



Business skills empowerment program through incubation and mentorship for selected pig agripreneurs in Masaka and Mukono districts: process, outcomes and lessons

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Background

Pig production provides income to more than 2 million Ugandan households. Pigs are mainly raised by small scale farmers; three quarters of them are women. Uganda has the highest per capita pork consumption in East Africa, consuming an estimated 3.4 kilograms per person per year (FAO statistics).

The demand for pork products is increasing and the number of pigs in Uganda is increasing rapidly – from 200,000 to 7.1 million pigs from 1980 to 2021 (UBOS, 2021). A decade of livestock-specific research and development (2012-2022) from the Livestock CGIAR Research Program and its academic, public and private sector partners is helping pig producers meet this need, but producers still face low productivity and low uptake of technology and best husbandry practices. There are market inefficiencies, poor business practices, weak linkages between pork value chain actors for optimal business operations, and low entrepreneurial skills and entrepreneurial capabilities among market participants.

It is against this background that SAPLING in partnership with Entrepreneurship 4 Impact (E4Impact) launched a business incubation/acceleration program of pig agripreneurs in its project sites (Mukono and Masaka) in Uganda. The business incubation/accelerator program aligns with the Work Package 4 of the SAPLING project, which aims to generate evidence about the institutional arrangements and technical approaches that are necessary to transition to more profitable, inclusive, and sustainable livestock value chains.

The agripreneur business incubation/acceleration program, started in 2023 in Uganda to address challenges associated with market inefficiencies including weak linkages between pig farmers, pig aggregators and input and service providers; poor business practices by artificial insemination (AI) technicians/animal health service providers and limited networks to enable optimal business operations.

The objective of the business incubation/acceleration program focused on both the supply side (agripreneur focused) and the demand side (farmer focused) as follows:

Supply side:

- To empower the pig agripreneurs specifically AI service providers and pig aggregators through business skilling and mentorship
- To strengthen the linkages between the pig agripreneurs and finance institutions to enhance access to finance for business upgrading through better business practices
- To enhance the linkages between the pig agripreneurs, pig farmers, finance institutions and other business development services through an online networking platform

Demand side:

- To catalyse demand for the inputs and services delivered by the agripreneurs by sensitizing pig farmer groups on the necessary inputs and services required to run the pig enterprise as a business, and how to bargain for better terms through collective action.

E4 Impact scope of work

A. Pre-incubation/acceleration

Sub-activity 1: Preliminary screening, short-listing, and selection of agripreneurs

- Development of a selection criterion for screening agripreneurs. The selection criterion were based on the applicant's business experience, their willingness to learn, their commitment to building successful pig agribusinesses, and gender inclusion.
- Screening, shortlisting and profiling the agripreneurs into homogenous groups for purposes of training and mentoring. This enabled the trainers to develop a tailored curriculum specific to the group's needs.

Sub-activity 2: Needs assessment

- Conducting a detailed needs assessment of the selected businesses. This assessment, along with input from the pre-incubation workshop, enabled us to identify areas where the businesses needed support and tailor the training and mentorship programs accordingly.
- Development of a training curriculum that is relevant, up-to-date, gender-responsive, cost-effective, and tailored to the needs of the selected businesses and aligned with SAPLING's objectives. Content included the aspects of business planning, creating competitive advantage, and encouraging personal initiative (self-starting, pro-active mindset, future-oriented, etc.)

Sub-activity 3: Pre-incubation workshop

- Convening a pre-incubation workshop with selected agripreneurs based on various homogenous groupings/cohorts for visioning and identification of barriers to business growth. This served as an official launch of the incubation. During the pre-incubation workshop, a lean canvas business plan template was used to deconstruct ideas and its building blocks for each cohort

B. Business incubation/acceleration

Sub-activity 1: Bootcamp training tailored on the training needs assessment

- Convening a boot camp training to implement the training tailored to the needs' assessment and to fill gaps in business skills. Modules covered included business model design, financial modelling, marketing strategies, and any other based on the needs' assessment. Technical support that was required by the cohort, for example pig AI, health, and feeding was incorporated
- Identifying coaching/mentoring needs for each agripreneur/cohort and developing of a coaching and mentoring plan for each agripreneur/cohort
- Implementing coaching and mentoring sessions for each cohort/agripreneur
- Development of agribusiness plans for/with each participating agripreneur to achieve their targets.

Sub-activity 2: Sensitization of pig farmer collectives and focus on piggery for business to catalyse demand for inputs and services from incubated agripreneurs

- Convening workshops with selected pig farmer groups in Masaka and Mukono districts to sensitize them on the importance of running profitable pig businesses, as well as the necessary inputs and services in pig rearing

- Catalysing linkages with incubated agripreneurs to supply necessary services, convening farmer group trainings focusing on the importance of farmer collectives for improved collaboration, coordination, and negotiation, for better prices for inputs, pigs, and pig products.

C. Post incubation/acceleration

Sub-activity 1: Network platform and graduation

- Facilitating an online platform where the incubated input and service providers could share information. The platform was aimed at linking the agripreneurs with different farmer groups and enhance access to information sharing.
- Convening an awards/graduation ceremony at the end of the training and assessing progress and recurring challenges. The graduation event brought together the actors and the farmers and provided a platform for the graduates to showcase different products.

Progress achieved

A. Pre-incubation/acceleration

Sub-activity 1: Preliminary screening, short-listing, and selection of agripreneurs



Business incubation/acceleration candidates together with ILRI, E4Impact and Masaka District Local Government officials at the launch of the program in Masaka District.

The first info-session in Masaka District was held on 2 August 2023 at the Masaka Vocational and Rehabilitation Centre Kijjabwemi. This was attended by district officials, veterinary officers and farmers from across the district and a total of 43 pig agripreneurs (6 females, 37 males). In Mukono, the inception meeting (first info-session) was held on 17 April 2024 at the Mukono Diocese Mothers Union Hall and was attended by a total of 74 pig agripreneurs (10 females, 64 males).

The purpose of the info sessions was to:

- Introduce the business incubation and mentorship program to the pig agripreneurs.
- Open the application window for interested agripreneurs
- Hold discussions with the ecosystem players who included, farmers, aggregators, public and private veterinary officers, entrepreneurship and technical support representatives from E4Impact and ILRI as well financial services providers such as UGAFODE microfinance and Equity Bank representatives to understand the strengths, weaknesses, opportunities, and threats (SWOT) of the pig value chain businesses.
- Register /enrol interested pig agripreneurs into the program

Topics and activities

The activities included introduction of the program, its objectives, target group, project framework, modules to be covered during the training and registration of interested pig agripreneurs. The agripreneurs were given a chance to ask questions, share experiences to help them better understand what the program was about but also for E4I and ILRI to understand the nature of their businesses and the training needs.

Following the introduction of the project objectives and modules, the pig agripreneurs were guided through the application process. The application forms were available in both [English](#) and [Luganda](#) and available through a Google link. different literacy levels. The application window was open for a month after the info-session to allow time for more applicants that didn't attend the info-session or needed more time.

[Application form- English](#). [Application form- Luganda](#)

The following is a summary of the applications received in each of the districts disaggregated by gender and business activity the agripreneurs were engaged in.

Table 1: Applications received for the business incubation/ acceleration program

District	Pig aggregators(involved in pig/pork trade)	AI technicians (involved in artificial insemination of livestock including pigs)	Female	Male	Total
Masaka	29	36	22	43	65
Mukono	34	30	30	34	64

The master data file applications by aggregators and AI technicians are in links found In Annex 1 and Annex 2.

At the close of the application window, E4Impact and ILRI team screened the applications to select 30 agripreneurs from each district. The screening targeted 50% or more of women owned businesses, it involved phone interviews with each applicant to assess their level of commitment to their businesses and willingness to participate in the bootcamps for a period of three months. For the artificial Insemination providers, the selection criteria also considered their level of education, with the minimum qualification being a diploma. The selected 30 agripreneurs from each district were further subjected to another set of questions and the answers populated into [KOBO](#), a tool that used to collect and analyse data online and

offline. The questions covered the agripreneurs' past business experience, business knowledge, challenges, revenue turnovers, employer/employee status etc.

Sub-activity 2: Needs assessment

The selected 30 agripreneurs from each district underwent a needs' assessment to understand their training needs. The needs' assessment involved phone Interviews with the selected agripreneurs, and results recorded on KOBO tool. Responses were scored from the most to the least pressing. The most pressing needs revolved around financial literacy (saving, budgeting and access to credit or other financial services), marketing (access to markets, customer growth and retention).

Sub-activity 3: Pre-incubation workshop

The pre-incubation workshop for Mukono District which doubled as the official project launch was held on the 13 June 2024 at the Mukono Diocese Mothers Union Hall and was attended by 32 participants (22 females, 10 males). In Masaka, it was held on 18 October 2023 at Masaka Vocational and Rehabilitation Centre and was attended by a total of 56 participants (21 females, 35 males). The main objective of this activity was to launch project activities and unveil cohorts of the selected agripreneurs for the business incubation program. The selected cohort which comprised of 30 participants from each district were called upon to cooperate and give the trainings time and importance to benefit fully. Table 1 and 2 shows a summary of the onboarded cohort from both Masaka and Mukono for the incubation program.

Table 1: Final onboarded cohort (30 agripreneurs) from Mukono District

Mukono District	Female	Male	Total
Aggregators	7	8	15
AI Providers	11	4	15

Table II: Final onboarded cohort (30 agripreneurs) from Masaka District

Masaka District	Female	Male	Total
Aggregators	8	7	15
AI Providers	10	05	15

B. Business incubation/acceleration

This section covers boot camps that were carried out in Mukono and Masaka districts over different periods.

Sub-activity 1: Bootcamps training tailored to the training needs assessment

Sub-activity 1.1 Business Model Canvas (BMC) training

The Business Model Canvas (BMC) boot camp for Masaka was held from 22-25 October 2023 at Masaka Vocational and Rehabilitation Centre Kijjabwemi and was attended by a total of 28 agripreneurs of which 13 (6 females, 7 Males) were AI technicians while 15 (6 females, 9 males) were aggregators. For Mukono District, the training was held on 26-28 June 2024 at the Buganda Kingdom Hall, Mukono town and was attended by 26 agripreneurs comprising 13 artificial insemination service providers (4 males, 9 females) and

16 aggregators (6 females, 9 males). The training was aimed at supporting agripreneurs (artificial insemination service providers and aggregators) conceptualize their business using a lean canvas template highlighting nine key elements and their interrelationships.

Methodology

The trainers used several teaching methods suitable for the agripreneurs including but not limited to; lecture presentations, brainstorming, group discussions, sharing of experiences, role plays, case studies, exercises, and use of simulations among others. Different learning aides like PowerPoint slides, business model canvas templates, and notebooks were used. For the animal health service providers, the trainers used English and Luganda for the aggregators. This was done to match the literacy levels of the different groups. Furthermore, the aggregators and animal health service providers were trained separately but the training content remained the same. Separating the groups would enable each group to move at their own pace, understand the training content in the context of their business, and share the experiences that are unique to their kind of business.

Training content

Over the course of three days with 2-3 contact hours per day, the agripreneurs were equipped with knowledge and skills in developing/evaluating their value proposition, customer identification and segmentation according to need, and customer relationships. They were also trained on identification of different revenue streams in their businesses, the costing of their items and identifying essential business partners, business resources and how each of these affects their businesses. This was done following the Business Model Canvas that agripreneur contextualized to their individual business to come up with their own Business Model canvas lean templates.

Sub-activity 1.2 Developing marketing strategies

In Masaka District, the training was carried out on 29-31 January 2024 at Masaka Vocational and Rehabilitation Centre in Kijjabwemi and was attended by twenty-seven agripreneurs; seventeen aggregators (6 females and 11 males) and 10 AI technicians (5 females, 5 males). In Mukono District, the training took place 10-12 July 2024 at the Buganda Kingdom Hall located at the Mukono District headquarters and was attended by 29 agripreneurs of which 14 (8 females, 6 males) were aggregators and 15 (10 females, 5 males) were animal health service providers.

Methodology

The agripreneurs were divided into two sessions due to the differences in literacy and business operations. Training sessions for the animal health service providers were conducted in the mornings while those for the aggregators took place in the afternoons. On the last day, a joint session was conducted for the agripreneurs to share learning experiences, technologies and form linkages.

Luganda, the language most spoken in the Central region was used while training the aggregators while the animal health service providers were trained in English. However, the training content was similar for both groups. Some of the training content was translated from English to Luganda to make it easier for the agripreneurs who were not conversant with the English language.

Training content

The training content covered the following areas:

Marketing and customer care

The agripreneurs were trained on how to specify target markets and identify the needs and wants of their customers. Agripreneurs were trained on aspects such as sub-dividing the general market and identifying their target market; conducting a customer needs assessment; identifying distinct features of their product or service and lastly conducting a competitor analysis and developing a product or service that has a specific advantage over products or services of competitors.

Developing a marketing strategy

The agripreneurs were trained to develop marketing strategies with core competencies on understanding how a marketing strategy helps to position a product in the market and how to make customers aware and have access to product or service. The agripreneurs were trained on pricing strategy, distribution channels and promotional strategies for their products and services.

Designing promotional material for businesses

The trainees were tasked to generate the most effective avenues to advertise and promote their products and services among their target audiences. The agripreneurs developed marketing materials like banners, logos and catch phrases for their businesses. With the help of E4Impact, agripreneurs came up with branding items. More images in links in Annex 3 and 4.



Samples of branding materials developed by the agripreneurs for their businesses

Branding materials for the two districts are available under 'useful links' of this document.

Sub-activity 1.3 Financial Modelling

For Masaka District, the financial modelling training was conducted from 25–27 March 2024 and was attended by 27 agripreneurs; 14 aggregators (5 females, 9 males) and 12 AI technicians (5 females, 7 males). In Mukono District, the training happened on 14–16 August 2024 and was attended by a total of 27 agripreneurs of which 15 (10 female, 5 males) were AI technicians and 13 (7 females, 6 males) were aggregators.

Training content

The training focused on financial planning and financial record keeping and their role in business planning and business growth trajectory. The topics covered included calculation of profit, profit and loss margins, determining the break-even point and the difference between assets and liabilities in business, and how /why these too need to be included when making financial calculations. The training also covered fixed and short-term assets.

Methodology

The three-day training was purely practical using figures/data from one of the agripreneur's businesses. The training comprised of group discussion, brainstorming, and question and answer sessions. The training was mainly done in English for the AI technicians and Luganda for the aggregators. A template which was made into a book was used as a learning aid to help them populate the figures they were working with. The templates were tailored specially to the type of business.

Sub-activity 1.4 Industrial expert training

The agripreneurs underwent a practical training session on the different pork cuts, as well as their pricing and packaging. The participants then covered the different parts of the pig carcass and how each part is used to obtain different pork cuts.

In Masaka, the two-day training was held at Masaka Vocational and Rehabilitation Centre, Kijjabwemi on 18-19 April 2024 and was attended by a total of 25 agripreneurs (9 females, 16 males). In Mukono, the training took place on 6-7 September 2024 at the Mukono Animal Farm Investments (MAFI), a private abattoir located in Mukono town. It was attended by a total of 28 agripreneurs (9 females, 16 males) of which 18 were aggregators and 10 were AI technicians. The main objective of this training was to equip the agripreneurs with knowledge on various aspects regarding the pig value chain leveraging the experiences of technical industry experts working with Uganda Industrial Research Institute in the pork value addition business. Areas covered included food hygiene and sanitation, prospective markets for different products, different cuts of pork, their use, appearance, and extraction.

Methodology

The two-day training was divided into 2-3 contact hours each day. Contrary to what had been done for other modules, the aggregators and the animal health technicians were in the same classroom to encourage interaction and appreciate working as a group. The main methods of training included discussion, brainstorming, role playing, and demonstration. The teaching aides used included picture charts and illustrations, PowerPoint slides, a whole pig carcass, gloves, hair nets, and laboratory overcoats. The trainers used both of English and Luganda to cater to all categories of agripreneurs. E4Impact engaged trainers and mentors from its master's program in entrepreneurship running pork value addition businesses and these are a continuous a reference point for mentorship of the budding entrepreneurs in the same field

Training content

The training content was organized to alternate theoretical learning with practical activities. The agripreneurs were taught theoretically on value addition of pork ranging from hygiene and sanitation, quality control, safety of the products, and the processor. Participants were also taught about 1) the different cuts of a pig and the different functions of these cuts in the food service chain, 2) the cost of these different cuts, 3) how best they can be branded to get maximum return on investment, and 4) the different value addition processes from pig to pork; that is from the farmer to the abattoir, the processor, and the final consumer. The participants then delved into the different parts of the pig carcass and how each part is used to get a different cut. The trainers further underscored the need for the trainees to collaborate with other players in the value chain if they are to produce quality products (animal health practitioners need to provide good quality semen, vaccines, and feeds to the farmers who in turn produce good quality pork that in the long run produces quality cuts that meet current market standards and trends). The agripreneurs were also trained on the practical slaughter process of the pig and where each of the cuts previously discussed can

be got, their differences in shape, texture, colour, composition, etc. They were also taken through the necessary tools and equipment one needs to have when cutting up a pig.

Sub-activity 1.5 Coaching and mentorship

On completion of each module, the agripreneurs were given between two weeks and one month to implement what they had learnt during the boot camps. After this period, the agripreneurs were assigned a coach /mentor who visited each agripreneur at their premises/area of operation to offer further guidance on their businesses on a more individual and contextualized basis.

Methodology and implementation

The coaching was carried out using the one-on-one strategy where the facilitators visited each agripreneur at their premises. This gave a more individualized and in-depth understanding of each agripreneurs' business. The coaches met the agripreneurs, their employees, and even customers and collected data through observation, document analysis, and one-on-one interviews. This helped the trainers to guide the entrepreneurs better since they were making informed decisions based on what the agripreneurs had been doing before.

Sub-activity 2: Sensitization of pig farmer collectives and focus on piggery for business to catalyse demand for inputs and services from incubated agripreneurs

Farmer group sensitization meetings and linkages were carried out to bridge the gaps that existed between the farmers, agripreneurs, agri-input suppliers and animal health service providers. The farmer sensitization trainings addressed topics on group dynamics, leadership in groups, record keeping and financial management. In Masaka District over 250 farmers were linked to the agripreneurs in the program. The latter were in a position to pitch their service offering and exchanged contact information with the potential customer base. These farmer groups hailed from four selected sub counties in Masaka i.e. Buwunga, Kyesiiga, Kyanamukaka and Masaka City. In Mukono District over 320 farmers were sensitized and linked to agri-business suppliers. These farmers hailed from the ten sub counties in Mukono i.e. Mukono Central, Kyampisi, Nama, Namataba, Nakisunga, Nagojje, Seeta, Namuganga, Mpatta and Mpunge. For each district, two farmer sensitization meetings were conducted to further strengthen the working relationships between the different players in the pig value chain. In Masaka, the first session was conducted from 12-13 December 2023 while the second was conducted from 27-29 May 2024. In Mukono, the first farmer sensitization was conducted from 29 July to 3 August 2024 and the second session was conducted from 16-19 September 2024.

C. Post incubation/acceleration

Sub-activity 1: Graduation

After each cohort underwent the incubation period lasting approximately four months, the agripreneurs graduated in different modules. In Masaka, the ceremony was held on 14 June 2024 and was attended by a total of 58 participants (21 female, 31 males 31) whereas in Mukono it was held on 16 October 2024 and was attended by a total of 54 participants that included the 30 agripreneurs that went through the incubation, and the district representatives (Chief Administrative Officers, District Veterinary Officers and Commercial District Officers), farmer group representatives and business development providers. The graduates were implored to continue practicing what they had learnt and liaise closely with the commercial offices and project partners. E4Impact for continued alumni support services including fundraising. The farmer group

leaders were tasked to invigorate their farmer groups to benefit from collective bargaining and resource mobilization.



Mukono Agripreneurs from Mukono after their graduation event (photo credit: ILRI/Yusuf Nsubuga).

Sub-activity 2: Network platform

The agripreneurs have been onboarded on the [iKnowFarm app](#) a mobile application that allows agripreneurs to interact with other players in the pig value chain like farmers, extension workers, other aggregators and animal health service providers. The platform further allows them to sell their products and services by uploading them to a virtual marketplace that has a reach of over 55000 users. The iKnowFarm application enables the agripreneurs to get information and notes from qualified extension workers in different sectors.

The agripreneurs were also added to a WhatsApp group that has agripreneurs from both districts where they can exchange ideas, and concerns and make meaningful connections.

Key outputs

- A total of 26 and 28 agripreneurs in Masaka and Mukono districts respectively successfully graduated having gone through a series of training modules on business modelling, financial management, marketing and business processes, and coaching and mentorship sessions.
- The agripreneurs developed branding items for their businesses such as logos, colours, business names, and slogans.
- 54 agripreneurs from Mukono and Masaka districts have been onboarded onto the iKnowFarm application
- The agripreneurs were assisted in making lean business model canvases using the available business information.
- Upon the recommendation of E4Impact, nine (9) animal health service providers in Masaka District underwent technical artificial insemination training delivered by the Makerere University and were duly certified by the relevant authorities.

- The agripreneurs formed a group that is in the final stages of registration by the district officials.

Outcomes from the intervention

- The agripreneurs who had businesses running already have improved their practices on bookkeeping. The agripreneurs previously did not document any of their financial records in their businesses prior to the training. Following the training on financial modelling, agripreneurs have since embraced the recording keeping tools availed to them and various coaching session have showed that they are actively recording the financial transaction data. The monitoring survey results show improved financial management; agripreneurs can separate business and personal expenses and keep track of the creditors and debtors. Further results from our monitoring survey in Masaka District, three (3) out of 24 entrepreneurs have raised finances from formal sources including micro finances and banks since the beginning of the programs. The funds raised range between UGX 500,000-UGX 1,000,000
- Following marketing and sales modelling training, agripreneurs are pricing their pork and related services competitively with variations likely due to factors like location, target market, and quality of offerings. In addition, the training have helped in improving marketing and advertising (using village radios, social media, and signage). There is enhanced customer experience (adding seating space and improving workplace appearance);further two respondents during the monitoring survey indicated they have added DSTV and pool table to their business to attract more customers.
- In addition, agripreneurs have embraced and diversified various customer relationships and channels; a case in point, they agreed to have their businesses details uploaded on a digital platform and have digital posters for their businesses. The agripreneurs now keep records of their customers and make follow-up calls to get feedback on services delivered. Further the business model touched on the social and environmental impact of their businesses, the agripreneurs understand the interrelationships resulting from better customer relationships which improves their referral marketing model, translating to more sales and therefore creating a social impact through jobs creation as a result of scaling the business.
- The farmer sensitization meetings created/ strengthened agripreneurs business linkages with the pig farmers. The meetings provided a platform for agripreneurs to engage with their suppliers and potential customers, leading to the establishment or reinforcement of mutually beneficial business relationships. The actions taken in communication and outreach include; making regular phone calls to farmers, reaching out to farmer group leaders to get introduced to other farmers.
- Further actions taken to build the trust and relationships among the agripreneurs and farmers include; partnering with farmers to rear pigs on a profit-sharing basis and earning the trust of farmers through consistent and respectful business practices. In addition, there is improved supply and pricing; through getting in direct contact with farmers to secure pig supplies and offering farmers better prices for their pigs.

Prevailing constraints and opportunities

- Most pig farmers decry the high insecurity and theft of animals, a vice that is threatening the survival of the pig value chain
- Animal diseases like the African swine fever with little to no effective drugs and vaccines
- Most pig farmers remain underserved when it comes to essential services like vaccination, immunisation and training in different areas like animal nutrition and sanitation

- Majority of the private animal health service providers shared concerns of being sidelined and not involved in government programs like vaccinations, yet they serve the biggest percentage of farmers. The lists of the agripreneurs from both districts have been shared with the Commercial District officers in the respective districts urging them to involve them in the various District programs.
- Agripreneurs especially the aggregators cannot however utilise digital platforms effectively as they lack internet enabled devices , citing they are not affordable despite financing mechanisms linked to them and also owing to their low literacy levels. However, they were sensitized to work closely with their tech savvy young employees assigning them digital marketing roles in the business.
- Access to affordable credit is still a big challenge to most of the agripreneurs and this affects their ability to scale up their operations. At this stage In their businesses, agripreneurs understand the need for consistency in bookkeeping of business financial records to show traction and the need to have a defined plan to scale as these are instrumental in accessing affordable financing. Agripreneurs have the tools to record this data and a follow up after one year Is important to register the middle-term outcomes of having sufficient annual financial data records.
- There is still a challenge of lack of cheaper and easily accessible energy sources. Most of the aggregators' income goes into purchasing scarce firewood expensively and this poses a challenge to the survival of the pig value chain businesses. An alternative easily accessible clean energy source is important to address the challenge of reliance on wood fuel which exacerbates the current environmental degradation due to felling of trees contributing to further climate change. In addition the clean energy will improve on the women health as they are majorly doing the cooking of pork products therefore inhaling smoke the better part of the day compromising their health.
- The aggregators lack proper storage and preservation facilities and access to these equipment will go a notch higher to minimise losses incurred due to spoilage due to lack of cooling facilities. Training on proper preservation with additional hardware to enable the preservation will ensure they have safe supplies and can compete competitively in the market.

Recommendation and conclusion

- The agripreneurs still need support in accessing affordable credit and financial support as this is the leading hindrance towards their expansion. E4Impact introduced Equity bank and UGAFODE Microfinance to the agripreneurs. How a follow-up with the Institutions showed that none of the agripreneurs made a request to access funding. However, given the formalized nature of accessing affordable funding from these institutions, and the rigorous business due diligence, the agripreneurs will need continuous mentorship to formally register their businesses and to ensure continuous record keeping having bankable reference documents. At this stage the agripreneurs are utilising the village savings and loans associations which charge high interest rates as sources of financing; however, the money Is not invested in the business but rather it's used to pay for other needs such as school fees. The business skilling has however enlightened on the need to reinvest in the business to enable the business to scale and grow.
- In addition, agripreneurs have been mentored to formally register the savings group as they can access the affordable financing from the bank and benefit from the various financing programs at parish level such as the central government's Parish Development Model. The agripreneurs in Masaka have formed a group called Masaka Pig Agri-Entrepreneurs and registered it with the Community Development Office, they await the certificate as the process has been delayed due to transfer of the senior community development officer. They are following closely to have the registration certificate with

them to enable them open a bank account. In addition, continuous follow up as part of E4Impact Alumni support will further support these linkages with the entrepreneurship support ecosystem.

- There is need to continuously engage government authorities to curb insecurity and theft of the animals.
- There is need to create collaborations and partnerships in implementation of government programs to involve private animal health service providers since they serve the biggest farmer populations
- Training on alternative energy sources can help inform them of the availability of other clean energy sources, in addition a cost analysis on the use of alternative clean energy sources will help inform the adoption of different energy sources or energy saving technology and its impact on their businesses.
- There is a need to help agripreneurs with proper storage facilities ranging from freezers for aggregators and semen flasks for animal health service providers.
- The farmer groups need more sensitization regarding the financial management of the group funds and assets.
- The need to make continuous follow-up mentorship sessions to the incubated groups and provide further business development support.

Useful links

The following are links to materials developed during the program:

- 1) [Application form- English](#)
- 2) [Application form- Luganda](#)
- 3) [Branding materials- Mukono](#)



The CGIAR Research Initiative on Sustainable Animal Productivity for Livelihoods, Nutrition and Gender inclusion (SAPLING) is working in seven countries focusing on livestock value chains to package and scale out tried-and-tested, as well as new, innovations in livestock health, genetics, feed and market systems. SAPLING aims to demonstrate that improvements in livestock productivity can offer a triple win: generating improved livelihoods and nutritional outcomes; contributing to women’s empowerment; and, reducing impacts on climate and the environment. Its seven focus countries are Ethiopia, Kenya, Mali, Nepal, Tanzania, Uganda and Vietnam.

It forms part of CGIAR’s new Research Portfolio, delivering science and innovation to transform food, land, and water systems in a climate crisis.

