

Institutional Alignment:

Re-establishing Uganda Livestock Industries (ULI) as the Commercial Arm of NAGRC&DB

Concept Paper by

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Submitted to

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Produced by



**AFRICA
LEADERSHIP
INSTITUTE**

in collaboration with



**KARAMOJA PEACE AND
TECHNOLOGY UNIVERSITY
(KAPATU) PROJECT**

July 2025

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1.0 Legal anchor: where the “commercial arm” fits in the Act

Uganda’s **National Animal Genetic Resources Centre & Data Bank (NAGRC&DB)** is created by the **Animal Breeding Act, 2001**. The Act provides an explicit commercial mandate and the corporate powers needed to host a dedicated commercial arm or subsidiary:

- **Section 13(1)** establishes NAGRC&DB as “a body corporate” capable of doing “all acts and things that corporate bodies may lawfully do,” which includes forming or owning subsidiaries and entering joint ventures under Uganda’s general company law. ULII
- **Section 13(2)** directs that “**the Centre shall operate on a commercial basis in discharging its functions**”, providing the policy basis for structured commercialization inside the institution. ULII
- **Section 14** sets the **objects** of NAGRC&DB, led by “the gradual commercialisation of... breeding activities,” liquid nitrogen production and distribution, and associated services. ULII
- **Section 15(1)** lists **specific commercial activities** (production, procurement and sale of semen/embryos/equipment; management of farms for selection of superior dams/sires; sale of breeding stock; liquid nitrogen production; etc.). These are the natural product lines for a commercial arm. ULII

Taken together—corporate status (s.13(1)), the requirement to operate commercially (s.13(2)), and the list of commercial lines (s.15(1))—the Act already contains sufficient authority for NAGRC&DB to **house a formal commercial arm**. ULI can be realigned into that role by policy/instrument, subject to the usual public-finance and state-enterprise rules that govern shareholding or subsidiary creation.

*(For general background on NAGRC&DB’s statutory basis and mandate, see the official site and GoU info hub.) nagrc.go.ug*Published By UPPC

2.0 Why ULI is the right vehicle

Historically, **Uganda Livestock Industries (ULI)** held long-term leases over strategic ranch assets (e.g., **Maruzi** and **Aswa**), and functioned as the state’s commercial face in beef/livestock. Multiple independent records still reference ULI’s control/legacy around these ranches—evidence that ULI remains the most logical corporate shell for a modernized commercial arm under NAGRC&DB:

- **Maruzi Ranch:** Government leased Maruzi to ULI in 1968 (99-year term). [The Cooperator News](#)
- **Aswa Ranch:** Public reporting and official commentary still associate Aswa’s tenure/management with ULI. [independent.co.ug](#)

NAGRC&DB already manages or partners on several ranches/animal management centres (including **Aswa**), reinforcing the operational fit between NAGRC&DB’s statutory remit and ULI’s historic role. [Watchdog Uganda](#)

3.0 Institutional design: ULI as NAGRC&DB Commercial (ULI)

3.1 Governance & placement

- **Parent:** NAGRC&DB (statutory body corporate; Act s.13).
- **Commercial arm:** “**Uganda Livestock Industries (ULI) – NAGRC&DB Commercial**”, constituted as a wholly-owned company/agency-subsidiary or ring-fenced business unit in line with public-enterprise and PFMA requirements.
- **Board:** Majority NAGRC&DB nominees; independent directors for market, legal, and export compliance expertise.
- **Reporting line:** To NAGRC&DB Board; performance contracts tied to s.14–15 commercial outputs. [ULII](#)

3.2 Headquarters & footprint

- **Headquarters: Northern Uganda** (proposed **Gulu–Nwoya–Pader** axis), to anchor national beef commercialization in the cattle corridor’s growth pole near **Aswa** and regional feed resources, reduce trek distances, and catalyze local jobs and services. (Rationale aligns with current ranch locations and ongoing public interest in Northern ranch redevelopment.) independent.co.ug

4.0 Mandate mapping: everything a proposed “Uganda Beef Authority” would do—inside a realigned ULI

Although a standalone “Uganda Beef Authority” has been floated in policy debates, the **functions envisaged for such an authority can be executed more quickly and lawfully by ULI under NAGRC&DB**, leveraging the existing Act and inter-agency MOUs. Below is a **function-for-function mapping**.

A. Value-chain regulation & standards (with competent authorities)

- **Meat safety & standards:** Coordinate with MAAIF veterinary services and UNBS for **GHP/GMP/HACCP** adoption at slaughter and processing, with ULI providing the commercial investments and compliance systems. (Sector studies emphasize HACCP/GHP diffusion needs.) [Dgroups](#)
- **Traceability & grading:** Build national herd recording/traceability off **s.15(2) functions** (central registry, performance testing, genetic evaluation) and integrate carcass grading protocols into ULI-run facilities and partner abattoirs. [ULII](#)
- **Disease-control commercial interfaces:** Operate quarantine, movement, and disease-free zone compliance at the **commerce–sanitary** boundary, while statutory veterinary control remains with MAAIF Commissioners (Animal Health). [ULII](#)

B. Production systems & ranch infrastructure

- **Ranch rehabilitation & feedlots:** Invest (commercially) in pasture improvement, water points, and feedlots on legacy ranches (**Aswa, Maruzi, others**) to stabilize offtake and weights. Historic and current sources identify these ranches as strategic assets that ULI/NAGRC can revitalize. [The Cooperator Newsindependent.co.ug](http://TheCooperatorNewsindependent.co.ug)

- **Genetics & nucleus herds:** Scale s.15(1)(b–e) functions—nucleus breeding, sire studs, sale of improved breeding stock—so the commercial arm drives productivity gains and uniform carcass quality. [ULII](#)

C. Market organization, export readiness, and price discovery

- **Structured offtake & contracts:** Operate terminal markets, forward contracts, and feedlot offtake schemes with cooperatives and pastoral groups; publish market info with MAAIF (mirroring s.12(1)(e) roles on market information while ULI focuses on the **commercial platforms**). [ULII](#)
- **Export enablement:** Align plants to export protocols (Egypt/Middle East, regional), building on sector analyses recommending standards upgrades and market plans. [FAO Open Knowledgeugandainvest.go.ug](#)

D. Investment in cold chain and processing

- **ULI-led abattoir & cold-chain upgrades:** Develop or concession modern abattoirs and regional cold stores; integrate herd recording with slaughter data to close the genetics-to-market loop that the Act envisioned. *(Sector notes flag the gap and highlight models.)* [Dgroups](#)

Bottom line: With inter-agency MOUs (MAAIF Veterinary Services, UNBS, LGs) and a ministerial instrument, **ULI under NAGRC&DB can accomplish the full slate of “Beef Authority” tasks without creating a new regulator**—keeping regulation with existing competent authorities and concentrating **commerce, assets, and execution** inside the ULI commercial arm.

5.0 Continuity: how the realigned ULI keeps (and scales) its past & current functions

- **Ranch asset stewardship** (e.g., Maruzi, Aswa): maintain leases, resolve encumbrances, and reinvest in water, pasture, fencing, and community grazing arrangements to minimize conflict and maximize throughput. [The Cooperator Newsindependent.co.ug](#)

- **Breeding & multipliers:** Expand the sale of improved breeding stock, semen, and embryos—**core lines listed in s.15(1)**—with last-mile extension packaged commercially (AI services, on-ranch training). [ULII](#)
- **Data & registry integration:** Tie ranch and slaughter data into the **National Central Livestock Registry** and **Genetic Data Bank** (s.15(2)(b–c)), using ULI’s commercial IT stack to industrialize traceability. [ULII](#)

6.0 Operating model (Northern HQ)

Why Northern Uganda?

- Proximity to large ranch estates (**Aswa**), abundant land for feedlots/pasture expansion, and access to trunk roads to regional/exports. [independent.co.ug](#)
- Spatial rebalancing of agro-industrialization under NDPIII/NDPIV with greenfield room for a modern red-meat hub. [budget.finance.go.ugnrep.ug](#)

Core business units (BU):

1. **Genetics & Multipliers BU** (nucleus herds, semen/embryos, sire studs) — Act s.15(1) (a–f). [ULII](#)
2. **Ranches & Feedlots BU** (pastures, water, finishing, structured offtake). [The Cooperator Newsindependent.co.ug](#)
3. **Processing & Cold Chain BU** (abattoirs, HACCP, export compliance, logistics). [Dgroups](#)
4. **Markets & Partnerships BU** (cooperative contracts, price info interfaces, buyer linkages). [ugandainvest.go.ug](#)

Public-interest safeguards: MOUs with MAAIF/UNBS; independent QA audits; open access to AI and breeding services at regulated tariffs in underserved districts (fulfilling the Act’s commercialization **and** public-service intent). [ULII](#)

7.0 Implementation pathway (12–24 months)

1. Legal & corporate actions

- NAGRC&DB Board resolves to constitute **ULI as NAGRC&DB's commercial arm**, citing s.13(1–2), s.14, s.15(1–2) of the Animal Breeding Act; secure Attorney General and MoFPED clearances for the subsidiary/realignment. [ULII](#)

2. Asset & lease regularization

- Confirm/regularize ranch leases (Maruzi, Aswa, others); negotiate community grazing protocols to reduce disputes and assure supply. [The Cooperator NewsNumec](#)

3. Standards & export program

- Adopt HACCP/GHP across ULI/partner facilities; co-publish beef grading/traceability framework with MAAIF/UNBS; implement export market plan (Middle East, COMESA). [Dgroupsugandainvest.go.ug](#)

4. Northern HQ build-out

- Establish HQ near **Aswa** with integrated feedlot, semen centre out-station, and a pilot export-grade abattoir/cold store.

8.0 Conclusion

Realigning ULI as the commercial arm of NAGRC&DB is the fastest, most legally grounded way to industrialize Uganda's beef value chain, **without creating a new authority**. The **Animal Breeding Act, 2001** already gives NAGRC&DB the corporate powers (s.13), commercialization mandate (s.13(2), s.14), and specific commercial lines (s.15) to execute. Housing ULI under NAGRC&DB—**headquartered in Northern Uganda**—connects ranch assets, genetics, processing, and markets into one accountable enterprise platform that can deliver the same outcomes envisioned for a “Uganda Beef Authority,” while preserving and scaling ULI's legacy functions.

Key legal citations (Animal Breeding Act, 2001): s.13(1–2), s.14, s.15(1–2). [ULII](#)

Supporting context: NAGRC&DB mandate over commercialization; ULI's historic ranch roles (Maruzi, Aswa); national planning emphasis (NDPIII/NDPIV); sector standards (HACCP/GHP).

