



AGRIBUSINESS DIGEST

A QUARTERLY NEWSLETTER THAT BRINGS YOU UPDATES AND INSIGHTS FROM THE WORLD OF AGRIBUSINESS



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1st Cohort: Women in Agribusiness



PRICE RISK MANAGEMENT TRAINING.

The training brought together all the sector players including financial institutions like DFCU bank, trading organizations and government...

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EDITORIAL



KATIA MUGENZI
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DEAR ESTEEMED READER,

In this issue, we will recount the various projects and activities in which Agribusiness Development Centre (ADC) and its partners has been actively involved in for the 9 months of 2022.

Starting with the launch of a new strategic plan which set ADC's agenda for the rest of the year. Many exciting activities like the ADC BUSINESS ACCELERATOR PROGRAM (BAP) whose first cohort of Women in Agribusiness was launched.

The issue also highlights the different partnerships that have been created within the period and how they are contributing to ADC'S new direction.

I am glad to share with you some of the voices from farmers and cooperatives that have benefited from ADC interventions dubbed "Voices from the field"

The editorial team talked to some of the youth farmers that are encouraging young people to engage in agribusiness on social media and the issue brings you all their inspiring stories.

Furthermore, we shall have a chance to read about independent opinions on the current topics in agriculture space from some of the staff of ADC. This issue brings you one of ADC's special training for coffee and cocoa farmers called Price Risk Management. A huge thank you to all the persons who contributed by writing and sharing the wonderful and inspiring articles. To ADC management, the partners, and mostly to the farmers and agribusinesses that make it worthwhile.

*Last, I would like to thank our members **dfcu** Limited and Rabo Foundation for making it possible to do what we do.*

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BY RONALD K SSEKAJJA

GOOD AGRICULTURAL PRACTICES.

Why Agribusiness Stakeholders are still losing out.

The goal of the Ministry of Agricultural, Animal Industry and Fisheries (MAAIF) is to transform the agriculture sector into a competitive, profitable, and sustainable sector. MAAIF has been able to drive efforts to improve the livelihood of over 64% of Ugandans and 72% of the youth with a steady growth of 3.9% growth in 2021/22 limping from a growth of 3.6% growth in 2020/21.

Efforts to improve growth have been set in motion by the government through the Agricultural Sector Strategy Plan II which arches to increase the production and productivity of agricultural commodities and enterprises, increase access to critical farm input and improve access to markets, value addition, and quality of agricultural commodities. These tremendous efforts have been supplemented by other

industry players, with the effort to drive value addition topping the agenda. According to a 2021 World Bank Report, Ugandan farmers lose over 61% of the potential farm yield due to poor Agricultural Practices and recommends that more effort should be put into training the Good Agricultural Practices and related extension services to patch potential GDP hemorrhage. Farmers can not be blamed for not learning what they have not been taught, and research shows that over 58% of small-scale and medium-scale farmers are still implementing farming practices as they have historically learned from their parents.

Maximum yield can only be realized with the proper practices of soil testing, soil fertilization, irrigation, proper seed variety

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selection, proper application of pesticides, crop handling during harvest, and proper post-harvest handling. Good Agricultural Practices are what improve the per hectare productivity of the soil, motivates the farm, and attract the populace and especially the youth to fully embrace agriculture and agribusiness in general.

The Development Partner and Ministry of Agricultural, Animal Industry and Fisheries (MAAIF) efforts are commendable, however, farm productivity is what unlocks the potential across the agribusiness value chain to delight all the stakeholders across the chain. Efforts to drive the relevant capacity building for smallholder farmers, Farmer based groups, and SMEs in the agriculture sector is a less attended to in the area. Organizations like Agribusiness Development Centre are taking the first steps to drive capacity building and Good Agriculture Practices and more efforts are needed to scale GAPs throughout the country.

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58%

...of small-scale and medium-scale farmers are still implementing farming practices as they have historically learned from their parents.



LAUNCH OF ADC'S BUSINESS ACCELERATOR PROGRAM (BAP)



The Agribusiness Development Centre powered by dfcu limited and Rabo foundation launched a Business Accelerator Program (BAP) on 18th August 2022 intended to attract Agribusinesses getting out of ideation phase and offer them a business acceleration opportunity which should enable these enterprises to attract markets and funding for growth and sustainability of their operations.

BAP will enable **350 agribusinesses (40% women-led)** to become self-sufficient & create at least **350 new jobs**, Link at least **50%** of these agribusinesses to financing and markets. The program aims to link at least 50 of these businesses to affordable Green Finance and technical assistance.

The objective of this partnership is to be able to collectively contribute directly to

the five SDGs: 5 - Gender equality; 7 – Affordable Clean Energy; 8-Decent work and economic growth; and 17- Partnerships for goals.

Mathias Katamba, **dfcu** Bank CEO noted that **dfcu** has worked closely with ADC to create the Business Accelerator Program whose main objectives is to support business improvements and facilitate the necessary linkages for growth and sustainability.

“Since its inception, dfcu Bank has made continuous commitments to support a wide base of customers that include; SMEs, women entrepreneurs, Investment Clubs. Our partnership with ADC is part of a joint mission to grow, build and promote the prospect of a sustainable future.” Agribusiness is the future of Uganda, and



this partnership will help us continue to fulfill our commitment to serve and build this sector.”

The program cohorts shall be thematic to consider varied hindrances to agribusiness growth as well as harness opportunities for business acceleration. The themes under consideration over two years, shall be; key value chains; greening agribusinesses; Oil & Gas opportunities for Agribusinesses; Youth in agribusiness with the first cohort premised on a theme of gender inclusivity in agribusiness development.

“We hope to Influence youth & women inclusivity in the leadership of at least 50% businesses at the end of the program. The learners will also be exposed to peer and networking opportunities through learning visits to experts in varied fields.” Josephine Mukumbya, Executive Director, ADC

Why the “Women in Agribusiness” as the first cohort?

Women make up to 52% of the labour force and are an important talent to help Uganda meet its development goals

especially in entrepreneurship and micro, small and medium enterprises growth. However, it is generally known that women face more challenges than men in starting, managing, and growing their enterprises as they are more likely to be impeded by a lack of the necessary capacities, skills, and resources. They are more disadvantaged than men due to legal impediments and others Therefore, a Business Acceleration Program (BAP) targeted for women-led agribusinesses will build their capacity and investment readiness to access financing from investors and financial institutions.

Promoting entrepreneurship and innovation coupled with the growth of Agri-SMEs will help women develop greater economic prosperity. With the training experience and unique position of ADC having dfcu Limited and Rabo Foundation as their member partners, we believe it will open more opportunities for the women led agribusinesses under the first cohort which is now open on all online channels of ADC and **dfcu**.

Application submission: Eligible candidates should submit their applications by using the special form available on websites: www.adc.ug or www.dfcugroup.com or use link www.soma.adc.ug/bap

HAVE YOU MET THEM?

We recently had great additions to our amazing team. We asked them two questions so that you know them better and they answered!



JOSEPHINE MUKUMBYA

EXECUTIVE DIRECTOR

Tell us about yourself?

I am currently the Executive Director of the Agribusiness Development Centre (ADC), which was set up to train Farmer Based Organizations and SMEs in Agribusiness, in a bid to offer marketing and financial services linkages for their growth and sustainability. Prior to this, I was the Chief Executive Officer of aBi Development, an entity promoting agribusiness development through grant, lines of credit and de-risking instruments for wealth creation in Uganda.

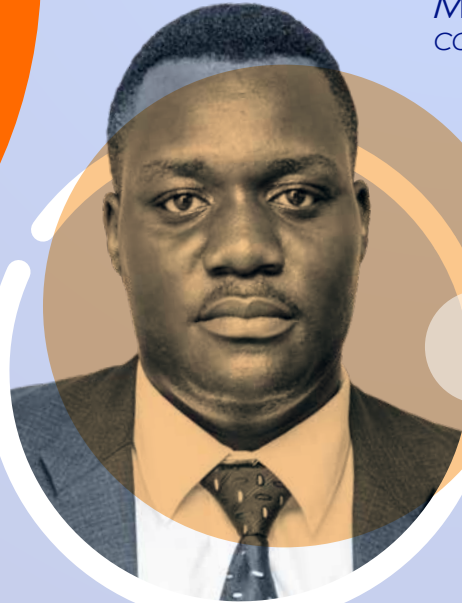
I have 28 years of working experience and had the opportunity to work for both the Corporate and Developmental finance worlds, which has enabled me to appreciate the concerns and needs on both sides. In this position, I developed networks from both fields in support of private sector agribusiness development. I have directorship experience, particularly in the financial services sector, as well Advisory Committee experience with the NUTEC DFID project.

What is your life motto or philosophy?

"...It is not how much we do but how much love we put in the action we do..." by Mother Theresa

HAVE YOU
MET THEM?
CONTINUED

“I am passionate
about AgriTech,
Agri-Preneurship
& entrepreneurship
that is powered
by technology”



RONALD KASIRIVU SEKAJJA

PROJECT MANAGER INNOVATIONS

Tell us about yourself?

I am the Project Manager Innovations at Agribusiness Development Centre (ADC) driving implementation of strategic projects and innovation programs through organizational change to reach the organization's aspirations.

Previously, I worked as the program Manager with dfcu Bank, I am a Technologist with bias to organizational excellence, an evangelist for Digital Transformation, Innovation, as well as an enthusiast for Project and Change Management. I have attained 11 years in managing Projects and Programs, IT service management, I am a certified Project Management Professional, PRINCE2 Practitioner, PMI-Practitioner of Business Analysis, TOGAF9, COBIT5, Agile Hybrid PRO, ITIL, Lean Six Sigma and CIPS. I hold both a Master's Degree in Information Technology and Business Administration.

What is your life motto or philosophy?

“Limitations are only a creation of the mind”





BY OMARA SIMON

PRICE RISK MANAGEMENT TRAINING.

Global coffee consumption rises from 1.5 million bags to 164.9 million, with the largest gains in the European Union, the United States, and Brazil, this calls for increased global production which was estimated to increase by 0.3% to 169.5 million bags in 2020/2021.

Uganda is looking to increase on its exports to one of the biggest coffee markets in the world, Australia, United States and Brazil.

Increased exports are likely to be driven by global coffee prices, which in the past few years dropped as a result of the effect of COVID-19 causing more price volatility for coffee and cocoa affecting farmers, traders and consumers around the world. With the rising volatile market, farmers and traders feel the need to prepare and equip themselves with the new market dynamics.

The Agribusiness Business Development (ADC) conducts the price risk management training in response to the needs of the coffee and cocoa farmers

and other players. The training happens twice in a year in the central region with plans of scaling it to different regions, ADC hosts the farmers from different regions carefully selected from farmer organizations working with ADC in the cocoa and coffee value chain. The recent training in the month of April 2022 focused on the basics of Price Risk Management (PRM) hence attracting beginners or those that had not taken any training in Price Risk Management (PRM). It attracted 45 participants from 20 enterprises representing Mbale, Mubende, Kasese, Mbarara, Bushenyi, Buikwe and many other districts of the country.

The training also brought together all the

sector players including financial institutions like dfcu bank, trading organizations and government to elaborate on their role in the sector, inform, address concerns and present the market opportunities to the participants.

During the training, Mr. Okee Joseph from MAAIF reechoed that the value of coffee in the market is determined by the way one cares for coffee and cocoa plant, good agronomic practices like Pest management helps farmers fetch high yield and better market price. He continued to teach and help the participants understand the pest that had been affecting the coffee plants. He encouraged the farmers to reach out to the Agricultural extension workers in their regions for more help.

The participants of the training had a chance to get an in-depth market analysis by the ADC business advisors Wilber Kayonga and Roland Ainebyona who emphasized the need for traders to always give updates on the ground in respect to logistics management to earn trust from their contractors. Market intelligence is another topic that was discussed by Mr. James Kizito, a marketing information officer, UCDA.

Florence Kirungi from Ankole Coffee Producers Cooperative Union (ACPCU), "I feel very optimistic that positioning our produce in the market after embracing the knowledge on hedging skills, market analysis, logistical management and market position is going to be easier."

Therefore, there is need for coffee and cocoa value chain players to continue monitoring the market behavior, to properly deploy measures and skills acquired from the ADC trainings to mitigate any further risks associated with



coffee and cocoa market to remain afloat and competitive in the international market. The ADC team has gone ahead to follow up with the trained groups and some of them have secured contracts to supply international markets.

Omara is a volunteer with ADC.

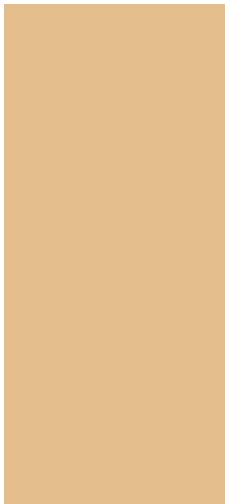
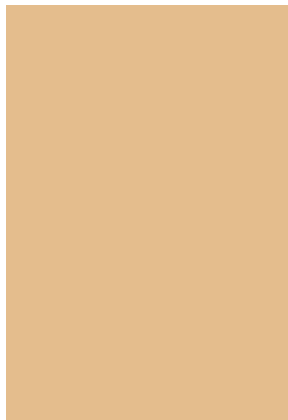
“

An empowered coffee farmer empowers the nation

MR. KIZITO MAYANJA,
MARKET INTELLIGENCE
OFFICER, UCDA



PRICE RISK MANAGEMENT TRAINING GALLERY.





FROM THE EYES OF CATHERINE KOMUGISHA

ADC STRATEGIC PLAN LAUNCH



On 2nd June, Agribusiness Development Centre (ADC) launched her *Strategic Plan 2022-2024* at the 7th Floor of DFCU towers. The sunny morning, the SCENIC view of a beautiful Lake Victoria and the lush green trees of Nakasero hill were nothing short of a spectacular sight and a sign for the auspicious day ahead.

The ADC strategic plan launch was an exclusive event open only to invited guests with approximately 40 organizations represented physically while most of the stakeholders of ADC attended online.

Mr. Mathias Katamba, the Managing Director of DFCU, Mr. William Ssekabembe, the Executive Director of DFCU, Ms. Sonali Ruparella the Rabo foundation Africa representative, Anja De Feijter, Executive director house of seeds, and Dr James Ssemwanga ADC Board Chairperson representative were some of the guests that graced the occasion with their presence and shared a word.

We were also joined by representatives from the Republic of Belgium, USAID, AMEA, MAAIF, UNCDF, AGRA, Solidaridad

and many other development partners and stakeholders in the agricultural sector during the unveiling of the new strategic direction.

The launch started on time with speeches from James, Mathias, Sonali and Anja before ADC Executive Director Josephine taking us through ADC's new strategic plan, who they are, what they do, the environment, strengths, weaknesses, opportunities and threats that informs the background on which the plan was drafted. She also went through the impact that has been made to date and then communicating ADC's new goals and actions that will be required to achieve the set goals. Dr. James Ssemwanga represented the ADC board of directors and gave the opening

remarks where he thanked the ADC team, the trained Farmer Based Organizations and the entities that have collaborated with ADC for availing themselves to commit time and resources to improve agribusinesses self-sufficiency. He also welcomed collaborations from the actors in the room to “partner for increased reach over the coming few years to scale our contribution to specifically eight of the 17 sustainability goals”.

Subsequently, Mr. Mathias Katamba spoke briefly about the challenges facing the agricultural sector in Uganda like Post harvest handling, access to markets and said that these are things that we can work on if we collaborate and work together. He also mentioned how ADC will be critical in enabling some of dfcu's own strategic initiatives such as the possibility of setting up an incubator for SMEs in the agricultural value chain and to enable farmers and farmer groups with objectives of making them more bankable. From where I was sitting, the future of the agricultural sector in Uganda looks very promising.

Before being taken through a video of the impact of ADC, Ms Sonali Ruparelia, the Rabo foundation representative took us through the history of how ADC and Rabo came to be and she acknowledged the significant improvement in the economic

value of the Farmer Based Organizations as revealed in an Impact Assessment exercise conducted in 2020. She encouraged the partners to come onboard so that we can (I was glad to be included) all further transform the Ugandan Agricultural Landscape. We were also taken down memory lane and reminded of ADC beginnings by the former Executive Director of ADC, Anja de Feijter who shared the history of ADC and expressed her pride on the target of 65% of trained FBOs being attained despite the COVID 19 pandemic that closed everything.

It was obvious that ADC was keen for this to be a shared learning exchange as after being treated to a sumptuous breakfast, the guests were given a platform to air out their thoughts on the plan and the organization as a whole. The back-and-forth discussions provided several ideas and suggestions for the future growth and sustainability of Uganda's agricultural sector.

In particular, I noted the critical need for collaboration amongst agricultural entities and other development partners. I leave you with Josephine Mukumbya's quote, “We repeat ourselves with the same targets. By coming together and working together we are much stronger”

Catherine is a Volunteer with ADC



- *HAPPY FARMER VOICES*
- *AGRICULTURE IS A COOL BUSINESS*

The impact of youth engagement in agriculture will be evident in sustainable economic growth and in the reduction of poverty and malnutrition. Positioning the Youth at the Forefront of Agricultural Growth and Transformation is paramount. ADC got a chance to talk to some of the youth practicing agribusiness and promoting it using digital channels. Read their journeys and advise to their fellow youth.

VOICES FROM THE FIELD

OUR FARMER VOICES

JUNE, 2022

FRED SSEMBERA, BUZAAYA GROWERS, BUIKWE ▼

"The trainings on Marketing especially, have helped me gain valuable knowledge. I was recently given the opportunity to present at a radio station on the nature of cooperatives. I comfortably taught people on the elements of a marketing mix, demand and supply and Quality for a better price. All this knowledge was because of ADCs training."

KYEITAGI DAIRY - KIRUHURA DISTRICT ▼

"We had no functional committees and the existing ones that did not know their roles. Now because of the trainings, we have reinstated our committees and roles and responsibilities clearly defined. We have a more active committee in helping the cooperative source for funding and markets."

KYEITAGI DAIRY FARMERS - KIRUHURA DISTRICT ▼

"Initially, we had stopped accepting new membership; out of our own ignorance and fear of new peoples' characters. Our income level remained the same. As a result of learning about open and voluntary membership, we increased from 45-67, our incomes have increased as well from UGX25-45 million"

JIMMY BAGONZA, MANAGER - RWENZORI FARMERS' COOPERATIVE UNION - KASESE ▼

"Due to ADC trainings some of our primary cooperative societies have taken up the development and utilization of Gender Sensitive policies. More women have been engaged in management and leadership positions"

ANNA AKWEDE
ALEMAR ICAN ONION GROWERS - LIRA ▼

"Before, I would get money and spend it all on buying new clothes to dress nice. Because of the advice of ADC, I have reached a different level; I got money from the bank twice, UGX 2,000,000 each time. The bank staff know me personally and often encourage me to take loans because I know how to use the loans I take and always pay back on time. I bought a plot of land and cattle, goats that give me returns. I have also opened a shop to sell commodities."

CINDRELLA OPIO, YOT KOM EN TIC FARMER GROUP - LIRA

"From the trainings, we have learned the value of bulking and collective marketing to increase sales. We did a joint venture with a few friends selling Soya Beans and Maize. We managed to accumulate about 240Kgs of Soya Bean and 600Kgs of Maize in the season. We sold 10 % higher price than we often sell individually. UGX3,500 and UGX1,000 respectively"

JIMMY BAGONZA, MANAGER (RFCU) - KASESE ▼

"We have been assisted in developing cash flow projections before accessing finance by the ADC. We are able to accurately value and request for actual amounts required to finance our contracts. For example, we have accessed financing from Rabo Foundation twice now which we have used to expand our operations. We were able to prepare cash flows that were approved as a result of the training."

ALFRED MASEREKA, KISAGAZI ACE - KASESE ▼

"The training in Price Risk Management enlightened us in the need to have formal contracts in place with all understanding of contractual terms. We have managed to secure contracts with a few entities to supply up to 160 metric tons of coffee"

JIMMY KALINDA, C/P LUGALA SSI - BUIKWE ▼

"The quality of our produce has improved; farmers no longer dry coffee on the ground. Buyers used to give us lower prices because of dirty produce. Now we understand the value of producing the highest quality to attract the highest price, which has contributed to selling at UGX 7,000 from UGX4,500 to buyers, who pay us an additional Quality bonus."

AGRICULTURE IS A COOL BUSINESS

ERIC WOKADALA

COFFEE ENTHUSIAST
AND ENTREPRENEUR

TWITTER
@ewokadala



How did you start?

My friend (Manzi Junior) and I joined Agribusiness in 2019 December as coffee promoter farmers with a desire to link farmers to better markets so as to see them have better returns for their coffee.

Having done thorough research, we found Rwenzori region (Rubirizi district) quite virgin for our idea to thrive individually. With help of friends from the area we found a group of individual farmers and a small cooperative that welcomed our idea and Later on *Agri Evolve** offered us resources (Cash advances) to help them raise more volumes while earning commission, having realised our potential. This became our turning point as we picked interest in moving into production as well.

Agri Evolve Ltd is a Social Enterprise
working with farmers in Uganda

Any advice to the fellow youth?

To our fellow youth, says Eric. Agribusiness Sector has got a lot of opportunities to tap into. We must be brave and take risks because nothing substitutes experience. Have passion and positive energy in any chosen Agri business activity you undertake. The above points will keep you pushing in case of any set back.

Any youth in agribusiness should keep quality and consistency, there will always be market for their products. Manzi Junior advise: The youth should not despise any opportunities in Agribusiness and they should think outside the box of white colour jobs which are scarce and give Agribusiness a chance.



THE MATUNDA MAN

AGRI CONSULTANT

TWITTER (@TheMatundaMan)

How did you start?

I was born into an agricultural family. My family were tea growers in Fort Portal and that was their main source of income. They were also fishermen in Toroko and had a food farm at home where we could grow food like matooke, beans among others.

This is where the passion for Agribusiness came from. You can say it's hereditary. I studied IT at university and worked for some years but my heart was still in agriculture. I decided to integrate IT into agriculture. I rarely go to the sites so I rely on the internet and weather forecast and tracking satellites. I use IT to benefit agriculture. I still appreciate the locals' input because its important.

Advice to the youth who look up to you?

Do your own research, start small if you decide to get into agribusiness and work your way to the top

AMPAIRE DAPHINE

MANAGING DIRECTOR, DAPH AGRIBUSINESS LIMITED.

I am 23, and I manage DAPH AGRIBUSINESS LIMITED, an agribusiness venture that deals in Bee keeping, rabbitry and dairy farming value chains and consultancy

How did you start?

I started my agribusiness journey after joining Ankole Young Farmers Association (AYFA) that has exposed me to various opportunities for example the agribusiness tour that was organized in partnership with The Innovation Village (TIV) which inspired me to join farming as a business after paying a visit to various agribusiness ventures owned by various successful young famers like David Mbaga of Stema Farm in Sheema District.

Any advice to the youth?

Youth should not only think about being employed for fixed wages but rather embrace agriculture since its our backbone as a country. This can ensure generational transitions on our farms which ensures food security for our country because youth involvement in agriculture is a solid solution to end hunger and poverty.

CONTINUED >





BY RONALD K SSEKAJJA



THE FUTURE AGRICULTURE QUESTION

Humanity has always relied on agriculture as a source of income and food, and with the growing populations around the world, businesses have been formed around agriculture to ensure steady and accessible supply but equally to add more value to the produce.

The broad agribusiness industry runs on data, the ability to know where the markets, inputs, produce can be found, the available quantities, and the quality available. It's paramount that Data must be aggregated, harnessed, and made available for all the players including the small-holder farmer to make well-informed decisions.

More importantly by the year 2050, there will be 9 billion people on the earth, and there will be a need to produce 70% more food and agricultural input to meet the demand. To meet this challenge the Agricultural and agribusiness industry must evolve. The ability for farmers to predict market trends, connect with aggregators and buyers more seamlessly, and leverage

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their pipelines and guaranteed markets to secure credit facilities to scale production and meet the ever-growing demand.

In support of this paradigm shift Agribusiness Development Centre along with its partners Rabo Foundation and dfcu Bank is working on multiple Data-Driven initiatives as part of capacity building for all the players in the agribusiness value chain.

Agribusiness Development Centre is setting the future of interlinked players in the agriculture value chain, leveling the ground for market linkages, visibility, and best practices to ensure the right value streaming through the different value chains.

The entity founded by Rabo Foundation and dfcu bank is coming true to its aspiration to innovate, collaborate and

transform the agribusiness Space. The question remains, what are you doing and what can we do together to contribute to that 70% of more food?

Ronald K Ssekajja
Project Manager Innovation, ADC

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More importantly by the year 2050, there will be 9 billion people on the earth, and there will be a need to produce 70% more food...

AGRICULTURE IS A COOL BUSINESS CONTINUED FROM PAGE 5 >

NALUNGA VICTORIA

Taking care of live stock and growing crops was a daily routine at home since my parents are farmers.



It's a passion and it runs in my blood. Out of 11 children, I am the only farmer and that is because of too much love for agriculture.

Advice for youth in agribusiness?

I have continued to train the community that you don't have to be with a lot of land to grow food or raise some animals. Utilize a small space and make something good out of it; not only for domestic use

but also commercial purposes. I believe farmers are the next billionaires. I also got a scholarship to Germany to go and study dairy farming and I am now a certified dairy farmer.

Generally, it would have been very good to know between how they started and advice they are giving to youth.

TWITTER (@VictoriaNalunga)



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