

**BUSINESS DIAGNOSTIC FOR KABONERA-  
KYANAMUKAAGA PIG COOPERATIVE AND FARMER  
ASSOCIATIONS**

**TECHNICAL REPORT**

**SUBMITTED TO ILRI**

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## **EXECUTIVE SUMMARY**

This report presents the findings of the business diagnostic and assessment study for the Kabonera-Kyanamukaaka pig cooperatives and farmer's association in Masaka district. The scoping study was carried out in 2 sub counties of Kyanamukaaka and Kabonera and covered one apex cooperative as well as seven farmer groups. The overall purpose of the study is to provide information that will form the benchmark for the capacity development program.

The survey employed both quantitative and qualitative survey methodologies and generated data for computing indicators at goal and intermediate result level and corresponding assumptions. In total, 7 farmer associations and one cooperative were interviewed using both quantitative and qualitative tools.

The assessment presents a challenging picture for the farmer associations and the cooperative in the target area. Many small holder pig farmers are rearing pigs without a clear idea on the resource and income expectations from their operations. The associations are still struggling to keep hold of the members' information as well as provide a fair picture of the pig population in their associations. Most associations exist in name and lack basic legal registration requirements. The general direction and aspirations of the farmer associations is literally non-existent and the majority seem content on just existing. The value enhancing opportunities and value chain activities that can be exploited by the farmers are non-existent. In short, the farmers are primary producers and lack/do not have the ambition to explore additional activities that can create value in their pig enterprise. It would be interesting to estimate how much the pig farmers actually earn and benchmark that to the poverty line.

The assessed cooperative is technically non-operational, with no properly documented institutional formalization done (beyond registration documents). The leadership structures and competencies of the cooperative was generally low and wanting, coupled with poorly defined service portfolios for members. Coordination of members is limited to mainly mobilisation efforts and little offerings if any, beyond this. The management information systems of the cooperative and the groups was also below par and there is no clear system of data capture, analysis and usage for decision making purposes. The criteria for admission of members and association to the cooperative is also generally unknown and each person is using self-crafted criteria.

The issue of sustainability of the farmer association and the cooperative also needs particular attention as none of the assessed organizations could clearly show a steady income generation path. The associations and the cooperative do not yet have a commonly acceptable business plan or action plans to guide their direction. The assessment discovered loopholes in this system and the report has specific and immediately implementable recommendations on how to tighten this anomaly.

Based on the findings of this scoping study we recommend the following interventions to ILRI:

a) For the associations and the cooperative;

- **Restructure the leadership structure at the cooperative** and mitigate the effects of the current leadership impasse.
- Leadership and governance capacity building. The leadership structures are largely informal and in the cooperative where it exists, there is a leadership vacuum at the top level and the capacity of the remaining leaders to understand and execute their mandate was rated very poorly. The members seemed apathetic with little ambition and direction.
- **Support the formalization of the cooperative and the associations.** All, except one are still informal in nature. The support could entail developing and registering proper constitutions, establishment of seamless farmer organization structures, opening bank accounts and operationalization of membership development services.
- Develop the capacity to source for and distribute inputs (especially food and drugs) to the members. This will greatly impact on the ability to increase the pig production volumes, enhance income while leveraging the numbers game amongst the cooperative and the associations.
- Similarly, enhance the capacity to bulk and market the pigs from the farmers, given that it is one of the critical needs expressed by the members.
- Provide technical support in establishing structured business relationships and linkages with institutional markets.
- Enhance the capacity to establish demonstration units where members can obtain critical agronomical skills and shorten the learning curve
- **Support the associations and the cooperative in the development of a credible management information system** that enables them adequately capture members' data as well as the pig population census and trends.

#### **For the farmers**

- Conduct a comprehensive income analysis study.
- Training in appreciating farming as a business and provide technical guidance and handholding in value addition initiatives that can enable the farmers fetch higher premium prices from institutionalized markets
- Provision of technical training and extension services
- Support in establishing/enhancing savings mobilization from the members, and build a cash reserve that can be utilized in periods of widening their pig operations, access inputs and in

periods of pig maturity to provide buffer zones and price stabilization mechanisms when prevailing prices are low.

## **1.0 OVERVIEW OF THE ASSESSMENT**

ILRI, under the Small holder Pig Value Chain Development project (SPVCD) is assessing the possibility of establishing a pig business hub model as part of the value chain interventions to improve value chain linkages and enhance value propositions to the actors. The hub model is geared to enhancing the provision of inputs and services as well as technical support to beneficiary farmers using a check-off arrangement. This support is premised from the IFAD/EU supported research on the pig value chain, which explored the challenges and opportunities for improving the pig/pork sector in the country.

Using the business hub model, ILRI identified the Kyanamukaaka - Kabonera hub as one of the pilot target beneficiaries in this project for improving livestock related income among small-scale producers. ILRI is combining technical support to farmers for improved management practices with business development services in a move geared at helping the poor farmers to profitably engage in the livestock value chain. ILRI is also desirous of actively engaging and forging direct linkages with the private sector (private pig processors, financial institutions, and input suppliers) to enable the hubs to achieve financial stability and long-term sustainability. It is against this premise that Enterprise Uganda is conducting a business diagnostic to identify specific capacity gaps amongst the associations and recommend the specific interventions that can be made to improve the business performance of the target clients.

The eight assessed associations in Kyanamukaaka-Kabonera include the apex cooperative, as well as the groups of Hope in Christ, Self-Help Kanoni farmers group, St.Matia Mulumba Kanoni Group, Kyamuyimbwa Farmers Association, Busagala farmers group as well as Akwata Empola farmers group.

## **2.0 PURPOSE AND OBJECTIVES OF THE DIAGNOSTIC**

The specific objectives of the business diagnostic study were to:

- Provide a benchmark of the key indicators that will be used to monitor the progress and impact registered in the project.
- Provide the first measure of all the business readiness of the project participants and organizations that will form the basis for the capacity development initiatives
- Provide information that will be useful for developing capacity development modules and initiatives for the targeted project participants.
- Understand peculiar issues that the target participants and where and how the ILRI project can intervene.
- Identify key lessons and practical recommendations for follow-up actions.

### **3.0 SCOPE OF THE DIAGNOSTIC**

The business diagnostic generated data for computing indicators at goal and intermediate result level and corresponding assumptions. Two structured questionnaires were developed for the cooperative as well as the farmer association and this was complemented by a Focus Group Discussion guide (FGD) with selected members of the cooperative and the associations.

The assessment explored the following areas: association value chain activities; mandate and strategy, governance, service portfolio, marketing, group cohesion, financial management and soundness. The assessment looked out for capacity gaps of the farmer cooperatives and associations and the areas of improvement that can be focussed on by the project. The assessment report provides recommendations on how ILRI and its selected partners can effectively deliver key interventions geared to realizing the programme goals.

### **4.0 METHODOLOGY**

#### **4.1 Survey Design**

A mixed research design was adopted given the need for qualitative and quantitative data. The mixed research design comprised of a quantitative cross-section design and a qualitative phenomenal design. A cross-sectional design was used since different study indicators/variables required gathering information from a cross-section of (many) respondents. The quantitative survey was done for small holder farmers. The qualitative survey involved obtaining information on specific qualitative aspects or events at the time of the survey from other categories of programme beneficiaries and potential stakeholders. These units include; leaders of the farmers cooperatives, leaders of the associations, and individual members of the associations. The information was therefore generated from a cross-section of respondents within the target districts.

#### **5.2. Data Sources**

The survey incorporated both primary and secondary data sources. Primary data sources included the small holder farmers and leaders of cooperatives/associations in the target area.

Secondary sources of data included the minutes of the associations, laid down business plans (where they existed), constitutions/memorandum and articles of association, bank statements, membership registers, and other institutional records and correspondences.

### 5.3 Data Collection Methodology

Data was collected using a combination of quantitative and qualitative techniques and tools as explained below:

**5.3.1 Quantitative data collection methods:** Structured interviews aided by pre-coded questionnaires for farmers aged 18+, were used. The Research Team administered questionnaires to the farmers during the period of 3<sup>rd</sup> July, 2015. Questionnaires were developed by Enterprise Uganda and reviewed by ILRI, and were pre-tested on ten respondents in Mukono district. Copies of final versions of adopted questionnaires are presented in appendix 8.1.

**5.3.2 Qualitative Data collection methods:** These included Focus Group Discussions (FGDs), Key Informant Interviews (KIIs) and observation. FGDs and KIIs were conducted using a guide for the selected respondents. A copy of the qualitative data collection tool is presented in appendix 8.2.

## 6.0 BUSINESS DIAGNOSTIC SURVEY FINDINGS.

### 6.1. Informality of existence.

With the exception of the cooperative, St. Matia Mulumba, Kanoni Self Help, Busagala and Akwata Empola, the associations of Kyamuyimbwa and Hope in Christ were informal in nature and relied more on the charisma and initiative of a few individuals. The Hope in Christ Group was structured like an SACCO rather than a wider farmers' group and had nothing to show about their formal status. The lack of formal paperwork and structures limits their capacity to attract formal buying entities as market outlets, stifles their ability to attract group finance and locks them out of potential collaborative arrangements with other like-minded institutions with similar objectives. Interventions geared to formalizing (registration, opening and using bank accounts, establishing addresses, and association paraphernalia) as well as establishing farmer-led and farmer-owned structures with clear leadership structures from the village, parish and sub county levels is recommended.

### 6.2 Low strategic leadership capacity.

The ability to mobilize members for communal meetings is admirably high among the groups. However, the three groups of cooperatives where some leadership structures existed displayed a low strategic grounding amongst the leaders in place. Admittedly, they have not been exposed to proper leadership and corporate board level training. Nevertheless, it is the EUGs' opinion that training can only mitigate such shortcomings if the selected leaders exhibit a basic grounding and knowledge base to provide strategic guidance. With proper training, the leaders at the group level may adapt to their roles and provide real value to the groups. The same cannot be said of the cooperative board (with the exception of the Secretary) where the board members interviewed



displayed a below par competence level that may not be solved by training alone. Starting afresh may be the best option in this case.

### **6.3 Leadership vacuum at the cooperative level**

The Chairman of the cooperative resigned in May 2015, and there has been no effort to install a replacement. Discussions held with the cooperative leaders indicated a heavy reliance on the former Chairman's' charisma and the existing leaders seemed to lack any further forward direction in his absence. Some other leaders indicated that they had taken a back seat in all operations of the cooperative. The disposition also indicated an inclination to expect outside assistance and financing to run the affairs of the cooperative. Specific attention needs to be placed on re-electing a new crop of leaders, steadying the ship and refocusing the leaders on their core mandate and responsibilities. In a drastic move, there might be need to re-elect the leaders at this level who possess ambition and personal determination to drive the cooperative forward.

### **6.4 Lack of business plans.**

HDI mentioned that it had a business plan developed in 2011 and was expiring in 2015. It was not available for review to the team and as such, this could not be independently verified. Anara Youth Group did not have one developed while the rest of the farmer groups with no formal structure at all may need this service once the basics have been covered. The lack of such business plan documents deprives the cooperatives of vital tools to set stretch targets, monitor performance and address any variances noted. Support in this direction is recommended, but more importantly, the leaders must first appreciate the benefits that come with such institutionalized planning tools.

### **6.5 Lack of finance to support member financial needs.**

Dealing with smallholder farmers can be challenging and this is magnified if the cooperative has no capacity to provide one of the most critical services needed by its members – finance. Being proactive to generate own income through commission sales can significantly boost an association or cooperatives' cash basket. However, of greater impact is the ability to mobilize savings from the members and leverage these to offer business related credit services to those who need it especially with regards to feeds and medicine. When members have the belief that they can be assisted with such a critical service, their propensity to be attached to the cooperative grows immensely. This is an area where the numbers game can be exploited maximally.

### **6.6 Lack of linkages with input and finance service providers.**

Closely connected to the above, all the cooperatives and groups did not have any structured linkages with input suppliers (feeds, breeds and medicine) as well as financial institutions – key players that hold a significant trump card in boosting production volumes and by extension, farmers' incomes. When left to individual opportunistic businessmen, the cost escalation of such services can be effectively fatal to the income streams of the farmers. However, with proper organization, sourcing for and distributing inputs through established structures is a possible prospect that can be entertained by most input suppliers. The challenge would be in assuring recoveries; something that a properly structured cooperative and farmers' group can attain. Conversely, most financial

institutions with agricultural products have a strong preference of working with well-structured cooperatives given the low risk profile associated with such institutions as opposed to dealing with individual small holder farmers.

### **6.7 Inexistent collective bulking and marketing channels.**

The current system of marketing has basically exposed the members of the cooperatives to bare minimum markets which can only offer basic returns to the farmers. As noted in section 6.1.7 above, this is one of the most needed services by the farmers but the capacity of the cooperatives to offer marketing channels of repute is still very low. Bulking and collective marketing are still erratic, random and a far cry from acceptable levels that can generate credible business sense. The issue of market access may usefully be considered according to three dimensions: physical access to markets; structure of the markets; and producers' lack of skills, information and organization. The first two dimensions can easily be attained if the latter dimension is appropriately sorted. The comments from one of the institutional markets amplifies the need for proper organization (bulking, quality control, product handling, farmer coordination and storage) before marketing is done.

### **6.8 Lack of technical extension services and demonstration units.**

As noted in section 6.1.7 above, there is a huge need for technical guidance and competencies in the pig farming operations with almost all the groups expressing it as one of their single biggest need. However, expecting the farmers to procure technical services and/or establish such demonstration facilities on an individual basis is simply not going to happen and the vicious cycle of poor technical skills access will abound. The cooperatives can take a lead by establishing and maintaining such critical services but this must be underpinned by their capacity to organize the farmers and embed them in technical service providers' ambits and have the ability to generate income to establish and maintain the demonstration units. The ability to vet and monitor the performance of the veterinary service providers is key to minimize incidences of quack providers, whose operations can cause extensive damage to the members

### **6.9 Poor own resource generation initiatives.**

The groups and the cooperative all had aspirations to have sufficient income to run their activities and fund their growth plans. However, the generation of own revenues was a far-fetched reality and most of them were virtually dependent on the membership fees received. At the current rate, it is difficult to imagine how the groups can sustain the noble plans and aspirations they have. In the opinion of EUg, it is not the lack of resources that is causing this. This state of affairs is mainly due to the lack of drive, initiative and strength to get things done. The experiential business skilling training planned may re-orient the thinking and predisposition of the associations to utilize the idle assets and resources to generate own income. Admittedly, the change processes needed to inculcate this will be long, hard and uncomfortable for the groups but the long term benefits of such a challenging course far outweigh any short term pains that are likely to emerge.

#### **6.10 Lack of business plans as a strategic business tool.**

It was noted that all the groups and the cooperative did not have any written down plans to guide their work plan development and day-to-day operational execution. It is not surprising that there is no clear resource generation strategies to support the operations of the groups and the cooperative. The members are running their pig business as a by the way and the average pigs per farmer are rated to be very low. This is partly due to the depressed nature of operations and lack of a growth agenda from the top.

#### **6.11 Low farmer groups and individual members' affinity to align with the cooperative.**

The existence of the cooperative notwithstanding, the majority of the farmer groups are not members of the cooperative and a significant portion of the members are neither registered nor active in the cooperative. There is not a single farmer group registered with the cooperative and only 128 members are active in the cooperative out of a potential 500 members. The general apathy may be related to lack of clarity on the joining process, lack of clarity on the benefits accrued and possibly, plain lack of leadership and visioning to entice potential members to join. This will form one core intervention area during the training and mentoring of the cooperative.

#### **6.12 Low capacity for a robust management information system.**

The strategic use of information for competitive advantage, support of business processes, data control and organizational communication is still a myth in the groups as well as the cooperative. Even with the opportunities that can be harnessed from a basic record keeping and an Information technology infrastructure, the groups are not yet tuned to harness such giftings that emanate from a management information system. The farmer's data is still erratic and haphazard and tracing of proper records is still a challenge. Collection and analysis of the data is not yet an institutionalised process. It was virtually impossible to determine the number of pigs owned by the farmers in the groups (boars, sows, growers and the young), the kind of breed possessed, who owned what quantity of stock and maturity stages of the pigs reared. This is exacerbated with an acute shortage of skilled members with the required skills and competencies to manage such a basic system. In addressing this shortfall, the capacity enhancement mechanism needs to look at these twin requirements in totality.

## **7.0 CONCLUSION AND RECOMMENDATIONS.**

This chapter will present the range of observations made by the diagnostic study team on the basis of documentary review, structured interviews and consultations and the findings of Chapter 3. Conclusions drawn from and based on the observations lead to the formulation of recommendations.

### **R1: Restructure the leadership of the cooperative.**

With the current vacuum and apathy in the existing structure, it is important to go back to the drawing board and refocus the leadership direction that should be taken. Filling the position of the chairman is of utmost importance as well as replacing members who have a feeling of despondency and detachment. However, replacement alone will not eradicate the challenge. It is important to select leaders with a consummate team focus, leaders who understand the importance of day-to-day details, leaders who stretch the members and enable them to see the potential that exists (helping them do things they did not know they could) and are inclined to get the members what they want.

Following the satisfactory completion of this process, ILRI and the Cooperative can consider the various other recommendations made in this Report. There are no miracle solutions or “quick fixes” to the current gaps noted. It is important not to lose the very positive potential which the program has but it is equally important that ILRI and the Cooperative respond economically and in a focused manner to the needs of the beneficiaries which it is designed to serve.

**R2: The Cooperative to embark on membership recruitment drive:** The game of numbers can significantly alter the business dynamics within a group, if handled and structured well. It is important to explain the benefits, expectations and joining requirements to the farmer groups as well as the individual members. In a spirit of compromise, the Cooperative should re-visit its focus, strategy and objectives and reach a mutually agreeable set of definitions and benefits indicators that have a meaning to the prospective and existing members. On the basis of the agreed parameters, the Cooperative should come to a clear performance standards and expected outcomes beyond merely registering the members. This process needs to be undertaken in the immediate future to reduce the levels of potential friction that may crop up in the event of divergent interpretations of the expectations. This is a basic but extremely important exercise for the eventual success of the project especially with regard to the 500 members being aimed for.

### **R3: Micro-level farm Income analysis**

To fairly estimate the changes in the project goal of raising rural household incomes, a micro-level farm income data collection and analysis needs to be conducted at the beginning, mid-point and at the end line of the project. It is beyond the scope of this Collaborative Research Agreement to do this, but ILRI can separately commission this income analysis to enable a laser-focused analysis of the project attribution effects especially if the beneficiaries show an appreciable rise from the baseline.

#### **R4: Refocus the Saving and Investment message**

It is no secret that access to finance is still a big challenge to small holder farmers. As the scoping study found out, the largest portion of beneficiaries are still locked out of the formal financial system. However, to mitigate this, promotion of savings and investment clubs formation can inflate their potential to access finance from the bottom up while making them attractive to financial institutions in the long-run. Currently, some form of saving is taking place in some groups, but it is too little, largely misdirected and seen as a by-the-way activity rather than a significant component of their business processes.

#### **R5: Farmer technical training**

The importance of technical training cannot be underestimated. The skills to improve productivity, increase adaptability to deal with change and crisis, and facilitate the diversification of livelihoods to manage risks are at a premium in rural areas. Specifically, skills to do with food/silage management and usage came out as key needs that have to be addressed. In many cases, these skills are an issue of survival with many farmers totally oblivious of basic pig management techniques. Providing these skills effectively is one of the key challenges that should be looked at critically with a keen eye on the contextual factors that prevent small farmers from accessing and applying training. Such training cannot be designed as a one-off intervention, but should be structured in a manner that is highly flexible to respond to emerging issues, facilitates easy follow-up and farmer technical knowledge uptake and usage should be the focus of this intervention.

#### **R6: Develop and utilize strong Management Information System**

The importance of effective usage of data in today's evolving business world is in doubt. To do this effectively, there must be the tools to manage this data that enables the users to generate user-friendly information needed for management decision making. Depending on availability of resources, support may be provided to the cooperative to procure simple technology infrastructure that enables the cooperative to manage the information and other resources, conduct a pig census and manage members' information as soon as they enroll, when they are rearing and when they selling to the market. It is important to not that designated staff capacity development should move hand-in-hand with this intervention.

#### **R7: Business planning / Income generation**

There is need to develop realistic business plans for all the groups to encompass new realities and respond to available opportunities. Of key interest would be the clear plan on how the groups and the cooperative will be sustaining the capacity development of their members beyond the life of the SPVCD program. A succinct income generation strategy must be carefully thought through and drafted. It will make better sense for the groups to "get started" with what they have. It would be of use to track how much income and resources the groups are attracting now and compare it with how much they would be generating at project closure. After all is said and done, the true test of

capacity building and the legacy of the SPVCD project will be mainly judged according to this parameter.

### **R8: Leadership structuring and training**

The leadership structures for the cooperative and the need review and proper alignment. All the BoDs would however greatly benefit from re-tooling to make them responsive to their fiduciary responsibilities of providing credible and solid guidance underpinned by clear strategic oversight. With this sorted, there will be a good chance that issues of income generation, input access, demo units and SPVCD “after-life” would receive proper attention they deserve. It must be emphasized that this can generate the right results when the caliber of persons appointed to the leadership positions is given eminence over personal preferences and parochial interests. This CRA project could kick start this thinking by availing key attributes of a desirable board member to the groups and provide guidance on how to attract them on board. For emphasis, it may not make business sense to train an ill-fitting leadership team.

### **R9: Formalization of the farmer group entities**

The two groups of Kyamuyimbwa and Hope in Christ need support in formalizing their legal status. We also noted that the constitutions developed and registered by the other groups were largely shallow and limiting in nature. The support we propose mainly entails assistance in drafting constitutions through a self-paced and farmer led process. These then need to be formally registered. Assistance and handholding in membership data collection, analysis and storage, opening bank accounts, designing headed papers, stamps and basic office locations are important if they are to build their own brands and attract other like-for-like partners.

### **R10: Conduct Experiential Leadership Training**

The leadership of the groups and cooperatives, once elected need to go through leadership and governance training with the express purpose of instilling strategic foresight and demanding growth at every step. The current board of the cooperative, though in place, should ideally be dismantled and replaced with the right caliber of members that will provide proper fiduciary oversight and growth oriented leadership.

### **R11: Establishment of Demo units.**

The clear demand for technical assistance by the farmers can only be as useful if it is accompanied by accessibility to practical channels of learning. However, it is also understandable that individual farmers may not have the means to establish nor the appetite to maintain one. Having it at the cooperative level brings the added glue that enables the members to appreciate the value proposition offered by the cooperative. It is better to restrict the demo unit to the right pig breed and to situate them at the parish level in order to generate adequate foot traffic from the intended

beneficiaries. It is also important that the cooperatives meet a portion of the cost of establishment to engender ownership and buy-in. This can be in-kind form like land allocation.

### **R12: Support cooperatives in collective marketing to formalized markets**

Collective marketing inevitably has to work in conditions of reduced farmers' appetite for "impatience" but the attendant benefits need to be front loaded beforehand to the farmers to understand exactly the spin off costs and benefits that accrue from selling together. This strategy works best when other self-perpetuating modalities are working well – especially the leadership structures and savings clubs which increase a groups' resilience in times of crisis. Collective marketing needs not to be an expensive undertaking. The main requirement is for strong leadership and coordination mechanisms, trust amongst the farmers and a willingness to forego immediate pleasures and sales for the right person and time.

### **R13: Develop structured Linkage to markets**

The build-up and development of a cooperative gains immense momentum when it starts to handle formalized market demands from institutional buyers. There is definitely no shortage of buyers but there is an acute shortage of suppliers who meet the buyers' specifications and requirements. It is important that the cooperative and groups work from the market side and then work backwards to see how they can meet that market demand. Approaching institutional buyers beforehand and discussing trade arrangements and conditions should be the first step. Doing it any other way would only postpone the inevitability of market shrink and/or unavailability.

As a general conclusion, this study recognizes that it can do no more than identify feasible options such as those above. It must be emphasized that some of these initiatives take time to mature and will effectively gain irreversible momentum probably after the SPVCD program has run its course. That should not in any way be a handicap in initiating the tough decisions and interventions as outlined above. Nevertheless, final choices and decisions must be made by ILRI, the Cooperatives and the groups, based on their reading of the local situation and their assessment of their needs and capacity at the time of decision.





### BASELINE INFORMATION ON THE COOPERATIVE AND THE GROUPS

NAME	NO. OF ACTIVE MEMBERS	REGISTRATION STATUS	NO. OF PIGS <sup>1</sup>	AVERAGE PIGS PER FARMER	BUSINESS PLAN	SERVICES TO MEMBERS	VOLUME REARED/SOLD COLLECTIVELY	SAVINGS PORTFOLIO
KKPFC	128	Registered	Not known	-	-	Registration	-	-
Kyamuyimbwa	35	Not yet	175	5	-	-	-	-
Hope in Christ	27	Not yet	54	2	-	-	-	3,000,000
Akwata Empola	18	Registered	54	3	-	-	-	-
Busagala	20	Registered	50	3	-	-	5 pigs	1,200,000
Self-Help Kanoni	25	Registered	70	5	-	-	-	2,400,000
St. Matia Mulumba	19	Registered	17	2	-	Training	-	3,400,000

<sup>1</sup> These are close estimates as reported by the members and there are in no way accurate numbers due to absence of proper records



## **8.0 APPENDICES.**

8.1 Baseline information on groups and the Cooperative

8.2 Quantitative data collection tool

8.3. Qualitative data collection tools

8.4. List of persons interviewed