



## Partnerships pay off for Uganda value chain project

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From 2012 to 2016, the CGIAR Research Program on Livestock and Fish aimed to increase the productivity of small-scale livestock and fish systems in sustainable ways—making meat, milk and fish more available and affordable to poor consumers across the developing world. The approach taken combined technology development in areas like animal genetics and feeding with the transformation of selected livestock and fish value chains, such as smallholder pigs in Uganda. Partnerships—with governments, national research institutes, and civil society and the private sector groups—are key to achieving these aims. This approach is continuing in the second phase CGIAR Research Program on Livestock.

In each of the countries where the Program operated, these partnerships provided critical inputs at different stages of design and implementation. In the Uganda smallholder value chain work, for instance, the Program could not have achieved most of its objectives without the support offered by partnerships. This has been in the form of technical and financial support, human resources, infrastructure and knowledge sharing.

While some partners were involved throughout the implementation period, specialized partnerships were also formed at different phases of implementation. This brief illustrates the benefits of this approach in the Program's smallholder pig value chain transformation work in Uganda.

Beginning in 2012, the Program's pig value chain development work in Uganda, initially funded by

International Fund for Agricultural Development (IFAD) and subsequently by Irish Aid and working closely with key partners and experts, followed a distinct iterative process, often implemented in parallel, as set out below.

1. Program scoping and engagement—From the beginning, and through regular stakeholder meetings, the Program linked up strategic research and development partners.
2. Visioning—The Program developed a common vision, theory of change and impact pathways for the joint value chain transformation efforts.
3. Site selection—The Program identified specific locations and communities where research for development assessments and interventions would be centred.
4. Situation diagnosis—The Program carried out rapid value chain assessments and national situational analyses of the specific value chain, including reviews of past research and development successes and failures.
5. 'Best-bet' interventions—The Program drew on the value chain assessment and benchmarking exercises, including *ex-ante* assessments (using 'best-bet protocols') to prioritize technical and institutional opportunities and interventions, and develop technology and capacity development agendas. After prioritization, best-bet packages were trialled and monitored, often with local partners, to understand the conditions under which interventions could generate outcomes at scale.
6. Scaling—The Program worked with a range of development partners to translate the tried and

tested 'best-bet' interventions into development interventions at scale.

## Partnering in practice

### 1. Program scoping and engagement

From the beginning, the smallholder pig value chain development work drew on partners from research and academia (Makerere University, National Livestock Resources Research Institute (NALIRRI), local government (Masaka, Mukono, Lira, Hoima, Kamuli districts), non-government organisations (Volunteer Efforts for Development Concerns, Veterinarians Without Borders (VVB), Iowa State University Uganda Program, SNV Netherlands Development Organisation, etc.), central government (Ministry of Agriculture, Animal Industry and Fisheries) and private sector entities (Pig Production and Marketing (PPM) Uganda Ltd, FarmGain Africa). These and many others were engaged from the start of the project and participated in many of its activities (outcome mapping, impact pathway, value chain assessment and feedback, review and planning workshops). A key outcome of this engagement was the birth of the pig [multi-stakeholder platform](#) that arose from the need for greater visibility of the pig value chain as expressed by the partners at the [impact pathways workshop](#). The platform connects the various actors and stakeholders and facilitates information sharing, joint projects and advocacy to central government and other policy processes.

### 2. Visioning

To achieve a sense of collective ownership among the partners and a shared vision for the future direction of the pig value chain, the Program involved partners in a visioning exercise during the [outcome mapping workshop](#) in 2012. The participants identified the following value chain vision statement: 'empowered and efficient smallholder pig producers with increased productivity, having equitable access to markets, information, knowledge, improved technologies, and inputs for sustainable and resilient livelihoods in Uganda by 2023'.

### 3. Site selection

In 2012, during the [selection of potential sites](#) for the pig value chain work in Uganda, Geographic information system characterization was used, basing on pig population densities and poverty levels, together with stakeholder consultations. Partners validated the selection and identified other criteria for site selection. These partners included representatives of the local governments of Kayunga, Mukono, Bukedea, Kumi, Soroti, Tororo, Kasese, Hoima, Kibaale and Kabarole districts. At the end of this consultative process, Kamuli, Mukono and Masaka districts were selected as project sites for the inaugural smallholder pig value chain development project, which was funded by IFAD and the European Commission (EC). In 2013, following a similar [process](#), Hoima and Lira districts were added to the project sites for the follow-on Irish Aid-funded MorePORK project.

### 4. Situation diagnosis

Prior to launching any major interventions, in 2012/13, ILRI conducted rapid [value chain assessments](#) (VCA) and [situation analyses](#) in collaboration with the local partners.

Following the diagnostic assessments, key constraints and opportunities facing smallholder pig producers and other value chain actors were identified. Constraints included animal health issues (diseases and parasites), production and marketing challenges (expensive and low quality feeds, low price offered for pigs/pork, expensive inputs), poor slaughter and waste management and low visibility of the sector. These guided the selection of best-bet interventions.

### 5. 'Best-bet' interventions

Best-bet intervention selection was mainly undertaken through participatory processes with stakeholders. In 2013, VCA feedback meetings were held with partners at district level, and potential best-bet interventions identified. The identified interventions were also presented to farmers and value chain actors at village level during feedback sessions for validation. In Lira and Hoima, the best-bet selection protocols were applied with stakeholders during feedback meetings. Success and failure reports also informed the selection and design of some interventions.

Interventions were pilot tested, such as the pig [business hub model](#) in Masaka district involving two pig farmer cooperatives. Farmer capacity building support in business and enterprise development was provided hand in hand with the business hub model. Other best-bet interventions tested included African Swine fever (ASF) biosecurity protocols, using alternative local feeds for pigs, pig slaughter and food safety. Each of these typically involved different partners.

### 6. Scaling

Some of the Program's research interventions have been adopted and scaled up by local partners. PPM Uganda Ltd, a private firm that provides advisory and marketing services to small- and medium-scale pig producers has systematically used the Program's training materials in its courses. The pig multi-stakeholder platforms in the greater Masaka and eastern regions of Uganda were used for learning and to scale out feeds intervention (sweetpotato silage-based diets) by an IFAD/EC-supported development project of the CGIAR Research Program on Roots, Tubers and Bananas.

These scaling efforts have been greatly supported and accelerated by efforts to strengthen the capacities of local partners. Engaging partners in a sustained manner over the life of the projects, and taking account of their interests helped make the joint ventures scalable and sustainable. The communication, engagement and platforms also played an important role in updating partners on field activities and how best their interventions could be deployed.

## Partnering case stories

The steps above outline the general process and roles of partners at different stages. The following two partnerships illustrate the successes and challenges in a bit more depth. The first considers the 'retail' node of the value chain—often overlooked in more production-focused work—for which new types of partners had to be found. The second examines the Program's partnerships with local government, critical in the smallholder value chain, but again often overlooked by research for development



efforts that are more comfortable with central government partners.

### *Improving pork handling and safety at the retail node*

One key challenge identified by stakeholders during the [value chain assessments](#) was the absence of centralised pig slaughter facilities in rural and urban areas. This potentially exposes consumers to contaminated and unsafe pork. Furthermore, unregulated slaughtering coupled with poor pork handling practices increase the risks from zoonotic diseases and pose waste management challenges.

To mitigate this, ILRI worked with VWB and district governments to strengthen the skills of butchers and pig traders through training in proper pork handling and pig slaughter practices. In 2016, as part of this collaboration, a team of students from the United States of America (USA) trained 47 butchers in Mukono district. The team also refurbished a local butchery, transforming it into a model from which local butchers could learn to improve their own pork sale outlets. Upon their return to the USA, the students raised USD 2400 to purchase chopping boards for the trained butchers to help them improve their pork handling practices and safety standards. All these expenses were met by VWB–US, while ILRI provided staff time for monitoring and technical backstopping. VWB–US also steered the compilation of extension information materials on ASF detection and prevention and these were translated into three local languages (Luganda, Runyoro and Luo) and are currently being used by farmers (in Masaka and Lira), butchers (in Mukono) and traders (in Masaka, Mukono and Lira and at the Wambizzi abattoir). The manuals are also being used by PPM Uganda Ltd in its work in

providing training to pig producers and traders and actively supporting pig producers and value chain actors through the use of a ‘WhatsApp’ chat group.

### *Engaging local governments*

In Masaka district, ILRI is working with the local government to set up a centralised slaughterhouse or abattoir. The district administration allocated land to construct the municipal abattoir and committed financial and human resources in form of a budgetary allocation and the deployment of the district engineer’s staff time to the project. For its part, ILRI recruited two consultants to develop a business plan and an optimal structural design for the abattoir. With land, plans and strong buy-in from local producers, ILRI and the district government are engaging central government and foreign partners to secure the necessary funding to build the abattoir.

In Mukono district, ILRI partnered with the local government to develop the capacities of pig producers to enhance the profitability of their businesses. Following an outbreak of ASF that threatened to wipe out an extremely significant portion of the district’s pig population, the Mukono district local government procured piglets to distribute to 110 smallholder farmers in 6 sub-counties. It partnered with ILRI to train the recipients on pig production, parasite and disease control, and business planning and marketing as a way of equipping them with relevant skills to avoid past mistakes. Most of the course content came from the training manuals developed by ILRI with other partners. ILRI staff also worked with the local government officials to ensure the piglets procured met criteria set by the District Veterinary Office. Local extension staff in the district were trained to monitor and support the farmers and their pig enterprises.

Brian Kawuma works for the International Livestock Research Institute.

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