

Report of the Uganda pig value chain strategy and
implementation planning workshop
Kampala, 14-15 May 2015

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Introduction

On 14 and 15 May 2015, ILRI-Uganda held a Uganda Smallholder Pig Value Chain Development (SPVCD) strategy and implementation planning workshop at Hotel Africa, Kampala. The purpose of this two day workshop was to update the Strategy and Implementation Plan for the Uganda pig value chain (2015 – 2023). It was also an opportunity to reflect on the activities that ILRI and its partners had been carrying out in the previous twelve months in relation to the pig value chain. In the meeting the partners took the opportunity to share information on new initiatives, projects and changes that were taking place in ILRI in general and the Uganda office in particular.

Forty four people attended (*see appendix*). The workshop was facilitated by Peter Ballantyne (Head of Communications and Knowledge Management) from ILRI.

Objectives of the meeting

- To review of the Uganda pig value chain activities and results
- Share information among partners on new initiatives, projects and other changes
- Provide feedback to partners on the Commissioned Independent External Evaluations (CCEE) evaluation report findings
- Update the Strategy and Implementation Plan for the Uganda pig value chain (2015 – 2020)

Welcome remarks

In his welcome remarks, Danilo Pezo the ILRI Uganda Country Representative highlighted the focus of the meeting as planning for Smallholder Pig Value Chain Program in Uganda for the next four years. He stated that the planning meeting was timely since a lot had changed since the project began in 2012. He commended the effort of the partners who had consistently and relentlessly been part of the program since 2012.

“The future of Livestock and Fish is bright” said Danilo Pezo adding that the program is committed to improve smallholder livelihoods through development of the pig value chain. He emphasized that the planning meeting outputs benefited not only Uganda but other countries in Africa where there are smallholder pig value chains, and pledged that the ILRI Uganda team would work with all partners (old and new). A special welcome was given to the ILRI and CGIAR team from other countries that had made it to the meeting. He wished everyone a fruitful deliberation.

Participant introductions

To introduce the participants the facilitator had seven cards of different colors representing key nodes of the pig value chains pinned on the wall. Participants were invited to stand beside the node they are involved in or they felt was most important. After the split each participant was given a chance to introduce themselves and thereafter give one reason why they chose to stand by that particular node of the pig value chain.

	Input supplies and services	Pig production	Collection (Bulking)	Slaughtering	Processing	Retailing	Consumption
	8	7	1	0	0	0	9
No. of votes	4	8	1	4	3	3	11

Key

	First choice
	Second choice

Some of the reasons for the choices

Most participants chose the consumption node largely because it drives all the other nodes of the value chain. They based this on the pull factor/principle. This was closely followed by inputs and services, then production. According to these two nodes, there were a lot of consumers but production was too low and faced severe challenges such as shortage of good quality and affordable feed. Participants were given a second chance to choose where they would want to be. This saw a fair distribution (green highlight) but with consumption again taking lead. Those who moved to the slaughtering and processing nodes noted that, hygiene and proper preservation plus storage were important for good health and premium price attainment.

Review of activities and the initiatives

The facilitator pinned up charts representing the five quarters of the period Jan 2014 to March 2015. He asked participants to list the pig value chain activities that they undertook or participated in for each of these quarters. Below are the activities that were listed to have taken place in the past 15 months

Uganda pig value chain update on activities and initiatives			
Quarter	Jan	Feb	March
First, 2014	Quarter preparations Inception workshop for Natalie's research on developing of balanced feed ratios for pigs in Masaka Inception meetings in Kamuli Live pig weight determination Feed sampling(SP trials)	Trainings in pig value chain mapping Annual report writing(2013) Irish Aid project approval(MOU signed between ILRI and IA) Pig forage program In-depth PRA data collection African swine fever Tetracore rapid test purchased Lateral flow diagnostic test porcine cysticercosis concept study submitted	Training module development modules development on pig management, health, feeding and marketing starts Investigation of outbreaks of ASF in Mukono district using TETRACORE rapid diagnostic tests Literature review on Ebola in pigs (A4NH) Smallholder pig value chain/pig harvest Forage program
Second, 2014	April	May	June
	Field work Testing centralized pig slaughter model in Kamuli Training module development continues Scoping study for RTB sweet potato Trainings of pork inspectors(TOT)under SFFF project Annual pig figures by UBOS Laboratory analysis of pig-borne pathogens (ASFV, <i>Trichnella</i> , <i>S. Erysipelas</i> , etc...) Pig value chain survey Investigating Tuberculosis, Trypanosomiasis and Brucellosis with US Vets Without Borders trainings in the context of One health in Iganga region Uganda-)	Irish Aid inception workshop Training module development continues Scoping exercise for new Irish Aid sites Extrapolate training for identification of Best Bet interventions Forage planning meeting with Brigitte at hotel Africana	Pig forage production activities started in Masaka FGDs with farmers - gender bias Start of trials on testing vaccine against Porcine Cysticercosis with ASARECA in Kamuli district Kamuli farmer feedback workshops (FGDs)
Third, 2014	July	August	September
	Training module development continues Pig cooperative movement/Union drive VCA feedback in Masaka External Evaluation Butcher trainings with SFFF/A4NH project Preparing Masaka and Kamuli Selected farmers for pig forage	Multi-stakeholder Platforms-MSPs for Kamuli and Masaka Pig data collection(Census 2014) VCA feedback in Kamuli SFFF feedback workshop Masaka	Sweet potato silage as pig feed (ILRI, CIP) MSP-Mukono Farm visit Research on <i>Trichnella</i> in Kamuli Site scoping in Lira National MSP establishment Pig forage planting in

	production Vaccine development for African Swine fever ongoing at ILRI Nairobi End of Natalie's study		Makaka Training of farmers on forage production in Masaka
Fourth, 2014	October	November	December
	<p>Value chain assessment of ASF and Biosecurity Masaka district Masaka Central pig abattoir and pig business hub for Kabonera-Kyanamukaaka established Masaka central pig abattoir and pig business hub for the cooperative- Business plan for Masaka Union Collection of pig farm gate process(PPIA) Scoping exercise for Hoima and Lira L&F external Evaluation Attending the 6th AACAA poster production of PVC Pig forage planting in Masaka and Kamuli Diagnostic detection response for ASF inception workshop Launch of Irish Aid project in Hoima and Lira Biogas project-Wambizzi Pig farmer group formulation in Isingo Parish, Namwendwa, Kamuli(ASERCA pig farmer group) Pig forage data collection in Masaka and Kamuli</p>	<p>Participant trainings on Nutrition assessment-Lira Feedback workshop by Natalie in Masaka Gender mainstreaming workshop in Naivasha Engendering RPVC assessment tools Nutrition survey in Lira and Hoima Tablet workshop Trainings of Butchers in Mukono Livestock slaughter data collection Socio-demographic and Nutrition survey in Masaka, Lira, Kamuli and Hoima FGDs with forage production farmers in Masaka and Kamuli MSP-SNV and ILRI Training module development continues Launch of Irish Aid project in Hoima and Lira First technical planning meeting for Sweet potato project GALMED vaccine meetings-<i>Porcine cysticercosis</i> Blood sampling from pig farmers, consumers, traders for dermatitis diagnosis in Kamuli Consultant Michael Handlos worked on design of abattoir for Masaka</p>	<p>Annual reporting Farming as a business training in Lira RPVA enumerator training in Hoima SPAC/PPMC FEAST training RTB ENDURE project meeting Nutrition inception meeting</p>
First, 2015	Jan	Feb	March
	<p>PVC assessments Benchmarking surveys Review workshop FEAST data collection ASF value chain assessment in Lira Training modules finalized</p>	<p>Engendering SPVCD Benchmarking tools+Enumerator trainings in Hoima and Lira Inception workshop for mPig project PVC analysis Hoima Compiling 2015 abstract-</p>	<p>182 pigs bulked in Kitgum, CRO. On-station sweet potato silage set up in Kabanyolo - MAK</p>

		pigs KAPs on African swine fever and biosecurity in Lira and Masaka Inception workshop SP silage-pigs project	
Second, 2015	April	May	June
	Irish Aid project PMEL development LFS and Venture North Visited Wambizzi abattoir Gender capacity assessment for ILRI partners Bench marking surveys in Hoima and Lira KAP survey on ASF in Lira and Masaka Sweet potato silage inception-workshop in Masaka(ILRI/CIP) Selection of farmers for RTB project Biosecurity strengthening for Adina farm	Gender capacity assessment for ILRI partners Uganda pig value chain strategy and implementation planning workshop	

Business plan for centralized pig slaughter in Masaka district

When assessing the pig value chain, ILRI identified the need for proper slaughtering facilities as a core issue to assure hygienic process and facilitate veterinary inspection and disease control. This would help to deliver quality pork ensuring nutritional security as well as steady incomes to stallholders and local taxes to government.

Consequently, ILRI supported the pig farmers in Masaka by recruiting two consultants (Dr. Michael Handlos and Ms. Mabel Kabagabu) to design the slaughter house and carry out feasibility study for a centralized pig abattoir and develop its business plan. The Masaka Local Government has assigned land for the construction of a new abattoir while the Pig farmers' Cooperative Union would raise the necessary funds for construction and operation.

The consultant (Mable Kabagabu) presented her findings at this planning meeting. She highlighted the potential of the Uganda pig sector as shown by the growth in pig production (3% population growth, 1.1m households had pigs) and the high per capita consumption of pork at 3.4kg. She highlighted the ready market for instance in Kampala city which is the lead market for pigs where about 300-500 pigs are slaughtered daily. She presented a SWOT analysis of the centralized slaughtering (Abattoir). She said that Masaka had the advantage of being accessible to Kampala hence a potential market for the abattoir. The abattoir would be owned by the Masaka Cooperative Union the umbrella body of seven pig cooperatives in Masaka. It would be located in Masaka municipality on 2 acres of land donated by the local government. It was envisaged that the abattoir would take up a market share of 10% of all the pigs that reach the market in Masaka. Regarding the sources of funds, the Union would contribute 23% of the funds towards the construction of the abattoir and source the rest from either donors or commercial banks.

The projections that were made showed that the project was feasible and had positive Net Present Value (NPV) with the breakeven point expected to be reached in the 5th year of operations. She also highlighted some risks like; few number of pig farmers contributing to the abattoir (cash and pigs) and the untitled land that was given to the Union. She recommended that the union start small and expand later and also look for modalities of increasing pig production to ensure adequate supply of live pigs to the abattoir.

Web link for the presentation: <http://www.slideshare.net/ILRI/uganda-slaughterhouse-may2015>

Feed back to the presentation

- Masaka town could also be considered as an alternative market rather than targeting only Kampala.
- If the Union were to enter into agreement with the formal markets (e.g., Fresh Cuts) they should be willing to bear with delayed payments from such outlets and also be able to honor the agreed upon quantities to deliver
- The pig farmers' cooperative society is also a silent saving scheme where farmers open accounts and run business and act as security/mortgage to farmers.
- Farmers will be excited with the weighing system at the abattoir as this will promote transparent trade currently lacking as traders carry out visual estimates of pigs to base price offers.
- Any environmental impact assessment done? What are the benefits to consumers?

- The representative from BRAC Uganda described the loan types they have including group loans and individual loans. The cooperative would fit in individual loans under the SME program.
- The discounting at 10% should be reviewed to ensure it is commensurate with the current banking lending rates

ILRI Uganda office developments

The ILRI-Uganda Country Representative (Danilo Pezo) introduced all the staff in the Uganda office. He attributed the growth in staff number to the funding from Irish Aid for the MorePORK project which enabled the pig value chain projects to expand operations from the three districts during the SPVCD project to five.

He highlighted the change in public perception of the pig sector as indicated by an increase in good publicity for the pig value chain in the local media as compared to three years ago when it was largely negative. He commended government's renewed interest in the value chain through NaLIRRI which is taking up research on pigs as a priority enterprise.

Danilo Pezo took the opportunity to inform the partners that he would be retiring and would be handing over office to Ben Lukuyu the new country representative at the end of May 2015. He also informed the meeting about the appointment of Dr. Emily Ouma as the new Value chain coordinator and expressed confidence in the ILRI Uganda team to drive the pig value chain agenda forward.

Vision for the Uganda Pig Value Chain by 2023

The facilitator explained that this activity was to develop a vision for the pig the value chain up to the year 2023. He gave examples of the visions that were developed in the different in the different value chain countries; for instance in Ethiopia they came up with “People in Ethiopia will benefit from inclusive sustainable and productive small ruminant value chain”. He gave the current Uganda vision as “Increasing pig productivity, increasing household income, improved production systems, increased performance of associated value chain actors, improved access of consumers to high quality pig/pork products, contributing to improved livelihoods in an eco-friendly manner”. He split the participants in 5 groups and each group was tasked to come up with a vision.

The following were the visions that the groups came up with:

- By 2023, have a transformed sustainable, all inclusive pig value chain supplying safe pork and contributing to household nutrition and food security (– Transformers)
- By 2023 we envision a transformed and self-reliant pig value chain sustainably benefiting all actors equitably (Pig team)
- By 2023 a vibrant pig industry emerges that is delivering, adequate safe pork products and growing incomes of households and small enterprises in a safe environment (One)
- Modern vibrant smallholder farmers supported by a better organized value chain with bigger capacities to optimally produce safe pork, for better livelihoods (One plus)
- By 2023, Uganda has an efficient and sustainable value chain where value chain actors produce good quality and affordable pork and achieve equitable returns to their participation in the value chain (super VC Group)

A team of five members was set up to come up with one vision statement that had all the elements of the five statements and report it to the meeting the following day.

The 5 members that were tasked to consolidate the 5 visions came up with one that was presented to the partners as below.

“Our vision is an efficient, all inclusive and sustainable pig value chain for safe and affordable products contributing equitably to improved livelihoods in Uganda by 2023”

Feedback CCEE evaluation report

The evaluation was conducted by a team of three evaluators.

The approach was consultative and participatory and the information sources included:-

- Program documents such as annual reports.
- Field visits and interview of key informants.
- Questionnaires administered to program staffs in all the nine Livestock and fish sites.
- Others sources.

Major findings

The livestock and fish program bring together collective capacity with CGIAR and other partners to develop and deliver appropriate integrated solutions for the pro-poor transformation of selected value chains.

Specific findings for the Ugandan Pig Value Chain work

- Strong engagement process and internal team approach.
- Small and medium private value chain actors actively involved in diagnostic work but are weak and unable to be drivers of change.
- Strong support provided by DVOs to strengthen service delivery to farmers.
- Sector policy and regulation are a dilemma; pig is not a development priority.
- There is need for MOU to stabilize partnership.
- There is potential for complementarity with regional research since in most countries pigs are not a priority.

Working suggestions to the Ugandan Pig Value Chain Team

- Training on business development is an important next step.
- Strong opportunity for joint activities with agribusines departments such as Makerere University.
- Epidemiology and strategy appraisal for community based biosecurity protocols.

Implication for the planning:

- There is need to embrace some of the recommendations from the evaluation report. For example; situations where stakeholders are being engaged in characterization but they are not sure of the next step to be drivers of change.
- Field experiments are to be embraced in the planning for the next stage.
- The planning process should identify potential drivers that are left out especially in the private sector.

Web link to the presentation: <http://www.slideshare.net/ILRI/uganda-vcapproach-may2015>

Livestock and fish program updates

Acho Okike gave an update on developments at the CGIAR and CRP level.

At the beginning, 15 CRPs were created and there was some overlap in their mandates. As we move towards phase II of the CRPs, from 2017 changes will occur. Several meetings are already taking place to plan for the new portfolio of the CRPs in the 2nd phase. The CRPs will have to be aligned to the Consultative Group for International Agricultural Research (CGIAR) Strategic Results Framework which has been submitted by the Consortium to the CGIAR Fund Council. He mentioned that if the value chain planning for the subsequent years is done well it will form the basis for further engagement and programs. He informed participants that for every planning being made there should be an idea of funding opportunities.

Developments in the pig value chain in Uganda

The facilitator asked the partners to mention what developments are taking place in Uganda in regards to the pig value chain not those that are being done by ILRI and these are some that were mentioned;

- NaLIRRI has incorporated pig research in its agenda. A program will be set to support pig related issues.
- Masaka local government is trying to forge a partnership with the Chinese to invest in pork processing and the abattoir.
- Regional diagnostic laboratories for animal diseases are being set up by MAAIF, and Masaka will host the regional laboratory for central Uganda
- The Dutch embassy is supporting new breeds of pigs to be brought into Uganda. Project bringing in new pig genetic material through artificial insemination
- Local governments have started prioritizing the pig enterprise at the district level
- A local processor (Fresh Cuts Uganda) is planning to set up a “pork only” facility to increase pork processing.
- Devenish Nutrition, an Irish company, is constructing a modern feed mill to support medium scale pig farmers in Hoima district and Western Uganda
- Some pig farmers have formed a group on social media (Whatsapp) to discuss issues, share knowledge and hold meetings.
- Greenfields (a joint effort by private investors from Belgium and the Netherlands) is establishing in Mpigi a large pig farm to produce breeding stock and feeds
- Vaccine trials for *Taenia solium* cysticercosis are being undertaken by GALVMED in Uganda
- Facebook page has been opened up by the ILRI Uganda communication office
- Since the election period is coming up politicians are going to be giving out pigs in their constituents.
- A National pig farmers union is in the process of being set up.
- Makerere University is going to start artificial insemination project.
- The curriculum of BSc. Agriculture is being revised to have all the students take animal science courses up to fourth year in Makerere University

Updates on the Livestock and Fish flagships

The flagship leaders that were present were told to give a brief on how the flagships work such that when the planning started in the next session the partners could do so on an informed view. The partners were told that ILRI operates under 5 flagships; Animal Health, Systems Analysis for Sustainable Innovations (SASI), Genetics, Feeds and Forages and Value Chain Transformation and Scaling (VCTS). The representatives of the flagships were Barbara Wieland (Animal Health), Ben Lukuyu (Feeds and forages), Ann Notenbaert (SASI), and Acho Okike (VCTS). They all talked about the clusters within their flagships.

Planning for the years 2015-2017

The last event for the day was to split into 6 groups according to flagships with M& E and Learning added as the sixth group. The task for the groups was to draw up the plans for the different flagships that included the challenge of the flagship, research and development outcomes and come up with a super product in regards to the pig value chain. This activity would continue into day two but sealed all the activities of day one.

The products are available at: http://livestock-fish.wikispaces.com/uganda_planning2015

Inauguration of the value chain program steering committee

The country representative introduced the steering committee of the Smallholder pig value chain and its major role will be to propel the value chain agenda at the national level forward. The members of the committee included;

- Dr. Nicholas Kauta the Director of Livestock Resources in the Ministry of Agriculture Animal Industries and Fisheries
- Dr. Denis Mpairwe, the Head of the Animal Sciences Department at Makerere University
- Dr. Loyce Okedi the Director of the National Livestock Resources Research Institute
- Dr. Lawrence Mayega The District Veterinary Officer Masaka District
- Mr. Henry Nsereko The Executive Director of Volunteer Efforts for Development

Launch of the Uganda pig value chain training modules

The training manual for the pig value chain produced by ILRI in collaboration with local partners and content developers were launched at the meeting. The manual comprises seven modules (Pig Feeding Strategies, Parasite control, Control of Africa Swine Fever, Pig management, Pig business planning and financial management, Marketing and institutional strengthening and Village Boar Selection and Management) and is expected to be an effective information resource for extension service providers and pig farmer trainers of trainers as well as for organisations and individuals engaged in agricultural advisory service provision.

Web link to the presentation: <http://www.slideshare.net/ILRI/ssuganda-modules-may2015>

Appendix 1: Meeting agenda

Time	Activity	Responsible
14 May 2015		
0830	ILRI staff pre-meeting on internal review meeting	Peter B/Barbara
0930	Registration	Rachel
1000	Welcome	Danilo
	Objectives, Process, Introductions	Peter B
1020	Uganda pig value chain updates on 2014-2015 Individuals Then from ILRI team <ul style="list-style-type: none"> • Emily: Pig Value Chain projects in Uganda • Michel: Animal health/food safety work • Peter: RTB-pig value chain linkages • Brian: Pig MSP 	Participants
1100	Coffee	
1200	Update on Business Plan for centralized pig slaughterhouse in Masaka district	Mable
1230	Uganda office changes and developments	Danilo
1240	Lunch	

Time	Activity	Responsible
1345	Planning towards 2020 <ul style="list-style-type: none"> • What does success look like? • One overall value chain objective statement • Clusters of activities to achieve this (impact pathways) 	Peter Acho Emily
1430	Framing our planning - What the implications for these for future Uganda pig value chain work? <ul style="list-style-type: none"> • Feedback on CCEE evaluation report (recommendations and agreed management actions). • Livestock and Fish program update on key changes and developments • Other developments 	Peter to facilitate Danilo Acho
1515	Coffee Break	
1545	VC planning per flagship: Research and development outcomes, Extended Log frame to 2020 (activities, outputs, deliverables)	Peter Groups
1745	Progress check Tasks for drafting group	Peter
1800	Cocktail	
1930	Close of day	

15 May 2015

Time	Activity	Notes
0830	<p>Strategy and Implementation Plan</p> <p>Compiling:</p> <p>VC introduction</p> <p>VC problem statement</p> <p>VC vision/objective statement (and theory of change)</p> <p>VC clusters of activities with objectives, research & development outcomes, outputs, methods to achieve, locations and major milestones, something on discovery/delivery</p> <p>Partnership and X-cutting strategies</p> <p>Gender mainstreaming strategies</p> <p>VC Staffing and core competencies required</p> <p>VC resource mobilization plans</p> <p>Budget prognosis - gaps</p> <p>VC log frame to 2023 with greater detail for 2015-2020</p> <p>Performance Indicator targets (2015 - 2017)</p>	Draft the complete document
1300	Lunch	
1400	Synthesis exercise	Peter B
1500	Installing the National Steering Committee of the Uganda pig value chain	Danilo/Emily
1530	Launch of the Uganda pig value chain training modules	Brian
1600	Closure and departure	
1615	ILRI staff: review and update 2015 Program of work	Emily

Appendix 2: Participants

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