

HORTIFRESH

NEWSLETTER



From left: Mr. Philippe Isler the Director Global Alliance for Trade Facilitation, Mr. Arafat Hossain the Country Director Swisscontact, Dr. Caroline Nankinga Assistant Commissioner MAAIF and Mr. Samuel G.L Balagadde Chairperson HortiFresh receiving equipment for digitization of FFV inspection process.



HORTIFRESH
FRESH FRUITS & VEGETABLES ASSOCIATION



Uganda to get a Modern Packhouse



Maj. Gen. David Kasura

The Permanent Secretary for the Ministry of Agriculture, Animal Industry, and Fisheries, Maj. Gen. David Kasura, confirmed the Ministry's concurrence with the European Union's proposal aimed at "Upgrading SPS Standards of Uganda's Fresh Fruits and Vegetables for Export to Europe."

Among other services, the EU is considering supporting the private sector to establishing a modern packhouse (Center of Excellence) at Entebbe International Airport, which will offer a variety of services to Uganda's FFV sub-sector. This support is awaiting final formal approvals from the EU.

We deeply appreciate your ongoing support and patience as we approach this significant milestone.



HortiFresh team and FFV stakeholders at the validation meeting for the feasibility study report on center of excellence

Our Board Members

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In this edition of our newsletter, we would like to take a moment to express our deepest gratitude to our dedicated Board Members. Their unwavering commitment, guidance, and support have been vital to the success of the association.



A Digital Platform For Inspection



HortiFresh team, ThinkIT, Swisscontact and Director GATF during a meeting at MAAIF head office in Entebbe.

GATF and SwissContact through the Re-engineering of Uganda's Sanitary and Phytosanitary Inspection for Horticultural Exports (RUSH) project actively support the Uganda Government in streamlining and automating processes for clearing horticulture exports, which aims to save time and cost for businesses, particularly micro, small, and medium-sized enterprises (MSMEs).

This initiative not only contributes to the country's trade competitiveness but also taps into the untapped growth potential of the horticulture sector. MSMEs face challenges with the time and costs associated with sanitary and phytosanitary (SPS) inspections. As the leading force in the sector, MSMEs are crucial but these enterprises grapple with inspection-related delays and costs, while authorities face shortages of inspectors and trained staff. The absence of a risk management system results in exhaustive checks on every shipment, causing additional delays.

MAAIF, HortiFresh, and SwissContact are implementing a project for Re-engineering Uganda's Sanitary and Phytosanitary Inspection of Horticulture Exports to reduce waiting times. The Global Alliance for Trade Facilitation, MAAIF and private sector represented by Hortifresh Association have introduced an electronic SPS inspection system. This system uses an open-source database that accumulates and consolidates inspection data and assigns risk levels to exporters and performance levels.

Together with our partners we have organized various group training sessions for various stakeholders on the use of the Crop Inspection; Certification System held at Hortifresh premises conducted by technical team and also moved around various pack houses to facilitate hands-on use of the online system by the exporters for piloting purposes and onboarding of other companies is still ongoing.

Scope:

The target groups involved in the exercise included;
Export company directors/managers (admins)
Quality controllers
Designated MAAIF pack house inspectors

Partners/Stake holders:

Global Alliance for Trade Facilitation.(GATF)
SwissContact
MAAIF
Hortifresh Association..



HortiFresh team with the USAID Feed The Future ISS Activity team at the post award training held at HortiFresh offices

Online Market for FFV

Project Title: Enhancing Access to Digital Marketplace and Policy Information for Horticultural Value Chain Actors in Uganda.

Partners/Stakeholders: The grant is awarded under the Feed the Future Uganda ISS Activity which is financed by the US Agency for International Development (USAID) and implemented by DT Global Inc.

Timeline: August 14, 2024 to August 13, 2025

Project Summary

The project aims to develop and launch an online platform to provide sustainable market access and policy information for the Horticulture sector—the Horticulture Market Information System (HMIS), with specific focus on the FFV sub sector, and later incorporate other modules to cover other horticultural products.

Key Objectives

1. Develop and launch an interactive online marketplace and information portal for FFV sub sector in Uganda.
2. Raise awareness and knowledge on HMIS and other SPS-related issues through training and media outreach.
3. Strengthen HFA's institutional and advocacy capacity as the voice and leader of the FFV sub sector in Uganda.

Outcomes/Results

Result 1: Piloted profitable and sustainable HMIS for FFV in Uganda.

Result 2: Empowered FFV value chain actors with the capacity to trade efficiently and effectively in both local and international markets.

Contact Information

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HortiFresh Skills Center



HortiFresh staff during the training session with Mr. Fredrick Ogotu, a COLEAD Expert

With support from COLEAD, a four-day training workshop was held from July 16th to 19th, 2024, at the secretariat offices. The workshop aimed at equipping HortiFresh internal trainers and staff with skills to develop the skills center and to co-create a training program for HortiFresh. The training was facilitated by Mr. Ogotu Fredrick, a COLEAD certified training and development expert.

The sessions focused on outlining the requirements for a functional skills center, conducting a training needs assessment (TNA), performing skills analysis, developing a training program, and creating a business model for the skills center.

The knowledge gained from this training will be crucial in establishing the HortiFresh Skills Center, addressing key challenges such as compliance, knowledge and information about sector requirements.

Mitigating Interceptions

Interceptions pose a significant challenge for Uganda's horticultural sector, with approximately 80,000 kilograms of products lost each financial year. These losses translate to millions of dollars in financial damage for producers and exporters, often leading to exits from the export business.

Dr. Ssamula Alexander, Senior Agricultural Inspector at the Ministry of Agriculture, Animal Industry, and Fisheries DCIC, highlights that despite numerous interventions by the Ministry, HortiFresh, and other organizations, there is still a need to channel efforts at the farm level where production starts.

"Although various trainings have been conducted, there is still a gap in monitoring," Dr. Ssamula notes. *"Interceptions are closely linked to produce from the farms. If problems are occurring at the farm level and training has been provided, we need to conduct more evaluations to ensure that the training is being effectively implemented and monitored."* (By: Ssebulime Richard)



Dr. Ssamula Alexander Senior Inspector from the Ministry of Agriculture Animal Industry and Fisheries DCIC.

SEAMPEC - GIZ Project Brief



Inspector Asimwe from MAAIF teaching on the right ways of putting on PPEs by the spray service providers in one of the trainings in Ntungamo district.

On February 8, 2023, the NPPO reported a significant increase in the interception of fresh fruits and vegetables on the international market. In response, a meeting was organized with several affected companies from 2022 to 2023 to discuss their actions addressing the non-conformities and to plan the way forward. Hortifresh, the leading association of fresh fruit and vegetable exporters, also participated.

The primary causes of interceptions were identified as harmful organisms, inadequate or incorrect documentation, and maximum residue levels. This led to a thorough review of the value chain to pinpoint areas of concern.

To address these issues, Hortifresh developed a project proposal aimed at addressing these challenges in the Fresh Fruits and Vegetables (FFV) export sector. Stakeholders, including the Ministry of Agriculture, Animal Industry and Fisheries, farmers, and exporters, were consulted to shape the project.

GIZ was approached for funding, and a grant was approved under SEAMPEC to support the intervention plan.

The project, which began in November 2023, had the following objectives:

1. Enhance Farmers' Production Capacity: Increase the quantity, quality, consistency, and compliance with sanitary and phytosanitary (SPS) practices.
2. Build Awareness and Capacity for Self-Regulation: Improve FFV sector players' awareness and ability to self-regulate through established standards.
3. Promote SPS Awareness: Raise public awareness and sensitivity towards SPS measures to boost demand for safer food.

The project's primary target groups included:

1. Farmers growing for export in central and western Uganda.

2. Exporters of fresh fruits and vegetables.
3. Agronomists and quality controllers employed by FFV export companies.

Several activities have been carried out as per the planned project schedule and these include:

1. Training sessions for farmers, exporters, agronomists, agro-input dealers, and final-year agriculture students.
2. Farm monitoring visits and management training for lead farmers.
3. Evaluation of community behavior changes and compliance with SPS measures.
4. Creation of informational and educational content (IEC materials).
5. Media campaigns and other related activities.

The project is nearing completion, with several successes already achieved.

It is with pleasure to report that this project has had a great impact to the sector, under which many stakeholders have been convened and sensitized in the effort to mitigate and reduce interceptions of fresh fruits and vegetables in the export sector.

Farmers, spray service providers, agro input dealers, quality controllers and company managers were all trained on how to reduce interception and promote food safety at their stages in the value chain.

We greatly thank the GIZ for supporting this cause and we believe though we can't do away with interceptions but at least we can work towards reducing them by being compliant to market requirements.

A final report detailing statistical data, findings, and achievements will be made available to the public soon.

(By Yuda Kasango)

Status of Karela Export



(Bitter Gourd/Momordica charantia)

For years, Karela/Bitter gourd (*Momordica charantia*) has been a key export product from Uganda, alongside other high-value crops such as hot peppers, chili, and white garden eggs. However, like other crops, Karela/Bitter gourd has faced several trade challenges like; quality and phytosanitary violations related to import market requirements.

These issues have led to interceptions of shipments due to the presence of harmful organisms such as fruit fly (*Bactrocera* spp) and thrips (*Thysanoptera*) on or in the exported products.

Although the non-compliance issues for Karela/Bitter gourd have not been as frequent as those for capsicums; (likely due to lower quantities and less frequent shipments), they have been significant enough to provoke reaction from trading partners.

These reactions have included heightened/stringent inspection measures at points of entry into certain countries and, in some cases, outright bans on product import. As a result, market opportunities and production of Karela/Bitter gourd have been adversely affected.

To address these challenges, the National Plant Protection Organization (NPPO)/Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF) has initiated a strategy aimed at reviving the product's compliance with SPS market standards.

The planned interventions are as below:

- **Engagement of Exporters:** Discuss the current status and outline next steps.
- **Exporter Training:** Provide training on effective and efficient pest detection techniques.
- **Farmer Database:** Develop a comprehensive database of Karela/Bitter gourd farmers.
- **Traceability System Enhancement:** Strengthen the traceability system for better tracking.
- **Pest Management Training:** Educate farmers on effective pest management practices.
- **Increased Pre-Export Inspections:** Implement routine inspections at production sites, packing facilities, and exit/border points.

These measures are integrated into a systems approach designed to address the identified non-conformities. Progress will be communicated to trading partners thereafter, to facilitate the revival of the market for Karela/Bitter gourd.

(By Yuda Kasango)

The Sector Develops a Code of Conduct

HortiMAP
Horticulture Market Acceleration Program



Stakeholders during a validation meeting for HortiFresh CoC and policy review at Hera Kampala.

Project Title: Facilitating HortiFresh Institutional Strengthening and Private Sector Self-Regulation.

Partners/Stakeholders: The project is under the Horticulture Market Acceleration Platform (HortiMAP) Project managed by TechnoServe.

Timeline: March 10, 2024 to November 11, 2024

Project Summary

The project aims to enhance evidence-based advocacy and lobbying efforts for the sector while strengthening HortiFresh's capacity for self-regulation.

Key Objectives

The project aims to:

- Identity and assess policy and regulatory gaps in the Horticulture sector.
- Support HortiFresh to build and strengthen partnerships with key agencies overseeing horticultural regulations and policies.
- Support the HortiFresh lobby and advocacy committee through developing an advocacy support strategy, issue log, and operational guidelines.
- Review the lead farmer model, mechanisms governing the engagement of private sector farmer groups and build capacity of identified groups in the improved model.
- Develop a member code of conduct.

Outcomes/Results

Result 1: Code of conduct into Runyankore /Rukiga, Luganda, and Lugisu.

Result 2: A policy review report highlighting regulations and policies directly affecting the horticulture sector, clearly stating the gaps, categorize regulations and policies, according to status, indicating other players /actors involved and activities around them.

Result 3: Tools and templates that support lobby and advocacy trajectory.

Contact Information

Project Coordinator. Prisca Beesigomwe, email: pbeesigomwe@hortifreshffv.org

On 1st August 2024, a validation meeting was conducted at Hera Hotel - Kampala for the Code of Conduct. A final draft will be shared and disseminated soon.



Participants during the Code of Conduct meeting.

Staff Profile *Fred Zake* | ED



Fred Zake is a Senior international finance, trade and investment lawyer and SME and financial sector development practitioner with over 30 years' technical and executive-level experience and exposure across over 40 countries. He has supported and advised Boards, governments, donors, multinational enterprises, SMEs, business associations and civil society organizations while working with or consulting for various organizations like the International Finance Corporation, the World Bank, World Economic Forum, African Development Bank, UNHCR, UNIDO, UNDP, USAID, DANIDA, Private Sector Foundation Uganda, Uganda Manufacturers' Association, among others. He has over a decade of experience unlocking finance for the un(der) served, catalyzing enterprise development, opening up sectors (tourism, agriculture, finance, FMCG retail, ICT, energy) across geographies.

He worked for the World Bank Group as a staff (12 years) and consultant (4 years), based in multiple locations in Africa and Asia, on a number of country specific and regional assignments, including as Regional Program Leader for the World Bank Group Horn of Africa Initiative, a USD 1.8 Billion infra development program covering Sudan, South Sudan, Ethiopia, Uganda, Somalia, Djibouti and Eritrea. He set up and was a key member of an IFC Grain Quality Project, and supported an IFC Warehouse Receipts Project to introduce structured commodity finance in Uganda.

He worked with UNBS, MAAIF, MoFPED, PPDA and MTIC to improve grain quality and compliance with EAS grain standard, combat international trucks picking grain from fields in Uganda. He supported quality and export improvements for fish in Uganda; livestock in Somalia and Madagascar, manufactured goods in Uganda, and sat on Boards and committees throughout his career.

He advised the Uganda National Grain Forum set up to advise the GoU on measures to improve grain quality, reduce aflatoxins and enhance compliance.

He led teams that scoped, designed, fundraised for and or implemented multimillion dollar projects for the World Economic Forum, Swisscontact, FCDO, USAID, EU, DANIDA, IFU, UNDP, AfDB, UNHCR, IFC, WB, among others and is consulted by governments, development partners and private firms across the region. He spent 8 years in food retail, rising to become General Manager in charge of 450 staff, working across Kenya and Uganda in 20 wholesale and retail outlets, plus one national Distributor.

He is Executive Director for HortiFresh Association Uganda Limited (HortiFresh), the Apex Body for the fresh fruits and vegetables sector in Uganda and he works closely with MAAIF and UNBS on SPS and quality issues affecting exports, and food safety in Uganda. He has been ED for a management consultancy firm working in Uganda and the region. Previously, he was part of teams which designed and set up the Private Sector Foundation Uganda, and managed a component of the Foundation, a USD 3m cost-sharing grant scheme (BUDS).

He was part of the Uganda Manufacturers Association team that led to the revival of this industry body, and is credited with supporting the evolution and or growth of the following entities - Angola National Institute for the Support for Micro, Small and Medium Enterprises (INAPEM), the Uganda Flower Exporters Association, the Madagascar Livestock Platform, Nepal Chamber of Commerce and Industries, Kenya Private Sector Alliance, and now, Hortifresh Association Uganda, which is by far the most successful and visible business membership organisation in Uganda, supporting close to 300 exporters of fresh fruits and over 100,000 small-holder farmers of vegetables across the country.

He holds an LLM Merit (London School of Economics) and an LLB (Hons, Makerere University). He has a Diploma in Legal Practice and is an enrolled Advocate of the High Court of Uganda and all subordinate courts



Mr. Fred Zake ED HortiFresh during the Code of Conduct meeting.

Policy Review Dialogue



Participants in the policy review dialogue for the FFV sector at Golf Course hotel Kampala.

With support from a consultant funded by TechnoServe, we presented the comprehensive policy review report and the members; issue log to stakeholders on August 29, 2024, at the Golf Course Hotel.

Convened by the USAID Feed the Future Uganda ISS Activity, the meeting brought together key representatives from the Government of Uganda, including the Uganda Export Promotion Board (UEPB), the Ministry of Finance, Planning and Economic Development (MOFPED), and PACEID.

Development partners such as the EU, CABI, TechnoServe, and USAID were also in attendance, along with private sector organizations, including NOGAMU, YOFCHAN, and UAA, as well as representatives from the fresh fruit and vegetable (FFV) subsector.

The meeting featured rich discussions that resulted in stakeholder buy-in and a commitment to address the issues presented.

Moving forward, HortiFresh will assign duty bearers to ensure effective follow-up and action on these issues while further advancing the policy agenda.



Dr. Caroline Nankinga MAAIF

Member Profile *Thyma Herbs Ltd*



Thyma Herbs Ltd, located in Kasanje, Wakiso district, operates a 15.3 hectare farm producing fresh fruits, vegetables, and herbs primarily for export. Established in 2018, the company has been in operation for six years under the leadership of Mr. Mustapha Mallah, the company director.

The company's main products include fresh herbs (pepper mint, chives, roses, stevia). The key export crops, which are Global GAP certified, are chives and roses. These are mainly exported to the Netherlands.

Thyma Herbs is one of only three companies in Uganda that hold Global GAP, the company is certified by GRASP, MPS GAP, and ABC MPS, among others.

Thyma Herbs utilizes greenhouse technology and currently operates five hectares. The company also owns a cold room, an automated irrigation system, grading halls, and storage facilities, employing over 200 staff members.

Mr. Mustapha is committed to boosting Uganda's economy by introducing modern agricultural technologies, generating foreign exchange, and creating jobs for women and youth in local communities.

The company is addressing challenges related to facility expansion and freight charges by offering premium quality produce and obtaining globally recognized certifications.

Looking to the future, Thyma Herbs aims to expand its operations, with plans to employ more than 800 people

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From Poverty to Prosperity – Israeli Farmers

Why replacing self-independence with togetherness transformed Israeli farmers from poverty to prosperity?



“Addressing and fixing symptoms can only take you so far, but understanding the root cause always leads to transformative solutions”

Think Different

Stagnation leads to system failure and collapse. The antidote is change through innovation, which results from imagining a different future. To cultivate different thinking, an environment that honors disagreement and enables the execution of non-orthodox ideas is essential.

The Ltd-era excels in fostering “different thinking” and challenging conventional concepts. Gladiators were admired in ancient Rome; today, youth aspire to be entrepreneurs like Steve Jobs and Elon Musk, who dared to think differently. However, some societies resist any form of innovation, some are partially open, and others accept it as part of life. Here are two approaches to “thinking differently” and “acting differently.” Note that change results from thinking and acting differently.

Argumentation (Pilpul in Hebrew) is an ancient Jewish method in which students deliberate debate, presenting opposing views to tackle complex issues. This practice sharpens thinking and analytical skills. Pilpul is not meant to cause students to change their behavior but as mental gymnastics for the mind.

The Kibbutz model fosters an environment where open and fair discussion is paramount. Disagreement is a core principle, much like in startups. Everyone has the right to voice their opinions, while decisions are made collectively during the weekly member meetings. In such meetings, my father, a Kibbutz member, would vote and protect the opposite of any unanimous decisions, emphasizing the importance of allowing, encouraging, and accommodating disagreements and different thinking.

In the Kibbutz system, while thinking differently and debating ideas are crucial for innovation, it is equally important that once a decision is made, everyone commits fully to its execution, regardless of prior differences of opinion.

In 1910, a pivotal moment occurred when a group of eight individuals dared to “think differently”. They presented their radical idea to their manager, Dr. Arthur Rupin, who gave them the green light and the land on the other side of the Jordan River to implement their unconventional plan to resolve a significant disagreement. Although they didn’t articulate it in the same terms, they proposed introducing a novel Ltd-era agricultural package, which later became known as the “Kibbutz.”

This innovative model, effectively combining the rural lifestyle with the Ltd-era principles, transformed the pre-Israeli agricultural landscape and enabled, 38 years later, the establishment of the State of Israel, where all farmers had risen to the middle class.

The Agricultural Package

Throughout our journey, I’ve emphasized the importance of The Agricultural Package, which, like in any other industry or business package, consists of three essential components: (a) ecosystem, (b) business model, and (c) technologies/services.

These components are reflected in the Prosperity Formula, which helps us to understand the differences between various Packages, e.g., The Agricultural Revolution and the Ltd-era, and the significantly different outcomes they produce.

To grasp the profound impact of an advanced agricultural package, one whose parts are fully aligned, versus an old, outdated one, consider the Israeli pioneers. They lived in poverty in traditional villages (Agricultural Revolution-oriented era).

However, pioneers who embraced the innovative Kibbutz model, invented in 1910, experienced an immediate shift from financial loss to profitability and soon after prosperity. This transformation highlights the dramatic, swift difference a modern, integrated, advanced agricultural package can make.

This shift happened even though the resources such as technology, knowledge, land, water, finance, workers, experts, and markets remained the same. This is nothing short of extraordinary.

While the Prosperity Formula guides us on what we should do to enhance prosperity and offers insights into alternative options, the Agricultural Package represents the actual implementation. However, the elements of the Prosperity Formula are rearranged and presented differently within the Agricultural Package, which is quite confusing.

For example, the Ecosystem component of the Agricultural Package integrates elements from all three aspects of the Prosperity Formula: External Integration, which involves market access and supply chains; Social Integration, which involves community collaboration and support systems; and Internal Disintegration, which involves managing risks and inefficiencies within the system. In contrast, the Business Model and Technologies/Services components primarily align with External Integration, focusing on connecting farmers to markets, capital, and resources.

Although the Agricultural Package concept effectively differentiates between business models and technologies/services, it overlooks the critical role of social factors, e.g., belonging and togetherness, in achieving prosperity. This complexity highlights the need for a flexible and dynamic approach, which the Prosperity Formula provides.

Hence, instead of being rigidly defined, the Agricultural Package can be more effectively understood and applied when viewed through the lens of the Prosperity Formula or at least when considering its insights.

The table below illustrates the differences between three agricultural package models: smallholders (Agricultural Revolution oriented), industrial farming (which acts like a Ltd-era factory, but in agriculture), and the Kibbutz (which correspond with the Ltd-era principles, with a solid social emphasis).

Pay attention to the differences between packages and how well each part aligns with its other parts within a package.

To fully grasp why technological innovations alone fail to alleviate farmers' poverty, it's crucial to understand the implications of the table above: a prosperous and sustainable Agricultural Package depends on the cohesive alignment and integration of ALL its components, ensuring they remain competitive with the latest state-of-the-art advancements.

Let me explain with an example. Consider a smallholder with 10 hectares of cotton, generating an annual income of \$1,000. One day, this farmer receives an unexpected gift: a cotton-picking combine worth \$500,000. This combine can harvest 100 hectares per day but comes with significant maintenance costs—\$100 per day when idle and \$1,000 per day when in use.

Although the combine was a gift, can the farmer truly benefit from this advanced technology for his 10 hectares? Can he afford the maintenance costs? Does he have the skills and staff to operate such complex machinery? Moreover, does he have the logistical and marketing capabilities to utilize the combine on additional farms? And if he does, has he transitioned from being a small-scale farmer to becoming a service provider?

The table reveals a reality often overlooked: smallholders operate within a mixed Agricultural Package. Their family, colleagues, and village are still rooted in the Agricultural Revolution era's ecosystems and business models. At the same time, the surrounding world speaks the language of the Industrial Ltd-era's ecosystems, business models, technologies/services.

This blend of Agricultural Packages—combining elements from the Agricultural Revolution and the Industrial Ltd-era—inevitably leads to clashes, misalignments, and inefficiencies. The result is always predictable: advanced, cohesive packages consistently offer better livelihoods than those that rely on outdated or mismatched elements. Resisting this historical shift is as futile as trying to revert to a hunter-gatherer economy instead of modern agriculture.

When we attempt to modernize an outdated agricultural package rooted in the Agricultural Revolution, such as those used by smallholders, by introducing advanced technologies like GMO seeds and fertilizers, we risk exacerbating existing mismatches and imbalances within the package's components, leading to potential failure.

As demonstrated by the cotton combine example, farmers can only fully benefit from technologies and services when these elements are aligned with the other components of their agricultural package. This mismatch highlights why repeated efforts to introduce advanced technologies and services often fail. To create meaningful and lasting change, it is essential to simultaneously cope with and upgrade all components of an Agricultural Package.

The Kibbutz model exemplifies this principle by seamlessly aligning and upgrading the entire Agricultural Package. It transforms the traditional village system, rooted in the Agricultural Revolution, into the innovative Kibbutz model. In this model, everyone collaborates like a modern company, community, or startup—fully committed to the organization's mission and aligned with the most advanced package of the Industrial Ltd-era. This cohesive and resilient foundation was pivotal in Israel's emergence as the "startup nation" it is today.

Story continues.....

Author: **Nimrod Israely**



PICTORIAL



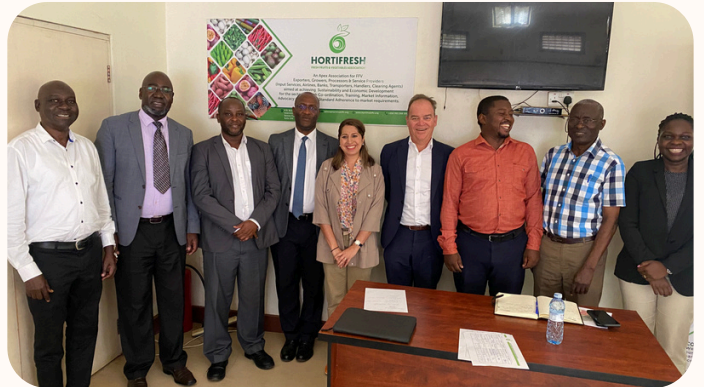
A visit to one of Ms. Zununa Tibenda's Farm in Wakiso District



RUSH visit at ICEMARK - AFRICA LTD



HortiFresh, Swisscontact, MAAIF, ThinkIt and some exporters gathered at Hera Hotel Kampala for a hybrid meeting on RUSH Project



HortiFresh-TradeMark Africa co-creation team for an upcoming collaboration



A group photo after a meeting at the Ministry of Agriculture Animal Industry and Fisheries Headquarters in Entebbe.



During a packhouse visit in Lunguja



Luis Lechiguero during the policy review



Roki Fruits one of the first companies to pilot RUSH receiving a gift at HortiFresh office.