



Innovation Fund Project in Uganda

Update: July 2008

In February 2008, JOBS International visited Uganda in order to test the Value Chain/Cluster Scan it developed for Save the Children US. During that visit, JOBS identified food processing as an important sector for pro-poor growth in the rural areas where Save the Children works. Based on this initial assessment JOBS developed a long-term vision for developing a sustainable food processing industry in Uganda.

The key to sustainability is a phased approach:

JOBS' Phased Approach	
1st Phase 1-8 Months	Value-added, food processing clusters will be established and linked to the local and urban markets. During this phase, it will be critical to develop not only the technical and business model for the clusters, but also to finalize the contribution and role of the partners with the view to create local ownership and long term support and sustainability, sans SAVE and JOBS. This will be the most innovative part of the initiative since a myriad mix of partners are being brought together to collaborate, namely, SAVE, JOBS, private sector entrepreneurs, as well as Makerere's University's Dept. of Food Science and Dept. of Computing and Information Technology.
2nd Phase 8-16 Months	As demand increases, the production clusters will be increased country-wide, while work will be undertaken to increase the sophistication in processing and packaging.
3rd Phase 16-24 Months	Only after the quantity and quality of the supply side has been established, the products developed under this initiative will be liked to the regional and international market.

Five months after its initial visit, and following two productive months developing the project concept and materials such as an English version of JOBS' Entrepreneurial Development and Business Management (EDBM) training module, the JOBS team again visited Uganda to start the first phase of this initiative. During this visit JOBS developed an innovative partnership model involving Save the Children US and Makerere University's Department of Food Science and Technology (FST) and Faculty of Computing and Information Technology (CIT). Roles of the partners can be seen on the next page.

Save the Children US has been implementing a number of projects in the Nakasongola district in central Uganda including a food security project and a project working with youth. Under the food security project marketing groups have been formed to help farmers sell their products, while one of the aspects of the youth project is to identify and facilitate livelihood opportunities for youth groups formed by Save the Children US.

FST and CIT are interested in having their students gain real world entrepreneurial students. To help accomplish this goal, a total of 12 students were identified, 6 from FST and 6 from CIT, to form 3 student teams as part of an innovative pilot project. These teams will provide technical expertise in the areas of food processing and business development. Under guidance from their professors each team will work with one of the groups formed by Save the Children US - 2 marketing groups and 1 youth group. In consultation with





Women in one of Save the Children's Marketing Groups

the group members, the student teams will identify products which can be processed by the group members in their villages, based on locally available raw materials, as well as develop business and marketing plans to sell these products both at the local level as well as at Makerere University. All of the profits earned during the pilot will be shared equally between the team members and the group members. The students are blogging about their experience, and you can follow along with them at:

- <http://katugomarketinggroup.blogspot.com/>
- <http://irima-youth.blogspot.com/>
- <http://kewerimide-group.blogspot.com/>

Project Timeline

February 2008: JOBS conducts a value chain / cluster scan in Uganda and identifies the food processing sector as priority sector for pro-poor growth in Uganda.

April 2008: Work begins to design a pilot project aimed at introducing food processing in rural villages in Uganda.

May 2008: JOBS translates its Entrepreneurial Development and Business Management module in order to develop a version appropriate for use in rural Uganda.

June 2008: JOBS forms innovative partnerships between the Department of Food Science & Technology and the Faculty of Computing & Information Technology at Makerere University in order to involve students as mentors in the areas of food processing and marketing for groups formed by Save the Children US in Nakasongola.

July 2008: Student groups are formed and begin working with 2 marketing groups and 1 youth group formed by Save the Children. The students will focus on developing products and business plans in collaboration with the group members.

The teams have each started a blog about their experience

At the end of the pilot project in September, JOBS in collaboration with Save the Children hopes to replicate this initiative into other regions of the country as well as to undertake efforts to move into the second phase of the project, through forming additional clusters and linking them together while developing markets at the national level.

Responsibilities of the Various Partners During Phase I

Save the Children-USA	Save the Children-Uganda	JOBS	Makerere University FST	Makerere University CIT
<ul style="list-style-type: none"> - Overall guidance and support - Monetary support for pilot to implement and refine the working model 	<ul style="list-style-type: none"> - Access to their clients and existing programs - Leveraging their activities - Local logistical guidance for students and support for JOBS such as housing, transportation, etc. - Advocacy with Govt. of Uganda entities 	<ul style="list-style-type: none"> - Overall coordination - Developing the model for partnership - Provide EDBM module - Providing guidance for the revision of EDBM module for appropriate literacy level - Provide international technical expertise, if needed, in food processing - Providing technical expertise for business linkage - Develop roll out strategy to impart field training to broaden the program - Work closely with CIT to develop websites as best practices repository, an interactive EDBM module, and related materials. 	<ul style="list-style-type: none"> - Provide food processing technical guidance to student teams - Identify 6 FST students to serve as leaders and technical experts in the area of food processing for 3 student teams - Assist in the revision of the EDBM module for Uganda specific examples - Assist in M&E and documentation of lessons learnt 	<ul style="list-style-type: none"> - Provide technical guidance to student teams - Provide entrepreneurship development mentors - Assist in the revision of the EDBM module using Uganda specific examples - Identify 6 CIT students to serve as technical experts in the area of website and graphic design for 3 student teams - Identify candidates to work on related projects including developing websites as a best practices repository, an interactive EDBM module, an interactive small scale food processing guide, and a database to serve as a base for future ERP projects