

# Engaging with smallholder pig value chain actors through multi-stakeholder platforms

Pamela Nabukenya Wairagala<sup>1</sup>, Emily Ouma<sup>1</sup>, Pius Lutakome<sup>1</sup>, Joseph Semujju<sup>2</sup>, Michel Dione<sup>1</sup> and Ben Lukuyu<sup>1</sup>

<sup>1</sup>International Livestock Research Institute (ILRI)

<sup>2</sup>Independent consultant



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*Patron: Professor Peter C Doherty AC, FAA, FRS  
Animal scientist, Nobel Prize Laureate for Physiology or Medicine—1996*

Box 30709, Nairobi 00100 Kenya  
Phone +254 20 422 3000  
Fax +254 20 422 3001  
Email [ilri-kenya@cgiar.org](mailto:ilri-kenya@cgiar.org)

[ilri.org](http://ilri.org)  
*better lives through livestock*  
ILRI is a CGIAR research centre

Box 5689, Addis Ababa, Ethiopia  
Phone +251 11 617 2000  
Fax +251 11 667 6923  
Email [ilri-ethiopia@cgiar.org](mailto:ilri-ethiopia@cgiar.org)

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# Executive summary

The International Livestock and Research Institute (ILRI) has initiated the pig multi-stakeholder platforms (MSPs) in Uganda to facilitate collaboration among the value chain actors, specifically between the private and public sector players. The platforms have catalysed private-public sector partnerships by providing spheres of engagement between private sector players and government officials.

Since 2011, ILRI and partners have worked with producers, consumers, and other sector actors to transform the pig value chain in Uganda. During the 'Improving pig productivity and incomes through an environmentally sustainable and gender-inclusive integrated intervention package' (MorePork II) project, emphasis was put on strengthening the MSPs in Greater Masaka, which had demonstrated potential to grow, and at the national level. These MSPs provide a platform for knowledge sharing among the different value chain players, thereby increasing opportunities for growth in the piggery sector. At the MSP level, discussions focus on issues which contribute to the development of the smallholder pig sector in Uganda, while at the national level, emphasis is on creating an enabling environment for the sector by engaging with policymakers.

Several achievements have been attained through MSPs including:

- Mobilizing collective action to address pressing constraints in the pig sector
- Raising the visibility of the pig value chain through engagements with relevant stakeholders, especially at national level
- Creating networks and linkages among the various actors in the value chain thereby facilitating information/knowledge sharing
- Establishing avenues for interaction among actors leading to the creation of business opportunities
- Creating an understanding among the various stakeholders of each other's constraints and opportunities to appreciate how each actor in the chain is interlinked and how their actions support the entire value chain

Through engagement with the district local government, the MSP in Greater Masaka was able to get financial support of UGX43 million (USD 12,181) towards construction of a modern slaughterhouse (central abattoir) in Masaka. In addition, there is improved reputation, increased visibility and credibility of the pig sector in Uganda. MSPs have also supported the establishment of pig cooperatives and a union in Masaka that are now crystallizing collaborative and joint action among actors, thus accelerating the pig sector's growth.

During the MorePork II project, workshops were held with MSP members at both regional and national levels. During these day-long MSP workshops, participants deliberated on the need to collaborate and increase the scope of stakeholder membership of the MSPs and to promote visibility of the sector among others. Considering that engagement at the MSP level has been facilitated and is therefore dependent on support from the MorePork project, developing a sustainability plan for the MSPs is key to their long-term success.

# I Introduction

Between 2011 and 2014, the CGIAR Livestock and Fish Research Program organized a series of national consultative stakeholder meetings as part of the MorePork I project. At the meetings, sector stakeholders highlighted the need for multi-actor networks or platforms to foster interaction and dialogue across the private and public sector divide and leverage a collective voice and investment to address identified constraints. In 2014, it was decided that addressing lack of policy influence required the establishment of alliances in the form of pig multi-stakeholder platforms (MSPs). The platforms sought to foster and support collective participation of value chain stakeholders, social learning and acting together to address value chain challenges including giving actors visibility and a voice. The MSPs were also identified as important avenues for scaling out best-bet interventions being piloted to address identified gaps in the Uganda pig value chain. In 2014, one national and three regional multi-stakeholder platforms—covering the eastern, central and Greater Masaka regions were initiated. Two additional regional platforms (northern and western) were established in 2015. The regional MSPs aimed at addressing pig value chain challenges at regional level, while the national platform aimed at addressing policy issues in the pig value chain in the country. Specifically, the MSPs aimed at mobilizing collective action to address pressing constraints in the pig sector in Uganda and to developing/strengthening business linkages between actors in the pig sector.

Commendable progress was made during phase I but some of the MSPs became dormant. The MorePork II project aimed to improve pig productivity and incomes through an environmentally sustainable and gender-inclusive integrated intervention package. Regarding the MSPs, the project aimed to:

- Strengthen the national and regional pig MSPs and catalyse lower-level MSPs to facilitate social learning, raise visibility and advocate for the sector.
- Explore the extent to which learning and sharing platforms such as the pig MSPs were effective in influencing learning outcomes and contributing to improved pig value chain performance.

Through the MorePork II project, the regional and national MSPs were reactivated with a revised scope. Two meetings with each MSP were planned to take place. At the regional and national level, the first meetings were held with the extended MSP leadership to determine the status of stakeholder engagement, activities being implemented and for joint planning and consensus building regarding the way ahead. Through these meetings, a program was developed for the wider MSPs that followed. Following analysis of the level of stakeholder involvement of the various MSPs and ongoing activities, it was agreed that focus be on Greater Masaka and at the national level, leaving out Mukono. In Mukono, there had not been much activity or progress following the end of the MorePork I project.

The fundamental principles of facilitating the pig MSPs followed from the original ideals of participatory approaches. The MSPs sought to leverage the power relations of members and use the respective positions not to compete or conflict but to complementarily work together in order to enhance value chain efficiencies and competitiveness of the entire industry. Experiences gained indeed shows that openness, and willingness to collaborate made all actors stronger and none weaker. The platforms also have the potential to increase productivity, market share of respective actors and optimum utilization of resources based on reduced costs of accessing information and collaboration. Farmers, for example, felt safe discussing issues with aggregators who hitherto were not ‘seeing eye to eye’.



## 1.1 Setting/situational analysis

Despite a high per capita pig consumption of pork in Uganda (standing at 3.4 kg per person per annum)<sup>1</sup>, the pig industry has for long been plagued by various constraints to production (such as diseases, Insufficient feeding, inferior breeds, Unreliable and unstructured markets) that impede this industry's contribution to Uganda's gross domestic product (GDP) and the individual household income of the farmers engaged in pig production. More so, the development and investment plan of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) does not rank pig production high on its development agenda and as such, most government and non-government agencies have not prioritized this sector in many of their research and development efforts. At the market level, especially in rural areas of Uganda, actors thrive on skewed information and business opportunities. They have a narrow picture of the sector and use inaccurate information to cheat the suppliers who are largely the smallholder farmers and sometimes even freeze out any peer or potential competitors or weaker actors. Most aggregators also pay low prices to the producers, which demoralizes and pushes them out of the sector. This situation has ended up breeding suspicion and mistrust among the actors, which has contributed to sector stagnation.

Owing to this gap, the International Livestock Research Institute (ILRI) identified entry points for interventions in the pig value chains in Uganda. Among the interventions seen as critical was the systematic coordination of actors in the pig value chains towards harnessing their collective actions to address major constraints in the pig industry. Using the value chain approach, ILRI sought to change the unproductive sector dynamics and promote the notion of taking a broader view of the chain before the self-interest of individual positions. The constraints in the pig value chain are complex and required innovative solutions to address them. It became clear to the different stakeholders that such innovative solutions could be created when diverse stakeholders were able to meet, share experiences, learn together and contribute to decisions. The ultimate success then lay in developing the collective commitment and capacity to turn ideas and plans into action. As a result, the MSPs, an effective intervention for catalysing cohesion and social learning among value chain actors, was envisaged. Typically, the MSPs involved farmers, aggregators, policymakers, community and private sector representatives, non-governmental organizations (NGOs), researchers and extension agents from different levels, sectors and disciplines. Different stakeholder groups (e.g. financial service providers) were incorporated into the MSPs as and when need arose, depending on the needs identified by the stakeholders.



Members of the steering committee of the Greater Masaka pig MSP during one of the meetings to assess progress of the MSP activities (photo credit: ILRI/Pamela Wairagala).

<sup>1</sup>Tatwangire, A. 2014. *Uganda smallholder pigs value chain development: Situation analysis and trends*. ILRI Project Report. Nairobi, Kenya: ILRI. <https://hdl.handle.net/10568/34090>.

## I.2 Approaches and methods of MSP engagement

The pig multi-stakeholder engagements used participatory approaches and collective action to tackle the smallholder pig value chain challenges. An analysis was conducted to develop a shared understanding of the pig value chain and it revealed specific market drivers, the different actors and their respective roles, potential for sector growth, market situation, constraints and opportunities and the general policy environment. Through this value chain analysis, opportunities for initial interactions with the different actors were identified. Bilateral discussions were held with respective actors especially those who did not participate in the MorePork I project, to explain the value chain approach to market access and how the approach delivers benefits to all actors irrespective of the function they play. This stage was meant to answer questions, clarify expectations to the potential members and solicit a buy-in to the entire multi-stakeholder platform process. Once all known actors were mobilized, and sensitized, platforms were launched in Mukono and Greater Masaka and at the national level. However, due to poor adoption and uptake in Mukono District, it was agreed that MSP activities under the second phase of the project should focus on Greater Masaka where willingness to participate was evident, and at that national level where policy changes were needed to support sector growth.

Through a participatory process, actors identified the constraints they felt that if solved, would have the biggest impact on the smallholder farmers and other stakeholders. At the regional and national level, the priority constraint selected was that of poor-quality feeds for pigs. It was anticipated that once addressed, the pig sector would significantly contribute to household incomes and the national economy in Uganda through improved incomes and employment for pig value chain actors.

The district MSPs influenced district-level value chain activities and policymaking and informed the national-level platform, which in turn was meant to influence national policymaking through information sharing with parliamentarians and national line ministries of agriculture, animal industries and fisheries; and trade, finance and economic development. Having both district and national MSPs facilitated a bidirectional flow of information. This integrated approach was important because, although the constraints to the growth of the pig value chain are felt locally by the smallholder pig actors, and the solutions must be context-specific; change happens most effectively within an enabling national policy environment.



## 2 Objectives, outputs and anticipated outcomes from MSPs

The MSPs specifically aimed at achieving the following objectives:

1. Creating networks and linkages among the various actors in the value chain to facilitate information/ knowledge sharing.
2. Establishing avenues for interaction among actors and creating business opportunities.
3. Creating an understanding among the various stakeholders of each other's constraints and opportunities to appreciate how actors in the chain are interlinked and how their actions support the entire chain.
4. Raising the visibility of the pig value chain through engagement with relevant stakeholders.
5. Mobilizing collective action to address pressing constraints in the pig sector in Uganda. Such constraints included the following:
  - Diseases (including African Swine fever)
  - Poor-quality feeds for pigs
  - Genetic decline of the pig population
  - Limited access by smallholders to quality extension services
  - Poor prices for pigs
  - Value chain actors, especially farmers, were not organized to exploit the market potential
  - Value chain actors were unable to access appropriate financial services
  - The pig industry not recognized at national level and therefore not given priority.
  - The social and cultural barriers prevent equitable consumption of products from the sector
  - Poor disposal or exploitation of pig waste
  - Inefficient value addition processes in the pig sector.

### 2.1 Greater Masaka Regional MSP

The first meeting in Masaka was made up of the extended leadership of the MSP and the leadership of the Greater Masaka Pig Cooperative Union. This initial meeting held on 21<sup>st</sup> April 2021 reiterated the need for collective action in solving the sector constraints for each actor to realize better gains in their respective functions. The actors resolved to hold the wider MSP as soon as possible because according to them, the results of collective action were far greater than individual achievements put together. There was a renewed interest in the MSP and the leaders agreed to widen the scope of actors to include more members of the private sector, particularly the aggregators and financial service providers. The taskforce meeting validated the key stakeholders list, secured the contacts of additional private sector actors, and determined appropriate participants to attend the wider MSPs meeting, secured their contacts and developed a draft agenda. Invitations were sent out well in advance of the meeting and many participants confirmed their attendance.

## 2.2 The second Greater Masaka regional MSP

Ssewanya Charles, the chairperson of pig aggregators in the Greater Masaka region and the chairperson of the Greater Masaka MSP chaired the meeting. He reviewed the report made during the previous meeting. This included the re-evaluation of the regional priorities and aspirations. Given that the actors had only started meeting, they wished to have a comprehensive agenda for this meeting to ensure that all the critical action points were discussed. The agenda was revised to include the following items for discussion, learning and consensus building.

- The state of the pig farmers associations, cooperatives and unions.
- Progress made in the acquisition and operationalization of the standard centralized abattoirs.
- Progress made by the region in the animal feed dialogue meetings to sustain minimum standards.
- Progress of the pig farmers capacity building meetings.
- Progress regarding the affordable credit facility for pig sector actors.
- Sustainability/continuity of the pig MSP in the region, post MorePork II project.
- Policy change proposals and advocacy agenda.

This MSP meeting comprised of various new actors who needed to be updated on the objectives of the MSP and be introduced to other actors. So, the preliminary sessions of the MSP were aimed at developing a rapport among participants to know each other but, most importantly, to develop a shared vision for the industry. The vision of Masaka MSP that was developed in phase I of the project was shared and validated in this meeting to secure further buy-in. Such a decision required individual participants taking a step back to view the broad picture of the sector first and then their individual position second. To achieve deeper, transformational change, the meeting started with a review of the ambitions/aspirations of the great Masaka MSP stakeholders; and where they would like to be in future. These were used as a starting point to together search for opportunities.

### Aspirations of actors in Greater Masaka in the next 3–5 years.

1. Affordable high-quality feeds available
2. Pig farmers' association formed and operational
3. Set up standard centralized abattoirs
4. Affordable credit facilities secured
5. Pig industry recognized by the key policymakers in the region and nationally
6. High-quality pig stock accessible to the farmers
7. A pig information system in place to address market distortions
8. Promotion of utilization of pig by-products
9. An effective disease control mechanism set up

The regional actors agreed that poor quality of feeds for pigs was still a major constraint limiting the growth of the value chain. It was emphasized that this problem still required united action and collaboration of all actors to resolve. Moreover, it requires internal self-regulation among actors and national policy enactment and implementation to create an enabling environment for the production and sale of high-quality feeds for pigs in region and the country. This review also revealed that the MSP in Greater Masaka had registered some results including the following:

1. **Initiating specialized pig-related extension services:** This resulted in improved access to pig-specialized interventions/activities that facilitate the access of farmers, their organizations, and other value chain actors to knowledge, information and technologies. The extension services also mediated the interaction of farmers with relevant organizations and supported them to develop their technical and management capacity in agriculture and family life.
2. **Intensifying measures to control the spread of African Swine fever:** Through collective action, sensitization of smallholder pig value chain actors had, among other measures, improved biosecurity on the farms, and the control of pig movement between farms and that of middlemen looking for pigs in different farms. Other practices included preventing unregulated and uncontrolled transport of animals, use of inappropriate slaughter places and poor waste disposal as well as lack of veterinary control of live pigs, slaughter and pork.
3. **Setting up centralized slaughter facilities:** The Greater Masaka Pig Cooperative Union owns the only registered pig abattoir in region in the new Masaka City. This initiative was born through the MSP processes, specifically engagement between the then district local government and members of the MSP, and technical support from ILRI. Pork processed at the abattoir is sold in the Greater Masaka area to pubs, pork joints, hotels, butchers, supermarkets and individuals consumers. The number of aggregators who process their pigs at this central abattoir has increased. The slaughterhouse has also secured a grant of UGX43 millions from the Masaka City authorities and more has been pledged to improve the facilities at the central abattoir. The local government actors in the meeting promised to mobilize more aggregators to join the abattoir and reduce the slaughter of pigs in ungazetted places to reduce theft and improve revenue collection.
4. **Resource mobilization for setting up certified breeding centres:** This is aimed at boosting local pig production. It was reported that the cooperative is in the process of helping members move from using traditional methods of pig rearing to more modern technological approaches that can potentially improve both the breeds and overall productivity. This is done in conjunction with the government programs of Operation Wealth Creation (OWC) that are also members of the pig MSP in the region. The Union has already obtained hybrid piglets to enable farmers integrate their farms with improved breeds, whose gestation period is shorter compared to the traditional varieties. Through promotion of interaction between stakeholders, aggregators are able to advise smallholder farmers on the best breeds to rear. In addition, farmers accessed artificial insemination (AI) services through the community-based AI pilot (CBAI) project implemented as part of the MorePork II project. The pilot project aimed at promoting acquisition of better breed pigs but also increasing the income of farmers by providing many pigs for sale to the aggregators from the same location that would give better returns. The CBAI also contributed to management of ASF by minimizing movement of live animals between farms.

It is, however, worth noting that while the CBAI project presented a good opportunity to improve breeds in the region; the implementation had gaps and affected delivery and adoption of the initiative by farmers. Some of the gaps reported included extension workers were not readily available when needed, unfriendly and did not follow up on their work. Many of the farmers at the meeting felt that the AI intervention had not benefitted them as they had anticipated. Some of them reported that they had reverted to the community boar system, which according to them was more reliable. This feedback was given to the Vetline Services, the project partners that were responsible for the AI delivery under CBAI.

5. **Initiating farmer-based pig feed support centres:** In order to improve the feed formulation in the region, the actors embraced a digital solution known as 'Feeds Calculator<sup>®</sup>', that was unveiled to the farmers in the area. The feeds calculator is mobile phone software that guides feed millers/ farmers on the ingredients and rations to be used to develop appropriate recipes and quantities, depending on the size of the animals and the requirements by the farmers. The app supports farmers to monitor the animals' growth rate and avoid wastage of feeds thereby directly contributing to general farm output. This is aimed at improving local production capacities for increased earning. The new technology was developed through collaboration between Makerere University College of Veterinary Medicine; Single Spark Ltd, and Animal Resource and Biosecurity (COVAB) and has been made accessible to farmers through support from ILRI.

6. **Mobilizing, documenting and training of pig aggregators and animal feed dealers:** It was reported that pig aggregators and farmers supplying to the pig aggregators were identified and profiled. This initiative included the feed producers and drug stockists in the Greater Masaka area. In addition, a regional feeds producers association was also developed. The registered members have received training in areas such as feed formulation and business management.
7. **Sustainability plan:** A sustainability plan was developed for the regional MSP to ensure it can continue beyond the current ILRI project support period.
  - The pig MSP members choose to keep the old steering committee until a new committee is put in place in 2022.
  - The city authorities agreed to provide a central and accessible venue where MSPs will be held in future.
  - The district veterinary office agreed to enforce the regulation requiring all pigs slaughtering in the town to be done in the safe pig abattoir owned by the pig union.
  - The leadership of the MSP also planned to continue building trust among other value chain actors to bring them to the MSP.
  - The district leadership pledged more funds towards the completion of the construction of the Masaka pig Union abattoir.
  - The MSP also plans to send out an appeal for funding to cover the gap that will be left behind by the exit of ILRI MorePork II project.

## 2.3 Results and way forward

The task force agreed that in addition to what has already been done, more still needs to be done, especially in:

- regular engagement of the MSP stakeholders to address the sector's challenges effectively in this region.
- trust building and knowledge and experience sharing, which need to be sustained because of the constant changes in the sector; and
- Creating a supportive policy and institutional environment with clear incentives to bring about a systemic change in pig sector in the region and at the national level, hence the need to have a national MSP focused on creating a good policy ecosystem for the pig value chain in the country.

## 3 The national multi-stakeholder pig platform

Emma Naluyima, a pig farmer and chairperson of the national MSP, chaired the platform. She pointed out that the MSP has been in place for eight years and that its central goal of the MSPs was a platform where stakeholders can learn together in an interactive way, where they can speak and be heard, and where everybody's ideas can be harnessed to drive innovation and find ways forward that are more likely to be in the interests of all.

However, it was also reported that the national-level MSP had halted activities since the end of the MorePork I because of lack of funding to implement proposed activities. ILRI funding during the second phase of the project has enabled continuity of activities. It was noted that despite the growth of the sector, the pig sector actors still do not have enough knowledge about the sector, its potential, and the constraints. There was still need for collaboration between all stakeholders to influence policymakers to prioritize the pig value chain. For instance, in the national planning documents, the planners have lumped up pork with all other livestock and are often referred to as 'meats'. Also, ASF is not addressed with a sense of urgency like foot-and-mouth disease (FMD). Actors present were encouraged to work together to ensure that issues that concern the pig sector are listened to and addressed by policymakers.

Actors in the national MSP reacted positively to the chairperson's communication and pledged to work together to create more visibility of the value chain through collaboration by engaging with the policymakers. Greater Masaka representatives were commended highly for initiating an active platform where the actors are working together including the regulators. The meeting noted that the Greater Masaka region has thrived and promoted the pig sector. Representatives of the Greater Masaka region gave a report on the progress made on construction of the abattoir. Once this facility is completed, the quality of pork coming from the region will be made available in the high-end shopping centres around the country.

At the meeting, the guest of honour, Juliet Sentumbwe, director animal resources at the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), was represented by Woneka Deogratius a senior veterinary officer at the ministry, who, in the opening speech, pointed out that government is run on two fronts, the technical and political one. The political arm tends to have more influence, an opportunity that the national MSP members ought to use since they are more likely to influence decision-making in the political front. He emphasized the importance of MSPs in contributing to policy review and formulation.

'The farmers can easily knock on the minister's door and he will open and listen to you than if it's a technical staff who knocks; use this forum to open doors for your members,' he advised. He also reaffirmed the ministry's support to the national MSP. 'As a result of the national MSP, the pig sector is now mentioned in the ministry corridors and boardrooms, though more can be done. You should openly talk about the pig value chain so that discussions can get to the centre stage,' he said.

### 3.1 Review of the national MSP strategic directions and priorities

The actors reviewed the progress made so far regarding the strategic direction established in the previous national MSP. The outcomes of their discussion are captured in Table 1.

Table 1: Reflections on the progress made regarding the strategic direction set in the previous national MSP

| Strategic direction  | Expected outputs   | Progress to date   | What Next?   |
|--|--|--|--|
| A harmonized pig feed policy in place under MAAIF                      | <ul style="list-style-type: none"> <li>Policy on feeds passed</li> <li>Policy discouraging unprocessed grain export passed</li> <li>National feeding and feeds plan developed (requires wider consultation)</li> <li>Statutory instrument on standards and regulations put in place</li> </ul> | Feed policy is in place. A Feed Bill is before cabinet   | <ul style="list-style-type: none"> <li>Need to popularize the policy</li> <li>Need to lobby for the passing of the bill into law</li> <li>Wider consultation with Ministry of Trade, Uganda Revenue Authority etc. – on importation/exportation of grain</li> <li>Standards are already in place. Uganda National Bureau of Standards is responsible to enforce them</li> </ul>  |
| Pig feeds and ingredients tax exempt                                   | Removal of VAT on commercial pig feeds and ingredients   | <ul style="list-style-type: none"> <li>VAT on locally produced raw materials used in feed formulation was removed</li> <li>VAT only retained on concentrates and premixes and additives</li> </ul> | <ul style="list-style-type: none"> <li>Need to create more awareness among players</li> <li>There is need to demonstrate honesty so that whatever is imported as an ingredient does not end up being used as a product or being resold. There is need for self-regulation within the sector</li> <li>Stakeholders can receive support letters from district veterinary officers (DVOs) of MAAIF to receive waivers on tax (e.g. commercial farmers etc). Information should be availed to farmers/pig value chain players</li> </ul>   |
| Pig feed producers and suppliers certified and regulated               | <ul style="list-style-type: none"> <li>Pig feeds market standard developed</li> <li>Standardization and regulation of feeds produced</li> <li>Agricultural compensation funds in place</li> </ul>  |  | <ul style="list-style-type: none"> <li>Promote traceability of sources of feeds</li> </ul>   |
| Accessible and affordable credit for pig feed                          | Affordable credit facilities at most 5% pa   |  | <ul style="list-style-type: none"> <li>Need for a farmer's bank that can provide low interest rates (provision has been made in the NPD3- needs fast tracking)</li> <li>Bank of Uganda facility is available at 12%</li> <li>Promote saving and credits cooperative societies (SACCOs) and saving options within the MSPs</li> <li>Strengthen membership of MSPs so that they are recognized as formal groups that can access credit</li> <li>Avail technical support so that members can tap into the available program e.g. Emyoga, Parish Development Model etc.</li> </ul> |
| Specialized pig veterinary service system (lab, training and research) | Specialized (pig) vet services promoted  |  | <ul style="list-style-type: none"> <li>These services are demand driven. The platform should promote awareness creation, which will result in demand and consequently specialization.</li> <li>The platform should demand for the services from government and make its voice heard</li> </ul>   |
| Promote visibility of the pig value chain                              |  |  | <ul style="list-style-type: none"> <li>Need to create visibility and have champions for the different pig value components (e.g. producers, feed producers, genetics etc).</li> <li>Website for increased visibility</li> <li>Digital marketing place</li> </ul>   |



| Strategic direction  | Expected outputs | Progress to date | What Next?  |
|--|------------------|------------------|---|
| Promote recognition of the NMSP as a platform for stakeholders in the pig sector |                  |                  | <ul style="list-style-type: none"> <li>Develop legal framework for governance of the national MSP</li> </ul>  |
| Expand membership of the national MSP  |                  |                  | <ul style="list-style-type: none"> <li>Incorporate national research institutions such as the National Livestock Resources Research Institute (NaLIRRI) onto the national MSP.</li> </ul> |

## 3.2 Emerging issues

1. **Standards for setting up pig abattoirs:** Actors from Mukono Animal Farmers Association (MAFI) reported that they were working on the registration of pig farmers' cooperatives in order to form a union like the one in Greater Masaka. They were also setting up an abattoir but were not aware of any guidelines for pig abattoir construction. An official from the Ministry of Agriculture, Animal industries and fisheries who was at the meeting informed noted that the guidelines were available and could be accessed by interested members.
2. **Regular African swine fever outbreaks:** The most recent outbreak of the disease had occurred between April and June 2021 and many farmers lost their pigs. Actors raised several pertinent questions:
  - How can interventions such as quarantines be enforced when farmers have no compensation or inducement system for culling their infected herds?
  - What's the role of value chain actors in the observance of quarantines?
  - How can farmers who have been affected by ASF be compensated?
  - How can the agricultural insurance be promoted to compensate farmers who lose their pigs during culls?



Members of the national multi-stakeholder pig platform during meeting held in Kampala (photo credit: ILRI/Pamela Wairagala).

3. **Extension services**
  - Few extension service providers are in place and the service is not accessible to those that need it.
  - Need to increase the numbers of extension service providers
  - An E-extension app will soon made available to pig farmers to make extension services more accessible to farmers.

#### 4. Genetics

Several developments were highlighted regarding genetics:

- Participants were informed that a breeders association is being formed with the National Animal Genetic Resources Centre and Data Bank (NAGRC & DB) which is the lead agency fostering and facilitating the process.
- Njeru Stock Farm is being transformed into a breeding centre and budget provisions have been made and work is starting soon.
- NAGRC & DB has constructed a mega feed stock facility in Kasolwe-Kamuli
- The Kampala Capital City Authority (KCCA) has a pig-breeding unit in Kyanja, where they train farmers in breeding.
- KCCA imports semen to avoid inbreeding.
- Actors highlighted the need to streamline pig genetics in the country.

#### 5. Feeds and feeding

- Laws should be enforced/supported to work to ensure feed quality. there should be a will to enforce them to, for example, apprehend feed millers that adulterate feeds.
- More training is needed for both farmers and feed processors. Involve the producers of the raw materials, e.g. seed farmers, in the awareness creation to promote traceability of all raw materials. Should be able to batch and trace materials in case of challenges.
- The feed dealers' association that is still in formation should ensure that proper feeds are processed and accessed by farmers.
- Stakeholders including police, MAAIF etc. need to work together to promote quality feeds.
- Sweet potato silage to be promoted as animal feed.

#### 6. Unions

- Farmers were encouraged to join cooperatives such as the Central Region Kagoma Pig Cooperative and these cooperatives should learn/benchmark against the Greater Masaka Pig Cooperative Union.
- There is need to bring more stakeholders on board to support the completion of the Masaka abattoir.

### 3.3 Next steps and way forward for the national MSP

**Formalization of the national MSP:** Participants highlighted the need for a legal framework to formalize the existence of the national platform. They envisioned the pig sector platform becoming like the very popular Uganda Manufacturers Association (UMA), which brings together manufacturers in Uganda. The actors agreed to benchmark good practices of MSPs in Uganda to help them make the right call regarding formalization and the nature and form of the MSP they should focus their energy on developing.

Some participants, however, believed that the MSP would serve them better if it remained an informal platform. They said it should remain all-embracing and welcome as many actors as possible because turning it into a formal entity with clearly defined membership would be restrictive and some actors may not want or be able to join. They said platform members should be encouraged to form formal entities such as SACCOs, associations, unions, etc. These formal structures would then be welcome to become members of the platform. This issue will be discussed further at the next national MSP meeting.

**Digital platform:** Members proposed to a digital platform owned by the national MSP to increase the reach of the value chain and add more key stakeholders, besides the farmers. The digital platform would provide national MSP members with a place to market their products creating a strong digital footprint for the stakeholders in the pig sector. Also, it will facilitate the national platform actors to keep engaged beyond the physical meetings, which are costly.

### 3.4 Conclusion—national multi-stakeholder platform

The national MSP meeting concluded with participants expressing their commitment to fully operationalize the platform to enhance knowledge exchange, build capacity for engagement, and integrate diverse knowledge systems, practices, and innovations into pig value chain change policies and actions.

In further operationalizing the platform, participants stressed the importance of gender-responsiveness, the engagement of youth and local knowledge holders, adequate funding, and building a long-term, dynamic partnership.

They noted that this MSP meeting should not be the end just because the MorePork II project was closing but an important steppingstone, the first activity of the platform, towards the full operationalization and formalization of the MSP fully with a secretariat of its own.

Overall, throughout the workshop, a diverse range of participants put forward a wealth of ideas for activities that can be included in a future work plan for the MSPs. Some of the proposed ideas include, inter alia, establishing an entity called the National Pig Multi-Stakeholder Partnership (NPMSP), which can implement a work plan; creating a digital platform for sharing knowledge and business opportunities, and convening regular meetings (face-to-face or through the digital platform) to facilitate the exchange of knowledge and build collaboration. Some participants noted that the NPMSP could inspire national-level work such as setting up and implementing policy and legislative measures to ensure the pig actors' full and effective participation in policy processes and actions.

### 3.5 The major outcomes of the national multi-stakeholder platform

Contemporary thinking suggests that successful businesses cannot be sustained unless there is trust and confidence among the value chain participants. Since the launching of the MSPs, there is evidence to suggest that there is positive qualitative improvement in how the participants in the pig value chain in Uganda relate. The initial suspicion and mistrust appear to have declined as members are willing to openly talk amongst themselves and ask questions to get correct information than make wild allegations and counter accusations. This was observed for instance during the recent regional MSP meetings in Masaka where the aggregators discussed freely with the farmers regarding the quality

of the pigs/pork in the area. The aggregators encouraged the pig farmers to find better breeds and to improve them in order to increase the weight and quality of their animals for better profits. Hitherto, such actors could not sit around the same table or see eye-to-eye. This shows how improved communication helps to appreciate how a constraint of one actor can influence others and hence how joint action can bring about win-win situations.

## 4 Key challenge faced by MSPs in Uganda

The major challenge facing MSPs in Uganda is the financial limitation of most of the key actors. Budget to cover the cost of MSPs is difficult to find in terms and time to attend meetings is also limited.

This cost of running MSPs includes materials, capacity building, communication and meeting expenses. In the past, no single agency budgeted these items. Without the financial support of ILRI's MorePork II project, the MSPs would probably not happen. With time, larger stakeholders will be able to fund their participation in these MSPs. The issue currently remaining unresolved is how to finance weaker participants who lack financial means to participate in the MSP meetings, e.g. farmers whose transport costs are a major hindrance to participation in the pig value chain meetings.

## 5 Insights and lessons

MSPs have demonstrated that value chain actor interactions during platform meetings improve communication and information flow amongst participants and initiate new networking opportunities. This was seen during the platform meetings where financial institutions were introduced and linked to clients in the pig value chain. As such, financial institutions such as Centenary Bank, Development Finance Company of Uganda Bank Limited (DFCU), Brac Uganda, and Masaka Microfinance and Development Cooperative Trust (MAMEDCOT) have noted that some of the members of the MSP are dealing in lucrative businesses, which make them bankable. Lessons learned to date have confirmed that once MSPs are properly organized and facilitated, they can independently attract financing from the private or public sector. Already Masaka City Council has provided over UGX40 million for the construction of a pig abattoir. Without the networking between value chain actors, the pig cooperative union and the city authorities that happened through the MSP, this financing would have been difficult secure.

Progress achieved in the pig value chain has also demonstrated that proper value chain analysis is critical to improve its efficiency. Value chain analysis encompasses understanding the broader economic goals than just a supply chain analysis, with major emphasis on creating additional value, which in-turn increases incomes, economic opportunities and helps in poverty reduction. This means that given its broad outlook but with specific leverage points; value chain analysis makes it easy to attract both public and private investment aimed at generating equitable linkages for the smallholder farmers.

Since MSPs are loose networks of like-minded actors who come together to understand and solve specific constraints within the value chain, it has been observed that they should always remain action oriented and focused to be effective. As much as core business of different actors/participants differs, the common purpose of coming together to share information and act of common constraints overrides the individual objectives of respective actors.

MSPs perform best when constraints resulting from bureaucracy are removed. Time spent either in meetings or performing a transaction with multiple benefits should be sought and be rewarded; time value of money should also be emphasized. Members have noted that for successful platforms, the agenda should always be short and focused to the maintain interest among members.

Creating a vibrant pig value chain for smallholder pig actors in Uganda requires partnership between key stakeholders. Many of the constraints that were confronted and the available opportunities to try to solve them are embedded in a network of changing social, economic, political and environmental factors. Different groups may be concerned with the same issues but from different perspectives and different interests. In a world of interconnected economies, bringing about change depends on dialogue and alignment across different sectors in society. MSPs will be helpful in fostering relationships across these groups and helping them collaborate for mutual benefits. Although no one group may be able to bring about change on its own, the power of one group can be enough to block the actions of others. To avoid this, there is need to develop shared perspectives, new understanding, and collective commitment for action, even between groups who may at first seem to have diverging interests or be in conflict such as aggregators and farmers, who can find new ways of working together to develop the pig value chain.