



**Foreword from the
Country Project Manager
EADD Uganda
Mr. William Matovu**

Welcome to yet another edition of the EADD-Uganda news letter. The piece provides progress achieved by the dedicated Uganda team. Great strides have so far been made to sensitize and mobilize farmers, studies taken to understand the implementing environment while assessing the project impact at the same time, farmers have been trained and linked to dairy value chain Business Development Services. A number of activities have been rolled out to ensure that we transform the lives of 45,000 small holder farmers. The articles provide a highlight of what we have achieved so far and our focus ahead. We are also privileged to hear from the recipient communities about the benefits realized out of their engagement with EADD.

Over the past period, the country team has weathered storms but risen above the challenge. A lot more is ahead of us but we are more than prepared to make our contribution towards poverty reduction in this country. Review meetings have consistently indicated greater enthusiasm among smallholder farmers to partner with EADD as they forge ahead towards a better living standard. We will be there for them with a hard task of making their lives a little bit better.

We thank our colleagues at the Regional office, Kenya and Rwanda Country offices for the continued support provided. But above all we thank our donors – Bill & Melinda Gates Foundation and the stakeholders for the good partnership to implement such an interesting project.

Please join me to congratulate the Uganda team for the good work done.

Enjoy our edition!

Inside this Issue

A Note from the Country Director HPI-U	Pg 2
About EADD	Pg 3
Farmer Mobilization	Pg 4
Local Exchange visit organized	Pg 5
Cycling to spread the EADD Gospel	Pg 6
Farmer Exchange visit to Kenya	Pg 7
Animal Health Providers trained	Pg 8
EADD trains Farmer Trainers	Pg 8
Passing on the knowledge for Improved	Pg 9
Special feature	Pg 10
Breeder's corner	Pg 11-12
From the Expert: Strategic marketing	Pg 13-15
Milk Quality training	Pg 16
Dairy facts	Pg 16
Staff corner, Visitors, Dairy fun	Pg 17
Photo gallery	Pg 18

Upcoming events

- First chilling plant set to be Commissioned End of March 2009
- Animal Health Providers trainings
- Business Opportunity Seminars
- Farmer Fairs
- AI sensitization and Trainings
- Exchange visits



Note from the Country Director Heifer Project international Uganda Mr. Patrick Nalere

As we enter the second year with a lot of backlog from year one, we find ourselves facing a stream of bad and good news. The events of recent months have brought a combination of great hope and perhaps even greater uncertainty to us in EADD. We have been buoyed by new challenges which bring promise of renewed commitment to basic principles of due process of dairy value chain. At the same time, the global credit crunch has meant fewer financial resources – from the private sector and communities alike – to contribute equity for at least the next two to three years.

I keep on smiling whenever, I hear my colleagues in EADD project contending that EADD is a complex project. Serious socio-economic problems confronting our communities today, must be addressed with very innovative and sustainability strategies. The EADD complexities have principally cultivated a new breed of great strategic thinkers. *If we challenge our negative thoughts and do not give them credence and power, we neutralize them.* I enjoy

interacting with such a proactive team which must ensure EADD initiative maintains its relevance to the communities while demonstrating its complete commitment to the project overall agenda.

In the midst of the challenges, I take hope in the certainty that the core values built around partnership and collaboration will foster a continued successful creation of systems appropriate to achieve project agendas. In continuing to serve its client community, EADD operations therefore, for the next quarter will require continual updates and training firmly focused on cooperative and human resource development to provide capacity to share best practices and ideas. Mutuality among partners and collaborators will need to remain tick. I believe that if you think positive thoughts and focus yourself on something you want, very often you achieve it. To all of you, best wishes for a wonderful and more fruitful new year 2009.



About the East Africa Dairy Development Project (EADD)

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The East Africa Dairy Development (EADD) Project which began implementation in 2008, is a 4 year regional dairy development project implemented by Heifer International as the lead implementer. Other implementing partners are: TechnoServe Inc (TNS); International Livestock Research Institute (ILRI); African Breeders Services - Total Cattle Management (ABS –TCM); and International Centre for Research in Agroforestry (ICRAF). The project is being implemented in Uganda, Kenya and Rwanda.

The project is funded by the Bill and Melinda Gates Foundation (BMGF) as part of an agricultural development grant designed to boost the yields and incomes of millions of small holder farmers in Africa and other parts of the developing world so that they can lift themselves and their families out of hunger and poverty. EADD envisions to see the lives of 179,000 farmers in East Africa transformed by doubling household dairy income through integrated interventions in dairy production, market access and knowledge application.

On-farm production is being improved by: increasing the volume of milk produced, improving milk quality and reducing loss through spoilage, and providing access to production inputs through business delivery services.

Milk production is being increased through artificial insemination (AI) to improve local breeds of dairy cows and through improved animal nutrition.

Market access is being improved by: developing traditional market hubs (TMs) of business delivery services and chilling plants (CPs) that facilitate market access, linking producers to formal markets through processors, and increasing producers' benefit from traditional markets.

The project is also enhancing the dairy farmers' understanding of fundamental business practices and ability to access finances.

The project is aiming to accomplish these aims through coordinated, farmer-focused interventions that integrate to develop small holder profit-participation in the dairy value chain. The project is providing extensive training in organization development and dynamics, animal agriculture, business practices, plus other related subjects. Women and youth are particularly being targeted for inclusion in both the benefits and leadership.

Objectives of EADD

These include to: generate information for informed decision-making on the dairy value chain and to develop innovative solutions for use of resources that increase income; expand dairy markets and increase market access for smallholder farmers; and sustainably increase dairy productivity and efficiency

Key components and benefits of EADD - Uganda

- Establishment of CPs
- Establishment of TMs
- The formation of farmer business associations with a

range of business services to farmers and traditional traders including AI and animal health/extension services, veterinary drugs, farm equipment and inputs, feed supplies, access to financial services

- Extensive training and a wealth of knowledge in group dynamics, improved animal husbandry, animal breeding
- dairy business practices and other related subjects
- Affordable access to AI services and related products thus improved animal breeds and productivity
- Improved fodder varieties which will improve animal nutrition and animal health for better milk quality
- Improved milk production, quality, demand and reduced milk losses
- Leveraged farmers' position with traditional traders through collective bargaining and competitive dairy markets thus improved income

Project implementation

The project promotes two hub models

Chilling-plant hubs (CPs) where typically 2,000 to 5,000 farmers belonging to smaller groups organize as a single dairy farmer business association (DFBA) for the purpose of milk bulking, chilling and transportation.

Traditional-market hubs (TMs) where farmer income is increased through improved traditional milk markets. The hub comprises of about 1,000 farmers under a DFBA to attract input services and build business development services (BDS) provider capacity.

EADD - Uganda Project sites

In Uganda, EADDP aims to work with 45,000 families lift themselves out of poverty by developing 10 milk collection hubs with Chilling plants (CPs) where farmers bring raw milk for bulking and chilling before pick-up by commercial dairies. Additionally, 5 traditional market hubs (TMs) will be established where activities will seek to achieve multiple goals including to: provide a range of business services to farmers and traditional traders; leverage the farmers' position with traditional traders through collective bargaining; and improve the demand for quality milk.



EADD-Uganda project is being implemented in the central districts of Sembabule, Masaka, Mpigi, Wakiso, Mityana, Kiboga, Nakaseke, Luweero, Nakasongola, Masindi, Mukono, Kayunga and Jinja.

By William Ssendagire and Dan Bazira-Heifer International Uganda

A fascinating story is told about the humble beginnings of Heifer International. It is a widely known story in Heifer International circles that a wonderful hero and its founder, Dan West in 1944 while working as a relief worker in USA developed a great idea to assist people affected by World War I. His idea was “**not a cup but a cow**”. Dan West and a team of relief workers were supplying aid to people affected by the war. They were giving powdered milk to affected families. He realized that supplying powdered milk was not sustainable but instead supplying the source of milk, the heifers.

Dan West may be long gone but his original idea still lives on. Backed by Heifer International values, the 12 cornerstones¹ for just and sustainable development and acronymed **PASSING ON THE GIFTS**, holistic and demand-driven approaches, Dan West's original idea has contributed to improvement of livelihoods of more than 300 communities comprising of more than 10 million poor families in 128 countries world wide .

The spillover of Heifer International intervention to needy communities in Uganda was through small scale dairy farming when in 1982 the first dairy heifer project under Church of Uganda, Gulu Diocese was supported. Since then, Heifer International Uganda has promoted dairy development using its popular approach of mobilizing Community Based Farmer Groups (CBFGs). Heifer International has worked in Uganda with directly over 23,000 families and indirectly over 1.8 million persons, sharing knowledge and resources and has alleviated human suffering by assisting communities to improve food security, increase household incomes while protecting the environment. Using community based farmer groups, Heifer International assists small holder farmers who are needy and living on 1-5 acre pieces of land to manage quality and high yielding dairy heifers and goats in stalls or cow/goat sheds. The heifers/dairy goats are distributed to individual families constituting a farmers' group.

The farmers' groups come together to address common themes like poverty, malnutrition, environmental degradation, gender inequality and HIV/AIDS. The groups approach Heifer International to loan them the goats and families are mobilized and trained in integrated goat farming. The training covers areas of; farm/home planning, pasture/forage establishment and management, agro-ecological practices, cow/goat shed construction and socio-economic areas such as family nutrition, home hygiene and sanitation and gender equity. Training is on going and extension workers and Heifer staff train and prepare families to plant enough pastures, build cow/goat sheds and adopt agro-ecological practices such as soil and water conservation and tree planting. The use of the group approach has several advantages; easy to train a number of farmers at ago rather than one farmer at a time, use of group pressure to monitor management of the heifers/goats distributed to the group and implementation of the process of the passing on the gifts. In that process, every family trained, prepared and loaned a heifer/goat (s) has to donate (pass on) to another needy family within the group including passing on knowledge gained through training to others who have not been trained by Heifer.

To ensure that farmers gain economically from dairy farming business, Heifer trains them on quality marketing and connects them to market linkages in the value chain system. This requires farmers to organize themselves and market as a group rather than individually and this has the advantage of bargaining for better prices for their products (milk, heifers, and goat offspring) and also reduces on transportation costs when moving them from farms to the market. The East African Dairy Development Project (EADDP) come on board to play a vital role in enhancing the marketing of surplus farmers' milk using a hub model.



Heifer Project. needy farmers like the one next to the plant are supported to market their surplus milk.

Farmer Mobilization

EADD Uganda continues to mobilize farmers

By Dr. Allan Bisagaya, Livestock Specialist, EADD Uganda

The East Africa Dairy Development (EADD) project aims to move smallholder women, youth and men farmers out of poverty by improving their profit participation in the dairy value chain in the central districts in Uganda. The vision of success for the EADD is that lives of 45,000 households or approx. 252,000 people is transformed by doubling dairy income by year 2010 through integrated interventions in dairy production, market-access and knowledge application.

In order for EADD Uganda to achieve its vision, the project developed a farmer mobilization strategy in a participatory manner to be able to reach its targeted quota.

The farmer mobilization strategy characterized farmers based on the farmer holdings, previous interaction with Heifer International Uganda or other NGOs like Send A Cow Uganda, farmer trainings received before, and the business the farmers are doing as a group.

Among the strategies used by the project was the highly publicized National Launch of EADD in Uganda in July 2008. Additionally sensitization meetings were conducted at various levels including the district officials, executives of groups, opinion leaders and individual farmers. BDS providers, existing CBOs, churches, ToT trainings in group dynamics and farmer exchange visits to Kenya were also among the various avenues used for sensitization and mobilization.

The key message in the mobilization has been on the Chilling Plant and the Traditional Hub model highlighting entry points for the various stakeholders and encouraging farmers to form cooperative societies/DFBAs.

To date EADD has been able to facilitate registration of 3 DFBAs; Luweero Dairy Development Coop Society Ltd, Kinyoga Livestock Coop. Society Ltd and Kiboga West Livestock Coop Society and is still working with more farmer groups.

While working with the community EADD has been keen on

organizing and strengthening dairy farmers to effectively manage dairy business by including women and youth in the field activities undertaken. Currently after the mobilization, there are **17** women and **9** youth in the leadership positions. The trends for this are positive and it is expected that more will enroll into the EADD activities.

However the mobilization of farmers has not been a rosy affair and has its share of challenges which include among others:

- It is a process, yet a time consuming activity and does not necessarily produce quick or visible outputs.
- Some of the Coops are still in their infant stages of group development (lack constitution, struggling with leadership, low membership, lack of offices, weak internal systems, etc) to manage finances.
- It requires the workers involved to be sensitively aware of the concerns and feelings of the farmers and to respond to these with respect and patience.
- It requires the agencies involved to hand back power and responsibility to the farmers themselves.
- It can be difficult when the needs expressed by farmers cannot be matched with available external resources.
- It requires a community to be open and available to dialogue - populations that are controlled or coerced by a minority may have difficulty in engaging with external agencies.



A cross section of participants attending a mobilization meeting in Luweero



A cross section of participants attending a mobilization meeting in Kiboga

As part of development these challenges are expected and to remedy them, EADD employed a competent diverse team that seeks to improve the livelihoods of farmers in the project area.

Local exchange visit organized for farmers

Local exchange visit organized for farmers

By John Musisi, Organization Development Coordinator, EADD Uganda

HPI-EADD organized a local study visit from 23rd -26th February 2009 for 36 farmers selected from Luweero, Kiboga and BUBUSI cooperative societies to tour successful dairy farmer groups and model farmers in Masaka district. The farmers visited Masaka Diocesan Development Organization (MADDO) dairies which currently has a capacity of 6,000 ltrs of milk per day and making products of pasteurized milk, and flavored yoghurt. Farmers also visited St. Jude Projects Busense, Gayaza women's saving scheme and some selected model farmers. Farmers were able to visit and learn from both small holder and large scale farmers.

The main objectives of the study tour were to learn on the following: How small holder dairy farmers have been mobilized into Cooperative Groups, How volumes of milk are increased and milk spoilage reduced at household level, and How small holder dairy farmers access production inputs through business delivery services (BDS)

The theme of the exchange visit was "Okugenda Kulaba, Okudda Kukola", literally meaning that all participants who participated in the study tour would see, learn, and on coming back, they would put into practice what they saw and learned.

Asked about what they had learnt during the study visit, the farmers were able to enlist the following among others:

- Compounds can be utilized to grow vegetables (kitchen gardening) instead of children using such big compounds to play various games which are not very productive to the family's well being.
- Locally available resources can be used to achieve high quality yields on relatively small pieces of land.
- Women can also work hard and prosper through farming. A case was taken of Ms. Kiiza of St Jude family project, a learning center coordinated by a woman for many years after death of her husband.
- A small piece of land can be utilized for several family projects through determination and hard work.
- cleanliness of the home and the general surrounding were

a key requirement for a successful small holder farmer

- That keeping of records was not only for business men or office people, but it is vital for each individual home stead to be able to know the daily income and expenditure for planning and saving purposes.
- Unity is strength. Farmers progress more if they work not as individuals but through groups.

Farmers were also introduced to the 5 "main commandments" which they should follow to reach sustainable development;

1. Once you decide to do something, start right away and do it with determination, never giving up
2. Always believe that you will succeed
3. Share your achievements and or knowledge with others
4. Put your trust in God and dedicate yourself to Him. Don't be discouraged by what others say
5. Start with whatever you have and improve it later

The farmers hailed the good cooperation, respect and trust among their host groups of farmers, especially the Gayaza women's saving scheme, which was operated at the village level. The message to learn from this group was clear that "poverty has no boundaries or religion. It is a sickness which affects all people. Farmer groups should not be discriminatory in their activities because it will result

into group conflicts and divisions".

The leader of the farmers' delegation, Mr. Edward Ssebuufu was very grateful to EADD for taking the initiative to organize for study tours and bring farmers to practically learn from other farmers and dairy groups like MADDO. "Following the theme of the study visit, it is therefore expected that all the participants are determined to practice the newly acquired skills and knowledge to increase farm and dairy production", Said Mr. Ssebuufu.



Farmers learning about improved fodder during the study visit to Masaka

"I have liked the study tour and the model farmers visited because they were relevant to the subject matter of alleviating poverty of the small holder farmers by working through groups" said Ms Rose Bukenya, one of the participants of the study tour.

Cycling to spread the EADD Gospel

Cycling to spread the EADD Gospel

By Beatrice Bamulesewa Nabwire, M&E/Information Officer, EADD Uganda

As one of the strategies to involve more farmers to participate in the East Africa dairy Development (EADD) Project - Uganda activities, a number of Trainers of Trainers (ToTs) were identified and trained. The ToTs will not only help to train other farmers, but will also help in mobilizing the farmers in the various project areas

However, after training and passing out, one major constraint was quickly identified and pointed out by the ToTs. This was the lack of transport means to reach the farmers given the long distances involved. The ToTs requested EADD - Uganda to facilitate them with transport and bicycles were suggested.

It was not long before their request was granted. "EADD - Uganda has so far purchased 160 bicycles to be distributed to the ToTs. "We shall facilitate more ToTs as we continue to identify and train them in all the project sites"

Said Mr. John Musisi, the Organization Development Coordinator who is in charge of training farmers in group dynamics and governance issues

Two official bicycles flagging ceremonies were organized in two EADD - Uganda sites. This was at BUBUSI Dairy Cooperative Society in Busunju, Wakiso district (TM site) and at Luweero Dairy Cooperative Society (CP site). Guests at both functions included various district dignitaries, local leaders, development partners and faith based organizations from the districts of Wakiso and Luweero respectively. Particularly for Luweero, the Mayor of Luweero town council, Mr. Moses Sempagama who is also a dairy farmer was in attendance, and he underscored the many benefits from dairy farming. The Archbishop of Luweero Diocese Church of Uganda was also represented.

Of course the ToTs and farmers in attendance had no better words to express their appreciation. Singing and dancing, big smiles and laughter plus ululations every now and then were part of their way of expressing joy. In addition to the bicycles given to the ToTs, farmers have already realized other benefits from the EADD - Uganda project including high quality AI and liquid Nitrogen, trainings in group dynamics and governance, experience learning from study tours to successful dairy hubs in Kenya and a variety of improved fodder and legumes for the animals. "We expect to benefit even more from EADD - Uganda in terms of more farmer trainings, local and external study tours, sourcing

of milk buyers; and we are very optimistic on acquiring our own chilling plant and milk testing equipment", said Hajj Muhammad Mubiru, Chairman of Luweero Dairy Coop society. The ToTs pledged to use the bicycles to mobilize and train more farmers.

In his remarks, the Country Project Manager of EADD - Uganda, Mr. William Matovu, emphasized to the farmers and ToTs that dairy farming is a profitable business and that EADD belongs to the farmers. He encouraged them to mobilize more farmers to join the dairy cooperatives. He urged the ToTs to use the bicycles to mobilize and train more farmers and to be role models to other farmers. He also urged them to include the women and youth because they are also a major target of EADD. "Women bear much responsibility for farm work, contributing up to 80% of food production and some women are house hold heads. The youth share almost similar constraints like women, especially as far as asset ownership is concerned. Developing the capacity of youth is expected to create long term viability in farm management" said Mr. Matovu.

The chief guest at both functions was none other than the Country Director Heifer Project International-Uganda, Mr. Patrick Nalere. In his address, he said that the causes of poverty among people

include idle minds, lack of knowledge and information, and lack of markets. He promised that EADD will try to change the people's mindset and provide knowledge and information through various trainings and interactions. He encouraged the farmers to manage their cows as a dairy business for profitability, and to form or join cooperatives in order to enjoy the related benefits.

The function was a major news item on major radio and TV stations including the national television (Uganda Broadcasting Cooperation) and newspapers. This is expected to boost the number of farmers joining the cooperatives to participate in EADD- Uganda activities.

In addition to the bicycles given to the ToTs, farmers have already realized other benefits from the EADD - Uganda project including high quality AI and liquid Nitrogen, trainings in group dynamics and governance, experience learning from study tours to successful dairy hubs in Kenya and a variety of improved fodder and legumes for the animals.



The Country Director Heifer Project International Uganda, Mr. Patrick Nalere, handing over bicycles to ToTs in Luweero while the Country Project Manager EADD Uganda, Mr. William Matovu, looks on (Extreme right)

Ugandan farmers participate in exchange visit to Kenya

More Uganda farmers learn from their Kenya counterparts

By Beatrice Bamulesewa Nabwire, M&E/Information Officer, EADD Uganda

In October 2008, EADD Uganda organized another external farmer exchange visit to Kenya in which a total of 69 farmers selected from EADD-Uganda sites participated in the visit to successful chilling plants and farmers in Kenya.

The farmers visited 2 chilling plant sites; Kinangop (Muki Dairy Company Ltd and Nyara farmers Dairy Coop Society).

Farmers' visit to Muki Dairy Company Ltd

This is located in North Kinangop, Nyandarua division, Naivasha, central province of Kenya, the farmers learnt many issues related to formation and management of a dairy cooperative, milk collection, handling and quality assurance, joint marketing, and how to source for development support. Farmers were also able to learn how the Kinangop Dairy Company Ltd expanded to form other businesses which include: Muki Farmers' Co-operative Society; Muki Savings & Credit Co-operative Society Ltd; and Muki Investment Co-operative Society and how all the four societies are managed separately but with a common board members and administration

At Muki Farmers' Co-operative Society, farmers gained more experience in dairy cooperatives, milk transportation, and business Development Services (BDS) access. The farmers also learnt about the other businesses owned and run by Muki Farmers' Co-operative Society including: Muki Savings & Credit Co-operative Society Ltd which has 3 sections; Front Office Savings Activities (FOSA) - offering competitive banking services to members and non-members; Savings & Loans - offering savings and business loan services and Microfinance - offering small loans to farmer groups.

Muki Investment Co-operative Society, is also owned by farmers through buying of shares. It bought tractors to transport milk from distant places and also constructed a building to offer rent services to Muki farmers' coop and Muki savings and credit coop plus other tenants

Farmers' visit to Nyara Dairy farmers Coop

This is a community based cooperative located in Nyahururu division, Ndaragwa district, central Kenya. The cooperative's activities include milk bulking, Agrovet shop, SACCO, and AI services. While here the farmers learned also about BDS, milk transportation, milk quality and formation of SACCOs offering savings and borrowing to members and some of the major driving factors for farmers to cooperate, some of them being the need for the milk market and the transparency in running the cooperative.

Farmers' visit to a Model farmer

Farmers also visited a successful farmer, Mwalimu Lawrence Njuguna Munywa (MAFAD Farm) of Karua sub-

location, Kihara location, Kiambaa division, Kiambu east district, central province of Kenya (Matatu route 107). Mwalimu is a trained teacher who retired after 30 years of teaching, and there after undertook courses in animal management, fodder management, calf management and milk processing. Mwalimu started rearing zero grazing animals in 1982 with only 2 cows and through selective breeding; he currently owns 40 cows Holstein Friesians and Jerseys. His story inspired the farmers especially to know that he is able to manage well all these cows under zero grazing at his home in a plot of land of 25 decimals (0.25 acres) in size. He grows the grass for making hay and silage and conserves the grass himself at his home

Mwalimu sells some of the milk locally at his home but delivers most of it to the dairy. The local sales help to generate money to run daily activities while money at the dairy is paid to him monthly in bulk. From the milk sales he bought more land, and built modern houses for his 3 sons and a storeyed building where he has put milk processing machines. At Mwalimu's farm, farmers learnt among others:

- New methods of planting napier for the animals which make the napier to grow faster and also in very large quantities
- Planting grass, making silage or hay and storage
- Feeding animals on hay, silage, and other feed supplements including chicken droppings
- Animal breeding and record keeping
- Cow defects and how to detect and manage them
- Calf management

At the end of it all, the farmers were very happy for having participated in the exchange visit and conveyed appreciation for they said they had gained a lot of knowledge and had received so many challenging inspirations from the sites they visited. They were very enthusiastic and pledged to put into practice what they had seen and learned.

Some farmers who participated in the exchange visit have started passing on the gained skills and knowledge to other farmers back home. Some of them are also now helping EADD Uganda as farmer trainers



Farmers learning how to make silage at MAFAD farm during the exchange visit to Kenya

EADD Uganda Trains Animal Health Providers

EADD Uganda trains Animal Health Providers

By Dr. Bisagaya Allan, Livestock Specialist, EADD Uganda

The East Africa Dairy Development (EADD) Uganda is working with Dairy Farmers' Business Associations (DFBAs)/ Cooperative societies to enhance provision of Animal Healthcare services with the aim of sustaining production and quality of milk through improved animal health care, breeding and nutrition in order to achieve the project goal of transforming the lives of 45,000 families by doubling their household dairy incomes through integrated interventions in dairy production.

In November 2008, EADD Uganda organized a 4 days residential training workshop in Animal Health and breeding that attracted Animal Health Providers (AHPs) from the EADD project area. The training was aimed at refreshing knowledge on Animal Health and Breeding in the context of EADD, establishing foster linkages through a network of AHPs who offer routine animal health services including Artificial Insemination (AI), simple emergency services that improve milk monitoring & quality practices, and enhancing the role of AHPs in providing on- farm checks for milk quality assurance to improve the quality of milk provided to Chilling Plants and processing centers.

The training was co-facilitated by staff from EADD, National Agricultural Research Organization (NARO) and Regulatory staff from the Dairy Development Authority (DDA).

From this training and future trainings, it is anticipated that there will be an increased outreach to farmers by the AHPs through clinical services at a fee, farmer training and field days in the community, advisory services to farmers, drug shops owned by some AHPs, and regular feedback from the field on activities undertaken by the AHPs.

In order to enhance the role of AHPs in providing animal health services and on farm checks for milk quality assurance to improve the quality of milk provided to Chilling Plants and processing centers, EADD Uganda plans to organize more refresher courses in Animal Health and Breeding for the identified AHPs. Some of the AHPs are to be accredited as AI technicians.



Participants during AHP training

EADD Uganda will seek opportunities of working and fostering linkages with other development partners like NGOs (Send A Cow, Uganda-SAC-U & World Vision), Production Departments of the Local Governments including National Agricultural Advisory Services (NAADS) who have farmer groups that can be encouraged by the AHPs to join the DFBAs near them and enjoy the benefits of cooperative movement while increasing their clientele base.

EADD Uganda trains Farmer Trainers

EADD Uganda trains Farmer Trainers

By Beatrice Bamulesewa Nabwire, M&E/Information Officer, EADD Uganda

HPI - EADD Uganda is working to organize and strengthen 45,000 farmer families to effectively manage dairy businesses. In relation to this, a number of activities are being implemented including supporting farmers to form register, and strengthen Dairy Farmers' Business Associations (DFBAs)/ Cooperative societies, engaging and training farmers in group dynamics and governance, engaging and training the youth and women, as well as making sure that women and youth participate in leadership positions.

As one of the strategies to reach and involve more farmers in the EADD project activities, a number of Trainers of Trainers (ToTs) were identified and trained in group dynamics and governance skills. It is expected that each ToT will reach out on average to about 50 farmers by sensitizing and mobilizing them in the various project areas. The ToTs will

not only help to train other farmers, but will also help to create farmer structures at grassroot levels (parishes) that will feed into the larger cooperatives.

Farmers from other partner organizations specifically Send A Cow (SAC) also benefited from the training



A cross section of participants during a ToT training in MADDO

So far over 160 ToTs selected from Kiboga West, Masindi, Kinyogoga, Luweero, BUBUSI, Mukono, Buikwe, Seeta-Misindye, Bbale-Kayunga and MADDO have been trained.

Passing on the Gift of Knowledge for improved fodder

Passing on the Gift of Knowledge for improved fodder

By Jane Kugonza, Dissemination Facilitator, EADD Uganda

The World Agroforestry Centre (ICRAF), one of the EADD Uganda implementing partners is working together with other development stakeholders like Namulonge Agricultural research institute and farmers to develop strategies and options for improved animal nutrition. Together with the partners, extension providers, farmer leaders and farmers, a number of farmer trainers have been identified, engaged and trained to train other farmers in improved fodder technologies.

In Mukono, one of EADD Uganda project sites, it is evident that the farmer trainers have picked up with zeal and are already training other farmers. One such successful trainer is Ms Sara Karagi who has been able to train over 30 farmers in a period of two months.

She tells her story; "As a widow, I have multiple tasks to perform in addition to being a farmer trainer. I look after two families, mine and that of my co-wife who died. This is a challenge but I have sacrificed time to train my fellow farmers on how to grow and manage fodder crops to increase milk production from our cows. I am motivated by the fact that being a farmer trainer has made me popular. I meet many people as they pass by my fodder demonstration garden, at church, in women groups and village meetings. I train these informally and my joy comes when I see them appreciate and take on the new fodder technologies to improve their milk production and income. Since I don't pay for the knowledge I receive as a farmer trainer, then I must pass it on as a gift for free. The extension worker Mr. Enock Mukalazi and the EADD staff advise and monitor what I do on

my farm. This has encouraged me to improve my feeding practices"

Sarah says that she has faced a few challenges as a farmer trainer including transport limitations. Sometimes she wishes to travel from one village to another or even go to other parishes but being an elderly lady, she can not walk long distances. She also finds a challenge in handling multiple tasks which she has tried to solve by involving other family members to assist her.

Sarah's example shows that using farmer trainers is an effective approach of passing on new farming technologies to many farmers in a relatively short time and in a more cost effective manner. Farmers learn more from fellow farmers whom they easily identify with and whom they believe share similar problems and challenges. If Sarah is able to train 30 farmers in two months, it means that she can train 180 farmers in a year.



A demonstration plot of Mucuna and calliandra belonging to Mr. Edward Munyira in Mukono District

ICRAF Dissemination Facilitators hold annual workshop

ICRAF Dissemination Facilitators hold annual workshop

By Jane Kugonza, Dissemination Facilitator, EADD Uganda

ICRAF technical staff from Rwanda, Uganda and Kenya who are involved in EADD implementation held their first annual workshop on 20-23rd January in Kampala. The purpose of the workshop was to review 2008 field activities and map the way forward in ICRAF's mandate. ICRAF, as one of the implementing partners of EADD is responsible for promoting the adoption of high value fodder/feeds for increased milk production.

The workshop involved identifying challenges and constraints, planning and strategizing for 2009 and celebrating the 2008 achievements which include: Completion of reconnaissance survey which identified the main problems faced by farmers and possible

solutions; Completion of the stakeholders inventory scope of work, dissemination role in EADD and the support they require; Training of 262 volunteer farmer trainers and Establishment of 198 demonstrations in the three countries



Workshop participants outside Ridar Hotel in Mukono, Uganda

Participants agreed on the activity plans for 2009 to include training of farmer trainers, monitoring and expansion of demonstration plots, facilitating adoption of high value feed, production of IEC and training materials, and conducting research on feeding systems and dissemination pathways.

The workshop was also attended by several partners including ILRI, Heifer Project International Uganda and Kenya, the African Highlands Initiative, research organizations, NGOs, farmers and private companies.

EADD-Uganda; The Way I See It.....

By Titus Rekyeraho, Driver, EADD Uganda

EADD Uganda is a Heifer project which started in January 2008 to operate in central region (13 districts) in Uganda. With Heifer's mission of eradicating poverty, ending hunger and caring for the earth, the purpose or aim of the project is to add value of the milk, helping farmers to access milk markets, helping farmers to form cooperatives linking producers to formal markets through processors and developing local hubs for increasing producers' benefit from traditional markets and delivery of business services like AI, improved fodder and animal health.

The benefits

EADD being a project that offers support to organized groups; it encourages farmers to form dairy cooperatives and where necessary, facilitates the farmers through this process including recommendations to the ministry of cooperative for registration issues. EADD goes ahead and connects these cooperative farmers to banks for financial support in terms of loan advances.

The cooperatives are intended to last for centuries if they are well sustained by the farmers. This implies that EADD helps farmers to pool up their scarce resources to form a strong economic activity, which will make a big impact to the beneficiary communities.

Through development of local service hubs and access to business development services such as AI, Agrovets, animal health, and the installation of CPs that facilitate market access by linking farmers to processors, the small holder farmers are developing profit-participation in the dairy value chain. These farmers are going to see success way beyond the expiry of the funding years of the project.

Extensive trainings given to the farmers are very vital to ending hunger, eradicating poverty, and even to caring for the environment. This is a very good benefit for the farmers as they acquire knowledge and skills which are very helpful not only to the individual farmers and their families, but also to the community at large who are able to tap into the knowledge.

EADD acts as a uniting factor as farmers are mobilized in the community of the same locality with the aim of forming cooperatives and making it easy for EADD to train them in various skills like organizational development and governance, group dynamics and resource mobilization among others.

It is HPI's norm to discourage farmers from being given hand-outs. Farmers are highly encouraged to work hard which is a necessary principle of ending hunger. The farmers are helped as they help themselves for sustainable reasons. This is what EADD is encouraging in dairy farmer cooperatives.

EADD, being implemented in a partnership of international

organizations including HPI, TNS, ILRI, ABS-TCM and ICRAF, there are backward and forward linkages as farmers are being connected worldwide. For example, farmers exchange visits where farmers go to the different participating countries, they learn a lot from these visits. A case in point is when farmers from EADD Uganda went for an exchange visit to Kenya CP and traditional hubs where they learnt a lot of things including dairy cooperative management and improved animal husbandry. Actually, after this study visit, some farmers from the pastoral areas of Kiboga have adopted the zero grazing system due to its benefits.

The self esteem of farmers is also something to mention. Many farmers who participated in the study visit to Kenya have become "very important and knowledgeable people" in their communities. It is not uncommon to listen to such farmers telling their experiences and giving advice to other farmers and in so doing; they are also spreading the EADD gospel of the benefits.

Even receiving important visitors like those from the Bill and Melinda Gates Foundation (BMGF), HPI and other partner headquarters has boosted the status of the communities. Kiboga West is one of such communities where they now talk of themselves as being "international" and being known "internationally" and "by one of the most famous development funding foundations (BMGF)".

The Challenges

The farmers' attitude is very important in implementation of EADD. This is in the sense that if the farmers are not ready to play their roles religiously, EADD can not do everything for them.

In the pastoral areas, farmers are slow to change the way they are doing things, including slow adoption of AI and rearing more beneficial breeds in terms of milk production.

In many societies, women and youth involvement in development activities is discouraged. This is in addition to the fact that the youth and women do not own important resources like land, even cows. Their views on issues do not normally count. This is likely to affect negatively on EADD's effort to see that those categories of people actively participate in the project

Over expectation by farmers, and like in many parts of the developing world, farmers always expect to get every thing on a silver platter.

However, all that mentioned, with experienced and highly skilled and motivated team of staff, I strongly believe that the communities are going to greatly benefit. The cordial relationship between the staff and farmers shows that there is already identified success by the project to the communities and much to the pride of the implementing staff.

Artificial Insemination for Improved Animal breeds

ABS-TCM is at the fore front of making sure that the productivity of cows increases and is sustained in EADD. ABS-TCM is providing improved animal genetics through the use of artificial insemination (AI) plus other related services. Since June 2008, over 2,000 artificial inseminations have been realized in EADD Uganda project areas. Other activities implemented during this period include among others: identifying and training more AI technicians, equipping the technicians and other service providers with AI kits, setting up and backstopping AI centers, AI farmer sensitization meetings, selling AI straws and distribution of Liquid Nitrogen.

EADD Uganda was also a key player in advocating for the partial lifting of the semen importation ban by the government.

However, a number of challenges still exist:

- The current intermittent production of liquid nitrogen in Uganda demoralizes farmers as well as the AI technicians
- The wide spatial distribution of registered dairy hub members who are targeted to receive services is a major challenge.
- The wide use of natural mating bulls is a major challenge in pastoral areas because the farmers in these areas are cultural adherents to bulls.
- A.I training of fresh inseminators still faces a major challenge. Training and certification in artificial insemination course has traditionally been carried out by the government's parastatal, NAGRC & DB. EADD Uganda is trying as much as possible to work with the Makerere University's Faculty of Veterinary Medicine in lobbying for the training and accreditation of AI technicians.

The good news is that the demand for AI services by the farmers is growing by the day. With continued sensitization, training, provision of high quality services, AI refresher courses, bringing services closer to the cows by setting up AI satellite centers (that provide liquid Nitrogen, proven semen, sheath, gloves, tanks, ear tags, ear tag applicators, breeding calendar, cow life cards IDs among others), the benefits will continue to be realized.

Through EADD Uganda Cows continue to get pregnant again and again.....

SHORT NAME	CODE	PARENTAGE	PTA MILK+	Calving Ease (%)	Litres/305 days	M + Breed Average Ltrs/day	EADD SEMEN STRAW PRICE (UGX)
HOLSTEIN							
Fearless-ET	29HO11413	Magna-ET x Faith	1498	9	11,562.73	37.91	8,500.00
Hess-ET	29HO10241	Decision- ET x Hush-ET	959	6	11,317.73	37.11	8,000.00
Accent-ET	29HO11054	Hunter Orion x Abilene	757	8	11,225.91	36.81	8,000.00
Shockey	29H011430	Elton Duraham-ET x Stormcathy	-89	8	10,841.36	35.55	7,500.00
Treasure-ET	29HO10717	Addison-ET x Florence-ET	398	10	11,062.73	36.27	7,500.00
JERSEY							
Gunner-ET	29JE3274	Lemvig x Barber-ET	185		7,268.64	23.83	7,500.00
Napoleon-P	29JE3277	Declo x Nora-P	346		7,341.82	24.07	8,000.00
AYRSHIRE							
Baltimore	29AY7649	Pardner-ET x J. Bonnie	255		7,852.73	25.75	8,000.00
GUERNSEY							
Delta	94GU0951	Royal x Tom Dee	261		7,503.43	24.6	7,500.00

Breed Averages (02/05): Holstein (lb) 23,940; Ayrshire 17,021; Guernsey 16,433; Jersey 15,806

Last Updated October 20, 2008

*Prices are not guaranteed and are subject to change without notice

* Prices are only per straw. The inseminator adds his fee, transport/distance to the farm, sheath, glove, lube, liquid nitrogen, communication, and administration to calculate the cost of an artificial insemination service

Artificial Insemination for improved animal breeds

Artificial Insemination (AI), in this respect, is the process of using sperm cells collected from a bull with proven high production and artificially depositing them into the reproductive tract of a cow.

The potential benefits of AI include: The breeder can choose the best males e.g. for milk production for use as parents; It reduces the costs associated with raising and managing the bulls on the farm; it reduces the chances of inbreeding; It reduces the transfer of venereal diseases between bulls and cows because the AI collection process allows for the screening of disease agents and the collected semen is routinely checked for quality; It allows for increased efficiency of bull usage whereby semen collected from a single ejaculate can be diluted and extended to create hundreds of doses; . The semen can be easily transported, allowing multiple females in different geographical locations to be inseminated simultaneously; Semen can be stored for long periods of time; therefore bulls can produce offsprings long after their natural reproductive lives have ended; and AI eliminates accidents and injury that may arise due to the usually relatively larger and aggressive adult bulls than the cows.

The potential shortcomings of AI include: AI can be a more tedious effort; Bulls instinctively detect the cows that are on heat. With AI the detection becomes the responsibility of the farmer, where poor detection results in decreased rates of fertility; and The intense genetic selection during AI may lead to decreased variation in the cows population and therefore the need to balance between selection and variation.

Cows Breeds—Pictorial



029AY07649_Baltimore Daughter



029HO10241_HESS461



029HO11054_Accent



029HO11413_Fearless



029JE03274_GUNNER



029JE03274_GUNNER_3Quarters

Bulls—Pictorial



029AY07649_Baltimore



029HO10241_Hess



029HO11054_Accent



029HO11413_Fearless

By Dr. Mugisa Kihire William, EADD Uganda

The words **Strategy** and **Marketing** shall be defined right away before we embark on talking about strategic marketing.

The word, **Strategy** rightly belongs to the military lexique, and is defined as a plan of war or plan of battle, believed to have originated from the Chinese author, Sun Tzu who called it the 'art of war'. This envisages the attainment of positions, postures and other advantages and putting into action the ways and means for the partial or total destruction of the enemy. And, supreme excellence in war consists in breaking the enemy's resistance without fighting, or without firing a single shot! One becomes an enemy when all hope is lost for a negotiated end of a conflict or issue, and war is declared (where force and deception are the cardinal principles), and as they say, in war as in love, all is fair! It therefore follows that to end a state of war one needs to restore hope to the hopeless!

A strategy is the assembly in a coherent and efficient manner of actions and decisions that support the choice of the ways and means that have to be implemented, and the proper allocation of all resources necessary for the partial or total destruction / overcoming of the competition.

It goes without saying that a strategy is multi-faceted, and there is not one universal strategy that is there for everyone to replicate. Instead there exists a mosaic of all possibilities and many ways how these are adapted to the myriad of situations that present themselves or are orchestrated to elaborate particular strategies.

In elaborating a strategy, Strengths are built upon, Weaknesses are addressed, Opportunities are exploited and Threats are nipped in the bud or extinguished.

A good strategy has three basic purposes; **1.** It must be a record of analysis, so that the logic behind every action can be checked. This is precisely because the strategy has to be feasible, consistent and show likely consequences. **2.** It should show soundness of approach so that one can visualize how specific actions go from one to another in a flowing manner. **3.** It must be able to attract empathy, sympathy and support from other stakeholders so that the end result or impact is achieved cost-effectively.

Marketing on the other hand is **the whole business seen from the point of view of the customer/ consumer. (Peter Drucker)**. Marketing involves the exchange of value for value and therefore there has to be a buyer, a seller and the product (goods, services or ideas) at an agreed exchange or perceived value. To be able to satisfy needs and wants of the buyers and sellers it is imperative for one to understand that buyers **pay for** benefits that products have: These are **SAFETY, PERFORMANCE, APPEAL, COMFORT, ECONOMY and DURABILITY**. The marketing environment (socio-political) must enable certain factors to be operative for a good market to exist. At least seven items need to

be mastered for a good market to exist are: **(4Ps) Product, Place, Promotion, Price, and (2Cs) Customers and Competition, and Risk management**. Successful marketing operations are those that are effective at rendering customer satisfaction and achieving competitive advantage; they are also those who concomitantly excel in efficiently allocating resources and integrating their functional actions. Good marketing is doing the right thing so excellently that the customer can come to you and say 'That is great. I am satisfied with your product!' Doing the right thing excellently, the first time and all the time for the customer is efficient marketing. Therefore **the most important internal asset of an organization is its human resource, while the most important external asset is its customers**. To implement any strategy one needs a complement of highly motivated staff that goes to efficiently service the customer base, defend the market share and grow the business. That way profits and other benefits begin to be realized sustainably. The human resource must be right if the best strategy is to get off the drawing board. Execution or best implementation is thus attained if the human resource is fit for the job. The reverse is also true.

Every successful enterprise elaborating a marketing strategy is well advised to have some unique qualities and merits. A closer look at, and study of, the major success stories the world over have revealed these handy tools as they are here-below described and there is no earthly reason why they should not work for you.

1. There is Visibility. 'Seeing' is believing; Enterprises, which invest in visibility, are considered serious and are, so to speak, announcing their intentions to any or all doubting Thomases their capacity to perform a good job or to fight the good fight! In any case there is the adage that the apparel proclaims the man! If you want to be portrayed as a royal you must dress like a king, and a king who does not dress like a royal will be considered a fluke. Is it not true that a candle should never be covered by a basket? To be visible to both your customers (to inspire confidence in them), and to the competition (to create in them the fear of the Lord) is a smart move.

This is achieved through presence and such items as uniforms and other apparel, advertisements of visual nature like television, printed materials, billboards, banners, packaging etc.

2. A good warrior must remain in a permanent state of urgency.

This allows the strategy to keep on course without losing its steam. An enterprise should therefore take a stance that her enemies (the competition) are wide-awake even in the dead of the night, all the year round to maintain and exceed a competitive edge. The motto for Scouts of "Always Be Prepared" is spot on. This helps to avoid the so-called ambushes that have wrecked havoc on not so few organizations that are found napping. The urgency in an enterprise is to be found at all stages of its operations, beginning with the time 'Think Tanks' are employed in the elaboration of the strategy and a vision is pronounced, the mission declared, the purpose internalized and the objectives stated to the stage of implementing and execution of the activities to achieve results and attain organizational goals.

The stated objectives must be specific, measurable, achievable, realistic and time-bound. Efficiency (doing the right thing right, the first time and all the time) makes the whole difference. Being busy per se is easy. You only need to be busy, expend precious energy, but have no work done! A permanent state of urgency also entails efficiency. This calls for support supervision, monitoring and evaluation including operational research and feedback.

3. There is the need to seek and acquire continuous feedback on what is being planned and implemented.

This serves as a safety valve or audit trail for the whole system. All situations are temporary and the only permanent constant is change. An enterprise must have the means of adapting to sudden changes or else it dies. It is NOT enough to manage change! The strategy should include actions that orchestrate change. That way the competition is left to cope with the new situation on the ground or perish. A robust system of monitoring and evaluation must be operative at all levels of the strategy. This can be conducted by in-house human resource or by hired hands. The acquisition of information or research matter for the enterprise can be passive or active; Overt or covert. It is wise to use all these ways and means.

4. A good warrior should be able to induce a generic effect.

This means that other stakeholders can be inspired to copy and apply the example you have set. What may have began as a small idea snowballs into something to reckon with, and with wide ranging generic effects. From then on the warrior has a fifth column in areas not yet reached physically. This translates into reduced costs and effort. Examples of inducing a generic effect include the use of advocacy (Information, Education and Communication), pedagogy, oratory, and networking with stakeholders, advertising and publicity, investing in public affairs and personnel relations.

5. It is imperative that a good warrior enterprise should have an Identity Mark that sets her from the rest or stand apart from the crowd. This feature helps you to get noticed and not to be confused with fakes, copies or clones. In the business world there will always be those whose strategy is to fool the unsuspecting customers to buy that which is not up to specifications of the real thing. An identification mark should preferably be backed by the force of law to significantly reduce these craftsmen to manageable level. It is advisable to Gazette such Identity Mark. This Identity Mark also reduces the hassle the customers would have to go through to easily identify and get what they want.

6. There is the fact that the price of your products must be protected.

Prices have to be protected if profits are to be realized. The shareholders will always expect to enhance the worth of their investments. The revenue generated from the operations should always soar above the costs, in order for a reasonable return on investment to be realized. Price is a major complement of the revenue in any serious organization. The real dan-

ger of a price war is **mutually assured destruction!** It should therefore be avoided like the plague.

7. The marketing strategist should erect barriers (against competition) at the entry into the market place, while reserving for self exit strategies!

It is a necessity that once a competitive advantage has been obtained it should be protected, kept and where possible enhanced. These barriers can take the form of legal framework e.g. exclusivity clauses, physical placements or even cartels. Buy-outs, hostile takeovers, some mergers and conglomerates are some of the business examples where the winner wants to keep out the competition. Alternatively, you help the competition to exit the market place. The end result is the same.

8. It is well advised to have moral superiority over your competition

If you can position yourself as morally superior to the competition you will have a field day in the market place. A well functioning public affairs and personnel relations department will deliver this much sought-after goodie. Goodies will also come with prestigious research and development of your products (or a meticulous application of the copy and apply stratagem); and a customer friendly human resource supporting these products auger well in establishing moral superiority. It translates into credibility and trust that a quality service will be dispensed at a moment's notice.

9. A warrior has to fight with full conviction and derive pleasure out of it.

Derive pleasure from a fight? Yes, indeed, if you are fighting what you believe is a good fight. It is the fight in the dog, and NOT the dog in the fight! This calls for internalizing the mission, purpose and objectives of the enterprise. It is at this level of commitment that innovations and creative inventions are elaborated and implemented. For the sake of pleasure, nothing can stop you save for dropping dead! The work of morale boosters is hereby noted. Four examples will suffice to illustrate this point:

'The Struggle continues. The Victory is ours. We stand to lose nothing, but our chains', (by Mao Tse Tung the Chinese).

'We want War; either we win or they lose'. (Makerere University students)

'I love this game,' (CNN advert for Basketball enthusiasts)

And

'Image is nothing, Obey your thirst!' (Coca Cola advert).

(Continued on next page)

AN ENTERPRISE SHOULD INVEST IN RESEARCH AND DEVELOPMENT IN ORDER TO KEEP COMPETITIVE. (Others have added, “Copy and Apply” as well, to avoid re-inventing the wheel).

The following paragraphs describe tested and proved areas a strategist should consider when confronting the competition, and for attaining the competitive edge that is crucial for the success of an enterprise. If you know the competition and know yourself, you need not fear the result of a hundred marketing battles. If you know yourself but not the competition, for every victory gained you will also suffer a defeat. If you know neither the competition nor yourself, you will succumb in every battle. The level of strength or weakness at each level will determine whether you have an opportunity or there is a threat being posed. Research and Development budgets have been increasing for successful enterprises the world over and it is now no longer a question of whether or not to conduct R&D, but rather when and how. Below is the list of what to do R&D on and where, in an atmosphere of a business setup.

The marketing function will have to determine the market segment and target market which currently utilize the product and decide how to operate and when to do so. Once this target market is defined the activities of penetrating it (or excluding others from it) can then be elaborated and implemented. Various strategies focusing on market share and return on investment can then be put into action to achieve measurable results.

The mode of product manufacture and fabrication provide a fertile ground for research and development. This will reveal the technological level reached and the capacity of change or the lack of it. High levels of technological advancement will place a major hurdle for those with lower levels. The history of the spear and gunpowder is clear testimony of what happens when low tech and high tech systems meet for a clash.

Once a product is manufactured it should reach where it is required to satisfy customer needs. This calls for **an efficient distribution system** that includes a robust network of distributors and agents, a functional supply chain management system and a concerted promotional campaign. While excellent promotion brings the people to the products, an efficient delivery and distribution system brings the products to the people (Logistics of the supply chain e.g. storage, packaging and shipping).

The **volume of purchases** is another area marketing research should encompass in order to achieve development of a market segment or niche. This is because revenue is a function of volume of purchases, and turnover and rate of turnover are significant determinants of the robustness of an enterprise. Different pack sizes will yield different rates of turnover. For example because of low purchasing power of the customer a small pack size may be amenable to his pocket and allow him to be captured among the customer base. Similarly, more distributors can be accessed if their aggregate level of purchases does not expose the enterprise to un-necessary risk. The reverse is true

for those who do not have the capacity to maneuver.

The **nature and composition of the clientele** should be given serious consideration when conducting research and developing new products or finding new uses for existing products. It is important that cognizance be made of the different buying behavior of the different age groups, social strata, and socio-cultural setups among the clientele. Peer pressure has long been recognized as an important element in behavior change. So is the sense of belonging that is important for nation formation and building. This survey should also reveal the people with the final decision to buy; the people who are lobbyists and assist in influencing the decision to buy; and the so-called “china eggs” with no capacity whatsoever of ever delivering any results.

Knowing the nature and composition of the clientele is one thing. **Locating them by geographical or spatial distribution** is another equally important function of any serious R&D effort of a marketing nature. This will lead to their identification, isolation and then looking for the best means of delivering to them the goods and services. This is what is referred to, in political speak, as getting nearer to the people or being able to work at the grassroots.

The **product itself** should merit serious attention when it comes to R&D efforts. Indeed many people associate most R&D matters to the product attributes. The position of the product in the matrix of product portfolio is of utmost importance, precisely because without knowing this one merely helps the competition to devour that product and it has led many enterprises to collapse without trace. The results of the research in this area will reveal whether the product is a cash cow, rising star, question mark or dead weight of the enterprise. Arising from this will be decisions of milking the product in case it is a cash cow; investing in the product in case of a rising star; further development or wait and see for the question mark product; and outright divestiture for the dead weight product. Analysis of data from marketing research will guide an enterprise on whether or not to proliferate the products in a particular niche or to do selective branding and promotion. Whereas a description has been made for one product, the same logic is applicable to a range of one product (e.g. different packs, or different dosages) or several of them.

These are the different types of Enterprises existing in everyday life:

- Those that do not understand what is happening around
- Those that demand to know what is happening
- Those that contemplate on the events that happen
- Those that understand the events happening
- Those that provoke the events that happen

It is now up to you to choose where you belong, and where you aspire to move!

EADD conducts training on Milk Production, Handling and Quality

EADD Uganda conducts milk quality training workshop

By Alexis Carboni Mugabi, Business Advisor, EADD Uganda

The efficient production and harvest of high quality milk is the goal of most dairy farmers. High quality milk is visually appealing, free of adulteration and meets specific quality standards for somatic cell count (SCC), and bacteria. Producers of high quality milk know that a consistent method of pre-milking udder hygiene and the uniform attachment of properly milking methods are important.

According to History, cows being milked were recorded as far back as 9000 B.C. In Uganda, cattle keeping has been a crucial activity for some communities and milk has played a big role in the diets of people. But of course there has been



Participants during the milk quality training workshop

and there are problems in producing good quality milk at all levels of value chain.

Production of high quality milk is the concern of almost all people, whether

they are the direct consumers of the dairy products or they derive a living from the dairy industry through direct employment or otherwise. Distributors –large and retail, milk and milk product processors, dairy cooperatives, state regulatory departments, veterinarians, and dairymen are all concerned.

Over the years, modern technology has rectified some of milk quality problems and today a wide array of safe, wholesome dairy products are available for consumers. However, some of these are still not yet guaranteed for the local consumers due to lack of equipment/facilities and the technical know-how. It is for such reason that EADD is promoting products and services that are aimed at ensuring high milk quality production.



One of the participants demonstrates how an alcohol works to test for milk quality during the milk quality training workshop

Dairy Facts

Did You Know.....?

By Beatrice Bamulesewa Nabwire, M&E/Information Officer, EADD Uganda

Dairy foods are naturally nutrient-rich providing many essential and non-essential nutrients. Including dairy foods in your diet contributes greatly to your nutritional intake, health and status.

Milk is one of the most nutritionally complete foods. It is a naturally good provider of essential nutrients, vitamins and minerals for growth, development and maintenance of the body. Relatively small quantities of milk can provide a significant proportion of daily nutrient requirements for all age groups making it nutrient rich relative to its energy content. In addition to its contribution to nutrient intake, increased milk consumption is also linked numerous health benefits including:

1. Healthy bone and teeth. Milk and dairy products are providers of calcium, phosphorous, magnesium and protein, are all essential for healthy bone and teeth growth and development.

2. Reduced high blood pressure. Consuming 2 portions of dairy each day, along with 5 portions of fruit and vegetables as part of a low salt diet can reduce high blood pressure in both adults and children.

3. Reduced risk of cardiovascular disease. High cal-

cium intakes may reduce high levels of bad cholesterol in the blood, and increase low levels of good cholesterol both of which are known risk factors for cardiovascular disease.

4. Reduced obesity. Contrary to popular belief people who consume milk and dairy foods are likely to be slimmer than those who do not.

5. Reduced Type 2 diabetes. Regular consumption of low fat dairy products can help to reduce the risk of type 2 diabetes, which has been a long standing problem in adults, and is becoming increasingly common in children and adolescents. It is thought that this effect may be due to the combined effects of many beneficial nutrients found

6. Reduced risk of cancer. Increased intake of milk has a protective effect on risk of both colorectal and breast cancer. Calcium and a naturally occurring fat in dairy products known as Conjugated Linoleic Acid (CLA) have been suggested as protective components in colon cancer.

7. Hydration. In order to remain adequately hydrated, it is recommended that we consume 6-8 cups of fluid each day. Milk is an excellent choice of fluid as it not only re-hydrates the body, but provides a host of beneficial nutrients and protects the teeth at the same time!

Source:

The Dairy Council; <http://www.milk.co.uk/page.aspx?intPageID=73>

Staff Corner

EADD Uganda Family Expands

Since its inception around June 2008, EADD Uganda's family has been growing from around 17 to the current 37 highly experienced staff in the fields of dairy and rural/community development. With the full support of the partners and the respective Country Directors, the team is determined to pool efforts for the success of EADD Uganda. In this issue, it is a pleasure to present to you the Partner Team Leaders of EADD Uganda.



Susan Atyang
Senior Dairy Specialist
Team Leader HPI



Dr. William Mugisa
Senior Business Advisor
Team Leader TNS



Augustus Nyerere
Coordinator and
Team leader ABS-TCM



Kugonza Jane
Dissemination Facilitator
Team Leader ICRAF

EADD Uganda hosts important visitors

EADD Uganda hosted some very important visitors and volunteer consultants during this period. Among them;
Ms Kristin Grote, Program Officer, Bill and Melinda Gates Foundation
Mr. Saeed Bantie, Program Officer, Heifer Project International HQ
Mr. Bryan Clifton, Corporate Relations Accounts manager, Heifer Project International HQ
Ms Meredith Rolf, Global Partners Officer, Heifer Project International HQ
Ms Marisia Geraci, Heifer Project International HQ
Mr. Moses Nyabila, Regional Coordinator, EADD Region
Mr. Julius Anyega, Director Finance and Administration, EADD region
Ms Jane Akinyi, Senior Administrative Officer, EADD Region
Ms Beatrice Ouma, Regional senior information officer, EADD Region
Mr. Caleb Okoyo, Accounts Coordinator, EADD Region
Mr. Ayele Gelan, Economist, ILRI, Kenya

Volunteer Consultants

Mr. Ricardo Basile - Uganda Dairy value Chain Analysis
Ms Kimberly Stokes - Business plans development
Mr. Peder Hanssen - Economic model
Mr. David Jedynak - Business plans development and Feasibility studies
Mr. Brad Berry - Economic model



Does it taste Good? Mr. Saeed Bantie seems to ask as he receives a traditional gourd of milk during his visit to Kiboga West Cooperative Society



Ms Christine Grote (Right) participating in a general Assembly of Luweero Dairy coop society. Next to her is the Country Director TNS Uganda, Mr. Erastus Kibugu

Our Dairy Fun

A lady from the city and her traveling friend were driving through Kiboga when she noticed some cows.
"What a cute bunch of cows!" she remarked.
"Not a bunch, herd", her friend replied.
"Heard of what?"
"Herd of cows."
"Of course I've heard of cows."
"No, a cow herd."
"What do I care what a cow heard. I have no secrets to keep from a cow!"

What did the bored cow say when she got up in the morning?
"It's just an udder day"



How does a farmer count a herd of cows?
With a **Cowculator**

Our Photo Gallery



Participants during a farmer sensitization meeting in Luweero



A group Session during a training for farmer Trainers in BUBUSI



A cross-section of members attending the Annual General Meeting for Kiboga West Livestock Coop. Society



Farmers learning from other farmers during an exchange visit to Masaka



IEC materials on display during a farmer sensitization and mobilization meeting



Farmers learning to make silage during an exchange visit to Kenya



Trainers of Trainers after receiving bicycles to aid them in transportation



The Regional Senior Information Officer (In Sun glasses) handing over bicycles to Trainers of Trainers in Kiboga



Some Energy to deliberate. Women preparing to cook Matooke food during the Annual General meeting for Kiboga West Coop Society



Ms Meredith and Ms Marisia holding traditional milk gourds used for preserving milk



Transporting milk Cans on "Boda Boda" Motorcycles in BUBUSI



Innovation is very important. A motorcycle with a built-on truck delivers milk at JESA farm in BUBUSI



A donkey is a possible alternative for transporting milk Cans in BUBUSI