilst their assessment with respect to the usefulness of the various modules is presented in Table 3.18.

Table 3.17 Overall Assessment of Workshop across all five Districts

ASSESSMENT PARAMETER	DISTRICT SCORES FOR GENERAL TRAINING WORKSHOP ASSESSMENT					OVERALL ASSESSMENT		
	<i>GOMOA EAST</i>	<i>KPANDO</i>	<i>NKWANTA SOUTH</i>	<i>AWUTU SENYA</i>	<i>GONJA WEST</i>	<i>WEIGHTED AVERAGE</i>	<i>OVERALL RANKINGS</i>	<i>DESCRIPTIVE ASSESSMENT</i>
Were your expectations met	1.11	1.29	1.08	1.06	1.35	1.17	2nd	Excellent
Were the training objectives met	1.19	1.38	1.15	1.17	1.24	1.22	3rd	Excellent
How were the training topics delivered	1.09	1.3	1.09	1.26	1.55	1.25	4th	Excellent
How was the general arrangement of the training	1.27	1.54	1.22	1.73	1.39	1.44	6th	Excellent
How was the training venue	1.26	1.74	1.48	1.42	2.04	1.57	7th	Excellent
Appropriateness of training materials	1.24	1.41	1.24	1.41	1.31	1.32	5th	Excellent
Would you recommend this kind of training to others	1.17	1.19	1.07	1.08	1.33	1.16	1st	Excellent
OVERALL ASSESSMENT	1.19	1.41	1.19	1.30	1.46	1.30	Excellent	

(Indicators; 1.0-1.9= Excellent; 2.0 – 2.9 = Good; 3.0 – 3.9 = Satisfactory, 4.0- 4.9 = Fair, 5.0 – upwards = Unsatisfactory) Please note the higher the score the lower the satisfaction of the participant

Table 3.18 Overall Assessment of Training Modules across all Five Districts

MODULES DELIVERED		DISTRICT EVALUATION SCORES FOR MODULES DELIVERED					OVERALL ASSESSMENT		
		GOMOA EAST	KPANDU	NKWANTA SOUTH	AWUTU SENYA	GONJA WEST	WEIGHTED AVERAGE	OVERALL RANKINGS	DESCRIPTIVE ASSESSMENT
1	Cassava Harvesting and Post - Harvesting Handling	77.00	76.00	87.00	80.00	73.00	79.58	1st	Excellent
2	Processing of specific cassava products	57.00	52.00	76.00	80.00	70.45	68.21	3rd	Good
3	Quality Hazards Associated with Cassava Processing	56.00	55.00	58.00	76.00	55.00	58.67	9th	Fair
4	Principles of Good Manufacturing Practice	61.00	40.00	74.00	72.37	56.59	61.96	7th	Satisfactory
5	Standard Operating Procedures (SOPs) for In-Plant Sanitary Management	62.00	70.00	78.00	65.00	56.00	68.16	4th	Good
6	Packaging, Labelling and Storage of Finished Products	72.00	51.00	60.00	59.89	74.45	63.72	5th	Satisfactory
7	Group Dynamics and Leadership	55.00	45.00	55.00	76.00	69.00	56.43	10th	Fair
8	Business Management & Entrepreneurship Module	-	61.00	60.00	69.00	73.00	63.39	6th	Satisfactory
9	Contract Negotiation	47.00	55.00	58.00	79.00	54.00	56.38	11th	Fair
10	Marketing	59.00	55.00	74.00	76.96	76.91	69.03	2nd	Good
12	Critical Business Management Considerations for the Cassava Industry	45.00	61.00	77.00	57.70	60.50	60.06	8th	Satisfactory
OVERALL ASSESSMENT		59.10	56.45	68.82	71.99	65.35	64.14	Satisfactory	

(Indicators; 100-75= Excellent; 74 – 65 = Good; 64 – 60 = Satisfactory, 59- 50 = Fair, 49 – downwards= Unsatisfactory) *Please note the higher the score the higher the satisfaction of the participant*

The overall rating for the organization of the workshop was ‘Excellent’ for all the parameters assessed. However the rankings of the various parameters stood as follows from the highest ranked to the least ranked.

- Whether they would recommend the workshop to others,
- Whether they considered their expectations to have been met,
- Whether they considered the objectives of the training workshop to have been achieved.
- Whether they were satisfied with the way the modules were delivered.
- Appropriateness of the training materials
- Whether they were satisfied with the general arrangements for the training
- Satisfaction with the training venue.

The overall rating for all the modules was ‘Satisfactory’ (64.14%). With respect to the assessment of the usefulness of the training modules to the 229 participants, the perceived usefulness of the modules were ranked as follows:

- Cassava Harvesting and Postharvest Handling (scored 79.58%-Excellent)
- Marketing scored (69.03% - Good)
- Processing of specific Cassava Products (68.21% – Good) and
- Standard Operating Procedures for In-Plant Sanitary Management (68.16% – Good)
- Packaging, Labelling and Storage of Finished Products (63.72% – Satisfactory)
- Business Management & Entrepreneurship Module (63.39% - Satisfactory)
- Principles of Good Manufacturing Practice (61.96% - Satisfactory)
- Critical Business Management Considerations for the Cassava Industry (60.06% - Satisfactory)
- Quality Hazards Associated with Cassava Processing (58.67% - Fair)
- Group Dynamics and Leadership (56.43% - Fair)
- Contract Negotiation (56.38% - Fair)

5.0 CONCLUSION, GENERAL OBSERVATIONS & RECOMMENDATIONS

5.1 CONCLUSION

A total of 229 beneficiaries were trained comprising 47 in Gomoa East District, 38 in Kpandu District, 46 in Nkwanta South District, 54 in Awutu Senya District and 44 in Gonja West District. On the average eleven (11) training modules were delivered to all participants within a period of 3-5 days for each District.

The overall rating for the organization of the workshop was 'Excellent' for all the parameters assessed. However the identifiable high points in this excellent overall assessment were that:

- Participants are happy to recommend the workshop to others,
- Participants considered their expectations to have been met, and
- Participants considered the objectives of the training workshop to have been achieved.

The overall rating of the training modules delivered was 'Satisfactory' (64.14%). With respect to the assessment of the usefulness of the training modules to the 229 participants, the four topmost modules considered to be most useful were:

- Cassava Harvesting and Postharvest Handling (scored 79.58%-Excellent)
- Marketing (scored 69.03% - Good)
- Processing of specific Cassava Products (68.21% – Good) and
- Standard Operating Procedures for In-Plant Sanitary Management (68.16% – Good)

The three modules considered to be least useful were:

- Quality Hazards Associated with Cassava Processing (58.67% - Fair)
- Group Dynamics and Leadership (56.43% - Fair)
- Contract Negotiation (56.38% - Fair)

Considering that none of the modules were rated below 50% it can be said that all the modules were considered useful to the participants.

5.2 OBSERVATIONS

The following observations were made during the course of the training in the various districts:

- In all the districts, apart from Gomoa East where participants were given practical demonstrations at an RTIMP Good Practice Centre, the rest did not have any of the required Good Practice Centres for an effective in-factory training. This prevented the resource persons from giving a practical demonstration on the production of the industrial cassava products such as the High Quality Cassava Flour, starch and Industrial Grade Flour.
- Participants expressed the desire for the establishment of a Community Processing Centre where they could put to practice what they have been trained on.
- The role play aspect of the training, where participants were tasked to act or show practically, how they have understood what they have been taught, partially replaced the demonstrative aspect of the training, but only for the business training.
- The prompt attendance and participation of the participants is well appreciated as they showed keen interest in the training.

- The low literacy levels of some of the participants, made demonstrations and understanding of some of the modules difficult.
- In the case of the Gomoa East, Kpando and Nkwanta South where the AEAs were put together with farmers/processors it required longer hours for explanation, and some aspects of the subject matter was above the level of understanding of the farmers. The separation as was originally planned for yielded fruitful results.

5.3 RECOMMENDATIONS

In the organization of any such future training workshops:

- The role of hands-on practical demonstrations should be fully recognized. Consequently the availability of a processing facility should be adequately guaranteed before the commencement of the training.
- The Training Consultant should be involved in the selection and segregation of participants in order to ensure effective delivery of the various modules to the understanding of the participants.
- Marketing and contract negotiations should be given high priority since these are rather new areas and requires more training for the participants to grasp the principles and practice of these professional disciplines. Besides that they are also very critical to the growth of any business.

6.0 APPENDICES

Appendix I: List of Participants

Gomoa East Participants

No.	Name	Organization	Station	Value Role	Chain	Contact
1	Samuel Arhin	G.A.V.&C.G.A	Afransi	Farmer		240281126
2	Janet Adjei	G.A.V.&C.G.A	Afransi	Far/Processor		247888692
3	Agnes Adjei	G.A.V.&C.G.A	Afransi	Farmer		247888692
4	John Assan	G.AMOANDA.V. G.A	Amoanda	Farmer		249140095
5	Samuel Okyere	AGRICO	G.Obuasi	Farmer		206568856
6	Kwesi Daba	AGRICO		Transporter		
7	Baba Adam Musah	G.AF.V.&C.G.A		Farmer		245187200
8	Elizabeth Eduah	AGRICO	G.Obuasi	Processor		576964372
9	Peter Oguamah	AGRICO	Afransi	Far/Processor		245187200
10	Kojo Adu	AKRAMANG.V.G.A	G.Obuasi	Farmer		240279927
11	Gladys Mensah	AKRAMANG.V.G.A	G.Obuasi	Marketer		247491951
12	Sarah Ofori	-	G.Obuasi	Pro/Marketer		246523922
13	Janet Otoo	-	Akramang	Pro/Marketer		207731056
14	Isaac Incoom	G.A.V.&C.G.A	Ojobi	Farmer		546699579
15	Comfort Mensah	G.A.V.&C.G.A	Ojobi	Marketer		272401155
16	Anthony Mensah	G.A.V.&C.G.A	Afransi	Farmer		244934524
17	Kwame Zodanu	G.AKR.V.G. A	Afransi	Farmer		244934522
18	Grace Eshun	G.EDUA.V.G.A	Akropong	Processor		278121448
19	Rosemond Paintsil	G.A.V.&V.A	Eduafokwa	Farmer		245258280
20	Yaw Otabil	-	Afransi	Processor		541462568
21	Faustina Andam	-	Ekwamkrom	Processor		241107056
22	Mercy Abakah	-	Akropong	Farmer		275675205
23	Kingsford Yeboah	-		Farmer		245839761
24	Habiba Harridu	-	Ekwamkrom	Marketer		242347508
25	Samuel Kwesi Akyeh	BENSO.FAR.ASSO.	Akropong	Farmer		542858640
26	Flexible Arkorful	MICROFIN RU.BANK	Akotsi	Banker		248616890
27	Kwaku Robert	-	Benso	Transporter		541736751
28	Victoria Fenuku	MAFI GARI.PRO.ASSS.	Pomadze	Processor		572261506
29	Gladys Blewusi	-	Adabra			542881427
30	Victoria Kpevor	-	Mafi			-
31	Georgina Dagba	-	Mafi	Marketer		-
32	Mary Kumi	AGRICO	Mafi	Processor		243853173
33						
34	Alfred Nii Ayi Aryeetey	DEPT OF AGRIC	Aea	Afransi		244870830
35	Maxwell Akuffo	DEPT OF AGRIC	Aea	Ojobi		242858726
36	Samuel Eku	DEPT OF AGRIC	Aea	Ekwamkrom		241186089
37	Joseph Gaglo	DEPT OF AGRIC	Dao	Afransi		244423606
38	Francis C. Woode	DEPT OF AGRIC	Dda	Aboso		249567353
39	Francis D. Ampong	DEPT OF AGRIC	Aea	Odumase		505296518

40	Nicholas Martey Marmah	DEPT OF AGRIC	Dao	Aboso	245327008
41	Martin Ofosu	DEPT OF AGRIC	Driver	Aboso	249661952
42	Lambert Adatsi	DEPT OF AGRIC	Aea	Akotsi	576852608
43	Beauty Mensah	DEPT OF AGRIC	Secretary	Aboso	249567353
44	Charles C. K. Johnson	DEPT OF AGRIC	Miso	Aboso	274324170
45	Patrick Ampah	DEPT OF AGRIC	Administrator	Aboso	543177880
46	Nii Oseku Akushie	G.E.D.A	Adpo	Afransi	246233057
47	Alfred Arthur	DEPT OF AGRIC	Dao	Aboso	242116054

Kpando Participants

No	Name	Institution	Location	Tel No./ Email
1	Cecilia Gboloo	Department Of Agric	Kpando	0244 965178
2	Yaw Boateng	Department Of Agric	Kpando	0507 751737
3	Kpali Stephen	Department Of Agric	Kpando	0246 936389
4	Augustine Agroe	Department Of Agric	Kpando	0207 603262
5	Derick K. Laba	Department Of Agric	Kpando	0200 955578
6	Frank Ahunu	Department Of Agric	Kpando	0201 013279
7	Michael Banga	Department Of Agric	Kpando	0244 703649
8	Simon Afari	Department Of Agric	Kpando	0244 2504442
9	Komlatse Patrick	Farmer	Kudzra	0201 910650
10	Michael Tetteh	KPMA	Kpando	0205 124468
11	Rose Safo	Farmer	Kudzra	050 5248970
12	Alphorse Safo	Farmer	Kudzra	0209 572199
13	Chisthe Tagbovi	Farmer	Gabi	054 666482
14	Akali Felix	Processor	Sovie	0203 9839153
15	Faustina Nyarku	Processor	Sovie	0209 160202
16	Sena Howusu	Marketer	Gabi	0243 281540
17	Dorothy Wolanyo	Processor	Gbete	0248 221357
18	Eric Simlakwe	Farmer	Gbefi	057 4009800
19	Vincent Nyamedor	Farmer	Gabi	050 6539202
20	Josephine Ettuh	Processor	Kudzra	0206 985072
21	Prosper Ateame	Exporter	Kudzra	054 6639966
22	Dzubey Helen	Exporter	Kpando	020 1496631
23	Harry Sitsofe Dake	KPMA	Kpando	0243 702302
24	Seth Klutse	NBSSI	Kpando	020 8893487
25	Agblekpe Judith	Processor	Dafor Tornu	0205 5472168
26	Atitsogbe Lucky	Processor	Dafor Tornu	0200 679200
27	Beli Vida	Victory Agro	Tsakpui	0208 962886
28	Dugbaza Atsufe	Processor	Kpando	050 6536570
29	Amega Dzidzeme	Processor	Kpando	020 6666620
30	Selorm Misroame	Transporter	Torkor	0209 158665
31	Buoh Victus	Aggregator	Kudzra	0243 37757
32	Nicholas Kulafe	Aggregator	Kudzra	0244 036261
33	Isaac Agyei Kwakye	Department Of Agric	Kpando	0248 687361
34	James Forson	Department Of Agric	Kpando	0502 278920
35	Mavis Aku Avorgah	Farmer	Tsakpe	0240 889268

36	Nkansah Rosemary	Asubonten Rural Bank	Kpando	0246 385065
37	Patrick Amegah	ADB	Kpando	0244 238420
38	George Prah	DCS/MOFA	Accra	0244 897314

Nkwanta South District Participants

NO.	NAME	INSTITUTION	LOCATION	VALUE CHAIN ROLE	TEL NO./ EMAIL
1	Anthony Kwashie	MOFA	Keri	AEA	249907956
2	Ndayin Emmanuel	MOFA	Nyambungu Abrewanjor	AEA	546773537
3	Juliana Ofori	FBO	Korantang	Producer	570295512
4	Ruki Hakim	FBO	Odumasi	Aggregator	203212558
5	Fati Braimah	FBO	Odumasi	Producer	203212558
6	Beatrice Tempong	MOFA	Nkwanta	DDO	246672068
7	Prince Micheal Agbo	MOFA	Krontang	AEA	242871455
8	Amese Samuel	FBO	Krontang	Producer	540944678
9	Godwin Obuor	FBO	Krontang	Producer	240203366
10	Mohammed Gobah	FBO	Odumasi	Producer	503670636
11	Doris Tsetsekple	FBO	Krontang	Aggregator/Marketer	249812217
12	Komisah Robert Kwame	MOFA	Pusupu	AEA	248809424
13	Gyinam Paul	GNGTA	Nkwanta	Transporter	246130533
14	Juliet Ofori	FBO	Keri	Processor	545002575
15	Patience Okrah	FBO	Kromase	Processor	248147833
16	Rebecca Issaka	-	Gekorong	Aggregator	-
17	Justice Elimoase	FBO	Gekorong	Producer	241281359
18	Geoffery Akuse	MOFA	Nkwanta	DDO	0244793066/0202755420
19	Kenneth Y. kelor	NSDA/DPO	Nkwanta	Planning	0506686612/0276686612
20	Badu Rebecca	-	Nkwanta	Baker	246024338
21	Geoffery Nkwanta	FBO	Pusupu	Producer	240395244
22	Agepe Amnakwa ata	Dept of Agric	Nkwanta		242976682
23	Abdukarim Abdulai	-	Pusupu	Producer	245731988
24	Ntoso Doris	-	Nkwanta	Baker	244066905
25	Sasaniba Margret	FBO	Korantang	Producer	205350432
26	Ibrahim Regina	-	Nkwanta	Baker	247448806
27	Wisdom Ndombi S.	Cassava Association	Agou-Fui	Producer	200348720
28	Gidah Vital Muply	MOFA	Agou-Fui	AEA	245674624
29	Daniel Ninson	MOFA	Accra	Agic Officer	243672961

30	Emmanuel Asante-Krobea	DCS-MOFA	Accra	Director	208127765
31	Kwame Otabil	MOFA	Accra	Driver	203308715
32	Kissao Yaa	FBO	Agou-Fui	Processor	-
33	Agbodza Cheolotte		Abubruwaa	Producer	548091180
34	Ndinki Linda	-	Kromase	Processor	240841986
35	Donkor Alice		Kromase	Processor	545160380
36	Juliet Ansah	-	Keri	Processor	545009575
37	Mensah Gladys		Nyambo	Producer	248174833
38	Isaka Rebecca		Gekorong	Processor	206984934
39	Amoah Stephen		Dadiase	Producer	543181886
40	Amegbor Samuel	FBO	Nyambong	producer	240742493
41	Okuampa Johnson	FBO	Abubruwaa	Producer	242731237
42	Ellimoase Justice	FBO	Gekorong	producer	241281359
43	Dorcas Gariba	-	Nkwanta	Baker	247610397
44	Asempah Daniel	Agro Chemical Dealer	Nkwanta	Input Dealer	246223341
45	Amoah Esther	FBO	nkwanta	Producer	543896288
46	Geoffery Doh	ADB	Nkwanta	Banker	208196310

Awutu Senya District Participants

Day 1

NO.	NAME	INSTITUTION	VALUE CHAIN ROLE	LOCATION	TEL NO./ EMAIL
1	Akos Akapo	Bewuenum group association	Processor	Bewuenum	548028574
2	George Darko	Bewuenum group association	Farmer	Bewuenum	544576060
3	Monica Okine	Bewuenum group association	Processor	Bewuenum	544131133
4	Jojo Boateng	Adom group	Aggregator	Mfafo	-
5	Adjoa Baido	Adom group	Processor	Mfafo	241184663
6	Francis Asumani	Adom group	Farmer	Mfafo	54455704
7	Esther Nyarko	Adom group	Processor	Mfafo	-
8	Hannah Savi	Adom group	Processor	Mfafo	-
9	Magaret Mensah	Onuado farmer's group	Producer	Obrayeko	553489705
10	Agnes Mojaka	Onuado farmer's group	Producer	Obrayeko	240557088
11	Grace Adawu	Larbie Farmers Group	Marketer	Larbie	27370015
12	Selina Adawu	Larbie Farmers Group	Marketer	Larbie	27370015

13	Matilda Gotah	-	Input dealer	Bawjiase	242142804
14	Kwabena Ansah Gyan	Larbie Farmers Group	Farmer	Larbie	27981128
15	Victoria Nana Aba Sey	Prime Agriculture		Ahentia	545554106
16	Joseph Kwadjo Bittor	Osimpo cassava growers	Processor	Osimpo	244897249
17	Magaret Anakoa		Aggregator	Ayensuak	546838944
18	Emelia Doko		Processor	Bawjiase	243348713
19	Amos Kofi Dadzie	Osimpo cassava growers	Farmer	Osimpo	541240846
20	Kate Biney	Osimpo cassava growers	Marketer	Osimpo	546171898
21	Essiaw Justice	Boafo Ye Na Group	Producer	Akropong	24658022
22	Theresa Amissah	Boafo Ye Na Group	Producer	Bontrase	240489537
23	Janet Adobea	Boafo Ye Na Group	Producer	Bontrase	240489537
24	Dorcas Boabeng	Domiabra Cassava Assoc.	Processor	Penim	54788270
25	Lewis Larbie	Domiabra Cassava Assoc.	Farmer	Penim	241850454
26	Peter Asare	Domiabra Cassava Assoc.	Farmer	Penim	265102476
27	Henry John Okine		Input dealer	Awutu Breku	244162652
28	Rebecca Addo		Processor	Osaekodua	
29	Alice Sessah	Ofaso Cassava group	Processor	Ofaso	54301972
30	Samuel Adduful	Ofaso Cassava group	Farmer	Ofaso	248024820
31	John Ainooson	Ofaso Cassava group	Farmer	Ofaso	54567692
32	Mavis Botchey	Ofaso Cassava group	Processor	Ofaso	
33	Osumaye	Ofaso Cassava group	Farmer	Ofaso	541660056
34	Christiana Esiaw	Ofaso Cassava group	Processor	Ofaso	

Days 2 & 3

NO.	NAME	INSTITUTION	VALUE CHAIN ROLE	LOCATION	TEL NO./ EMAIL
1	Joseph Odame	MOFA	DAO-MIS	Awutu Ofadaa	244829188
2	Lydia Inkoom	MOFA	DAO-WIAD	Papaeso	262294934
3	John H. Okine	MOFA	AEA	Bontrase	244162652
4	Evans K. Losu	MOFA	AEA	Awutu Ofadaa	244453234
5	Baidoo Seth	MOFA	AEA	Nyarkokwaa	246240950
6	Sagito Musah Issakah	ASDA	DPO	Awutu Breku	243408461
7	Samuel A. Adosinara	MOFA	DAO-Engineer	Nyarkokwaa	243060333

8	Benjamin N. Wilson	MOFA	DAO	Awutu Breku	244446239
9	Magaret Anakwa	MOFA	DAO-Secretary	Awutu Breku	546838944
10	Emelia Darko	MOFA	Executive Officer	Awutu Breku	243348713
11	Lamprey Sandra	MOFA	DAO	Mfafa	247560936
12	Ceaser Benjamin Teye	MOFA	AEA	Obrachire	246069577
13	Ebenezer M. Yankson	MOFA	AEA	Bawjiase	542425968
14	Philomena Kafui Kenu	MOFA	AEA	Dotom	246111068
15	George Manford	MOFA	DAO	Awutu Breku	244431643
16	Jawla A Tahime	MOFA	AEA	Mfafa	243624482
17	Seth Kofi Loga	MOFA	AEA	Ayensuaka	249358285
18	James Courage Awuah	Social services	Chairman	Bawjiase	244412263
19	Emelia Tachie-Mills	MOFA	AEA	Senya	242674038
20	Divivo Ainooson	MOFA	AEA	Osae Krodua	208159394

Gonja West District Participants

Day 1

NO.	NAME	INSTITUTION	VALUE CHAIN ROLE	LOCATION	TEL NO./ EMAIL
1	Paul Kolgo	Unity Farmers	Producer	Sori No.1	502618609
2	Dery Rosina	Suzelekpion	Processor	Agric Extention	207747432
3	Abu Walkia	Ampa Mali	Processor	Nabori	501354123
4	Seidu Ali	Sungtaa	Input Dealer	Damongo	207229720
5	Salamatu Braimah	Kanyiti Wale	Processor	Alhassan Kura	506685176
6	Pasor Rukaya	Suzelekpion	Marketer	Agric Extention	549345959
7	Musah Amida	Kanyiti Wale	Processor	Alhassan Kura	-
8	Sulley Koleu	Konkonte	Producer	Agric Extention	246436662
9	Ania Yussif	Suzelekpion	Processor	Agric Extention	24229940
10	Zakaria Soale	Gbenisi farmes	Producer	Langbanto	247799067
11	Yelpoe Maxwell	GPRTU	Transporter	Damongo	207873884
12	Dabir Laar	Suguru farmers	Producer	Sori No.1	240771986
13	Abukari Joe Zakaria	Eborso Farmers	Producer	Damongo	249548691
14	Fatimata Seidu	Unity Farmers	Aggregator	Sori No.1	545154218
15	Seidu Samata	Samankusi	Aggregator	Frafra Line	268959661
16	Hawawa Mahama	Eborso Farmers	Lead farmer	Damongo	266707489

17	Alhassan Saaka	Bonyaso	Producer	Langbanto	244035093
18	Rahinatu Mumuni	Kpalakuso	Processor	Abinga kura	249888279
19	Yussif Salamatu	Kanyiti Wale	Processor	Alhassan Kura	-
20	Adam Zulhanatu	-	Marketer	Ngbaripe	207840797
21	Losina Mariama	Kanyiti Wale	Processor	Alhassan Kura	577000972
22	Memuna Abibu	Trust Marketers	Aggregator	Damongo	-
23	Safianu Nasiatu	Kpalakuso	Processor	Abinga kura	249701997
24	Musah Haruna	Zongo Farmers	Producer	Zongo	275543807
25	Cana Dabir	Saala	Aggregator	Sori No.1	240771986
26	Kadiri Alhassan	Kadiri Agri. Che	Input Dealer	Larbanga	245254259
27	Awuche Abdulai	Trust Marketers	Aggregator	Hangaline	207438226
28	Awudu Mahama	Eborso Farmers	Producer	Damongo	206475001
29	Kofi Adams	Progressive Farmers	Producer	Langbanto	509964128
30	Abdul Mumuni	GN Bank	Credit Financing	Damongo	501411418

Days 2 & 3

NO.	NAME	INSTITUTION	VALUE CHAIN ROLE	LOCATION	TEL NO./ EMAIL
1	George A. Gumah	DOA	Facilitator	Damongo	249808486
2	Zubaidatu Anidu	DAD	Facilitator	Busunu East	248452162
3	Oppong Francis	DOA	Facilitator	Larabanga	246304918
4	Jedu Mutawakilu	DAD	Facilitator	Damongo	240786344
5	Lansah Alidu	DAD	Facilitator	Busunu East	245952735
6	Bassing Victoria	DAD	Facilitator	Kabare	246082640
7	Godwin E. Dzekoto	A Rocha Gh.		Damongo	202774869
8	Alhassan Bawa	DAD	Facilitator	Kotito	246711264
9	Yakubu Saaka	DAD	Facilitator	Achubonyor	249892561
10	Agbodo Cephas	Buuwuloro One Stop Rural Bank Ltd.	Banker	Damongo	204105499
11	Elijah Fant	WGOA	Assit. Director	Damongo	208397796
12	Alhassan Hansa	MOFA	AEA	Damongo	249695097
13	Dery Cornelia	MOFA	AEA	Damongo	241592699
14	Agamum Lydia	MOFA	AEA	Damongo	206330939

Appendix II: Programmes

Gomoa East District Programme

FOOD AND AGRICULTURE ORGANISATION, GHANA

TECHNICAL COOPERATION PROJECT – TCP/GHA/3404

EMPOWERING CASSAVA VALUE CHAIN ACTORS TO ENHANCE INCOMES, EMPLOYMENT AND FOOD SECURITY & STRENGTHENING LINKAGES BETWEEN SMALL PRODUCERS AND ACTORS IN THE ROOTS AND TUBERS SECTOR IN AFRICA –GCP/RAF/448/EU

CASSAVA VALUE ADDITION, BUSINESS SKILLS, ENTREPRENEURSHIP AND MARKETING WORKSHOP

DATE: 23-26 November 2015 VENUE: Zion Church Building, Gomoa Obuasi

AGENDA

Time	Activity	Activity Leads
DAY 1		
08.00-08.15	Registration	PMT/
08.15-08.30	Introduction of Participants	Self-Introduction
08.30-8.45	Welcome Statement/Opening Remarks	Mr.F. Woode/Manu Addae/Mark Offei
08.45-9.00	Overview of Training Objectives and Activities	Dr. Nanam Dziedzoave
9.00-9.15	Snack Break	
9.15-10.15	Module 3: Quality Hazards Associated with Cassava Processing/Discussion	Dr. Nanam Dziedzoave
10.15-11.15	Module 5: Standard Operating Procedures (SOPs) for In-Plant Sanitary Management	Dr. Nanam Dziedzoave
11.15-12.15	Module 6: Packaging, Labelling and Storage of Finished Products	Dr. Nanam Dziedzoave
12.15-1.15	Lunch	
1.15-2.15	Module 11: “Introduction to the Community Owned Professionally Managed” System of Management	Dr. Nanam Dziedzoave
2.15-3.30	Module 8: Business Management & Entrepreneurship	Mrs. Mariam Tandoh-Wordey
3.30-4.00	Daily Evaluation	Manu Addae
DAY 2		
9.00-9.15	Recap of Day 1	
9.15-10.30	Module 1: Cassava Harvesting and Post- Harvest Handling	Mr. Gregory Komlaga
10.30-11.00	Snack Break	
11.00-12.15	Module 2: Processing of Specific Cassava Products	Mr. Gregory Komlaga
12.15-1.30	Lunch	
1.30-2.45	Module 4: Principles of Good Manufacturing Practice	Mr. Gregory Komlaga
3.00-4.15	Module 7: Group Dynamics and Leadership	Mrs. Mariam Tandoh-Wordey
4.15-4.30	Snack Break	
4.30- 5.00	Discussion/Daily Evaluation	M. Addae
DAY 3		
9.00-9.15	Recap of Day 2	
9.15-10.30	Module 9: Contract Negotiation	Mrs. Mariam Tandoh-Wordey
10.30-11.00	Snack Break	

11.00-12.15	Module 10: Marketing	Mrs. Mariam Tandoh-Wordey
12.15-1.30	Lunch	
1.30-2.45	Module 12: Critical Business Management Considerations for the Cassava Industry	Mrs. Mariam Tandoh-Wordey
2.45 – 3.15	Snack Break	
3.15-4.00	Discussion/Daily Evaluation	
DAY 4		
9.00-9.30	Recap of Day 3	Participants
9.30-12.00	Meeting with potential producers and buyers of cassava products to discuss issues as specified: <ul style="list-style-type: none"> • Contracting • Building trust and common understanding 	Mrs. Mariam Tandoh-Wordey
12.00-1.00	Lunch	
1.00-4.00	Meeting with potential producers and buyers of cassava products to discuss issues as specified: <ul style="list-style-type: none"> • Bulking • Storage • Marketing 	Mrs. Mariam Tandoh-Wordey
4.00-4.30	Workshop Evaluation/Closing Ceremony	FRI/Manu Addae

Kpando District Programme

**FOOD AND AGRICULTURE ORGANISATION, GHANA
TECHNICAL COOPERATION PROJECT – TCP/GHA/3404**

EMPOWERING CASSAVA VALUE CHAIN ACTORS TO ENHANCE INCOMES, EMPLOYMENT AND FOOD SECURITY & STRENGTHENING LINKAGES BETWEEN SMALL PRODUCERS AND ACTORS IN THE ROOTS AND TUBERS SECTOR IN AFRICA –GCP/RAF/448/EU

CASSAVA VALUE ADDITION, BUSINESS SKILLS, ENTREPRENEURSHIP AND MARKETING WORKSHOP
DATE: 7-9 December 2015 VENUE: Kpandu

AGENDA

Time	Activity	Activity Leads
DAY 1		
08.00-08.15	Registration	PMT/Resource Persons
08.15-08.30	Introduction of Participants	Self-Introduction
08.30-8.45	Welcome Statement/Opening Remarks	MOFA District Director/ Mr. Manu Addae/FAO Rep.
08.45-9.00	Overview of Training Objectives and Activities	Dr. Nanam Dziedzoave
9.00-9.15	Snack Break	
9.15-10.15	Module 1: Cassava Harvesting and Post- Harvest Handling	Mr. Gregory Komlaga
10.15-11.15	Module 2: Processing of Specific Cassava Products	Mr. Gregory Komlaga
11.15-12.15	Module 8: Business Management &Entrepreneurship	Mrs. Mariam Tandoh-Wordey
12.15-1.15	Lunch	
1.15-2.15	Module 3: Quality Hazards Associated with Cassava Processing	Dr. Nanam Dziedzoave
2.15-3.30	Module 5: Standard Operating Procedures (SOPs) for In-Plant Sanitary Management	Dr. Nanam Dziedzoave
3.30-4.00	Daily Evaluation	Manu Addae
DAY 2		
9.00-9.15	Recap of Day 1	Participants

9.15-10.30	Module 6: Packaging, Labelling and Storage of Finished Products	Dr. Nanam Dziedzoave
10.30-11.00	Snack Break	
11.00-12.15	Module 11: “Introduction to the Community Owned Professionally Managed” System of Management	Dr. Nanam Dziedzoave
12.15-1.30	Lunch	
1.30-2.45	Module 7: Group Dynamics and Leadership	Mrs. Mariam Tandoh-Wordey
3.00-4.15	Module 9: Contract Negotiation	Mrs. Mariam Tandoh-Wordey
4.15-4.30	Snack Break	
4.30- 5.00	Discussion/Daily Evaluation	Mr. M. Addae
DAY 3		
9.00-9.15	Recap of Day 2	Participants
9.15-10.30	Module 10: Marketing	Mrs. Mariam Tandoh-Wordey
10.30-11.00	Snack Break	
11.00-12.15	Module 4: Principles of Good Manufacturing Practice	Mr. Gregory Komlaga
12.15-1.30	Lunch	
1.30-2.45	Module 12: Critical Business Management Considerations for the Cassava Industry	Mrs. Mariam Tandoh-Wordey
2.45 – 3.15	Snack Break	
3.15-4.00	Discussion/Daily Evaluation	
4.00-4.30	Workshop Evaluation/Closing Ceremony	FRI/Mr. Manu Addae

Nkwanta South District Programme

**FOOD AND AGRICULTURE ORGANISATION, GHANA
TECHNICAL COOPERATION PROJECT – TCP/GHA/3404**

EMPOWERING CASSAVA VALUE CHAIN ACTORS TO ENHANCE INCOMES, EMPLOYMENT AND FOOD SECURITY & STRENGTHENING LINKAGES BETWEEN SMALL PRODUCERS AND ACTORS IN THE ROOTS AND TUBERS SECTOR IN AFRICA –GCP/RAF/448/EU

CASSAVA VALUE ADDITION, BUSINESS SKILLS, ENTREPRENEURSHIP AND MARKETING WORKSHOP
DATE: 16-18 December 2015 VENUE: Nkwanta South

AGENDA

Time	Activity	Activity Leads
DAY 1		
08.30-09.00	Registration	PMT/Resource Persons
09.00-9.15	Introduction of Participants	Self-Introduction
09.15-9.30	Welcome Statement/Opening Remarks	MOFA District Director/ Director of Crop Services
09.30-9.45	Overview of Training Objectives and Activities	Mr. Gregory Komlaga
9.45-10.00	Snack Break	
10.00-10.45	Module 1: Cassava Harvesting and Post- Harvest Handling	Mr. Gregory Komlaga
10.45-11.30	Module 2: Processing of Specific Cassava Products	Mr. Gregory Komlaga
11.30-12.15	Module 7: Group Dynamics and Leadership	Mrs. Mariam Tandoh-Wordey
12.15-1.15	Lunch	
1.15-2.15	Module 8: Business Management &Entrepreneurship	Mrs. Mariam Tandoh-Wordey
2.15-3.30	Module 9: Contract Negotiation	Mrs. Mariam Tandoh-Wordey

3.30-4.00	Daily Evaluation	Mr. Manu Addae
DAY 2		
9.00-9.15	Recap of Day 1	Participants
9.15-10.30	Module 4: Principles of Good Manufacturing Practice	Mr. Gregory Komlaga
10.30-11.00	Snack Break	
11.00-12.15	Module 10: Marketing	Mrs. Mariam Tandoh-Wordey
12.15-1.30	Lunch	
1.30-2.45	Module 3: Quality Hazards Associated with Cassava Processing	Dr. Nanam Dziedzoave
3.00-4.15	Module 5: Standard Operating Procedures (SOPs) for In-Plant Sanitary Management Module	Dr. Nanam Dziedzoave
4.15-4.30	Snack Break	
4.30- 5.00	Discussion/Daily Evaluation	Mr. M. Addae
DAY 3		
9.00-9.15	Recap of Day 2	Participants
9.15-10.30	6: Packaging, Labelling and Storage of Finished Products	Dr. Nanam Dziedzoave
10.30-11.00	Snack Break	
11.00-12.15	Module 12: Critical Business Management Considerations for the Cassava Industry	Mrs. Mariam Tandoh-Wordey
12.15-1.30	Lunch	
1.30-2.45	Discussion/Daily Evaluation	
2.45 – 3.15	Workshop Evaluation/Closing Ceremony	FRI/Mr. Manu Addae

Awutu Senya District Programme

**FOOD AND AGRICULTURE ORGANISATION, GHANA
TECHNICAL COOPERATION PROJECT – TCP/GHA/3404**

EMPOWERING CASSAVA VALUE CHAIN ACTORS TO ENHANCE INCOMES, EMPLOYMENT AND FOOD SECURITY & STRENGTHENING LINKAGES BETWEEN SMALL PRODUCERS AND ACTORS IN THE ROOTS AND TUBERS SECTOR IN AFRICA –GCP/RAF/448/EU

CASSAVA VALUE ADDITION, BUSINESS SKILLS, ENTREPRENEURSHIP AND MARKETING WORKSHOP
DATE: 25-27 January 2016 VENUE: Awutu Senya

AGENDA

Time	Activity	Activity Leads
DAY 1 – 25th January		
08.30-09.00	Registration	PMT/Resource Persons
09.00-9.15	Introduction of Participants	Self-Introduction
09.15-9.30	Welcome Statement/Opening Remarks	MOFA District Director/ Director of Crop Services
09.30-9.45	Overview of Training Objectives and Activities	Dr. Nanam Dziedzoave
9.45-10.00	Snack Break	
10.00-10.45	Module 1: Cassava Harvesting and Post- Harvest Handling	Mr. Gregory Komlaga
10.45-11.30	Module 2: Processing of Specific Cassava Products	Mr. Gregory Komlaga
11.30-12.15	Module 7: Group Dynamics and Leadership	Mrs. Mariam Tandoh-Wordey
12.15-1.15	Lunch	
1.15-2.15	Module 8: Business Management & Entrepreneurship	Mrs. Mariam Tandoh-Wordey

2.15-3.30	Module 9: Contract Negotiation	Mrs. Mariam Tandoh-Wordey
3.30-4.00	Daily Evaluation	Mr. Manu Addae
	DAY 2 – 26th January	
9.00-9.15	Recap of Day 1	Participants
9.15-10.30	Module 3: Quality Hazards Associated with Cassava Processing	Dr. Nanam Dziedzoave
10.30-11.00	Snack Break	
11.00-12.15	Module 4: Principles of Good Manufacturing Practice	Mr. Gregory Komlaga
12.15-1.30	Lunch	
1.30-2.45	Module 10: Marketing	Mrs. Mariam Tandoh-Wordey
3.00-4.15	Module 5: Standard Operating Procedures (SOPs) for In-Plant Sanitary Management Module	Dr. Nanam Dziedzoave
4.15-4.30	Snack Break	
4.30- 5.00	Discussion/Daily Evaluation	Mr. M. Addae
	DAY 3 – 27th January	
9.00-9.15	Recap of Day 2	Participants
9.15-10.30	6: Packaging, Labelling and Storage of Finished Products	Dr. Nanam Dziedzoave
10.30-11.00	Snack Break	
11.00-12.15	Module 12: Critical Business Management Considerations for the Cassava Industry	Mrs. Mariam Tandoh-Wordey
12.15-1.30	Lunch	
1.30-2.45	Discussion/Daily Evaluation	
2.45 – 3.15	Workshop Evaluation/Closing Ceremony	FRI/Mr. Manu Addae

Gonga West District Programme

Appendix III: Workshop Evaluation Form

FAO TRAINING EVALUATION FORM -TCP/GHA/3404

Note: This is confidential. You are not obliged to put your name. The information you give will be used to improve similar training courses in the future. Please be as sincere as possible.

Section A: Instructions: Tick the choice of your response whereby: ● = excellent ◐ = good ◑ = satisfactory ◒ = fair ◓ = unsatisfactory ⊗ = how do you rate the following?

- 1. Were your expectations met? 1. ● 2. ◐ 3. ◑ 4. ◒ 5. ⊗
- 2. Were the training objectives met? 1. ● 2. ◐ 3. ◑ 4. ◒ 5. ⊗
- 3. How were the training topics delivered? 1. ● 2. ◐ 3. ◑ 4. ◒ 5. ⊗
- 4. How was the general arrangement of the training? 1. ● 2. ◐ 3. ◑ 4. ◒ 5. ⊗
- 5. How was the training venue? 1. ● 2. ◐ 3. ◑ 4. ◒ 5. ⊗
- 6. Appropriateness of training materials? 1. ● 2. ◐ 3. ◑ 4. ◒ 5. ⊗
- 7. Would you recommend this kind of training to others? 1. ● 2. ◐ 3. ◑ 4. ◒ 5. ⊗

Section B: Give brief answers in the spaces provided

8. Which topics did you find most useful? Please rank.....

- A. Introduction to the Community Owned Professionally Managed System of Management
- B. Packaging, Labelling and Storage of Finished Products
- C. Standard Operating Procedures (SOPs) for In-Plant Sanitary Management
- D. Quality Hazards Associated with Cassava Processing
- E. Cassava Harvesting and Post-Harvesting handling
- F. Processing of Specific Cassava Products
- G. Principle of Good Manufacturing Practice
- H. Group Dynamics and Leadership
- I. Contract Negotiation
- J. Marketing
- K. Critical Business Management Considerations for the Cassava Industry

9. Suggest any improvements you would like to see included in future similar trainings

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10. Any other comment?

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