# Gender in Value Chains:

## Gender sensitive value chain mapping


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## Abstract

Gender inequality and gender sensitivity have become an important point of focus in agricultural Value Chain Development over the past decade. Women often play a crucial, but invisible role in Value Chains. During this Thesis research under the IFAD funded WEMAN (Women Empowerment Mainstreaming And Networking) program of Oxfam Novib the value chains of sesame and shea nut in Northern Uganda are analysed, and gender roles and gender constraints are specifically highlighted. Underpinning the community-led focus of WEMAN is development, capacity-building and implementation of an innovative methodology: Gender Action Learning System (GALS). Communities that are using the GALS methodology for improving their livelihoods and their negotiation position were the group of focus for this research. Crucial gender dimensions are highlighted which need to be acknowledged and addressed in modern Value Chain Development. This thesis project contributes to that by visualising men and women in Value Chain Maps. Rural men and women in marginalised communities play different roles in the household and in value chains. The underlying gender norms influence and constrain their effective integration in the economy. Therefore value chain maps should provide insight in women and men as separate actors, as well as provide an idea of key gender or power issues between the actors on the map. Summarising men and women for example as 'farmers' in modern value chain analysis is too limited and simply incomplete. This report gives an example on how to incorporate gender into value chain analysis, particularly into value chain mapping.

## Preface

This report is the result of my thesis research at Van Hall Larenstein University of Applied Sciences. It is part of my studies Fair Trade Management, which is a specialisation of the Bachelor of International Development Management. The thesis requires the execution of a specific assignment for a company or organisation, tackling a problem, answering a question or fulfilling an assignment. I was approaching my thesis phase and thus looking for an organisation with an assignment suitable for students in their thesis phase, preferably in the field. Van Hall Larenstein is partner of the Agri-ProFocus [APF] learning network which is a partnership was founded in 2005 with the aim of rallying together professionals, expertise and resources around a joint interest in farmer entrepreneurship. One of the 5 themes of APF is Gender in Value Chains. At this platform a link was made between Thies Reemer, project leader of the Women´s Empowerment Mainstreaming And Networking [WEMAN] program of Oxfam Novib, and Marco Verschuur, coordinator Master Agricultural Production Chain Management at Van Hall Larenstein University of Applied Sciences. Thies identified a gap in one of the WEMAN projects: better guidelines were needed for gender sensitive value chain mapping, based on real-life examples. Marco could support in providing students that were able to do field research. That is where I stepped in. Thies Reemer was my commissioner and supervisor at Oxfam Novib, and Marco Verschuur was my supervisor from Van Hall Larenstein, and preparations started for this research started in March 2013.

## Acknowledgement

I would like to express my deep gratitude to Mr. Okaya John Bosco, Ms. Patricia Avako and Mr. Mustafa Alamiga for their support and input during my fieldwork phase of my research in Uganda. It is thanks to their expertise, knowledge and support that this field research was fruitful. In addition I would like to thank Jean Asipkwe and William Draa and all the staff of organisations CEFORD and CREAM for providing all necessities to make this field research into a success. I would like to thank Katja Koegler and Thies Reemer for their support from the headquarters of Oxfam in The Hague.

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## List of acronyms

| | |
|---|---|
| APF | Agri-ProFocus |
| CEFORD | Community Empowerment for Rural Development |
| CREAM | Community Enterprise for Rural Activity Management |
| CSO | Community Based Organisation |
| FAL | Functional Adult Literacy |
| GALS | Gender Active Learning System |
| GAP | Good Agricultural Practices |
| IFAD | International Fund for Agricultural Development |
| ISSD | Integrated Seed Sector Development |
| LSB | Local Seed Business |
| MAAIF | Ministry of Agriculture, Animal Industry and Fisheries |
| NAADS | National Agricultural Advisory Services |
| NaCCRI | National Crops Resources Research Institute |
| NARL | National Agricultural Research Laboratories |
| NARO | National Agricultural Research Organisation |
| NaSSARI | National Semi Arid Resources Research Institute, Serere |
| NGO | Non-Governmental Organisation |
| NSCS | National Seed Certification Service |
| SAG | Self-help Affinity Group |
| VCA | Value Chain Development |
| VCD | Value Chain Development |
| VCM | Value Chain Mapping |
| WEMAN | Women Empowerment Mainstreaming And Networking |

# 1. Introduction

Nowadays it is widely recognized that gender inequalities in value chains need to be analysed and addressed. Farnworth's research (as cited by Mayoux, 2012) shows that gender inequalities are a key constraint on economic growth and food security and a key cause of poverty not only for women themselves, but also their families and communities. In rural communities in Sub-Sahara Africa women fulfil important roles for household welfare, agricultural production and local processing before products are sold. Women's contributions and roles in value chains are often invisible and unrewarded (AgriProFocus, 2012). In many cases women are responsible for most of the farm activities in addition to the responsibilities at home, while at the same time they lack basic economic rights such as property ownership, secure access to land, freedom from violence, gender equal access to financial and non-financial services including agricultural training and cooperative membership (Oxfam Novib, 2012). This justifies a gender focus in Value Chain Development.

Oxfam Novib has been implementing the WEMAN [Women Empowerment Mainstreaming And Networking] programme since 2008, developing an innovative Gender Action Learning System [GALS]. This system challenges and changes gender inequalities in households and communities, and has been adapted for pro-poor Value Chain Development [VCD], see appendix 1. GALS is based on a set of gender, participatory and leadership principles, and uses simple mapping and visual diagram tools which are used for:

- **Individual life and livelihood planning**
- **Institutional awareness-raising and changing power relationships**
- **Collective action and gender advocacy for change**

Between mid-2009 and mid 2011 GALS was adapted as a complementary methodology for pro-poor and gender sensitive Value Chain Development [VCD]. Based on the examples of the coffee, fruits and beans value chains in Western Uganda a scaling up project was developed for Northern Uganda, Rwanda and Nigeria. This scaling up project, co-funded by International Fund for Agricultural Development [IFAD], aims to contribute to sustainable pro-poor wealth creation, and value chain upgrading in Uganda, Rwanda and Nigeria through empowerment of women and men from the poorest and most vulnerable households and the establishment of equitable participatory processes for economic decision-making at all levels (Oxfam Novib, 2011). One of the outputs of the implementation of the GALS supporting the main goal is that 10 Civil Society Organisations [CSO] partners have improved understanding of power and gender dynamics in the chains selected as a basis for planning the VCD process and improving their interventions on an on-going basis.

This Research was carried out in oilseed chains [sesame and shea nut] in a post-conflict area in the West Nile region, North-Western Uganda. For years Northern Uganda has been victim of conflicts led by the Lord's Resistance Army [LRA]. Once peace prospected many displaced persons returned home being victim of a devastating humanitarian impact: countless lives have been lost, livelihoods and social structures have been disrupted, infrastructure destroyed (Bakema, 2007).

GALS has been implemented into several regions in Northern Uganda and are facilitated by CSOs VEDCO, CEFORD, CREAM , ESAFF and PELUM. The implementation of GALS is done in 4 stages [see box 1].

**Stage 1: Preliminary scoping and mapping** to select the value chains, and then for each chain to map the main chain activities, stakeholders, value distribution, governance and gender inequalities in all these based on existing knowledge and secondary source material.
**Stage 2: Participatory action research** with vulnerable stakeholder groups, and where feasible more powerful stakeholders, to identify poverty and gender issues at each level, identify immediate change strategies and strengthen collaboration and peer sharing.
Tool 1: Gender balance tree (individual/collective)
Tool 2: Market map (individual/collective)
Tool 3: Income challenge action tree (individual/collective)
Tool 4: Gender challenge action tree (individual/collective)
Tool 5: Individual livelihood and gender road journeys with monitoring calendar
Tool 6: Stakeholder collective road journeys
**Stage 3: Identification, planning and negotiation of multi-stakeholder win-win strategies** through value chain multi-stakeholder events, resulting in a multi-stakeholder strategic plan towards a vision of common interests.
Tool 7: Multi-stakeholder win-win tree or diamond
Tool 8: Multi-stakeholder win-win road journey
**Stage 4: Sustainable action learning process** through peer up scaling and integration in other interventions. This includes monitoring change through integration of individual and group level learning into management information systems as the basis for policy advocacy and establishment of participatory planning in Annual General Meetings, value chain fairs and local government.

**Box 1: The 4 stages for implementing GALS (Mayoux, 2012)**

The CSO partners that are implementing GALS have early 2012 finished stage 1: Preliminary scoping and mapping of value chains. As part of Stage 2 [participatory action research] the partner organisations have facilitated participatory gender action learning first at a small scale to adapt it to their local contexts and build ownership and peer learning structures with vulnerable value chain stakeholders. Some partners proceeded to stage 3. Oxfam Novib is preparing a review methodology for partners and consultants to enable them to effectively make an assessment of the achievements in stage 1 and 2 in June 2013.

## 1.1 Problem definition

For many partner organisations of Oxfam Novib Value Chain Development is a rather new concept, where they see a lot of potential for poverty alleviation and empowerment of vulnerable people. The local partners and consultants currently active in northern Uganda, Rwanda and Nigeria are well experienced with the GALS tools and changing power relations between stakeholders. However, there is still little experience with analysing and mapping the value chains linked with GALS, resulting in value chain maps that do not give sufficient information about the [sub-]stakeholder groups, their inter-relationships, market channels, distribution of benefits/profits, gender issues and blockages/ leverage points. The value chain maps that were developed at the start of the project do not provide enough information to be used in a meaningful way as project baseline information. This is a critical issue, taking into account the main objectives of Oxfam Novib WEMAN programme; 'Negotiate a better position in value chains and achieve sustainable and equitable 'win-win' collaboration between value chain stakeholders' (Oxfam Novib, 2011).

## 1.2 Objective

The objective of this case study is to:

Formulate guidelines for Oxfam's partners for gender sensitive value chain analysis in order to give optimal insights for the mid-term review of the project as complement baseline information for the final evaluation in the end of 2014.

## 1.3 Research questions

What is the best gender sensitive mapping method for the sesame and shea nut value chains?

Sub-research questions:

1. What were the value chain maps at the start of the GALS implementation project??
2. What is the current situation in the value chain mid-way the project, and what information is important for the mid-term review?
3. What are the key guidelines for the value chain mapping process/documentation that partner organisations and consultants involved in the programme should use for future value chain mapping?

Sub questions for 1 and 2:

4. Who are the stakeholders, relevant sub-stakeholder groups and what are their characteristics? Where are women and men and what activities / roles are they involved in? How can the stakeholders be quantified in the maps?
5. How much economic value is created by the different actors and how does this influence their position in the value chains and power over other stakeholders? Who are the most vulnerable and who are the powerful actors?
6. Where are women excluded? What legal and customary rights influence women's role in value chains? Which men are vulnerable? Where do women have decision making power at different levels of the chain? What are success factors after the intervention with GALS?

Sub Questions for 3:

7. What information is essential and "must have" at the beginning of an intervention, and what information is "nice to have"?
8. Which good VC mapping practices by the partner organisation should be promoted for other partner organisations?
9. Which practices should be tried out / explored to improve value chain mapping?
10. Which guidelines can help partner organisation to document value chain maps in the future?

# 2 Gender Action Learning in Value Chains

Gender in value chains is a rather new concept, and has become increasingly important over the last couple of years. Many methods, handbooks and guidelines have been written on gender in value chains, e.g.:

- 'Improving Opportunities for Women in Smallholder Based Supply Chains; A business case and practical guidance for international food companies'. Prepared for Bill & Melinda Gates foundation. (Chan, 2010).
- 'Promoting Gender Equitable Opportunities in Agricultural Value Chains: a Handbook'. Produced by the GATE project for USAID Office of Women in Development (Rubin, 2009).
- 'A guide to Integrate Gender into Agricultural Value Chains'. Based on Promoting Gender Equitable Opportunities in Agricultural Value Chains: a Handbook. Prepared under USAID Office of Women in Development (Rubin, 2010).
- 'Gender in Value Chains: A practical toolkit to integrate a gender perspective in agricultural value chain development. A selection of tools from existing manuals and materials from SVN, OXFAM, USAID, GIZ, ILO, and other organisations linked with the AgriProFocus 'Gender in Value Chains' network (Senders, 2012).
- 'Challenging Chains to Change: Gender equity in agricultural value chain development. This book is not necessarily a toolkit, but contains case abstracts convincing that there are many entry points and opportunities for addressing gender in value chain development. Collective publication by KIT, Agri-ProFocus and IIRR. (Laven, 2012).
- Making The Strongest Links: a practical guide to mainstreaming gender analysis in value chain development (Mayoux, 2007)
- Gender Mainstreaming In Value Chain Development: Practical guidelines and tools (Terrilon, 2011).

All above mentioned toolkits, handbooks and guidelines address the importance of gender sensitive approaches to value chain development. The toolkits, handbooks and guidelines emphasize on the important, and mostly invisible and low valued roles women play in value chains, and the lack of gender sensitive approaches of other key stakeholders in these chains. The reports encourage using a gender lens which will improve efficiency in the value chain for more profitability, quality between men and women and reduction of poverty.

The manuals do not provide a step-by-step approach for one of the basic and the same time most crucial elements in value chain development; value chain mapping based on practical examples. Whereas all manuals provide gender sensitive checklists, frameworks, matrixes and pictorial tools, there is a lack of practical step-by-step guidelines explaining how to draw a clear and basic gender sensitive value chain map. This report tries to formulate a method in a form of guidelines to respond to the need for proper value chain mapping.

The definitions used throughout this report are explained in table 1.

| | |
|---|---|
| Value Chain (VC) | A value chain refers to an entire system of production, processing and marketing from inception to the finished product. It consists of a series of chain actors, linked together by flows of products, finance, information and services. At each stage of the chain, the value of the product goes up because the product becomes more available or attractive to the consumer – hence the term "value" chain. Costs also accumulate at each stage of the chain. (KIT, 2012). |
| Value Chain Mapping (VCM) | 1. As part of the GALS tool stage 1: To select the value chains, and then for each chain to map the main chain activities, stakeholders, value distribution, governance and gender inequalities in all these based on existing knowledge and secondary source material. (Mayoux, 2012).<br><br>2. Mapping a chain means creating a visual representation of the connections between businesses in value chains as well as other market players. In its simplest form it is merely a flow diagram (i.e. illustrating the core transactions of value chains). More sophisticated versions show that some enterprises differ in size and that some connections are more important than others; and they help to identify bottlenecks and leverage points. Value chain maps help to get a quick grasp of complicated realities [...] (Matthias, 2009) |
| Value Chain Development (VCD) | A positive or desirable change in a value chain to extend or improve productive operations and generate social benefits: poverty reduction, income and employment generation, economic growth, environmental performance, gender equity and other development goals. (UNIDO, 2011)[1]. |
| Gender equality | Gender equality is the concept that both men and women are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. (KIT, 2012). |
| Gender equity | Gender equity means fairness of treatment for women and men according to their respective needs. This may include equal treatment, but often women and men need to receive different treatment in order to receive the same benefits and to experience their rights. In the development context, gender equity often requires built-in measures to compensate for the historical and social disadvantages of women (such as restrictions on mobility or access to education). Or it may mean projects are targeted to women only. (KIT, 2012). |
| Added Value | Added value is the amount of value that each actor in the chain adds. It is the difference between the price the actor pays for the produce, and the price she or he sells it for (KIT, 2008). |

**Table 1: Terms and definitions**

[1] This definition has been selected since it is one of the few definitions that integrate gender equity, whilst other descriptions have a more technological approach in value chain development.

## 2.1 Gender Action Learning System [GALS]

This research is carried out under the WEMAN program and therefore focusses on communities that have been implementing GALS tools[2].

GALS works with women and men to develop their visions for change, appreciate their strengths and achievements and analyse and address gender inequalities within the family and community as challenges which prevent them from achieving their vision. It empowers women and men, as individuals and collectively, to collect, analyse and use information to improve and gain more control over their lives at the micro- and macro levels.

Use of diagram tools as well as the participatory principles enables full and equal inclusion of very poor people who have not had the opportunity to learn to read and write as informed and enable them to be respected partners in participatory planning processes. The methodology also develops the analytical, participatory, listening and communication skills of institutions and policy-makers to increase the effectiveness of their pro-poor interventions – as well as staff's own personal planning. GALS tools and participatory processed can be adapted for gender mainstreaming in any issue including life planning, livelihood and value chain development, environmental management, health and so on (Mayoux, 2010).

The most important GALS diagrams for this research are the Vision Road Journey [see figure 1], the Gender Balance Tree [see figure 2] and the Market Map [see figure 3].

[2] The majority of these communities consist of farmers, but many groups have members who are middlemen, middlewomen and traders, but also people working for the government. This is because the groups originally started as savings groups or as Functional Adult Literacy groups, or as a cooperative, and started implementing GALS in the infrastructures that were already in place.

## Aims of the Vision Journey

The Vision Journey is the first stage of the individual Multilane Highway. It produces a plan to help people work towards their own chosen vision from the Soulmate Visioning Exercise - often this is a business, having a nice house or sending children to school or university.

It is first drawn separately, then copied as the top road of the individual Multilane Highway in the diary. It provides the reference point and rationale for examining gender opportunities and constraints and peer training necessary to achieving this vision in the subsequent steps.

**For participants**

- to introduce the basic planning principles and steps
- introduce and reinforce a culture of planning and reflexive learning
- reinforce basic drawing and analytical skills.

**For organisations**

- increase understanding of and respect for people's visions, current situation and how people themselves can plan strategies to achieve them.
- increase understanding of the similarities and differences in the above between women and men from different backgrounds and as individual people.
- improve participatory skills of staff and communication with women and men in the communities with whom they work.

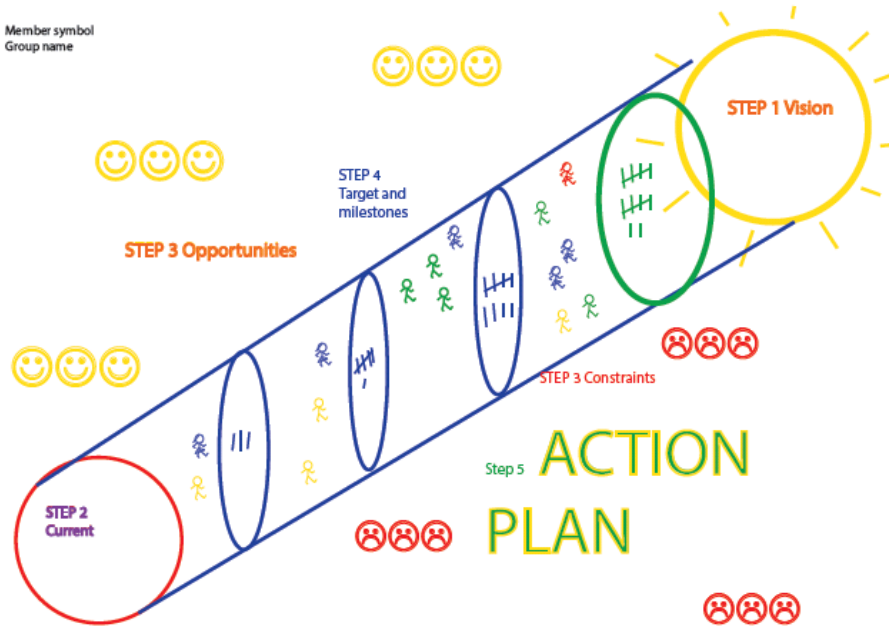



Figure 1: Explaination of the Vision Road Journey (Mayoux, 2012)

## Aims of the Gender Balance Tree

The gender balance tree combines a number of other established gender tools like access/control profile and time schedules into one tool, but **focused on identifying actions** which participants can make to improve the gender balance and increase household wellbeing through more efficient division of labour, more productive expenditure, more equal distribution of ownership and decision-making.

The tool can later be used as part of rigorous quantitative and qualitative research on gender dimensions of livelihoods as part of business planning and/or gender advocacy in GALS Phases 2 or 3. But at this catalyst stage the aim is awareness-raising and identification of 5 change strategies which can be monitored. It has to be kept simple and so does not look in detail at issues like differences between women in polygamous households. Issues are just observed and noted by the facilitator to be followed up in the following Sociel Empowerment Map. The tool is designed for households with members of both sexes (spouses, parents, children - eg even where sons and daughters are not working for an income they are often unequally involved in housework). Where there are only members of one sex, it can still be adapted as a livelihoods tree to see which work can be made more efficient and which expenditures can be cut. And also in the plenary to compare the situation of people in these households to that in mixed-sex households - women are not necessarily worse off without a man, and men may do 'women's work'.

**Aims for Participants:**

- identify who contributes most work to the household: women or men
- identify who spends most for the household: women or men
- identify who benefits most from household income: women or men
- identify inequalities in ownership and decision-making
- decide whether the household tree is balanced
- decide priority areas for improving the gender balance of the tree so it can stand up straight and bear richer fruit equally for women and men
- see which households 'break the gender norms' as a basis for change

**Aims for Organisations:**

- start to investigate different household structures, including incidence of polygamy and female headed households for input to the social empowerment map.
- clarify and quantify broad gender inequalities in work contribution, control over income and expenditure to avoid reliance on gender stereotypes.
- get an overview of the types of strategies which women and men see as ways forward to balance the tree.
- see which households 'break the gender norms' as a basis for change
- start to think about the types of services which might be needed to complement individual actions and group sharing.

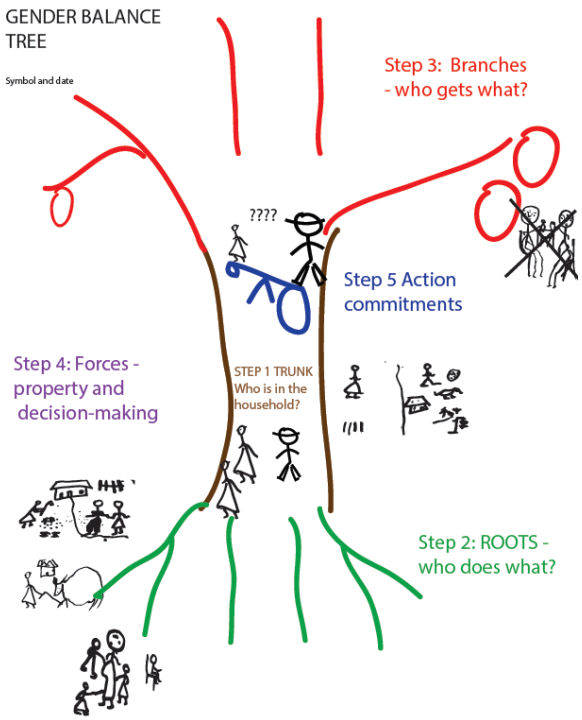



Figure 2: Explaination of the Gender Balance Tree (Mayoux, 2012)

In order to identify and explain gender constraints in value chains this research tries to differentiate between 3 different indicators:

- ***Division of labour between men, women and children***
- Who has ***Access to*** markets, credit, extension services, input supplies.
- Who has ***Control over*** resources, finances

The indicators will be visualised in the value chain maps.

## 2.2 Value chain analysis and value chain mapping

Value chain mapping is a crucial element of value chain analysis and value chain development. The mapping of a value chain is not necessarily development, but it facilitates value chain development (ILO, 2009). Value chain mapping can be done in many ways, and there is not a standardised format. The template in figure 1 is used in this research to structurally map value chains. The template is divided into three categories; chain context, chain actors and chain supporters. The use of this template will be explained throughout this report.

| | |
|---|---|
| **Chain context** | The chain context includes the larger economy, currency exchange rates, government economic policy, as well as governance, tax, regulatory and legal frameworks (KIT, 2012). |
| **Chain actors** | A value chain consists of chain actors [often called stakeholders] linked together by flows of products, finance and information (KIT, 2012) |
| **Chain supporters** | Organisations and institutes are often supporting chain actors by means of extension services [financial services, training, business services, certification] |

Sometimes the word ‘stakeholder’ is used in this report. A stakeholder can be both a chain actor and a chain supporter.

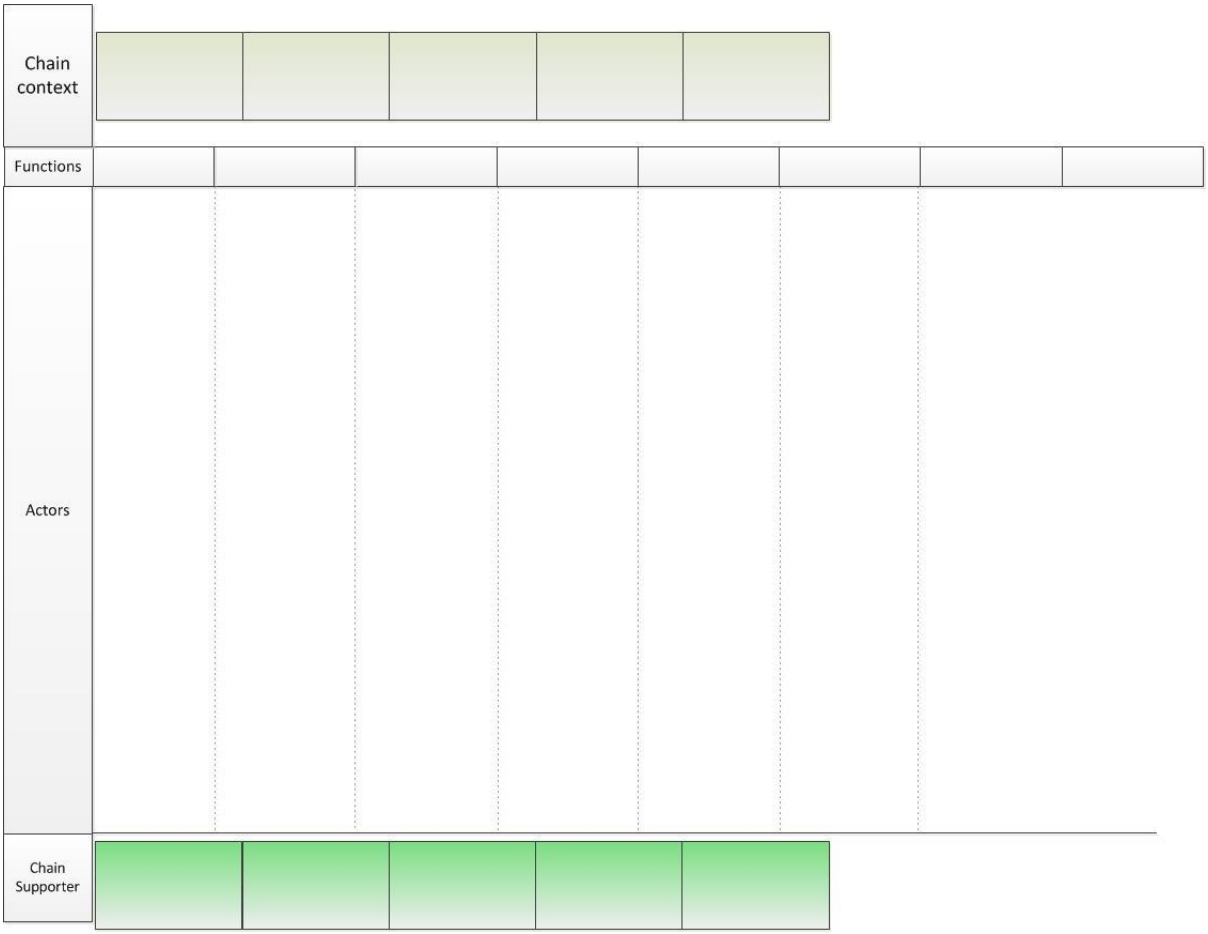



**Figure 3: Template Value Chain Map**

# 3. Methodology

## 3.1 Type of research

The overall research method is a case study of the simsim [sesame] and shea nut value chains in Uganda from the West Nile region, see figure 4. The communities that are linked to Oxfam Novib's partner organisations CEFORD [Community Empowerment for Rural Development, see box 2] and CREAM [Community Enterprise for Rural Activity Management, see box 3] specifically those groups who have been working with pictorial gender sensitive tools of GALS and participating in the value chains of simsim and shea are approached for this research. The value chain analysis is approached from a gender perspective, and highlights gender constraints in relation to Value Chain Analysis and Value Chain Mapping.

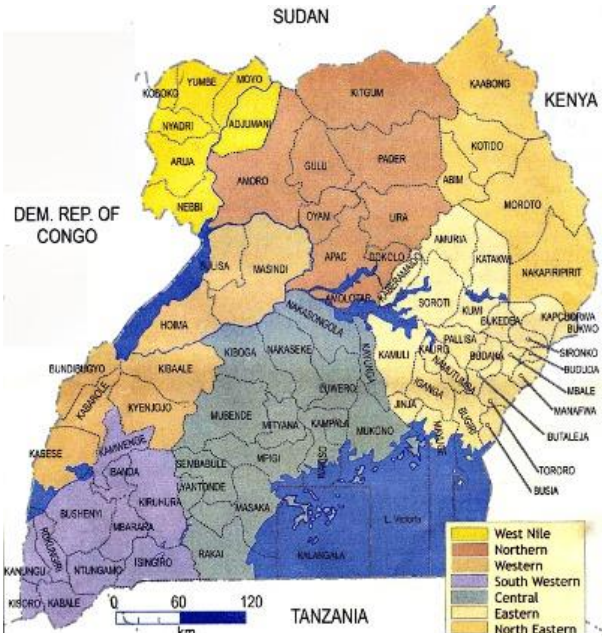



Figure 4: Uganda, West Nile district in yellow

## 3.2 selection of focus groups

CEFORD has had successful experiences supporting functional adult literacy classes with its background in WEP programmes established in 1997. CEFORD is well positioned in West Nile region in which she has interventions in all the 7 districts of West Nile and also works in an environment that has few NGOs, CBOs involved in service delivery to the poor communities especially in functional adult literacy programmes. Many adults majority being women in the West Nile region are illiterate and the low level of education greatly impacts negatively on governance, service delivery and household efforts to reduce poverty. Illiteracy therefore remains a major cause of poverty and an obstacle to development in Uganda and West Nile in particular therefore CEFORD's intervention will contribute towards development and reducing the illiteracy rates in the region.

CEFORD also provides capacity development services to local NGOs and CBOs for empowering communities and this expertise is rare in the region where few organizations are involved in or have the expertise with community empowerment in the areas of agriculture, education and development planning. CEFORD also values strategic partnerships with the Government and other NGOs but also with private sector companies to contribute further to community needs.

Box 2: Profile CEFORD

Together with CEFORD a selection has been made of the GALS communities working with simsim. The following groups were selected for focus group discussions:

- Wadelai Sub-County Marketing Producer society
- Primary society Mutir Farmers Association
- Primary society Dikucing ber group
- Poroporo multipurpose group
- Primary society Arikiribo Youngsters
- Primary society Al Hi Dahja Primary society
- Asangi women group association
- Primary Society Ama Obi Ki
- Primary society Lemere Oako
- Amatura Development Entrepreneurs Association

The selection of the groups was in the first place based on the fact that all the groups are involved in the simsim value chain. Secondly, the selection is made based on the feasibility in terms of available time and logistical issues like the availability of transport to the groups.

Community Organization for Rural Enterprise Activity Management [CREAM] is a member based organization operating in West Nile region [Uganda]. It is a legal not for profit organization registered in 2001 as limited liability Company without share capital. The Vision is; to seeking a just and economically empowered society where the needs of all men, women and children are met on a sustainable basis. The mission is to strengthen the efforts of the marginalized women and men to meet their socio-economic needs on a sustainable basis through capacity building, promotion of social justice and the sustainable use of environmental resources. CREAM recognizes the efforts of the poor to break out of the vicious cycle of poverty and builds on it by involving the poor, giving them skills to enable them to use resources within their means to produce results [impact] that can be sustained (CREAM, 2010).

**Box 3: Profile CREAM**

Together with CREAM GALS communities have been selected to be interviewed and to have focus group discussions with. The following groups were selected:

- Amoro group
- Amanzira group
- Baniba group
- Ayijo group
- Ecivuku group

The selection of these groups is based on the fact that all groups implement GALS tools and all groups are part of the shea nut chain.

### 3.3 Data collection

The diagrams that are part of GALS [see previous chapter] and that are produced by individuals, households and groups are used as a key source of information. The three most important GALS tools used for retrieving information for this case study are the Vision Road Journey, the Gender Balance Tree and the Market Map.

| Diagram | Type of information |
|---|---|
| Vision Road Journey | • Chain context and chain supporters [opportunities]<br>• Relation to those supporters<br>• Who enjoys support from these opportunities [men or women] and what kind of support.<br>• For an explanation of a vision road journey see figure 2. |
| Gender Balance Tree | • Division of labour in working hours<br>• Division of profit [relate to division of labour]<br>• Activities carried out and by who. |
| Market map | • Sales channels<br>• Knowledge of farmers on the chain<br>• Perception of farmers on the power of the buyers<br>• Satisfaction about buyers<br>• Influence of remoteness<br>• Means of transport to different markets and who transports, men or women<br>• For an example of a market map, see figure 6. |

The selected GALS communities presented their diagrams, which served as a basis for the focus group discussions.

In addition, organisations, institutes and companies that are direct or indirect part of the value chains that the GALS communities are operating in, are interviewed. Reports and case studies from the partner organisations and consultants about GALS communities are used as a secondary information source.

One way of collecting information about percentages and prices for different sales channels at household level was to make drawings of the different forms in which the produce can be sold, and make individuals divide 10 nuts amongst the different channels. See figure 5 for an example.

Figure 5: Methodology for the collection of quantitative data

The picture above shows 4 drawings. From left to right: a drawing of a bottle, indicating processed shea nut oil. This individual processes 50% of the yield into oil and sells it in bottles. The next drawing is a basin. The two nuts placed at the drawing indicated 20%. The 20% of the yield is sold as raw seeds, and the measure is a basin, indicating it is being sold to a trader who is interested in larger quantities. The next drawing is a cup. Another 20% of yield is being sold as dried seeds in cups. Cups are small quantities and mainly sold to consumers directly. The last drawing is a house, which means household consumption. This individual states that 10% of the yield is used for household consumption.

The value shares per actor in the chain will be calculated using a tool of KIT and IIRR . The percentage of the final retail price that each actor captures [which is the actor's added value] can be calculated. The financial position of each actor can be determined by calculating the costs and revenues (KIT, 2008). This can be done by calculating the following:

**Gross income** = Revenue –costs

**Added value** = Price received by actor – Price paid by actor

**Value share** = Added Value x 100 / Final Retail price

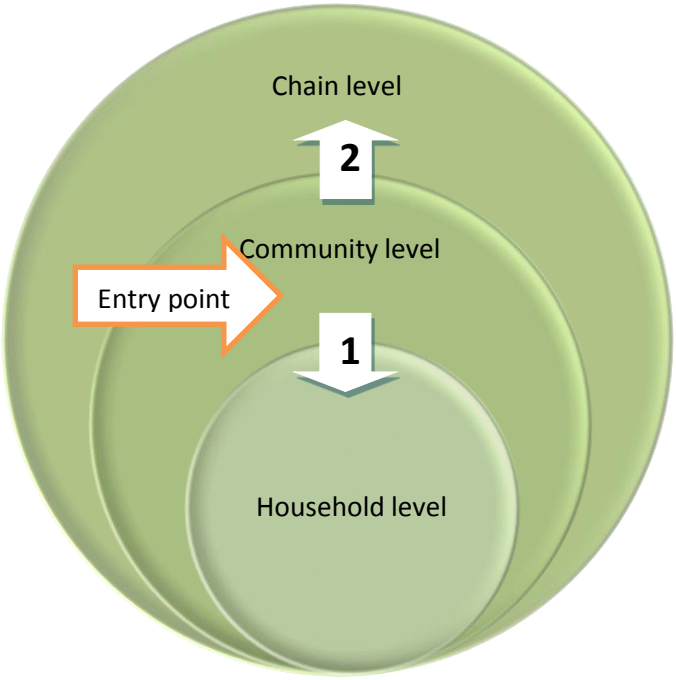



Figure 6: Order of research and report

Figure 6 explains in what order the research has been carried out. The entry point was the focus group discussions at community level. From that point members of the group were interviewed about the household situation. The second step was to zoom out and look at the overall chain. This order is the way in which the cases are explained in the next chapters.

# 4. Case study 1: Value chain of sesame

Partner organisation CEFORD has identified several rural community groups to be visited for focus group discussions. Farmers, which form a majority of these communities, produce simsim, and are located in areas where simsim is grown a lot. The majority of the members in the communities is producing simsim, and is therefore the start of the value chain of simsim because the majority is producing its own planting seeds. The first part of this chapter shows the outputs of the visits to the groups that have implemented GALS, and are connected to CEFORD. The second part of this chapter summarises the interviews and discussions with other stakeholders more downstream of the chain, mostly identified by the community groups.

## 4.1 GALS communities in the sesame chain

The interviewed GALS groups were very different from each other [number of members, number of men and women, geographical location, experience in Gender Action Learning, volumes of simsim production]. As a result , the outcomes and focus in the discussions and interviews vary per group. The focus in some group discussions had a more economical background [ e.g. sales channels and market prices] and thus a quantitative approach, whereas other group discussions where focussed on gender constrains and gender inequalities at household level [qualitative data].

<table>
<tr><th colspan="3">4.1.1. Wadelai Sub-County Marketing Producer society</th></tr>
<tr><td>Members:</td><td colspan="2">Men: 63<br>Women: 92</td></tr>
<tr><td>Location</td><td colspan="2">Wadelai</td></tr>
<tr><td>Sub-societies:</td><td>Mutir Farmers Association.<br>Canodangoming group.<br>Emin pasha saving scheme group.<br>Dikucing ber group.<br>Kwanpiretek Women group.<br>Ocayo Island Group.</td><td>12 men, 11 women.<br>20 men, 20 women.<br>17 women.<br>17 men, 13 women.<br>1 man, 22 women.<br>13 men, 9 women.</td></tr>
<tr><td>Volumes</td><td colspan="2">Approx. 10 tonnes [10000kgs] in 2012<br><br>The volumes of sesame sold through Wadelei Society are approximately per year, depending on the market price. For example if Wadelei sells at average of 3500 shillings, the revenues are 35,000,000 Shillings of the 10000kgs. If Wadelei buys from farmers at 2500 shilling then the Gross income will be 10,000,000 shillings.<br><br>
<table>
<tr><th>Costs</th><th>% of gross income</th></tr>
<tr><td>Sales: transport, market due, administrative costs</td><td>30%</td></tr>
<tr><td>Staff salaries</td><td>30%</td></tr>
<tr><td>Dividend to members[3]</td><td>40%</td></tr>
</table>
</td></tr>
<tr><td>Vision road journey</td><td colspan="2">See figure 8</td></tr>
<tr><td>Market map</td><td colspan="2">See figure 9</td></tr>
<tr><td>Summary</td><td colspan="2">Wadelai society farmers employ staff to find good markets. Representatives of the different primary societies and cooperative staff come together in the harvest season to discuss the appropriate buyer, and discuss at which price the cooperative buys from the farmers. Profits gained from this are mainly used for employment of staff, any surplus as a dividend for farmers. During this meeting the farmers have reliable knowledge of market prices through radio, which give them some bargaining power with the cooperative.<br><br>Some farmers selling to the cooperative are willing to be paid directly, instead of waiting for the cooperative to find good markets. Those farmers regret when better markets are found and higher prices are paid after waiting. Purchase prices from farmers range from 1800-3200 shillings but the cooperative in most cases sells from 3500-4000 shillings per kg.<br><br>The society managed to sell directly to a large buyer called Olam last year, instead of selling through traders to a processing company called Mukwano in Lira. Many farmers seem not to know who the buyer of larger quantities and are interpreting markets as physical market places.</td></tr>
</table>

[3] Dividend is being paid to those farmers who have been selling sesame to the cooperative. Farmers must be members. The dividend is 500 UGX per kilogram sold to the cooperative. It happens that the society buys from non-members. These farmers will not receive the dividend, and this money will be used for savings in the cooperative. It is unclear who is the one receiving the dividend; the man or the woman.

| | |
|---|---|
| | Many farmers used cups as a measurement for selling amounts of sesame. Since they started bulking they had to measure and sell in kilograms. Measuring the sales in kilograms is considered more profitable because this is linked to the larger buyers. Therefore farmers like to say that selling in kilograms is more profitable than selling in cups [which is mostly done at local markets].<br><br>According to management the NGO AFARD is a big buyer as well, with temporary bulking centers in Wadelai, but this is somehow not perceived by the farmers as a great potential buyer since it lacks on the market map.<br><br>Middlemen coming to the farm to buy directly from the farmers are considered a risk, because farmers tend to go for quick money even though it is at a low price. It would be more profitable for farmers to wait and bulk it at cooperative level, and meet the cooperative target of an average of 2 bags of simsim per farmer per season. |
| **Gender at household level** | A few members of the group presented individual gender balance trees. One woman presented the balance tree of her household situation, showing all the activities concerning production of sesame. This woman used to have great imbalance at her household, where the husband used to be a drunkard and left almost all activities to her. However after 3 years of implementing GALS the situation changed. This is a great example of the positive impact of GALS in a house hold. The gender balance tree shows that all activities are carried out by both the man and the woman.<br><br>Women explained that when they are in need of money, they still have to ask the husband. This means that men are in control of the money. However, one lady explained that her man, after the implementation of GALS, is now frequently consulting her to make a joint decision about the expenditure of the money. |
| **Stakeholders** | AFARD, Mukwano, Olam, middlemen, traders, consumers |

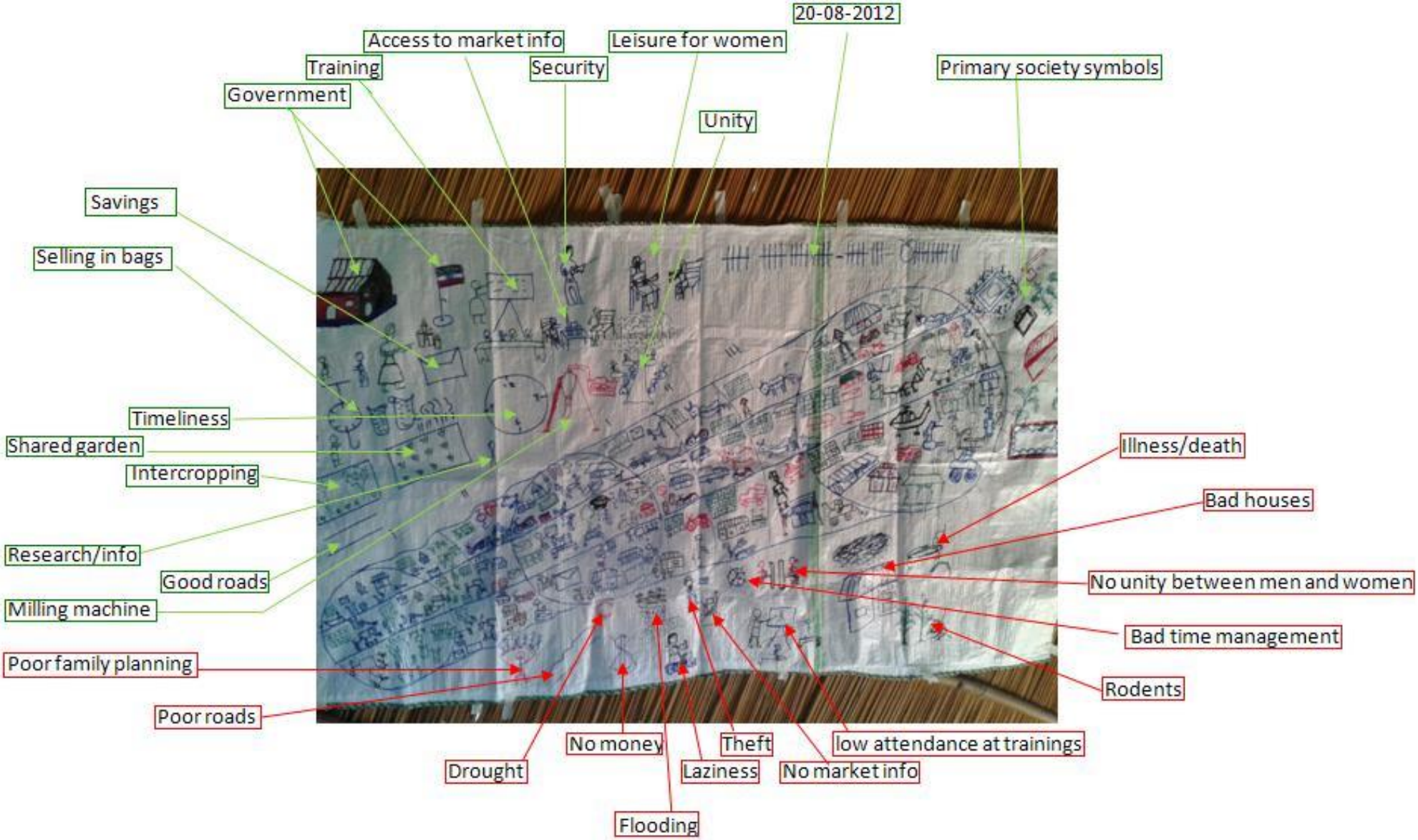



Figure 8: Vision Road Journey Wadelei: Opportunities and threats

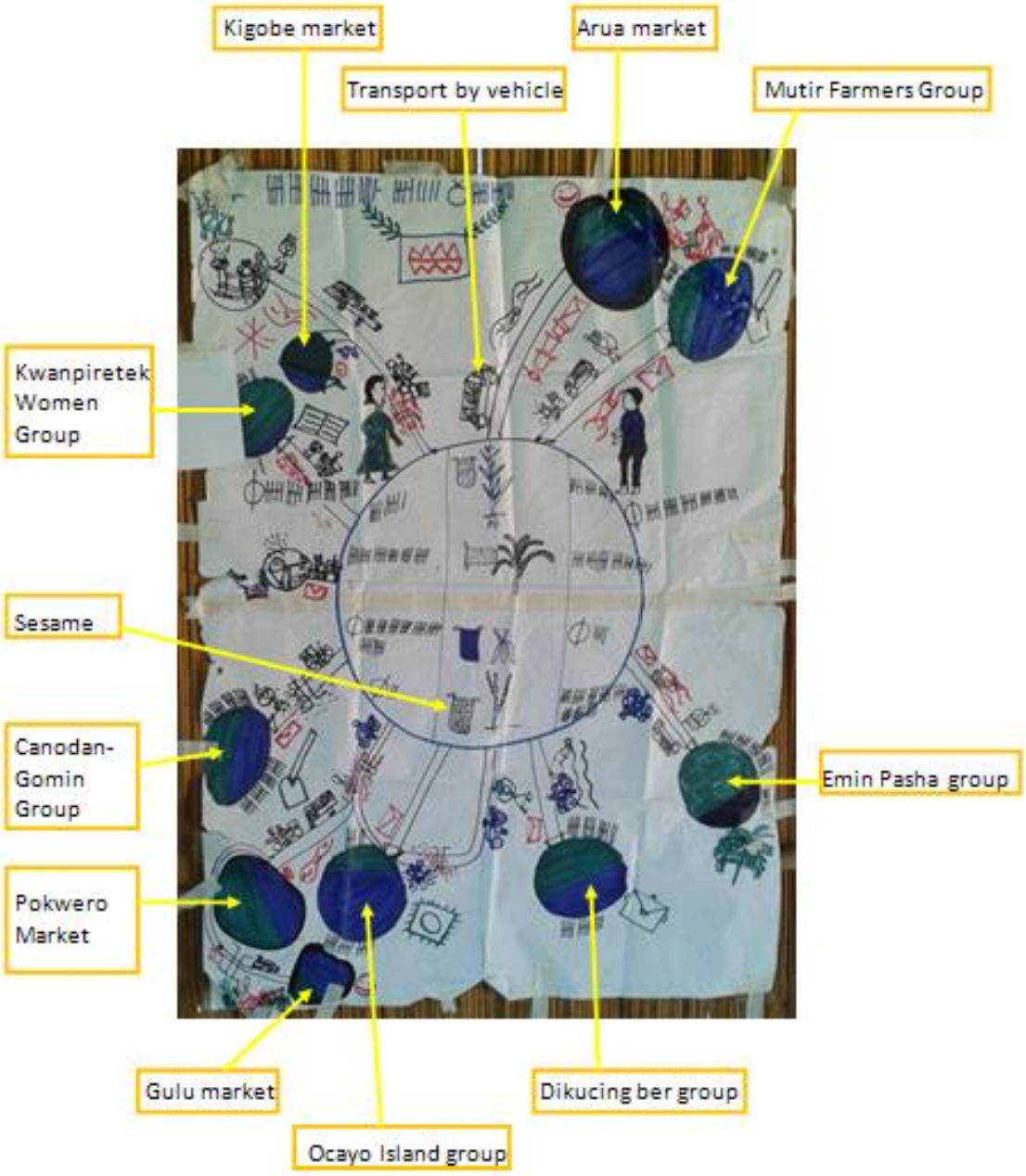



**Figure 9: Market map of Wadelei cooperative of 24-9-2012**[4]

[4] All circles are markets, and at the same time villages/towns from the different primary societies. The upper right circle with a thick black line is Arua, perceived by the farmers as the best market. This is where the traders and buyers are who are interested in bulk. Another market which is considered a profitable market is Gulu market. Both Gulu and Arua are regional markets, and the rest are local markets.

| 4.1.1.1Primary society Mutir Farmers Association | |
|---|---|
| **Members:** | Men: 12<br>Women: 11 |
| **Summary** | This primary society has the luxury to live close to the collection centre [maximum of 5 km distance]. This means that bulking is not done at the meeting centre of this group. Instead they are able to bring their produce directly to the collection centre of the cooperative. |
| **Gender at household level** | This group consists of many widows, widowers and farmers whose partner is crippled. This is an important sub-category for sim-sim producers with many challenges, because:<br><br>- A single farmer does not have the capacity to produce high quality seeds [lack of labour for weeding, clearing land, timeliness in harvesting]. This also results in a low yield.<br>- Two widows in this group explained the difficulties regarding land ownership after losing their husband. The land usually belongs to the husband, but once he dies the family of the husband can easily take the land, which leaves the widow landless. The widows also explained that writing a will is not done by parents because they believe they die the next day. This is sad because in many cases parents want the land to maintain with the wife if the husband is dead. |
| **Stakeholders** | Cooperative, middlemen, consumers |

| 4.1.1.2 Primary society Dikucing ber group | |
|---|---|
| **Members** | Men: 17<br>Women: 13 |
| **Photo** | See figure 10 |
| **Summary** | The group is situated at quite a distance from the cooperative and has therefore a collection centre in the village. Members are not paid at this collection centre, and therefore the only function is to collect and cheaply transport the sesame to the cooperative. The group has a shared simsim garden. The group presented their primary society vision, which well aligned with the cooperative vision. |
| **Gender at household level** | The primary society has a shared simsim garden. The group could not show a division of labour. There is not a scheme showing who has got to work when on the shared garden. In addition, the division of profits of this shared garden are not clear. |
| **Stakeholders** | Cooperative, middlemen, consumers |

Figure 10: Group discussion with Primary society Dikucing ber group in their collection centre

| **4.1.2 Poroporo multipurpose group in Yumbé** | | |
|---|---|---|
| **Members** | Men:<br>Women: | |
| **Location** | Yumbé | |
| **Primary societies**[5] | Arikiribo Youngsters<br>Al Hi Dahja women's group<br>Asangi women<br>Ama Obi Ki group<br>Lemere Oako group | 60 members [division unknown]<br>26 women<br>34 men, 20 women<br>6 men, 18 women<br>5 men, 25 women |
| **Volumes** | Not clear | |
| **Vision road journey** | See figure 11 | |
| **Actor map** | See figure 12 | |
| **Summary** | The Poroporo multipurpose group started as a FAL [Functional Adult Literacy] group linked to CEFORD. CEFORD introduced the group with GALS in 2011. Since then Poroporo is grown to a very active and energetic group consisting of 120 members. The group is spreading the vision of gender equality, women empowerment and love between husband and wife, all because of the introduction of GALS in the region through songs, drama and dance. The group has developed a uniform which is worn by all the members during important meetings.<br><br>The group is organised, bulks their produce and is familiar with its sales | |

[5] The 5 primary societies visited are trained by poroporo champions, and new to CEFORD as well.

| | |
|---|---|
| | channels. However, they are still in search for better buyers, meaning they want to avoid the trader and sell to large buyers themselves, because they think it is more profitable. |
| **Gender at household level** | Harvest is divided between men and women. Women sell the smaller quantities in nearby local markets, and men sell larger quantities to further regional markets which are often perceived as more profitable markets. Women were not fond of the idea of sending their part of the harvest with their husbands to better markets because they feared they would never see the money again.<br><br>The group received improved seeds from National Agricultural Advisory Services [NAADS], however it is unclear how many women and men received the improved seeds. |
| **Stakeholders** | Traders, middlemen, NAADS, consumers, |

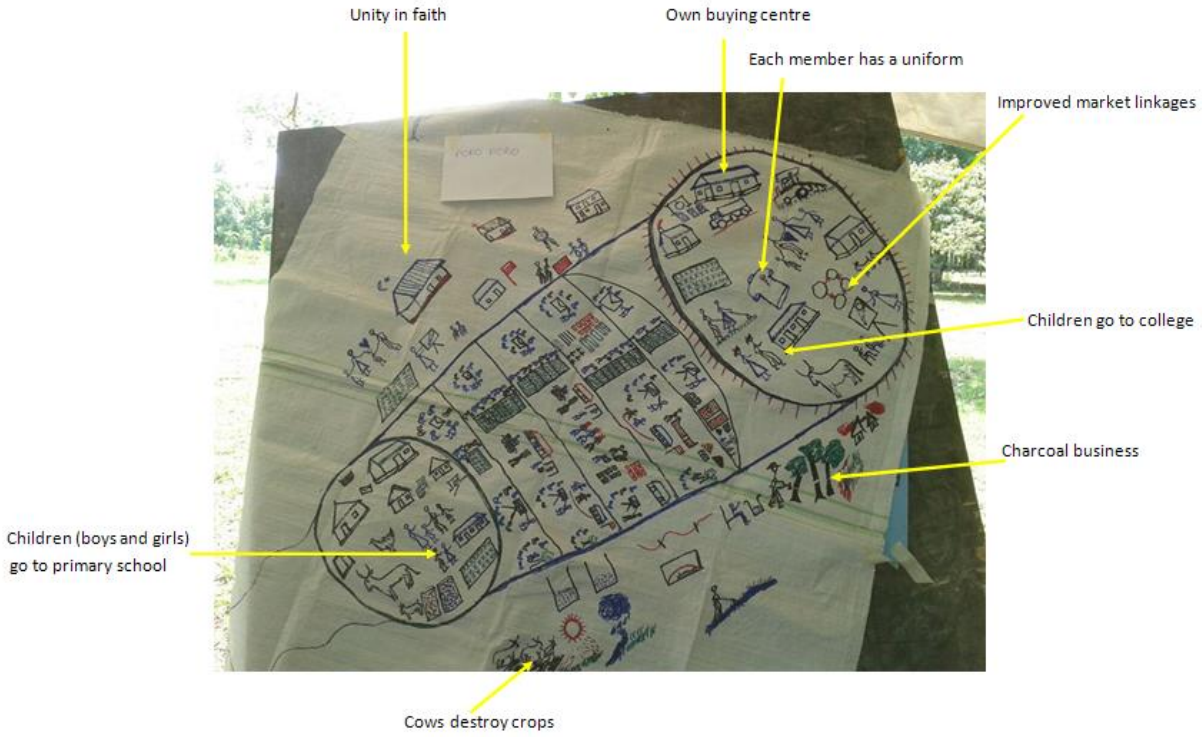



**Figure 11: Vision Road Journey Poroporo Multipurpose**[6]

[6] The vision of the group shows they want better market linkages and information sharing. Unity in faith is a great opportunity for Poroporo, indicated by the picture of the mosque. Islam is very common in the region, which is linked to a high rate of polygamy.

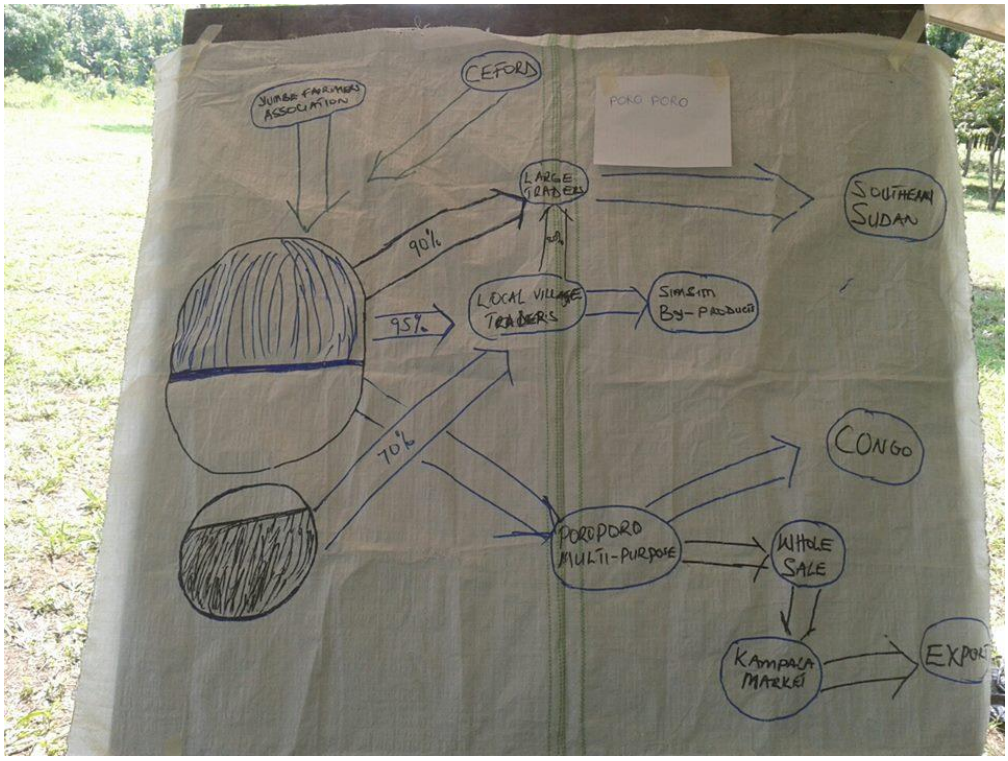



**Figure 12: Actor Map Poroporo Multipurpose**[7]

[7] The actor map in figure 9 is a good effort of Poroporo to show the different channels of their produce, but it must be taken into account that this actor map is not restricted to only sesame. The arrows show the percentage of women selling trough that particular channel. Export, on the lower right corner, is considered the most profitable way of selling produce. The group did not see selling to Congo and Sudan as export, because there is no physical boarder and the people and language are the same.

| 4.1.2.1 Household visit Alaru Habibu | |
|---|---|
| **Household composition** | 1 man<br>3women<br>21 children |
| **Family photo** | See figure 13 |
| **Summary** | The wives in this household have testified that since the intervention of GALS the family planning and division of labour between women and men and between the co-wives have improved, and jealousy has been overcome by agreed schedules for the man with whom to spend the night.Also a scheme on who has got to work when and how long on the garden was created. One of the co-wives of Alaru Habibu confessed she had been very lazy before GALS. Now that the gender balance tree was created for this household she got an overview of the activities that needed to be carried out at the household, and she realised her limited effort in it. After this they made a schedule to divide tasks amongst themselves. This schedule helped the woman to get on her feet and work as hard as the other co-wives. |

Figure 13: Alaru Habibu and his family

| 4.1.2.2 Primary society Arikiribo Youngsters | |
|---|---|
| **Members** | 60 members, division unknown |
| **Group photo** | See figure 14 |
| **Summary** | This is a group of 60 members and is both farmers and drama group. The Poroporo bulking centre is their collection point/best market channel, but they also have 1 person responsible for finding buyers for own bulked produce.<br><br>The group started in 2005. Once they had to play at an event of Poroporo, where they got the chance to have a glimpse on GALS. This made them interested, and they wanted to work with it as well. Through peer learning the Arikiribo Youngsters started implementing GALS.<br><br>The group has created a play with the message that GALS has changed their lives. Part of the lyrics was: 'before GALS my life was miserable and we used to fight a lot, now there is love between husband and wife'. The group has performed the GALS plays in several competitions where they were ending first place.<br><br>This group has well adapted the vision road journey in their group, focussed at the assets they have in the drama group and drawing their vision based on leisure ac tivities. For example, their opportunities are the possession of the drums and the uniforms, and in the future they would like to build a basketball field. The group wants a processing machine for the production of simsim coocking oil, because they believe this will generate profit. |
| **Stakeholders** | Poroporo, middlemen, consumers |

Figure 14: Arikiribo Youngsters performing the GALS-act

| 4.1.2.3 Al Hi Dahja women's group | |
|---|---|
| **Members** | 26 women |
| **Group photo** | See figure 15 |
| **Volume** | 200 to 300 bags from shared garden |
| **Summary** | The group is also linked to the partner organisation CREAM SAGS program. The group has recently been introduced to GALS by the champion of Poroporo and has drawn a group vision road journey.<br><br>The sim-sim is sold in cups by women. 3 cups are 1 kg. The price per cup in local markets is 1.000 UGX and in larger markets is 1.200 UGX.<br><br>The women have a shared garden where they are able to produce 2 to 3 bags a 100 kg per season. The profits are solely for the women and are used for savings. It is however unclear who is selling the yield from the shared garden. It is clear that quantities like this need to be transported by a bike or car, which is a role for men. This may indicate that the women group still depends on their husbands when it comes to selling, unless they hire transport. |
| **Gender at household level** | All members said that they all have taken the GALS method home and introduced and created a household vision in collaboration with their husband, yet is was unclear to what extent husbands are getting involved in the GALS processes. Taking into account that the GALS tools are only introduced to women it might be interesting how the gender sensitive tools are perceived by the husband.<br><br>This group too confirmed that it is the husband selling the larger quantities in bags, and the smaller quantities were sold by women in cups. |
| **Stakeholders** | Middlemen, consumers at local markets, traders, CREAM |

Figure 15: Al Hi Dahja women's group

| 4.1.2.4 Asangi women group association | |
|---|---|
| **Members** | 3 men, 20 women |
| **Volumes** | Volumes from the shared garden are unknown. The group does not bulk from own gardens. |
| **Photo** | See figure 16 |
| **Summary** | This group initially started as a savings group. This group shares a garden. The group consists of both farmers and middlewomen. Obtaining market information is a strength of this group since the position of the households of this group are pretty scattered, thus information on prices of different local and regional markets are known, and some of the members also trade.<br><br>The farmers in this group can collaborate with the middlewomen[8] in this group and are in peace [they do not believe the middlewomen cheat]. Farmers rely on the middlewomen who can afford the means of transport to be able to sell to other markets. |
| **Stakeholders** | Middlewomen, middlemen, consumers |

Figure 16: Asangi women group association

[8] This is the first time to mention middlewomen. The other groups did not emphasize on the gender of the person buying from the members, from which can be assumed that they were men. This group however indicated that selling was mainly done through the middlewomen who were member of the grouo.

| **4.1.2.5. Ama Obi Ki group** | |
|---|---|
| **Members** | 6 men<br>18 women |
| **Summary** | This group is working with GALS for 1 year now. The group explained that the household land is divided into parcels. One part can be used for the husband and the other part is for women[9]. Both parties are responsible for their garden and some profits are used for buying personal items. Information about any other profit shares was difficult to get. It was a big group but women seem not to feel the freedom to share information on this issue.<br><br>The group has a sustainable vision due to the fact that they are planning to plant fruit and timber trees, which are long term projects. |
| **Stakeholders** | Middlemen, consumers |

| **4.1.2.6 Lemere Oako Group** | |
|---|---|
| **Members** | 5 men<br>25 women |
| **Summary** | This group is new to GALS but they share a very clear vision. This group wants to expand in collectively herding goats. This group confirmed the fact that women and men have separate gardens at the same household.<br><br>The group bulks simsim and sell it to an interesting buyer, namely schools. The schools use the simsim for food.<br><br>More information could not be gathered due to the fact of time pressure. |
| **Stakeholders** | A school, middlemen, consumers |

[9] This is a very important issue which need to be highlighted and which will be dealt with later in the report.

| **4.1.3. Amatura Development Entrepreneurs Association** | |
|---|---|
| **Members** | 16 men<br>34 women |
| **Location** | Moyo |
| **Volumes** | Volumes of simsim sold by this group is unknown because they do not bulk simsim. |
| **Vision Road Journey** | See figure 17 |
| **Actor map** | See figure 18 |
| **Summary** | Amatura Development Entrepreneurs Association started as a group since 1999. The main reason for starting the group was to reduce poverty by creating a strong group bulking and selling maize, cassava and soybean. The group has its own collection centre since 2004.<br><br>Simsim is not bulked and sold in large quantities due to the fact of absence of larger buyers in the area. Therefore simsim is only sold at small quantities per household to middlemen and consumers. Some men explained that they are forced to sell the simsim to middlemen [who come to the homesteads to collect] because it is their only way to sell, which means that they are highly depending on these middlemen. Waiting for prices to go up is not an option, because the middlemen will not come back. In addition, the money is needed because the new school season is about to start after the harvest season [January - February]. Members of the group have linkages with The National Agricultural Advisory Services [NAADS], a governmental body providing training to men and women about Good Agricultural Practices [GAP]. Another important actor is the governmental research facility the National Agricultural Research Organisation [NARO]. The group explained that they have received improved simsim seeds from NARO. The ones that have received improved seeds in this case were only men. |
| **Gender at household level** | Members in this group explained that a household in general has two gardens, a men field and a family field. The men field is mainly used for cash crop and 100% of the yield is sold. The family field is mainly used for food crop, and 20% is being sold and the rest is used for household consumption. The man of the household is responsible for selling the large quantities coming from the man field. This basically means waiting for the middlemen to visit the homestead, or in some cases the men bring the 100kg bags to the market. The women sell the produce in smaller quantities in cups, and walk to the local market. A man in the group said: ‘women are too afraid to ride a motorcycle, therefore it is our duty to sell the produce at the market.’ The group explained that 80% of the working labour at the men harden is performed by women. |
| **Stakeholders** | CEFORD, NAADS, NARO, middlemen, consumers |

Figure 17: Vision Road Journey Amatura

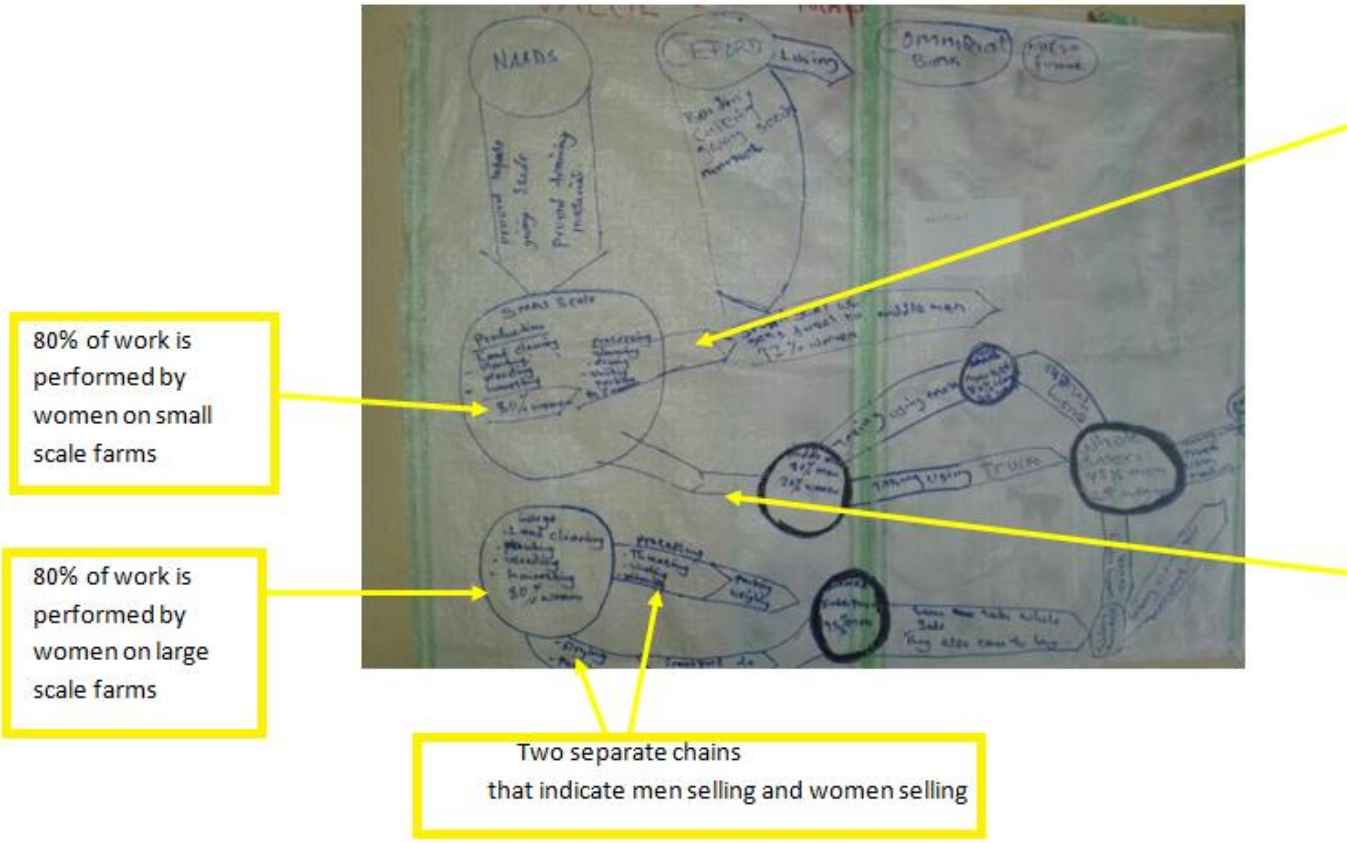



Figure 18: Actor map of Amatura[10]

### 4.2 Stakeholders in the value chain of simsim

This chapter gives insights in the semi-structured interviews conducted with the stakeholders that were identified by the GALS communities. The first part of this chapter will only focus on the stakeholders that are part of the chain. The second part will focus on those stakeholders that are supporting the value chain.

| **4.2.1. OLAM limited [buying centre in Arua]** | |
|---|---|
| **Type of company** | Exporter of sesame and other commodities |
| **Location** | Head office in Kampala, buying centre for sesame in Arua, West Nile |
| **Volumes bought** | 2000 Mt in 2012 and 3000 Mt in 2013.<br>The raw seeds are bought from the following actors: |

[10] This map of Amature shows difference in men and women and sales channels. The small scale farmers [determined by Amatura as 0,5-1 acre] has two sales channels. The upper sales channel indicates low quantities sold at the local market to consumers of which 92% are women and middlemen. The lower sales channel leading to the black circle [indicating power] which are middlemen buying in large quantities which are mainly bags. Amatura sees this as the more profitable way of selling simsim. The group has an idea of where and how the raw seeds move further down the chain, indicating the wholesale actor, however they do not know the name of the wholesaler. The map shows how they receive support from CEFORD and NAADS.

| | |
|---|---|
| | <table><tr><th>Actor</th><th>Price in UGX per kg</th></tr><tr><td>Agent</td><td>3.800</td></tr><tr><td>CBO's</td><td>Depending on size (3.500-3.700)</td></tr><tr><td>Traders</td><td>3.600</td></tr><tr><td>Farmer groups</td><td>3.500</td></tr></table> |
| **Summary** | Olam is a multinational with its headquarters in Singapore. The buying centres are employed by the main office in Kampala, so the buying centres are not franchised. Their targets to supply to the processing plant in Kampala were 2000 Mt in 2012 and 3000 Mt in 2013. The price Olam paid for its suppliers per kg in 2012 was 2.300 UGX, and in 2013 it was 4.100 UGX. Olam gets its seeds through 6 fixed 'coded' agents, traders, CBO's [AFARD] and from farmer groups.<br><br>The seeds are packed before they reach the buying centre, and from the buying centre in Arua transported to Kampala. In Kampala the sim-sim is washed, repacked into 50 kg bags and exported.<br><br>The agents are the most important suppliers for Olam. The agents bulk and pack ready for load in large quantities. The produce does not need to come to the buying centre but can be transported from the agents' bulking centres directly to Kampala. Olam is highly dependent on the agents because the agents have structures in place to get high amounts of simsim from the field. The long-term partnership between Olam and their agents is built on trust, evidencing the fact that quality checks for the produce of agents are not done. Prices with agents are arranged by the head office in Kampala.<br><br>Olam makes distinction between agents and traders. The partnership with the 6 agents of Olam is based on a long-term relationship. Traders, on the contrary, are different each year, so no long-term relationship is being built. Negotiation takes place between the trader and the Olam buying centre.<br><br>The difference between an agent and traders is that the agents are fixed [however not contract based], and traders are variable and less reliable in terms of quality. Olam buys both simsim I and simsim II, even if it is mixed. |
| **Main activities** | Buying and bulking simsim, organise transport to the headquarters in the capital, repack simsim into 50kg bags and export. |
| **Stakeholders** | Farmer groups, middlemen, traders, agents, CBO's |

| **4.2.2. Mount Meru Millers Uganda Limited** | |
|---|---|
| **Type of company** | Oil processing company[however no simsim oil yet] |
| **Location** | Lira |
| **Volumes bought** | 600Mt in 2012 |
| **Picture of the milling site** | See figure 20 |
| **Summary** | Mount meru is a group specialised in the production of fuel and processing oil seed. For oil seeds the main business is in sunflower and soya oil |

| | |
|---|---|
| | processing. They started last year with buying simsim [600 tons]. At this plant work 200 empolyees of which 30 are permanent. Mt Meru buys seeds directly from farmers [30.000] mostly from Lango sub-region. Mt Meru buys planting seeds and sells it to the farmers in Lira district. The farmers are not contracted, it is a free market. The simsim seeds are only collected at Mt Meru factory, and distributed to Mt Meru Kenya and Tanzania to be processed into oil. Mt Meru is preparing to start producing simsim oil next year.<br><br>Mt Meru works with 90 extension officers. One extension officer is Agnes. She explained that seeds are bought from around 150 agents and some middle men. Middle men do the transport from villages to towns, agents do the collecting of bulk and linkup with Mt Meru. Almost all seeds from West Nile are bought from AFARD.<br><br>Mt Meru bought simsim at 2.800 UGX per kg farm gate price but the price is higher for organised farmers because they can provide higher volumes and better quality and Mt Meru allows such groups to negotiate. The margins vary from 25 to 50 UGX per kg. Agents and middle men are paid at a flat rate; they are fast sellers and buyers which has a negative effect on quality. Mt Meru does not allow bargaining power for individuals. |
| **Main activities** | Buying and bulking raw simsim seeds and export. |
| **Stakeholders** | Middlemen, traders, AFARD. |

.

Figure 19: Mt Meru factory

| **4.2.3. The Agency for Accelerated Regional Development [AFARD][11]** | |
|---|---|
| **Type of organisation** | Non-governmental organisation [quasi business of processing and trading] |
| **Location** | Nebbi |
| **Volumes** | 300Mt raw seed selling |
| **Summary** | *The Agency for Accelerated Regional Development [AFARD] is a local professional, not-for-profit, non-denominational non-governmental organization [NGO] formed in July 2000 by professional sons and daughters of West Nile. With its regional headquarters in Nebbi Town, AFARD is currently operating in the districts of Nebbi, Zombo, Yumbe, Arua, and Moyo in the West Nile sub-region of Uganda.*<br><br>This interview was conducted with the Program Director of AFARD named Alfred in the head office in Nebbi. AFARD is working with 15.000 households, divided into 82 farmer groups. AFARD has a quasi business of processing and trading crops, and is therefore [besides providing extension services and training] buying up to 12 different crops from their farmers. In 2012 AFARD sold over 300 metric tonnes to Olam.<br><br>AFARD has done some pilot projects with improved seeds. Alfred explained that the outcomes were that the traditional simsim is heavier, thus more attractive to farmers, and the improved seeds are very labour intensive.<br><br>Alfred explained that farmers rely mostly on the traditional simsim seed because it has a higher germination rate. Buying improved seeds from agro dealers is considered a risk because of the fear of cheating with regards to quality.<br><br>Women sell simsim seeds regularly as a mean of financial security by saving the simsim in the homes. Men, on the contrary, sell in blocks and higher amounts. |
| **Main activities in the simsim chain** | Bulking an trading raw simsim |
| **Stakeholders** | Farmer groups, Mt Meru, Mukwano |

[11] There is no evidence of AFARD giving extension services to GALS groups. Therefore AFARD is in this case being seen as part of the chain rather than a chain supporter as an NGO.

### 4.3 Chain supporters

The following organisations are not participating in a commercial sense in the simsim chain. These organisations are chain supporters, providing training and other extension services.

| **4.3.1. West Nile Oil Seed Subsector Platform [WOSSUP]** | |
|---|---|
| **Type of organisation** | Multi stakeholder platform, for a description see box 4. |
| **Type of meeting** | Semi-structured interview |
| **Summary** | West Nile Oil Seed Subsector Platform started in 2006 as an umbrella organisation and multi stakeholder platform in the oil sector. The management of WOSSUP facilitates 4 multi stakeholder meetings per year, all with a different theme. WOSSUP brings stakeholders together to discuss issues, interact, networking, building linkages. They look into marketing issues for farmers, quality procedures, quality assurance and fair prices.<br><br>WOSSUP shared knowledge and characteristics of the following chain actors for simsim:<br><br>*Middlemen/**middlewomen***<br>- Individuals<br>- Buy small quantities directly from individual farmers and at markets<br>- Can be a farmer him/herself<br>- Buys spot on cash from farmers<br>- Stores produce at home and wait for prices to rise<br>- Have [access to] means of transport, which the farmer does not have<br>- Sell to traders and sometimes to big buyers<br>*Traders*<br>- Buys from 5 to 30 tons<br>- Organized<br>- Work with field agents<br>- Bulking<br>- Temporary stores buy from organized groups<br>- Sell to Olam and AFARD<br>- Sell to traders abroad<br>-<br>*Buyers*<br>- Large quantities<br>- Fixed stores<br>- Processors<br>- Exporters<br>- Olam, Mukwano, Mt Meru |
| **Activities** | Facilitate multi stakeholder platform and organise multi stakeholder meetings. |

WOSSUP is a loose network of individual member organizations brought together based on shared interest of growing the subsector. It is currently coordinated by the Nile pro trust Uganda ltd and supported SNV which links the different active stakeholders in the Vegetable oil value chain. It is a coordination space where challenges affecting the sector are discussed to find solutions. WOSSUP stimulates joint action by its members to improve the conditions for developing a competitive, viable and beneficial sector. The platform has an active membership of processors, farmers' organisations, financial institutions, government agencies, researchers, development organisations and donors, agricultural input providers. Regional platforms feed into the national platform discussions and vice versa hence ensuring that all those involved in the sector are catered for (WOSSUP, 2013).

**Box 4: Description WOSSUP**

| **4.3.2. West Nile Oil Seed Subsector Platform [WOSSUP]** | |
|---|---|
| **Type of organisation** | Multi stakeholder platform |
| **Type of meeting** | Multi stakeholder meeting |
| **Present organisations** | CEFORD, CREAM, ISSD [Intergrated Seed Sector Development, Arua District farmers, Equator Seeds, NAADS, Vegetable and Oil Development Project II, Arua sub-county spokesperson.<br><br>20 men<br>1 women |
| **Subject** | 1. Equator Seeds ltd is looking for a partnership with farmers/farmer groups who can multiply their seeds on a contract base.<br>2. The issue of divergent levels of taxation at markets. |
| **Summary** | Mr. John Bosco, representing CEFORD, pointed out the fact of the great imbalance of men and women present at, and invited to this meeting. Bosco explained that it is important to include a woman's voice, especially in such multi-stakeholder meetings, since women are important stakeholders. This was however not perceived as an important issue by the other attendances, except for CREAM who's representative was Patricia. The point that was made was not taken serious, and the meeting proceeded without further notice.<br><br>*Equator seeds ltd*<br>Equator Seeds is looking for potential contract based seed multipliers in West Nile. They have been doing business in Gulu and are now willing to expand.<br>The underlying problems for the issues around seed multiplication are: farmers do not have access to seeds, especially poor farmers. The physical and metaphorical distance to seed factories is too high. There is a demand for farmers to improved seeds, but this demand is not met.<br>Equator seeds presented a template/example of a contract they would like to implement with the farmers. The contract is between Equator Seeds and the farmers without interference.<br>The following steps are needed in order to make a start with the contracting process:<br>1. Mobilisation and sensitisation of farmers<br>2. Selection of famers<br>3. Training of farmers in seed multiplication |

| | |
|---|---|
| | 4. Provision of foundation seeds simsim II<br>5. Guiding planting<br>6. Routine monitoring<br>7. Inspection by the National Seed Board<br>8. Harvesting<br>9. Processing of seeds on farm<br>10. Selling<br>These steps were to be assigned to the different members of WOSSUP, who are then responsible for and will guide the process of the various activities. The division of these roles between the members of WOSSUP was hard because the present members are representatives of their organisation in the platform, and most likely do not have the position to link up with an activity mainly due to the financial factor.<br><br>*Taxation*<br>Taxation in different markets is not streamlined. The charges may vary from 3000 UGX in one market to 8000 UGX in the other. This is not in line with the government policy. Each sub-county is charging different amounts, because there is simply no standard for taxation.<br>Farmers do not know who the genuine taxation officer is and sometimes have to pay very high taxes. This makes it more attractive for farmers to sell directly to middlemen/middlewomen or traders at household level. It can even happen that markets close because of the high tax rates. An example is the case of Paida, close to the border of Congo. Tax rates were rising in such an extent that the farmers opened up a new market just beyond the boarder the very same day, in order to avoid to pay too high taxes.<br><br>The WOSSUP members came up with action plan to write a guide for the sub-county and district counsellor. The guidelines include the creation a taxation body and promote harmonisation of tax collection and request for reviewing by-laws and policies at government level. The guidelines will be written by a team consisting of the following components:<br>1. A planning unit<br>2. Senior financer [preferably tax]<br>3. Production distribution officer<br>4. WOSSUP<br>5. CSO<br>6. Farmer<br>7. Buyer |

Figure 20: WOSSUP multi stakeholder meeting

<table>
<tr><th colspan="2">4.3.3. National Agricultural Advisory Services [NAADS]</th></tr>
<tr><td>Type of organisation</td><td>Governmental program</td></tr>
<tr><td>Location</td><td>West-Nile</td></tr>
<tr><td>Summary</td><td>The National Agricultural Advisory Services [NAADS] is a new program of the government of Uganda put in place to increase the efficiency and effectiveness of agricultural extension service. It is a semi-autonomous body formed under NAADS Act of June 2001 with a mandate to develop a demand driven, farmer-led agricultural service delivery system targeting the poor subsistence farmers, with emphasis to women, youth and people with disabilities. Its development goal is to enhance rural livelihoods by increasing agricultural productivity and profitability in a sustainable manner (MAAIF, 2013).<br><br>Joyce explained the structure of the Ministry of Agriculture, Animal Industry and Fisheries [MAAIF] and the role of NAADS within this structure. NAADS works with 3 different categories of farmers:<br><br>
<table>
<tr><th>Category</th><th>Investment per farmer in UGX</th><th>Amount of farmers invested in, in year 2012</th></tr>
<tr><td>Food security farmers</td><td>100.000</td><td>27 per parish</td></tr>
<tr><td>Market oriented farmers</td><td>750.000</td><td>3 per parish</td></tr>
<tr><td>Commercialising farmers</td><td>1.500.000</td><td>2 per sub-county</td></tr>
</table>
</td></tr>
</table>

| | |
|---|---|
| | With regards to the provision of improved planting seeds NAADS is halving the inputs each year. The system behind this is that the farmer who has received the seeds is taking up the role of a seed multiplier and is required to share the seeds with his neighbours the following season. Joyce admitted that this system faces a lot of challenges due to misunderstanding, miscalculation and corruption at farmer level.<br><br>NAADS has selected the most vulnerable farmers to work with in West Nile. Those farmers and farmer groups get to choose each year what seeds they would like to receive for free from NAADS. It is not clear who and how many in these groups are actually making the decision for which seeds are going to be ordered. It is unclear if the decision is being made in a bureaucratic voting manner or by a few elite group members in leader positions.<br><br>The target for NAADS is to have 1/3 to benefit from this program; however zero reference was given by means of a farmer member list separating man and women and distribution of amount of seeds per crop.<br><br>NAADS got its simsim seeds from Victoria Seeds ltd, and distributed 3768 kg of planting seeds to farmers in 2011. |
| **Organisational structure MAAIF** | See figure 21 |
| **Activities** | Extension services |
| **Important stakeholder** | Victoria seeds |

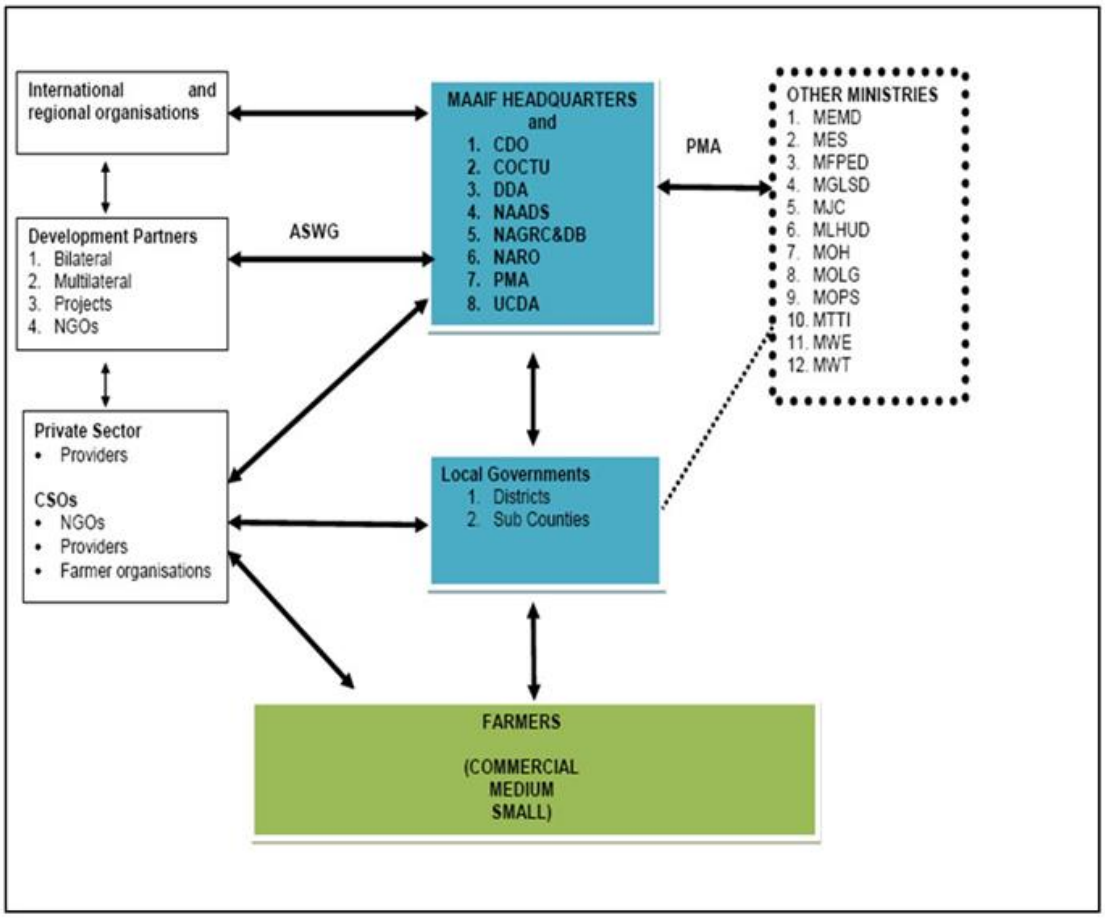



Figure 21: Organisational structure MAAIF (MAAIF, 2013)

| **4.3.4. The Integrated Seed Sector Development program [ISSD]** | |
|---|---|
| **Type of organisation** | Program implemented by Wageningen University – Centre for Development and Imnnovation |
| **Location** | Arua |
| **Summary** | *The ISSD Uganda programme aims to support the development of a vibrant, pluralistic, and market-oriented seed sector, providing more than 100.000 smallholder farmers access to affordable quality seed of superior varieties. This will contribute to an increased income of small-scale farmers and an increased number of rural households that are seed and food secure.*<br><br>Mr. Okot, seed expert at ISSD] explained briefly the organizational structure of the governmental research bodies under the NARO research body. NARO has three research centres: National Crops Resources Research Institute [NACRRI], National Semi Arid Resources Research Institute, Serere [NASSARI] and National Agricultural Research Laboratories [NARL]. In addition there are Zonal Agricultural Research Development Institutes [ZARDI's]. The purpose of ISSD is to bridge the gap between farmers and research, or in other words, improve farmers' access to improved seeds. ISSD is supporting the development of Local Seed Businesses [LSB's] where farmers and farmer |

| | |
|---|---|
| | groups can grow quality seeds themselves. ISSD is exposing farmers to the business environment to make them technically better equipped, commercially sustainable and more autonomous as an entrepreneur.<br><br>In addition, Mr. Okot explained the seed business as a whole in general. Figure 21 is an output of the formal seed sector description.<br><br>ISSD does not have a gender sensitive strategy in approaching farmers. |
| **Main activity** | Linking farmers to expertise and development. |


Figure 22: Structure ZARDI, ISSD and farmers

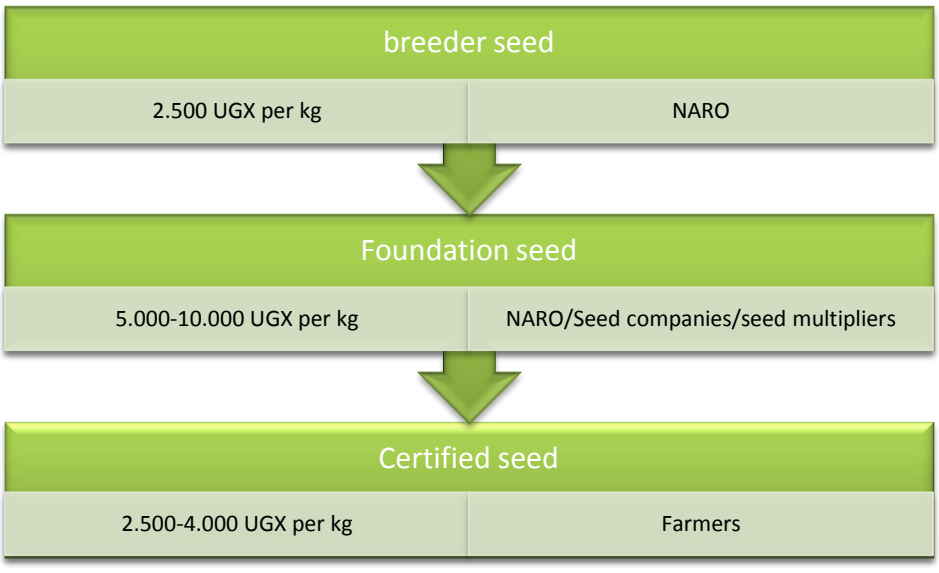



Figure 23: A simple visualisation of the planting seed chain

### 4.4 List of stakeholders and basic value chain map

The following chapter categorises the interviewed groups into chain actors and chain supporters. Table 2 shows an overview of all the chain actors in the simsim value chain. Please note that some of the actors [Victoria Seeds, Mukwano, APEF, NARO, agro dealers] were not available for a semi-structured interview or discussion. They do however play an important role in the value chain of simsim. At the end of this chapter a basic value chain map of the simsim value chain is presented.

| Actor | Characteristics and/or activities |
|---|---|
| **Victoria Seeds** | - Producer of certified seeds<br>- Delivers to over 400 different agro dealers<br>- Based in Kampala<br>- Branches in Gulu and Masindi |
| **Agro dealers** | - Sells agro inputs<br>- Sells foundation seeds from Victoria seeds<br>- Based in larger towns |
| **NARO** | - Governmental body researching improved seeds<br>- **National Agricultural Research Organisation** [NARO] |
| **Seed linking agents** | - Targets a few farmers for seed multiplication<br>- Based on (in)formal contracts approx 50% of yield is returned agent<br>- Linked to seed multipliers |
| **Farmers**[12] | - Introduced to GALS<br>- Producing sesame I and/or II<br>- CEFORD groups |
| **Spot-on middlemen/ middlewomen** | - Individuals buying small quantities directly from farmers at their homes<br>- Buy in small quantities<br>- Mostly in the start of the harvest season (when prices are low)<br>- Storage in own house<br>- Can sell to traders (abroad) |
| **Traders /agents** | - Buys from 5 to 30 tons<br>- Organised<br>- Work with spot-on middlemen/middlewomen<br>- Bulking<br>- Temporary stores buy from organized groups<br>- Sell to large buyers<br>- Sell to traders abroad |
| **OLAM, Mukwano, AFARD** | - Large quantities<br>- Fixed stores<br>- Processors<br>- Exporters |

Table 2: Simsim value chain actors and their characteristics

[12] The interviewed GALS groups fall for a majority under this group. These are all the GALS communities: Wadelai Sub-County Marketing Producer society, Primary society Mutir Farmers Association, Primary society Dikucing ber group and Canodangoming group, Poro poro multi purpose, Primary society Arikiribo Youngsters, Primary society Al Hi Dahja, Primary society Asangi women group association, Primary Society Ama Obi Ki, Primary society Lemere Oako, Amatura Development Entrepreneurs Association

Table 3 is a list of all the simsim value chain supporters connected to the GALS communities

| Chain supporter | Characteristics |
|---|---|
| CEFORD | - NGO providing Functional Adult Literacy [FAL] training<br>- Training in Gender Active Learning Systems [GALS]<br>- WASH |
| CREAM | - NGO supporting Self-help Affinity Groups [SAGS]<br>- Training in GALS<br>- WASH |
| NAADS | - Governmental body under MAAIF<br>- Providing free seeds to most vulnerable |
| ISSD | - Governmental body<br>- Linking seed research with vulnerable farmers<br>- |
| APEF | - Providing seeds to farmer groups<br>- |
| WOSSUP | - Multi stakeholder platform<br>- |
| NARO | - Research and production of foundation seeds |

Table 3: Simsim value chain supporters

In addition, a value chain always operates in a certain context. The following contextual aspects are identified and have an influence on the simsim value chain.

| Contextual aspect | Influence |
|---|---|
| Weather | - Drought can reduce the quality and quantity of sesame<br>- Too much rain can reduce the quality and quantity of sesame<br>- Too much rain can make the roads bad, which has a negative effect on the mobility and reaching markets with higher prices |
| Seasonality | - The harvesting of sesame takes place in January, school seasons start in February. This leads to fast selling in the early harvest season of sesame at low prices |
| Justice system | - Land ownership not for women<br>- Violence and stealing rarely reported<br>- Poor implementation of law<br>- Low punishments for suspects |
| Government | - Higher tax rates in local and regional markets<br>- No standard for taxation<br>- Preference for selling to middlemen spot on<br>- Genuine tax collectors unknown<br>- Only 4 authorised certifiers for seeds in the whole of West-Nile |
| Economy | - Dollar fluctuation<br>- Price fluctuations due to scarcity of produce |

Table 4: Chain context and the way it influences the chain

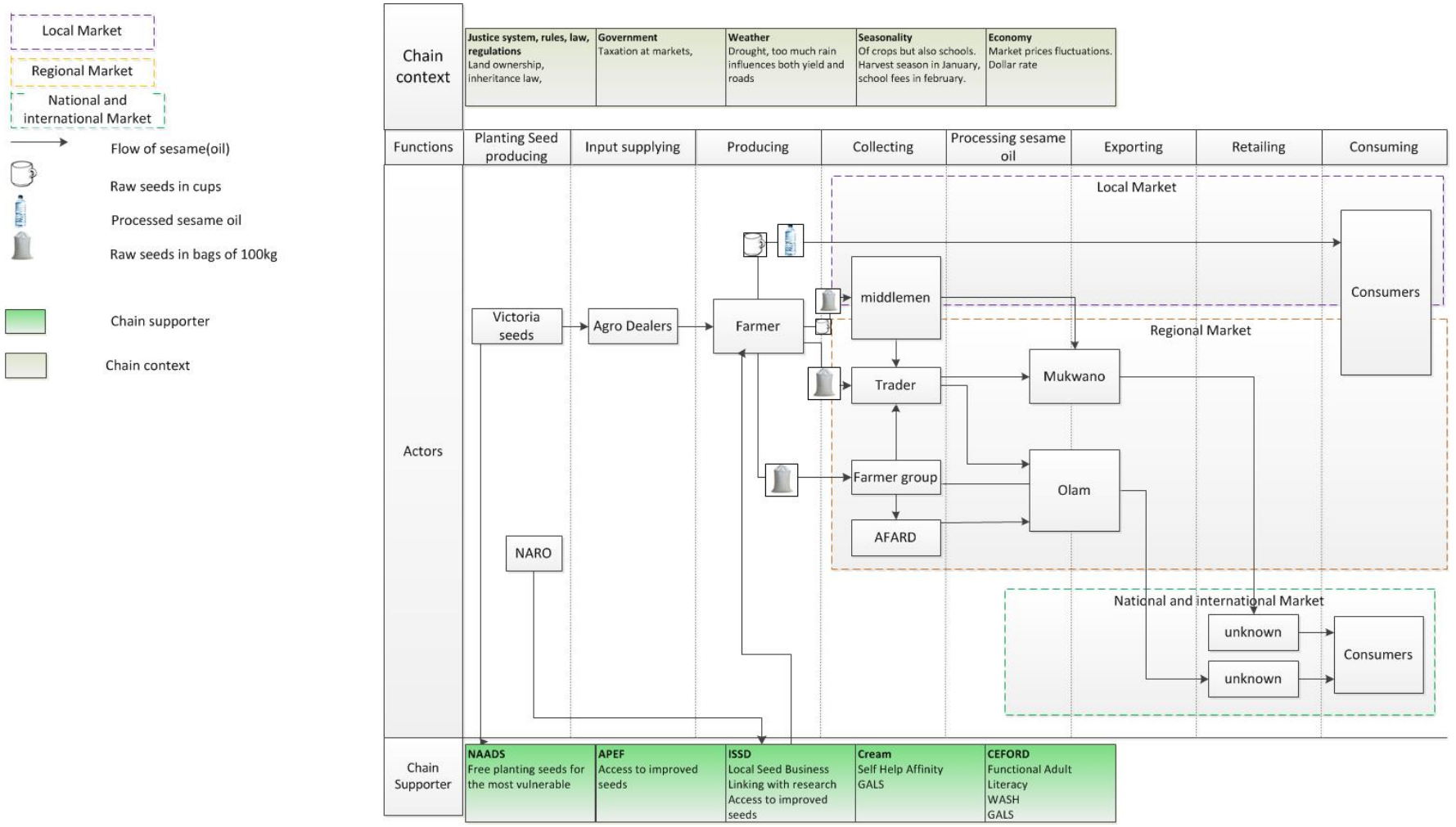



**Figure 24: Basic Value chain map of simsim** [13]

[13] The map clearly shows that a farmer has 4 sales channels. Much information can be added in such a map, for example the form in which the simsim is sold in the different sales channels [cups, bottle or bags]. In this map there is also information on the physical location where transactions from one actor to another is made [local market, regional market and international market]. The chain supporters and chain context are not necessarily linked with the phase in the value chain they are closely mapped to.

## 4.5 Sesame seed sector: a different value chain

The seed sector of sesame in Uganda is a complex sector. It is hard to trace back the origin of a seed produced by a farmer due to sharing planting seeds between farmers, unknown seed suppliers and multipliers and lack of access to foundation seeds. Possibly all these challenges contribute to the fact that the informal seed sector [farmers and community-based] is 87%, and the formal sector [public and private] only accounts for 13% (Okot, 2013). Traceability and transparency are two big challenges in the sesame seed sector in Uganda. This chapter tries to give insights in both the formal and informal seed sector in West Nile.

### *4.5.1 Formal seed sector*

The formal seed sector has a clear leadership structure and includes by law recognised companies and organisations like seed companies, research facilities, seed multipliers, distributors and agro dealers, and are all governed by the Agricultural Seed and Plant Statute (Kabeere, 2008). The seeds from the formal sector are of high quality and mainly called 'improved seeds'. Probably the main provider for simsim II foundation seeds in West Nile is Victoria Seeds ltd[14]. Victoria Seeds ltd receives breeder seeds [in some cases foundation seeds] from NARO and multiplies them into certified planting seeds by contracted out growers, to be sold through over 400 agro dealers in the whole of Uganda. The seeds are certified by the National Seed Certification Service [NSCS]. Nevertheless, farmers still lack access to improved seeds due to the geographical disadvantage. In addition, the formal sector is small because most farmers save their seeds and replant them the next season, which is easier and cheaper. More above, many farmers do not trust the 'improved seeds' of agro dealers. Farmers believe that the seeds they produce are more reliable and have a higher germination rate than the seeds of agro dealers. Farmers are afraid to be cheated by the agro dealers.

Basically a farmer can access improved seeds in three ways:

1. The farmer can go to the agro dealer [in many cases the agro dealer is in a larger town and commonly known in Uganda as stockists] and buy improved seeds.

2. A linking agent of a seed company can contract farmers for multiplication of seeds, whereas the agent is bringing the seeds to the farmer and collect them after harvest.

3. Farmers receive improved seeds through extension services like the National Agricultural Advisory Services [NAADS], CEFORD and Agricultural Productivity Enhancement Forum [APEF] or directly from the governmental research facility the National Agricultural Research Organisation [NARO].

[14] During the fieldwork the sesame seeds could be traced back to only Victoria Seeds ltd. Many interviewed farmer groups mentioned multiple seed companies but based their answer on not only sesame seeds.

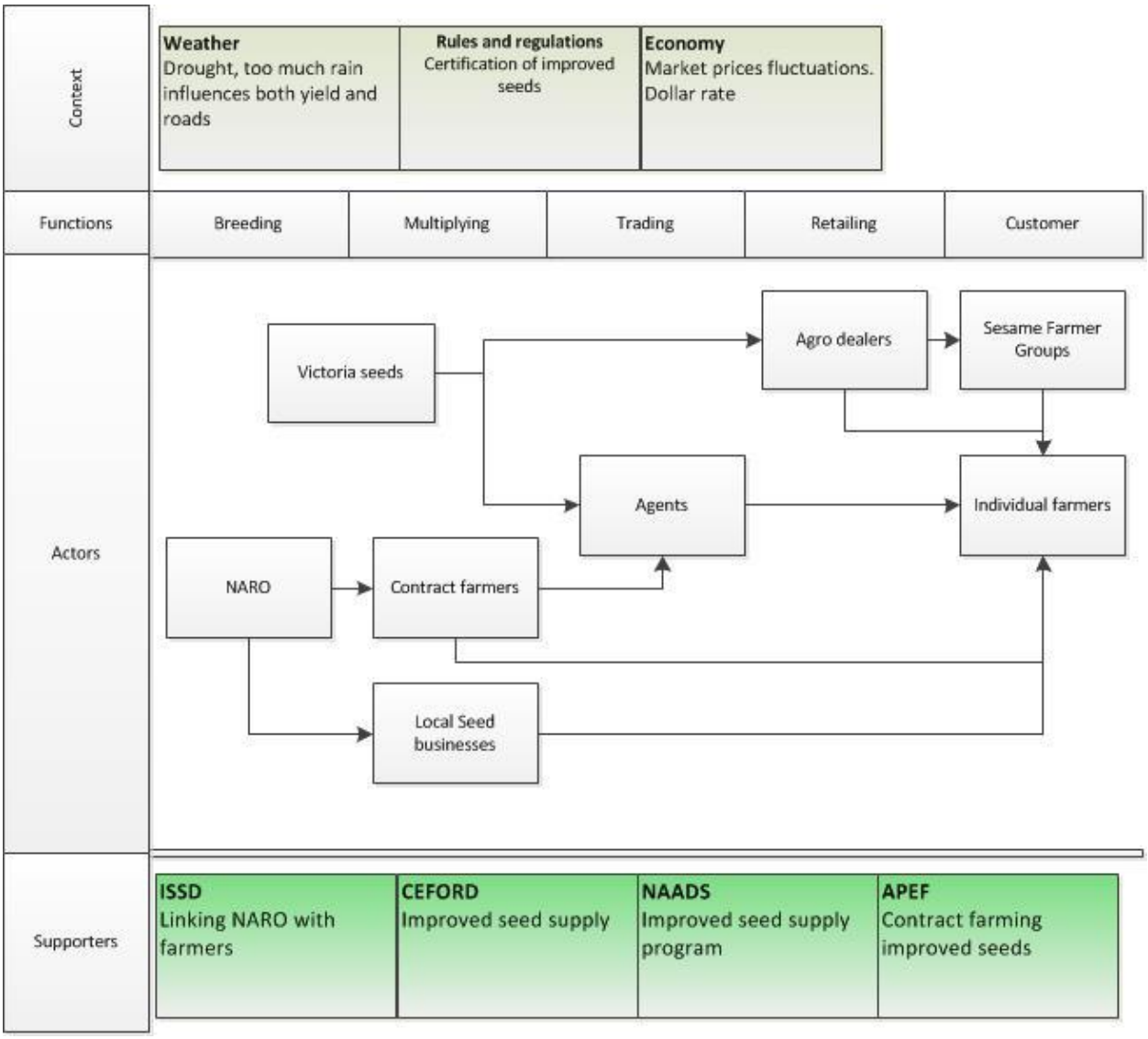



Figure 25: Seed sector map

All cases face challenges and gender issues. As for case 1, it is never certain where the improved seeds come from. A bag of improved seeds can contain grains instead of the promised certified planting seeds. It is believed that big seed companies like Victoria Seeds ltd are selling grains as certified planting seeds once they face difficulties meeting customer's needs. This results in the lack of trust of farmers in the formal seed sector. In some cases Victoria Seeds ltd buys grains at the open market and processes and sells them as planting seed.

In many cases it is the man who covers high distances to get to the nearest agro dealer [5-20 km (Kabeere, 2008)], and is most likely to be able to move to regional markets where the agro dealers are based. It is the man of the household who has control over and access to improved seeds at the local market. A woman, who has restricted mobility, can request her husband to buy seeds when he is going

to the market, but when they have a quarrel it is the man who has the power to decide not to bring home planting seeds, and instead spend the money on something else.

Farmers lack agronomic knowledge which can cause cross pollination with the neighbouring farmer when the two fields are bordering closely, which results in losing the traceability of the produce due to the mixed varieties in the yield.

The yield from improved seeds can be certified as a pure variety by the NSCS. However, the NSCS only has 4 mandate auditors in the whole of Uganda. This makes it difficult for farmers to have their seeds certified. In addition, certified pure sesame seeds are not recognised by the buyers, in other words, there is no grading and quality rewarding system in place.

For case 2, the linking agents are targeting men for the multiplication of improved seeds. It is commonly known that women do the majority of the work in the field, but ownership of the seeds is for the men in this case. Once the farmers receive the improved seeds from the linking agents they can sell portions of the improved seeds to other farmers, and fill the gaps with own seeds. both issues result in a low quality mixed variety yield.

Case 3 is another important way of provision of inputs for farmers. NGO's, CSO's and other extension services bridge the gap between research and the farmer. Whereas farmers fail to access improved seeds these organisations are linking them with high quality seeds. An important aspect is whether these organisations have a gender sensitive approach towards the farmers and farmer groups. NAADS for example, a governmental body providing extension services, provides seeds for free each year. The format of NAADS is to let the farmer groups decide which crop they want to grow, so that they can receive the seeds for free. The target for NAADs is that 1/3 of all farmers provided with free seeds are women. However no reference was given to this figure. In addition, no records were in place showing who has decided over the crop. For example a list of members [male/female] and the crop they choose. It is highly plausible that the provided seeds are given to male farmers. Once the farmers have produced the seeds they have to share it with their neighbouring farmers.

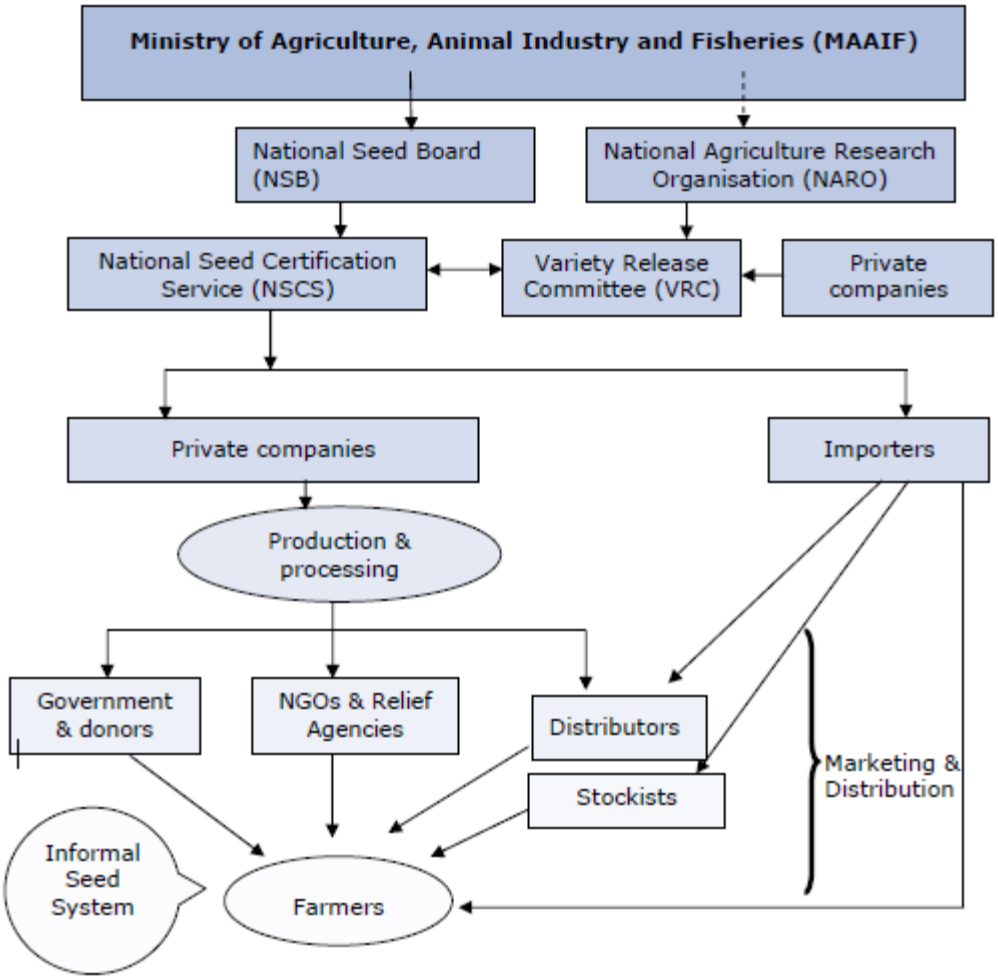



Figure 26: Organisational structure for the seed system's participant (Kabeere, 2008)

### *4.5.2 Informal seed sector*

The informal seed sector is unstructured and has no organised seed production chain (Kabeere, 2008). Farmers produce grains and use them as seeds and store them in the homes. Part of the storage is for home consumption and part is for planting the following season. Storage at home entails the risk of theft. Women are responsible for the stored seeds for home consumption and planting. In some cases the husband steals the seeds from the woman, to be able to sell them. It happens that a household is left with no planting seeds for the following year because of theft by the husband. The women can add sand to the planting seeds to prevent her husband from stealing them, since they are sold as a food. In other cases farmers buy seeds from each other. Due to illiteracy the seeds are often named after the seed producing farmer. In both cases adulteration is happening.

## 4.6 Added value

The following table shows average prices of the added value of the different actors in the simsim chain in UGX.

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Chain actor | Variable costs | Revenue | Gross income | Added value |
| | | Selling price | Revenue - costs | Revenue – previous actor's revenue |
| Farmer | 1000[15] | 2500 | 1500 | 2500 |
| Trader/collector | 3200 | 3500 | 300 | 1000 |
| Processor/exporter | 3700 | 4100 | | 600 |
| Retailer | | | | |
| Total | | | | |

Like this is looks that farmers add most value to the product. This model however does not capture volumes. Traders, for example, sell in much higher volumes than farmers.

[15] These costs are based on the variable costs as calculated by Wadelai cooperative.

# 5. Case study 2:Shea nut value chain

These are the outputs of the field visits with implementing partner CREAM. CREAM works with the SAGS Self Help Affinity Groups and uses these groups as a baseline for the implementation of GALS.

## 5.1 GALS communities in the shea nut value chain

<table>
<tr><td colspan="2">5.1.1. Amoro group</td></tr>
<tr><td>Members</td><td>6 men<br>24 women</td></tr>
<tr><td>Location</td><td>Adjumani</td></tr>
<tr><td>Volumes</td><td>On average the group produces around 60 litres of shea nut per household. 25% of the processed oil is used for home consumption and 75% for sales.</td></tr>
<tr><td>Summary</td><td>This group was formed in 2012 as a SAGS group. The location of this group is very close to the boarder of South-Sudan. The group explained the activities needed to make shea oil:
<table>
<tr><th>Activity</th><th>By who</th></tr>
<tr><td>Picking</td><td>Men, women and children</td></tr>
<tr><td>Drying</td><td>Women and children</td></tr>
<tr><td>Crushing</td><td>Women and children</td></tr>
<tr><td>Toasting</td><td>Women</td></tr>
<tr><td>Cleaning</td><td>Women and children (mostly girls)</td></tr>
<tr><td>Pounding</td><td>Women and children</td></tr>
<tr><td>Grinding</td><td>Women and children (mostly girls)</td></tr>
<tr><td>Boiling</td><td>Women</td></tr>
<tr><td>Filtering</td><td>Women</td></tr>
<tr><td>Selling</td><td>Women</td></tr>
</table>
Amoro group had prepared a small demonstration of the different stages for processing shea oil [see figure<br>
The group explained trees are never owned by anyone. Once a tree is growing on one’s property he/she does not own the tree. Shea nut trees are protected by law, therefore this group does not see charcoal business as a threat, because people will most likely not burn trees. Since the trees are for every one the ‘first come, first serve’ expresses best how it works. Children are going in the bush before they go to school to pick the fruits.<br><br>
Shea nut is the main source of income to this group. The area is covered with trees [very different from southern regions in West Nile].<br>
The farmers of this group basically have two markets, the local market and the south Sudanese market. Middle men buy for the south Sudanese market directly at the farm, and they can also buy at the market. At the local market a bottle á 330 ml is sold at 5.000 UGX. The middlemen buy a bottle for 10.000 UGX. [However, after cross checking these figures were way too high].<br><br>
This group was asked if they also sell the raw seeds. They said they didn’t but later on it has proven they do. Therefore there is no information about sales of raw seeds.</td></tr>
</table>

| | |
|---|---|
| | The group is planning to plant trees for the next generation.<br>This group only knows middlemen and the local market. They have no knowledge about who the buyers are, except for the local market, where local people buy shea oil for local consumption. |
| **Gender at household level** | This group was asked where the money goes after the women has been selling on the market. A man in the group responded that the money was going to the husband. His reason was: 'I suffered from picking the fruits'. As a group it was concluded that the men are picking for two reasons:<br><br>• Security for the wife and children in the bush.<br>• Have control over the profits, since he was part of the process.<br><br>The group is still very new to GALS, but some men could identify benefits for themselves after the intervention. Since the men are taking up some shores at household level, the women have fewer burdens and tend to be less stressful. This results in more love and less pressure on both men and women. Another man said he sees the joy in working together with his wife. One man saw a lot of economic benefits after the intervention of GALS. The man owns a bodaboda, and made a vision with his wife about buying a car next year to do more transportation. The vision road journey helped him to have a goal to live for. |
| **Stakeholders** | Middlemen, consumers, other farmers |

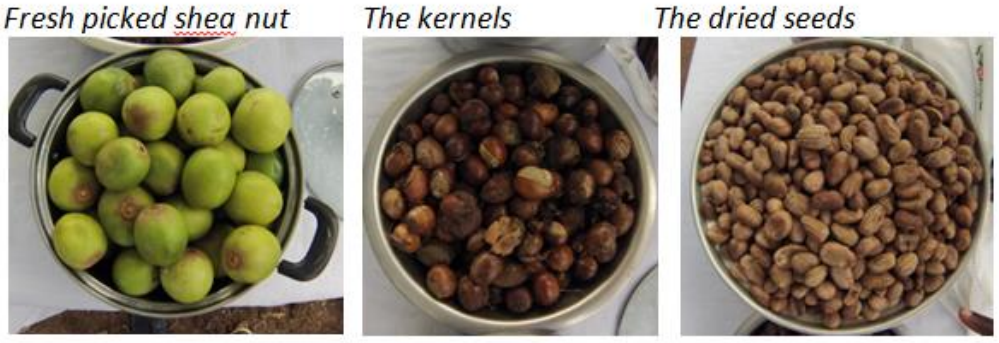



Figure 27: Different stages in drying shea nuts

| 5.1.2. Amanzira group | |
|---|---|
| **Members** | **12 men**<br>**21 women** |
| **Location** | **Adjumani** |
| **Volumes** | In a good season a household can produce 140 litres. In a bad season a household can produce 80 litres. A single farmer can produce 20 litres in a good season and 10 litres in a bad season. The group does not bulk any produce. |
| **Summary** | This group started in April 2013 with both SAGS and GALS and consists of 21 women and 15 men. The group has a management committee [3 men and 3 women] and they keep minutes of their meetings. All group members carried a diary of GALS, and a few were asked to explain their vision form their diary [see figure 25].<br>The group members all sell to both middle men and the local market. The group explained that they have a priority for the middlemen coming to their village [more profitable and saves time/energy]. The middlemen are individuals buying everything you have; raw seeds and processed oil, even if it is 1 litre. The group knows these are South Sudanese traders. Any surplus after the middlemen is being sold at local market. The members explained that some middlemen have a preference for seeds only, because they have better oil processing technology in Sudan.<br><br>Amanzira explained that they see the production and selling of shea oil the most profitable, compared to selling dried seeds. They do however not take into account the working hours needed to produce shea oil. |
| **Gender at household level** | **It is unclear in this group what the roles of men and women are. It is crucial to know who is selling to the middlemen and who is selling to consumers at the local market.** |


Figure 28: A member explaining her individual vision road journey

| **5.1.3. Baniba group** | |
|---|---|
| **Members** | 46 men<br>66 women |
| **Sub-groups** | Baniba A, B, C and D. |
| **Location** | Nebbi |
| **Volumes** | Under ideal circumstances a farmer produces 10 litres of shea oil in 2 weeks [of which 1 week drying].<br><br>1 bottle a 330 ml at local market is sold at 1.500 UGX.<br>A trader can sell 1 bottle for any profit up to 5.000 UGX |
| **Chain map** | See figure 29 |
| **Summary** | This group is well experienced with GALS, and have started to implement the pictorial tools since 2008. Some members of this group are traders. This is the reason that Baniba has knowledge about the actors in the chain. Despite the group has market knowledge and good linkages, they do not bulk, and see value addition in oil processing only. Farmers are middlemen as well. They sell and buy from their neighbours both raw and processed. It is not clear whether women do this as well. |
| **Gender at household level** | This group was asked based on what they decide the quantity of seeds to be processed for jerry cans, bottles and raw seeds. This decision is made at household level after a consultation between wife and husband. (The yield is divided in accordance with what is going to be bought from the revenues). In addition, this is the first group mentioning they decide the form to sell based on the demand. The good linkages with the traders give them market knowledge. |
| **Stakeholders** | Middlemen [local traders], traders, processors. |

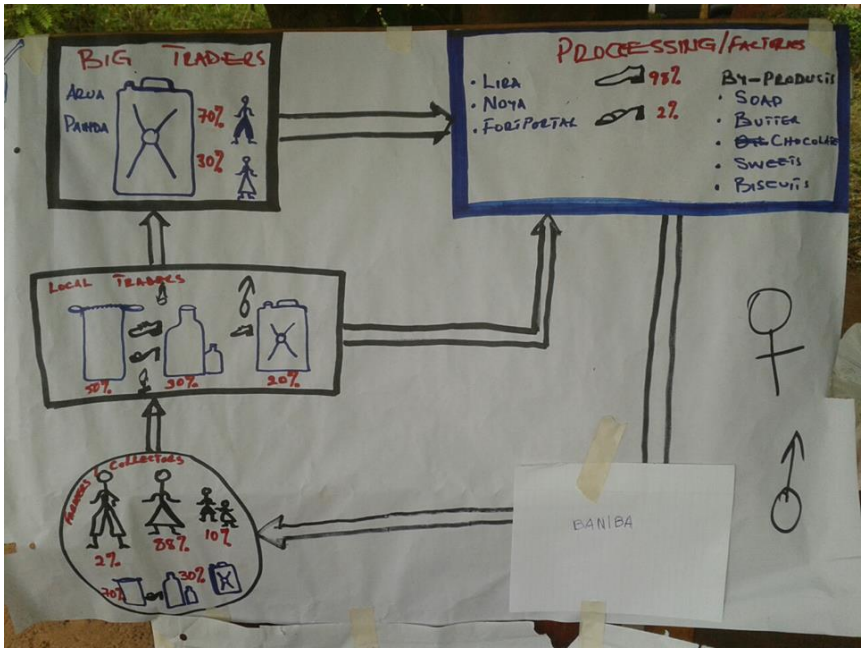



Figure 29: Chain map of Baninba group[16]

| **5.1.4. Ayijo group** | |
|---|---|
| Members | The group is divided into 4 sub-groups:<br>A: Women and men group — 18 women, 12 men<br>B: Peace — 16 women, 14 men<br>C: Mungu Echoni — 24 women, 6 men<br>D: Ayijo — 28 women, 2 men |
| **Location** | Nebbi area |
| **Summary** | The group started as a SAGS group, and started implementing GALS since 2012. The majority of the group started implementing the tools at household level. The group was specifically asked on quantitative data.<br><br>1 bag of raw seeds a 100 kg can be sold for 150.000 UGX.<br>1 bottle can be sold for 2.000 UGX<br>1 litre can be sold for 6.000 UGX |

[16] This drawing of the chain shows knowledge about the next steps their produce is going to undertake, and to which buyers and processors the produce is being sold. The group has close contacts with the bigger traders, therefore they can estimate the amount of male and female traders. The reason why Baniba explained that female traders are less is because of their limited movement. Many women are not used to use a motorcycle, which is considered a men's job.

<table>
<tr>
<td></td>
<td>
In the town [regional market] the group can sell a bottle for 3.000 UGX, but in the local market Okolo bottles are sold for 2.000 UGX each. It is unclear in what way men and women play a role in this.<br><br>
Shea nut is not considered as a very profitable product. This is because of the scarcity of trees in the area.<br><br>
The following table was set up after having several group members make a division of how they distribute their produce through different sales channels [see figure 27 for a group member explaining his division]:<br><br>
<table>
<tr><th>What</th><th>% of total harvest</th><th>Processed by</th><th>Sold by who</th></tr>
<tr><td rowspan="2">Raw seed</td><td rowspan="2">50 %</td><td rowspan="2">Men and women</td><td>40 % women (in cups at local market)</td></tr>
<tr><td>60 % men (in sacks at regional market)</td></tr>
<tr><td rowspan="2">Processed oil</td><td rowspan="2">30 %</td><td rowspan="2">Women</td><td>40 % women (in bottles)</td></tr>
<tr><td>60 % men (in jerry cans)</td></tr>
<tr><td>Home consumption</td><td>20 %</td><td></td><td></td></tr>
</table>
<br>
The table shows averages. A single farmer would have the following division:
<table>
<tr><td>Raw seed selling</td><td>70 %</td></tr>
<tr><td>Processed oil in a bottle</td><td>20%</td></tr>
<tr><td>Home consumption</td><td>10%</td></tr>
</table>
</td>
</tr>
<tr>
<td>Gender at household level</td>
<td>Producing shea oil is considered as a women’s task, because the majority of the work is considered as kitchen work. However, after the implementation of GALS, this group has men that support their wife in the production process of shea oil by fetching water, taking care of the children and gathering fire wood. The women explained that this saves a lot of time. Some men do some of the activities concerning the processing, like pounding. Women do not want men to get involved too much in the processing because women are more capable of producing shea oil according to this group.</td>
</tr>
</table>

Figure 30: A member of Ayijo explaining his division of yield

## 5.2 Stakeholders in the sesame value chain

These stakeholders are identified by the GALS communities. They described these stakeholders based on where they believe their shea nuts and oil is going to.

| **5.2.1. Guru Nanak Oil Millers** | |
|---|---|
| **Type of company** | Processing company producing oil products |
| **Location** | Lira |
| **Summary** | After repeatedly contacting this processing facility there was no response. The processing site is at quiet a distance from the GALS implementing groups. Therefore it is more efficient for Guru Nanak to buy from traders from West Nile, rather than to buy small quantities from farmer groups. Guru Nanak processes the oil into beauty products and cooking oil, and exports it to many countries all over the world. |
| **Stakeholders** | Traders, farmer groups in the area |

| **5.2.2. Mukwano** | |
|---|---|
| **Type of company** | Oil miller |
| **Location** | Lira |
| **Summary** | This oil miller is also producing oils from other crops like sunflower. The oil milling site is part of larger industry group and is mainly getting its shea from the region in Lira. Any shea coming from West Nile is bought in large quantities from traders. |
| **Stakeholders** | AFARD, traders, farmer groups in the region. |

### 5.3 Chain supporters

No records are found of organisations or development programs that are supporting the production and selling of shea producing GALS communities. CREAM and CEFORD are the only organisations providing support to communities that mostly rely on the income through the shea business.

### 5.4 List of stakeholders and simple shea nut map

The list below shows the actors in the shea nut chain:

| Actor | Characteristics and/or activities |
|---|---|
| **Agro dealers** | - Sells agro inputs<br>- Sells foundation seeds from Victoria seeds<br>- Based in larger towns |
| **Farmers** | - Introduced to GALS<br>- Collecting shea and producing shea oil<br>- CREAM groups |
| **Spot-on middlemen/ middlewomen** | - Individuals buying small quantities directly from farmers at their homes<br>- Buy in small quantities<br>- Mostly in the start of the harvest season (when prices are low)<br>- Storage in own house<br>- Can sell to traders (abroad) |
| **Traders /agents** | - Buys in jerry cans and bags<br>- Organised<br>- Work with spot-on middlemen/middlewomen<br>- Bulking<br>- Temporary stores buy from organized groups<br>- Sell to large buyers<br>- Sell to traders abroad |
| **Mukwano, Guru Nanak** | - Large quantities<br>- Processors<br>- Exporters |

The list below shows the chain supporters:

| Chain supporter | Characteristics |
|---|---|
| CEFORD | - NGO providing Functional Adult Literacy [FAL] training<br>- Training in Gender Active Learning Systems [GALS]<br>- WASH |
| CREAM | - NGO supporting Self-help Affinity Groups [SAGS]<br>- Training in GALS<br>- WASH |

And this is the chain context:

| Contextual aspect | Influence |
|---|---|
| Weather | - Drought can reduce the quality and quantity of sesame<br>- Too much rain can reduce the quality and quantity of sesame<br>- Too much rain can make the roads bad, which has a negative effect on the mobility and reaching markets with higher prices |
| Justice system | - Land ownership not for women<br>- Violence and stealing rarely reported<br>- Poor implementation of law<br>- Low punishments for suspects |
| Government | - Higher tax rates in local and regional markets<br>- No standard for taxation<br>- Preference for selling to middlemen spot on<br>- Genuine tax collectors unknown<br>- No shea value chain development projects |
| Economy | - Dollar fluctuation<br>- Price fluctuations due to scarcity of produce |

## 5.5 Basic value chain map of shea nut

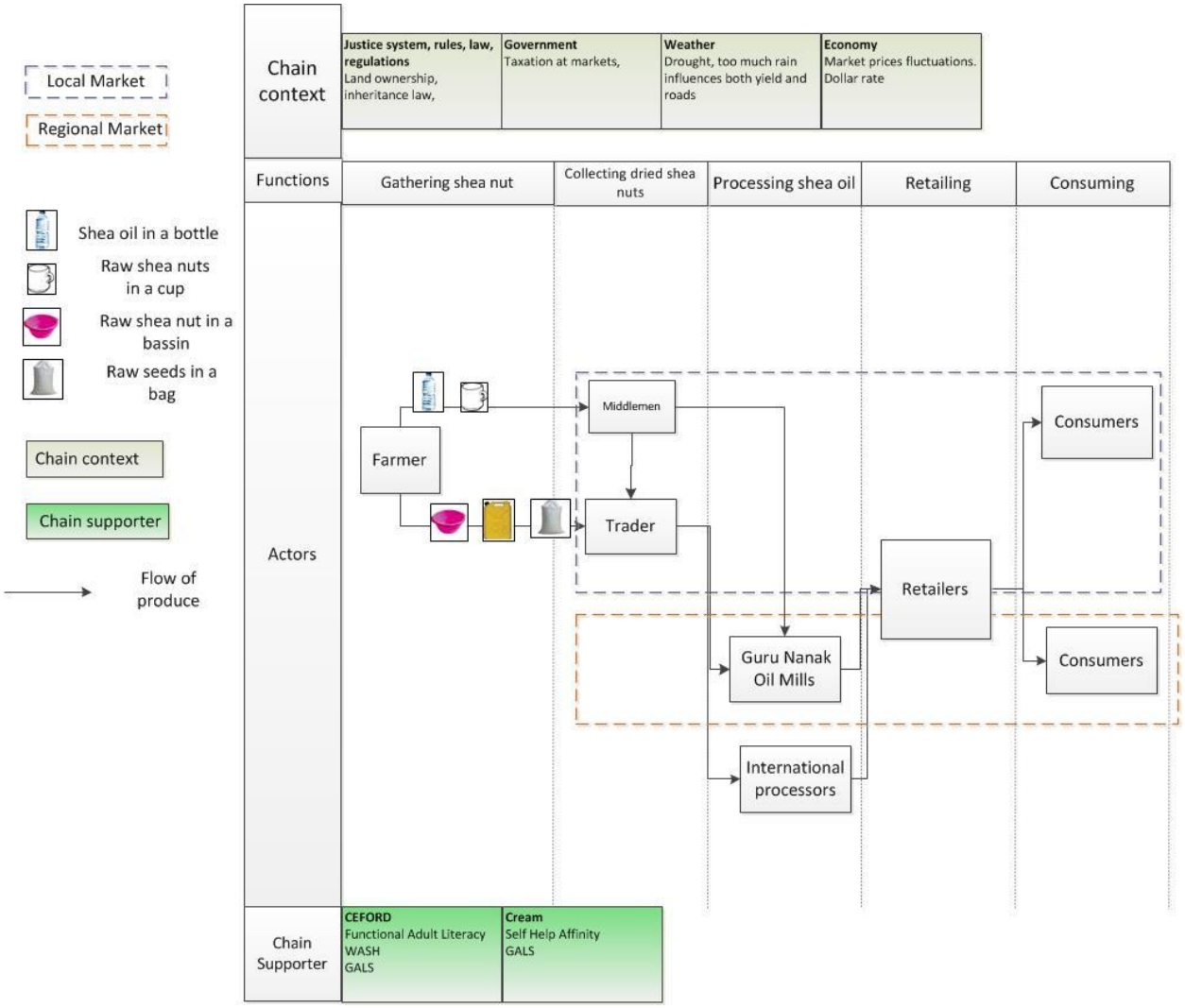



Figure 31: Basic value chain map of Shea nut

# 6. Discussion

### *6.1.1 Single farmers*

The first group to be focused on is the widows/widowers/single farmers and farmers with a crippled or ill partner who therefore cannot perform any work and accounts for 33.5% of total households in West Uganda (UBOS, 2010). This is a very vulnerable group of farmers since a single farmer does not have the capacity to produce high quality and quantity seeds due to lack of labour for weeding, clearing land and timeliness in harvesting. In addition, female farmers face many issues with regards to property ownership.

Women are mostly disadvantaged as it comes to property ownership [like land and children]. Many husbands have inherited land from their parents. Once the husband dies the family of the husband will most likely claim the land and children from the wife. In some cases the husband's family allow the wife to stay and work on the property, but she has to live in insecurity because the land can be claimed by the family anytime, which may lead to lack of investment in terms of time and money by the widow in the property. When the family decides to claim the property the widow is forced to move back to her home village and parental household, but in many cases the widow cannot return to her family because they cannot afford to return the bride price. By denying women the right to own and inherit property from their husbands and fathers, the law robs women of the power to make their own economic and reproductive choices and prevents them from actively participating in the country's developing economy (Bennet, 2006). In some cases the parents do want the wife to inherit or own the land, which can be written in a communal accepted will, but will-writing is not done because people believe they die once a will is written[17].

Single farmers are an interesting sub-category producing smaller quantities and are restricted to a few sales channels [in many cases only raw seeds at local markets in cups] due to lack of mobility and have less access to resources like better quality seeds and labour. The better quality seeds are available at the agro shops located in larger towns. Many farmers live in remote villages and do not have the capacity to go and buy seeds at these agro shops. In addition, agents from seed companies and government institutions providing improved planting seeds are not targeting single farmers.

[17] During an interview with Primary society Mutir Farmers Association in Wadelai one of the widows explained that the parents of her former husband wanted her to take over the land, but they never wrote a will because 'they fear to die the next day after writing the will'. Therefore she was forced to return to her family.

### *6.1.2 Two parent households*

The second category are 2 parent households and account for the majority [55.7% in West Uganda in 2009/2010] of household compositions (UBOS, 2010). Other than the single farmer household these households are headed by 2 adults. Therefore it is necessary to have a gender sensitive look on division of labour, division of profits, decision making, access to markets, access to resources and property rights [land, house, utensils, children, etc.]. The households in this category have a higher business capacity than single households and make them a separate valuable actor in the chain. The reason for this is that 2 parent households have the possibility to address inequalities, develop a common vision and thus move faster towards development than single parent household.

Shea= Men sell processed oil in a jerry can at a regional market. They get a lot of money at once. Women walk from local market to local market for weeks, selling oil in bottles. In some cases it might occur that, due to price fluctuations, the women make more money in total than men. However, men still feel like the one earning more since he is earning in larger amounts per time. So in general local markets are for women, regional markets are for men, for the remote villages.

### *6.1.3 Polygamous households*

Polygamy is common in Uganda, especially in the Yumbe and Moyo district. Polygamous households are an interesting sub-category of farmers because of the unique household situation where wives and co wives share the same husband. Collaboration between de wives and collaboration between the wives and the husband are an absolute necessity at polygamous households.

### 6.2 Men and women from the same household are different actors

It is often considered that a farmer household is a unity. This is probably one of the most frequent misunderstandings about poor livelihoods in agriculture. Organisations and development projects assume that households are a unity and design their interventions as such. For the 2 parent household it is important to mention that most of the farmers have divided their land into 2 sections, namely: the man garden and the family garden. The man garden is supposed to generate revenues to pay for high expenses such as school fees, hire an ox, hire labour and/or transport and is considered to be the main source of income for the family, butin many cases the income is for the man only, not necessarily for the family. The man garden is used for growing cash crops. Despite approximately 80% of the work load at the man garden [in terms of labour hours] is performed by women[18], the title for this garden remains 'man garden' as the man is commonly accepted as the head of the family, and the head of the family is the provider and supporter of the family and the man owns the piece of land as well. The family garden is used for growing food crops for home consumption [80%] and smaller and more frequent quantities for selling [20%]. From the value chain perspective it is crucial to look at a farmer household [2 parent or more] from the ***2 gardens perspective*** because the type of garden from which the sesame is harvested determines on the rest of the value chain by means of:

- The form in which sesame is sold [raw seed in cups, raw seed in bags, processed sesame oil, sesame cake and sesame paste]
- Channel through which the sesame is sold [neighbouring farmers, middlemen/middlewomen, traders, cooperatives and/or marketing associations]
- Location where the sesame is being sold, and the way it is transported [local or regional market]
- By whom it is being sold, and who benefits and decides about the use of income [men, women or children]
- Frequency of selling the product [weekly or monthly and more]
- What the revenues after selling are used for [low expenses like soap, salt, utensils, clothing, etc. And high expenses like school fees, an ox, a bicycle, etc.]

The overview on the next page shows how the above mentioned indicators interlinked with the family and man garden:

[18] This is an estimate based on the figures given by Amatura Development Entrepreneurs Association during a field visit at the 22 July 2013 annex pic

Table 5: Division of gardens and characteristics

| Garden Indicator | Family garden [80% home consumption, 20% selling] | Man garden [100% selling] |
|---|---|---|
| **% of total sesame harvest** | 30% | 70% |
| **Form in which sesame is sold** | Raw seeds in cups, sesame oil, sesame cake and sesame paste | Raw seeds in bags of 100kg[19] |
| **Sales channel** | neighbouring farmers, middlemen/middlewomen | Traders, cooperatives and/or marketing associations |
| **Location**[20] | Local market | Regional market |
| **By whom it is being sold** | **Women and children** | **Men** |
| **Frequency of selling** | Weekly[21] | Once a year |
| **Revenues used for**[22] | Soap, salt, utensils, clothing, any excess money is going to the husband. | School fees[23], hiring or buying an ox, bicycle, alcoholism, prostitution |

From this simplified point of view one could say that sesame can be traced back from marketplace to which garden is has been growing.

During the research it was therefore hard to get percentages on the different forms and channels the sesame was being sold. E.g. if you would ask a woman how sesame is divided and through which channels it is being sold, she would most likely give percentages based the production on the family garden [high percentage household consumption, low percentage of selling in bags]. The man of the very same household would give his percentages base on the men's garden [low percentage household consumption, high percentage of selling in bags]. In addition, these percentages are most likely not restricted to only one garden. The 2 garden perspective aims to separate the flow of goods coming from a farmers household, rather than all yield is thrown on one heap, and then divided amongst men and women for sale, processing or storage.

[19] Note that in some groups part of this simsim is given to the women to be sold.

[20] In many cases the product is sold at the house when the middlemen/middlewomen and traders come to the farmers house [which is in many cases at the start of the harvest season when prices are still low]. For the remote villages this is mostly the case since they are geographically disadvantaged to have access to a market where the sesame can be sold for higher prices.

[21] Women prefer to store sesame seed in their homes and sell it frequently at markets where they also buy their needs, than having money stored in their homes by selling much sesame at once. This is because they both fear losing track of the expenditures she makes and the fear of theft by her husband or neighbors.

[22] The majority of expenses of the men used to go to alcoholism or other luxury expenses before GALS. After the implementation of GALS men were changed, quit the addiction and invested money in the expenses mentioned in the table. Both men and women of interviewed groups agreed on this.

[23] For many farmers the start of the harvest season for sesame is in January. In February all school fees need to be paid, wherefore farmers [who have not been saving money] are forced to sell the sesame at the start of the season to be able to pay the fees. In many cases this seasonality where harvest season and school fee season come together makes all profits go to school fees.

For shea nut it is a different story. Shea trees are not restricted to a certain area; in fact the trees belong to everyone[24]. Many studies indicate that shea is a typical women crop [all activities related to the crop are carried out by women]. This is partially true. The picking of the nuts can be done by all family members. Many times the husband, wife and children go to the field in the morning to pick the fruits.

After picking, the woman can decide to process the shea into oil. Processing shea oil is considered kitchen work, and is therefore only carried out by women. In some groups the man does the pounding.

Men pick shea for two reasons:

- Security; it is considered a risk if women and children are alone in the bush [most of the time far from home] picking fruits. The men want to join to protect his family.
- Profit; men want to earn money from picking shea.

In many households, when men have picked the shea which are processed into oil, they will be the one getting the profits. Men do not seem to realise the energy and time that is needed in order to process shea nut into oil, and women seem to accept the fact that processing shea nut into oil is just another chore which need to be carried out next to cooking. In many cases women sell the oil as well in local markets. When the man has contributed quite an amount of effort in picking, the women are most likely to hand over all profits to the husband. When men and women pick together, profit is shared. Division of profits is thus divided based on who has picked the nuts.

Processing nuts into oil takes about 2 weeks, depending on the weather. Dry weather is needed to dry the nuts. It is quite a big task bringing the nuts out and store them in the home again each day. Processing oil always takes up to 2 weeks regardless the amount, since the time needed for each activity is not related to quantity of nuts.

Some groups explained that after the intervention of GALS men are more and more supporting the processing of oil with indirect tasks such as babysitting, gathering wood and fetching water.

[24] According to the interviewed groups no one has the legal right to own a tree, even if it grows on some ones property. The tree is considered a very important source of income and high valuable because the fruits are given for free by nature, especially in the north of West Nile, where shea is the main source of income. In theory a farmer could pick shea nut from his/her neighbours' property.

## 6.3 Gender sensitive value chain mapping: visualising men and women in value chain maps

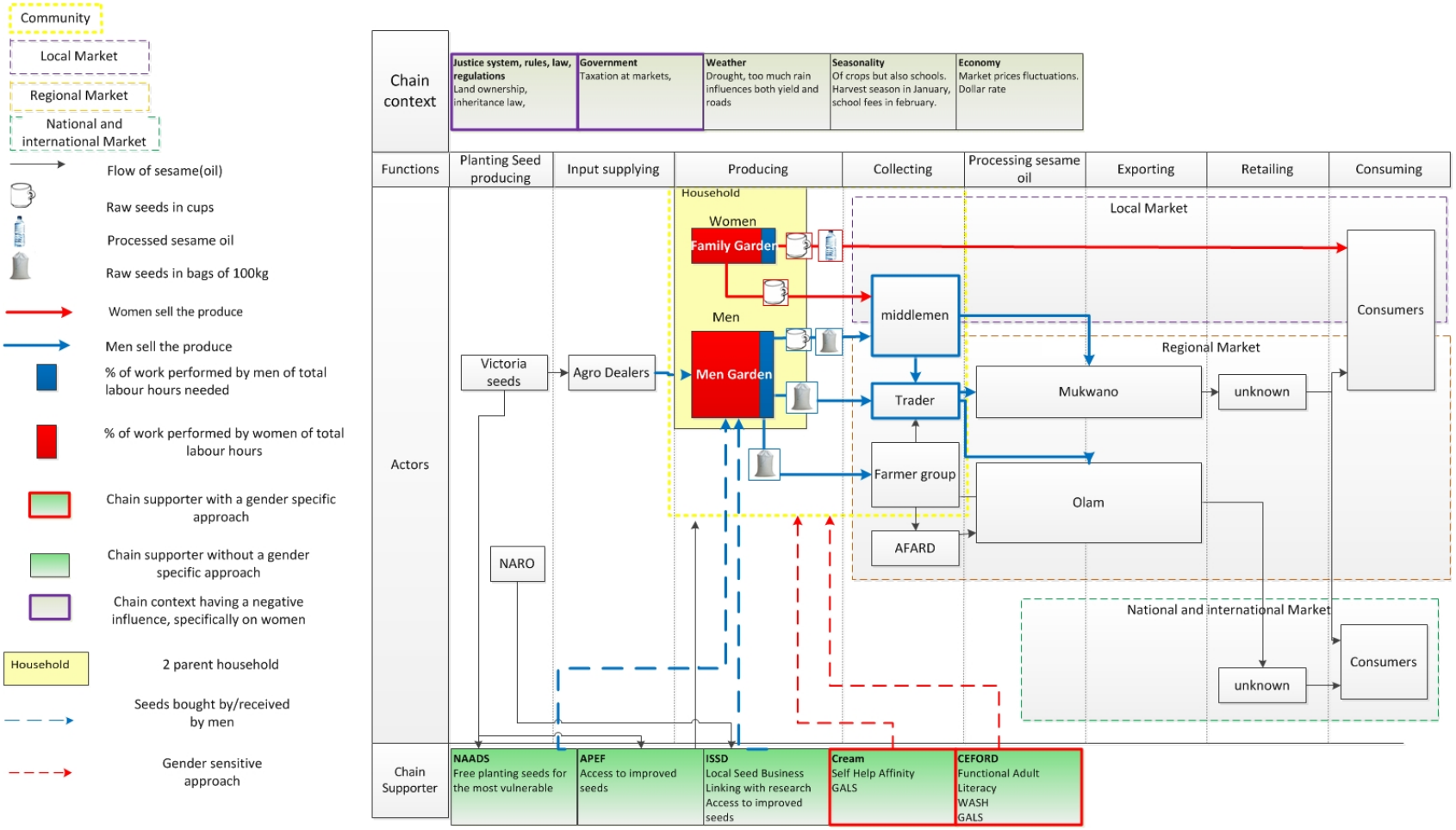



Figure 32: Gender sensitive simsim value chain map

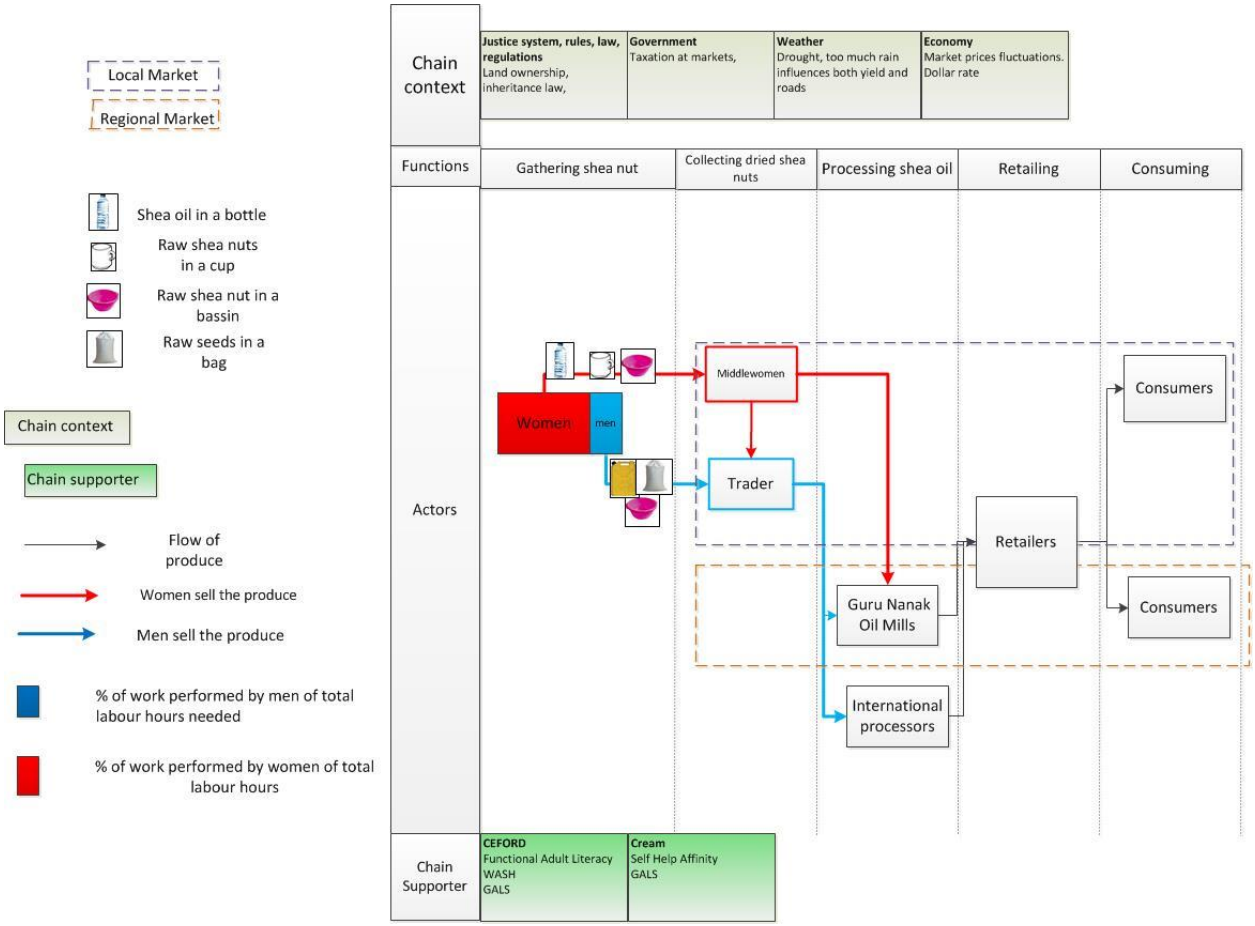



**Figure 33: Gender Sensitive value chain map of shea**

Figure 32 and 33 are different from a basic map because of the gender aspect. Women and men are mapped separately, and their actions are visualised by colour

# 7. Guidelines for partner organisations

## Introduction

This guide for partner organisations of Oxfam Novib working with the IFAD funded WEMAN [Women Empowerment Mainstreaming And Networking] program aims to provide practical options for gender sensitive Value Chain Mapping. In phase 1 of the implementation of the GALS [Gender Active Learning System] methodology groups are developing a preliminary map of their supply chain. This guide provides a step-by-step method to support the process of drawing clear and detailed gender inclusive value chain maps for the various groups working with GALS.

## Purpose of this guide

Gender inequality and gender sensitivity has become an important point of focus in Value Chain Development over the past decade. Farnworth's research (as cited by Linda Mayoux, 2012) shows that gender inequalities are a key constraint on economic growth and food security and a key cause of poverty not only for women themselves, but also their families and communities. In rural communities in Sub-Sahara Africa women fulfil important roles for household welfare, agricultural production and local processing before products are sold. Women's contributions and roles in value chains are often invisible and unrewarded (AgriProFocus, 2012). In many cases women are responsible for most of the farm activities, while at the same time they lack basic economic rights such as property ownership, secure access to land, freedom from violence, gender equal access to financial and non-financial services including agricultural training and cooperative membership (Oxfam Novib, 2012). This guide provides a possible method for gender inclusive value chain mapping.

After following these guidelines the outcome should be a detailed value chain map of a certain commodity showing detailed gender information making women and gender issues visible in the various activities and processes along the chain. In addition, as a result the map shows power relations between various actors through for example presenting the value shares and value addition of commodities by the different actors in the chain.

The basic reasons to do mapping:

- As a basis for multi stakeholder meetings
- Easily identify and locate gender constraints
- Improve traceability
- Improve transparency
- Visualise women and men

## Use of this guide

This guide is constructed based on 2 case studies of the value chains of sesame and shea nut of farmers and farmer groups working with Oxfam Novib's implementing partners CEFORD and CREAM in the West Nile region, Uganda. The guide will frequently use examples derived from the 2 case studies to enhance the practicality of this guide.

The guide is based on a method where information about gender is structured in value chain maps. These value chain maps intend to provide a complete and gender sensitive overview and detailed insights into value chain maps. The method can be unpacked in three steps:A simple stakeholder map [see 7.1]

Gender sensitive mapping [see 7.2]

Value creation through the chain [see 7.3]

This guide is introductive in both theory on value chain analysis/mapping and gender inclusive value chain mapping and design. The examples of gender constraints and the maps presented in this guide are based on the sesame and shea nut case studies, and thus may be completely different to the situation of other commodities. Users of this guide are asked to be flexible and adapt the method as much as possible to the groups they work with.

Some Do's and Don'ts based on practical examples can be found in the annexes. These examples are based on the GALS communities that are used in the research.

## 7.1 Making a simple actor map

The following steps will lead to a simple actor map. This map does not include gender sensitive information yet. The map will be a basic framework for understanding the flows of the commodity and external services and influences from a farmer's perspective. See figure 34 for the template which will be used.

### *7.1.1 Selection of a chain*

The maps will be drawn from a farmers' perspective. The raw material that a farmer cultivates will be the base for the value chain map. This raw material can however be processed into different forms [for example, shea nut can be processed into oil both on-farm as by a processing company. So the selection of the chain is based on the raw material produced by the farmer.

Limit your map to the members of a GALS groups. It can happen that a woman is a member of a GALS group, but her husband is not. Her husband should be incorporated in the chain. So the focus is on a group of households rather than individual members of the GALS groups.

### *7.1.2 Identify the main functions in the chain*

The main functions may differ per commodity in the chain. The example below shows the main functions of sesame:

| Planting Seed producing | Input supplying | Producing | Collecting | Processing sesame oil | Exporting | Retailing | Consuming |
|---|---|---|---|---|---|---|---|

In the shea nut some functions are different. Shea nut is collected from wild growing trees, and is not cultivated where input supplies like seedlings are needed. These are the main functions in the value chain of shea:

| Gathering shea nut | Collecting dried shea nuts | Processing shea oil | Retailing | Consuming |
|---|---|---|---|---|

As you can see the functions are all written as an action. Try to make them as specific as possible.

Note that the functions are not necessarily actions performed by a chain actor. A farmer is for example also responsible for clearing the land and harvesting of sesame. But from a value chain perspective its main function is to produce or collect a crop.

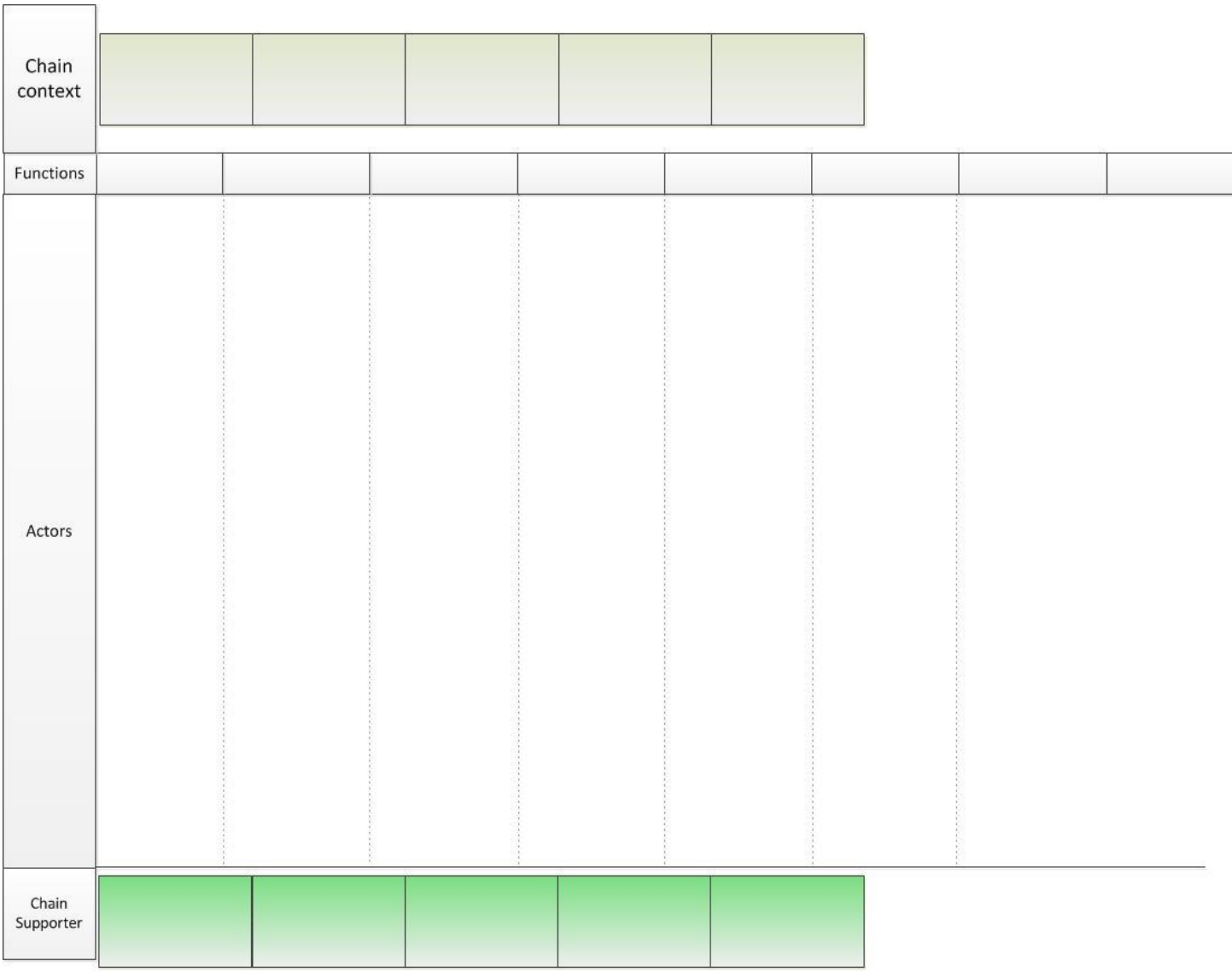



Figure 34: Template for mapping

### *7.1.3 Identification of stakeholders*

A value chain map always maps the flow of **one** raw material with its different forms through different chain actors. It is also crucial to take into account that most important is to figure out through which channels the produce can be sold, for example to a neighbouring farmer, middlemen, a trader, a linking agent, the cooperative or to consumers at local and regional markets. In addition, all the actors involved in the input supply for the farmer have to be identified. This must however be limited to only one commodity, e.g. in a map of sesame it is not possible to include an input supply company that is producing many planting seeds [casave, carrot tomato, etc.] except sesame seeds.,. If this is done properly, a list of stakeholders can be made. See the example from the shea nut chain in table

| Stakeholder | Description |
|---|---|
| Farmer | The farmer is gathering the shea nuts once they have fallen off the trees. The shea nuts are either processed into oil at the home, or they are sold as raw seeds. Before the seeds can be sold they are dried. A farmer can sell its produce to middlemen, traders or to consumers. |
| Middlemen | The middlemen have a motorcycle or car and travel from household to household to collect shea nut or oil from the farmers. They even buy small quantities, even if it is 1 bottle of shea oil. Middlemen also come to the market to buy raw seeds or oil from the farmers. The middlemen sell it either to a trader or to a processing company. |
| Trader | Traders buy larger quantities. They are not interested in small amounts, and prefer to buy jerry cans instead of bottles, and large bags instead of small cups. The traders sell directly to processing companies, and can be working with the processing company on contractual base. |
| Processor | For the shea nut, the main processor that is buying from the region is Guru Nanak Oil Mills. Guru Nanak is buying both dried seeds and home processed oil from traders and middlemen. They process it into beauty products and cooking oil, and exports it to many countries in the world. |
| Consumers | There are two types of consumers; the consumers at the local market that buy shea butter and seeds to use or process again at home, and the consumers in the international market, buying products of Guru Nanak. |

Table 6: Example list of stakeholders shea nut

### *7.1.4 Matching stakeholders with their functions*

Now that the stakeholders are identified it is time to match the stakeholders with their main function in the chain. On the next page is an example of the simple value chain of shea in West Nile. Not only are the stakeholders linked to their main functions, but the linkages between the stakeholders are presented as well in the form of the black arrows. Some additional information is given like the form in which the product is being sold by the farmer.

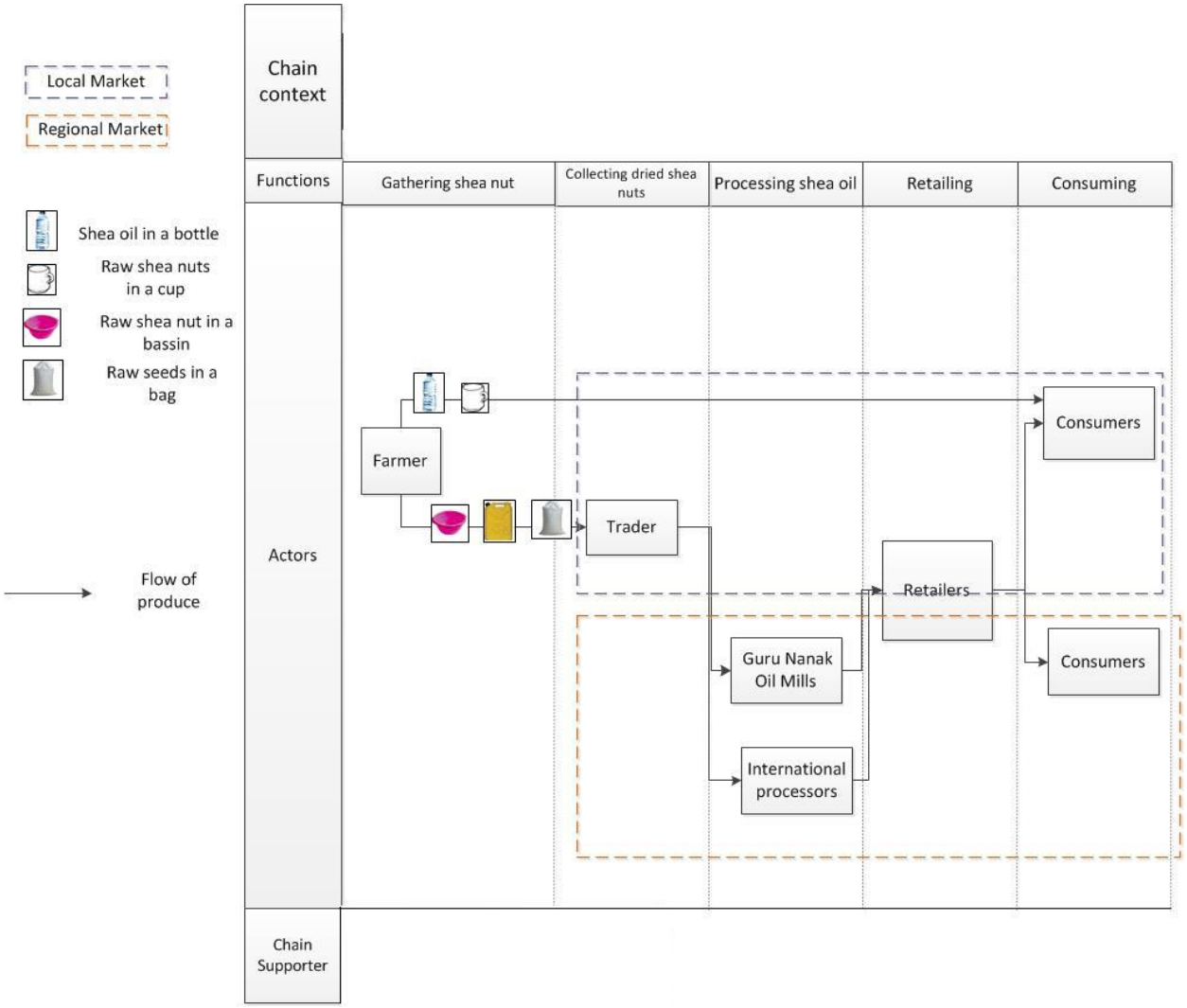



Figure 35: Example of simple shea nut chain

The location where the produce is being sold can also be mapped. The difference between a local and regional market can be important to separate in a map, because they may vary in price and distance from farmers, but also quantities being sold may vary in the different channels. In many cases farmers sell directly to consumers. Consumers are a unique type of chain actors, since they only buy for own consumption. They are the last stage in the chain, do not sell the produce and thus do not add any economic value to the produce. The produce is being sold at markets. Markets are not stakeholders but

are locations where supply [farmer] and demand [consumers, middlemen/middlewomen, traders, exporters and processors.] are met.

### *7.1.5 Describing the chain supporters*

Almost all farmers receive some kind of support in the form of access to finances, access to resources, access to markets and access to learning systems. It is important to make a list of these service providers and explain what type of service they provide. In addition, the service providers must be limited to the crop that will be mapped. For example, the map is about cassava and an NGO provides training on only maize, it should not be included in the list nor the map.

### *7.1.6. Describing the chain context*

At last the chain context must be described. Every chain operates within a certain environment, and is influenced positively as well as negatively by it. Even the service providers operate and are influenced by this environment. Below a list of different aspects affecting the chain are described based on the sesame case.

- The larger economy
- Currency exchange rates
- Government economic policy
- As well as governance
- Tax
- Regulatory and legal frameworks

Many of these chain supporters and chain context can be subtracted from the vision road journeys as most of them are described as opportunities and threats. Opportunities like training from the government can be seen as a chain context. But also the legal frameworks in which a chain has to work is the chain context.

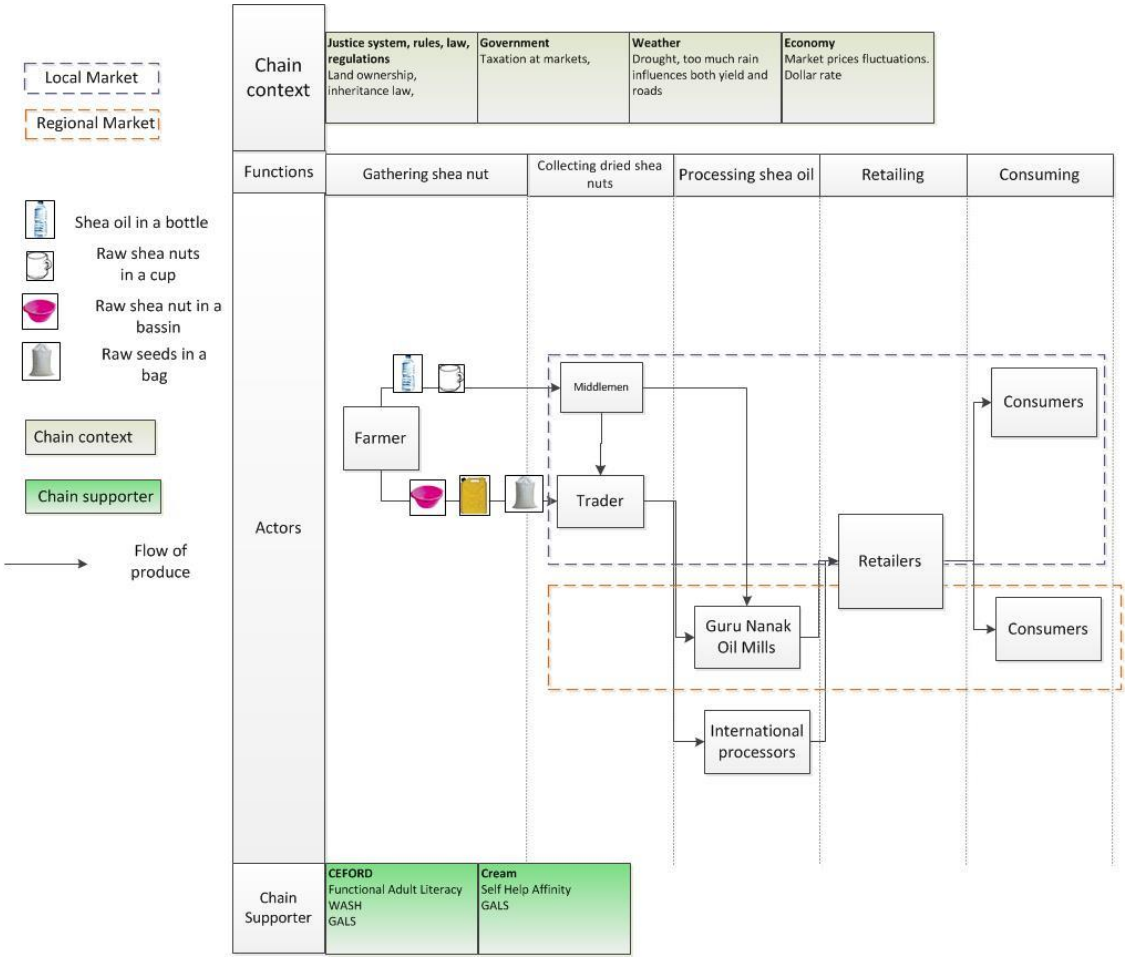



Figure 36: Chain map including chain supporters and chain context

***Always include a legend***

With each map comes a legend. The legend explains the meaning of the symbols used. This way everybody is more likely to understand the map.

***Arrows***

One of the most important details to take into account in drawing a *simple actor map* is the definition of arrows as a linkage between various stakeholders. The definition of an arrow in the simple actor map from one *chain actor* to another does only mean the flow of a commodity. For example, the shea nuts go from the farmer to the trader, even though the trader buys the shea nuts at the house of the farmer. The arrows in this map do not represent the flow of information, money or a distance to be travelled by the actor. It only represents the journey of the commodity from one actor to the other. Once these arrows are drawn, it must be easy to see and count the different channels through which a farmer can sell, a trader can trade and from how many channels a distributor buys.

When information flows or money flows need to be mapped, it can be easily explained in the legend.

The arrows from the chain supporters towards the chain actors' lane do however need some explanation, and need to be used in a different colour than the commodity flow. The characteristics/activities of the chain supporter are described above, but the arrow in the map needs to be explained. How is the chain supporter supporting the chain of sesame? Who are the beneficiaries and how many people [the arrow does not need to link with the actor in the map for the sake of a better overview]? For example, chain supporter NAADS is known for the supply of free seeds to the most vulnerable. How does NAADS specifically support your farmer group? How many seeds have been provided and to how many members? How many times a year does NAADS distribute these seeds and what is the logistical system for the access to these seeds?

### 7.2 Gender specific value chain mapping

This part of the chapter is providing an example of a method on how gender specific constraints can be mapped using the simple actor map created in the previous part as a basis. At this stage a proper value chain map is developed which will be used as a framework to provide qualitative and quantitative gender specific information. With this layer of the map it must be possible to see gender constraints and challenges in chain governance, task division, control over and access to resources, income and finance. These aspects need to become visual and recognised at a glance. This layer zooms into a specific cluster in the chain [for example only the farmers, cooperative and traders are highlighted]. The following example is based on the sesame case study and zooms into different gender aspects from a farmer's perspective.

For a 2 parent household it is important to mention that most of the farmers have divided their land into 2 sections, namely: the man garden and the family garden. The man garden is supposed to generate revenues to pay for high expenses such as school fees, hire an ox, hire labour, alcoholism, prostitution, luxury goods, etc and is considered the main source of income. The man garden is used for growing cash crops. Although approximately 80% of the work load at the man garden [in terms of labour hours] are performed by women[25], the title for this garden remains 'man garden' as the man is commonly accepted as the head of the family, and the head of the family is the provider and supporter of the family. The family garden is used for growing food crops for home consumption [80%] and smaller and more frequent quantities for selling [20%]. From the value chain perspective it is crucial to look at a farmer household [2 parent or more] from the ***2 gardens perspective*** because the type of garden from which the sesame is harvested is highly linked with the following indicators:

- The form in which sesame is sold [raw seed in cups, raw seed in bags, processed sesame oil, sesame cake and sesame paste]
- Channel through which the sesame is sold [neighbouring farmers,

[25] This is an estimate based on the figures given by Amatura Development Entrepreneurs Association during a field visit at the 22 July 2013 annex picture

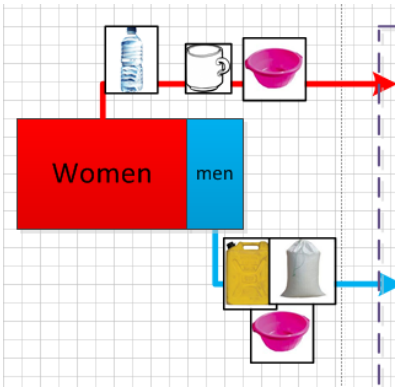
middlemen/middlewomen, traders, cooperatives and/or marketing associations]
- Location where the sesame is being sold [local or regional market]
- By whom it is being sold [men, women or children]
- Frequency of selling the product [weekly or monthly and more]
- What the revenues after selling are used for [low expenses like soap, salt, utensils, clothing, etc. And high expenses like school fees, an ox, a bicycle, etc.]

A polygamous household may have a separate family garden for each wife, and one man garden.

Gender sensitive mapping can be supported by a variety of indicators; division of labour, access to resources, extension services and control over income. These indicators are further explained below.

### *7.2.1 Division labour*

Many gender constraints take place at household level. One of the gender specific aspects at household level is the division of tasks. Division of tasks can be mapped to show who is doing what, and how the balance and relationship is between how much is work is performed by who and who is generating profits. Below an example from shea nut oil is presented.



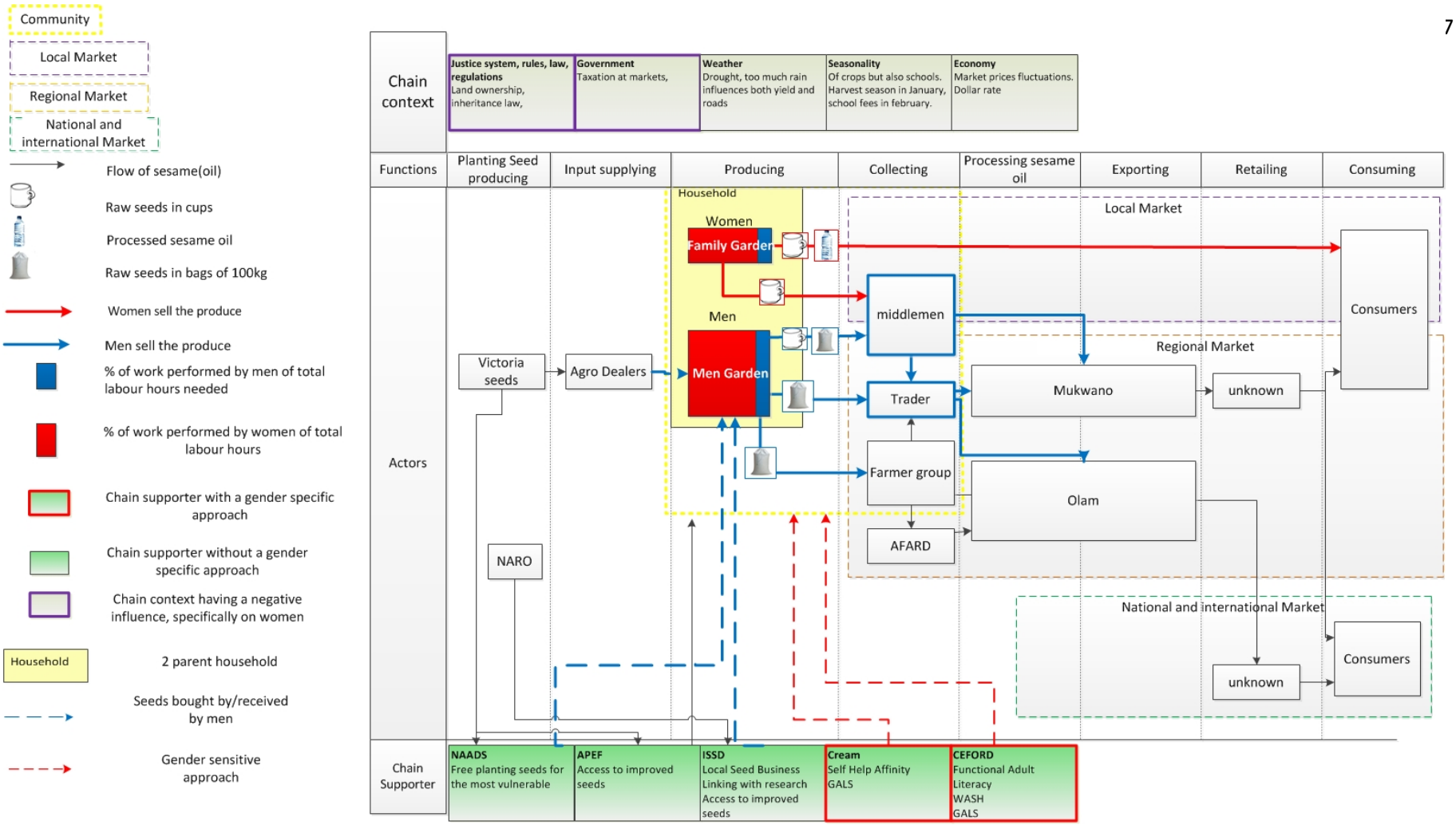

The working hours are expressed in percentages. The percentages show the share of men and women in terms of working hours until it is a sellable produce [shea oil or dried shea nuts]. This cluster of the value chain map shows that women perform a majority of activities at household level. These activities include the whole process of producing shea oil. Producing shea oil is seen as kitchen work and is therefore seen as women work. The 20% of male labour input include the picking and indirect chores like gathering wood or even fetching water. In addition, what this map shows is that the one who is picking is the one who is generating the income, regardless all the effort for processing shea nut.

Information on the division of labour can be derived from gender balance trees created by the different individuals.

### *7.2.2 Access to markets, finances, extension services and input supplies*

The ability to access certain resources has a lot to do with the mode of transport you have. In addition, women do not have much freedom to move. When women travel longer distances can be problematic because men might think women will commit adultery. Women carry the responsibility for the family as well, which is a burden that withholds women to travel long distances. Women often travel by foot to the market, like the drawing is showing. This means they are more likely to cover less distance in the same time as the man is capable of on his bike. The man will be able to have access to more and often better markets, where he can access more input supplies. In the gender sensitive map this is mapped with the dashed blue colored arrow running from the agro dealer towards the men/men garden.

The man has more options of getting extension services for example training on good agricultural practices. Extension services like training can be accessible by women in terms of distance, when training is given in the village. However, only men can be targeted and invited to this training. Some CBO's have programs in place for giving improved seeds to farmers. However, if they do not have a gender sensitive approach the seeds might all be going to the man and not to women. The gender sensitive map of sesame is showing in dashed blue arrows how men have more access to extension services than women.


Community
Local Market
Regional Market
National and international Market
Flow of sesame(oil)
Raw seeds in cups
Processed sesame oil
Raw seeds in bags of 100kg
Women sell the produce
Men sell the produce
% of work performed by men of total labour hours needed
% of work performed by women of total labour hours
Chain supporter with a gender specific approach
Chain supporter without a gender specific approach
Chain context having a negative influence, specifically on women
Household
2 parent household
Seeds bought by/received by men
Gender sensitive approach
Chain context
Justice system, rules, law, regulations
Land ownership, inheritance law,
Government
Taxation at markets,
Weather
Drought, too much rain influences both yield and roads
Seasonality
Of crops but also schools. Harvest season in January, school fees in february.
Economy
Market prices fluctuations. Dollar rate
Functions
Planting Seed producing
Input supplying
Producing
Collecting
Processing sesame oil
Exporting
Retailing
Consuming
Actors
Household
Women
Family Garden
Men
Men Garden
Victoria seeds
Agro Dealers
NARO
middlemen
Trader
Farmer group
AFARD
Local Market
Consumers
Regional Market
Mukwano
unknown
Olam
National and international Market
unknown
Consumers
Chain Supporter
NAADS
Free planting seeds for the most vulnerable
APEF
Access to improved seeds
ISSD
Local Seed Business
Linking with research
Access to improved seeds
Cream
Self Help Affinity
GALS
CEFORD
Functional Adult Literacy
WASH
GALS

### *7.2.3 Control over resources*

In many cases it is the man who has ownership over the land, and everything on the land including the buildings. In many cases women are perceived as property as well, since they are 'bought' through the dowry paid to the woman's family.

Control over and access to are higly interlinked. In many cases it it can be assumed that the one who has access to certain resources is also the one who controls these resources. The clear example is the man able to access regional markets, where he sells its produce to middlemen and traders. Agrodealers are mainly located near regional markets, so it is the man who has access to these agro dealers to buy inputs for the farm. In this case he is the one controlling the input supplies. A women relies on her husband as it comes to input supplies, like seedlings in the sesame case, for her garden.

**Control over income, division of labour, ownership and GALS**

GALS is challenging gender inequality and gender equity at household level. In many cases, even with groups working with GALS for over 3 years, women have to hand in the money they have earned to their husbands at the end of a market day. Before GALS men decided what to do with the money, thus controlled the money. Many times the decisions were poor, and the money was not invested but wasted on other issues like for example alcoholism. After the intervention of GALS women still need to hand in money to their husbands after a marketing day, thus men still control the income. However the decision making is done mutually after the husband has consulted his wife about how to spend the money.

After the intervention of GALS men got an eye opener about the imbalance on division of tasks at household level, meaning women performed more and more time consuming tasks. In the shea nut case, men used to pick shea fruit only when they needed money. The women processed the picked fruit into shea oil, sold the oil and gave back the money to their husbands since they were the ones picking the fruits. Considering the time needed for picking (approx. 1 day), and producing shea oil (2 weeks) After GALS men started to perform indirect tasks, for example gathering wood and even fetching water for inputs for the production of shea oil.

## 7.3 Value creation through the chain

This chapter focuses on economic information in the value chain. It explains a method developed by KIT and IIRR for calculating financial positions of actors in the value chain. It is possible to calculate the value share per actor. The value share is the percentage of the final retail price that the actor earns (KIT, 2008).

### *7.3.1 Added value*

All actors, from raw produce to end product, add value to the product. Value adding can be done in different ways by different actors; sorting and grading of different qualities, bulking, processing (for example process seeds into oil) and/or packaging. Added value per actor can be calculated by determining the difference between the price the actor pays for the produce, and the price he or she sells it for (KIT, 2008).

Calculating profit margins in the value chain is not straightforward. It requires various types of information and takes several steps. It is necessary to know the following information about costs and revenues.

*Costs*

**Variable costs** These are costs that change according to the amount of produce handled. For a livestock raiser, the variable costs include the costs of feed and vaccinations. If a farmer has 10 cows and decides to raise two more, she or he needs 20% more feed and vaccinations for the new animals. For a livestock trader, the variable costs might include the purchase price of the produce, commission paid to brokers, the cost of health certificates for each animal bought, local taxes paid per animal moved, and interest on loans used to buy produce.
**Fixed costs** These are costs that are independent of the amount traded. For the livestock raiser, they include the cost of stables and land. Even if the farmer decides to raise two more cattle, she or he usually does not need to buy more land or build a new stable (at least in the short term). For a trader, the fixed costs may include stall rental, trading licenses and wages of assistants (KIT, 2008).

*Revenues*

**The selling price of the produce** This is the actor's revenue. It is the money she or he earns by selling the produce, plus any other income earned by selling by-products or waste (KIT, 2008).

*Profits and margins*

Once we know the costs and revenues of each actor in the chain, we can calculate their financial positions. Here are some things to look at:

**Gross income, or operating profit** This is calculated by deducting variable costs from revenues:

***Gross income*** *= Revenue – Variable costs*

The gross income is easy to calculate, but it does not take the fixed costs into account.

**Added value** is the amount of value that each actor in the chain adds. It is the difference between the price the actor pays for the produce, and the price she or he sells it for.

***Added value*** *= Price received by actor – Price paid by actor*

**Value share** is the percentage of the final, retail price that the actor earns. Calculate this as the added value divided by the final retail price. Then multiply by 100 to give a percentage.

***Value share*** *= Added value x 100 / Final retail price*

The table below can be used to fill in the information. This information is based on the simsim chain in Uganda/

| 1 | 2 | 3 | 4 | 5 | 7 |
|---|---|---|---|---|---|
| Chain actor | Variable costs | Revenue | Gross income | Added value | Value share |
| | | Selling price | Revenue - costs | Revenue – previous actor's revenue | Added value x 100 / retail or export price |
| Farmer | 1000 | 2500 | 1500 | 2500 | |
| Trader/collector | 3200[26] | 3500 | 300 | 1000 | |
| Processor/exporter | 3700 | 4100 | | 600 | |
| Retailer | | | | | |
| Total | | | | | |

[26] These costs are based on the variable costs as calculated by Wadelai cooperative. 40%

# 8. Conclusion

## 8.1 Households are not a unity

Organisations and development projects assume that households are a unity and design their interventions as such. In many value chain development projects all producers and sellers of a certain commodity are captured under 'farmer'. In modern value chain development, men and women from the same household need to be approached as different actors, playing different roles and often operate in different value chains.

## 8.2 Gender in value chain development

Gender equality is often realised at household level, but it is crucial to realise gender sensitive strategies and approaches in the rest of the value chain. Respecting women as a separate actor, and giving women more power and access to resources will result in more efficient chains. In the simsim value chain men are in almost all cases the ones that have access to improved seeds. Men tend to sell the seeds to have access to direct money, whereas women are most likely willing to make use of the seeds since women perform the majority of the work on the land. As a result, quality of the yield will remain low. Gender inequality has high economic costs and leads to wasted human resources and missed opportunities for innovation (AgriProFocus, 2012).

## 8.3 Gender needs to be mapped

Women play invisible roles in value chains. A basic way to visualise women and their roles is to include them in gender sensitive value chain maps. Value chain mapping is facilitating value chain development. Therefore it is most efficient to include men and women in maps. As discussed in 8.1 that women and men are different actors, they will have to be mapped separately as well.

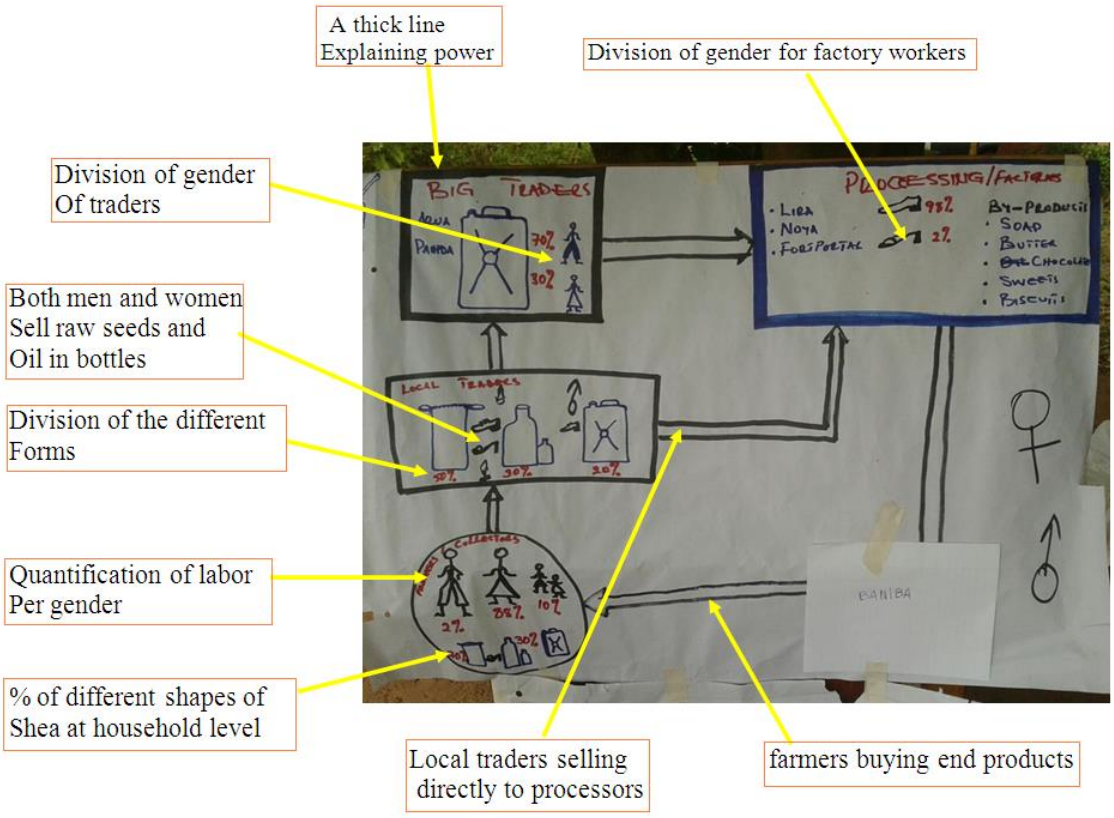
## 8.4 Practical guidelines are needed for gender sensitive mapping

This report gave an example of a method on how gender can be mapped in a step wise manner. More guidelines are needed for more detailed and inclusive maps. Many more indicators can be used to map gender constraints. Different settings in households will also need separate maps. Polygamous households will have complete different gender constraints and maps than single headed households. Another point is that hired labour [or landless people] need to be taken into consideration while mapping. Many more stakeholders will need to be incorporated in the development of such maps, where they can identify their own position in the chain, address issues with other stakeholders and identify key points that need improvement.

# Annexes

## Annex I: Do's and Don'ts, practical examples

### *Value Chain map Baniba*




This is a great effort for value chain mapping by the Baniba group. The group has many members, including farmers, middlemen and traders. The group tried to map the flow of raw shea nut and processed oil. They incorporated as much quantitative data as possible and seem to have knowledge on the stakeholders in the chain. The percentages are representing the amount of women and men located at various processes in the chain. In the circle, which represents the farmers] a division is made between men, women and children [2%, 88% and 10%]. This is based on the workload invested in the collecting and processing of shea nut per gender. The division of the forms in which the shea is being sold by the farmers can be found in the same circle [70% in bags and 30% processed oil]. This group does not bulk either raw shea nut nor processed shea oil. Therefore this map based on a general summary of information provided by the different sub-groups.

**Do's**

- Like this group, try to quantify the men and women at the different levels in the chain in terms of work performance.
- Separate the forms in which the shea nut is sold, so 30% sold as processed oil and 70% as a raw seed in bags.
- When dividing processed oil in the drawing between jerry cans and bottles, try to quantify this as well, since men are mostly selling the jerry cans and women sell the bottles.

**Don'ts**

- Do not use percentages without mentioning what they represent. With a little background information one would know the percentages [2% for men, 88% women and 10% for children] are representing workload. However, these percentages can also be interpreted as quantification; 2% of the members of this group are men, 88% of the members are women and 10% of the members are children.
- Do not exclude other sales channels from the map. Farmers can sell to each other, to middlemen, to traders and to consumers. Also the location might be crucial, so where is the produce sold, local or regional markets.
- Do not exclude means of transport. How is the produce transported, by foot or other means of transport? Who is responsible for the transport?

The next step in the chain is the local trader. The local trader sells and buys both raw shea and processed. The trader has a proper division between seeds in bags, oil in bottles and oil in jerry cans. The forms are assigned to gender, so bags and bottles are sold both by men and women; however jerry cans are sold by men only.

**Do's**

- Make a distinction between the form in which something is sold and link this with gender. In many cases, women and men sell in different forms and different locations.
- Show the difference in how the forms are sold by the local traders with percentages or if possible in tonnages/kg.
- Make a clear distinction of core functions in the map; producing, trading, bulking.
- Separate local traders from bigger traders, and explain the difference.

**Don'ts**

- Do not use 3 different symbols to indicate men or women, like this map is showing a drawing of a man and a woman, a man shoe and a women shoe and the general gender symbols. Use 1 symbol in the map instead.

- Do not confuse selling own produced products with trading in a map. This map gives a strong impression that selling own goods as a farmer fall under local trading. Trading is buying and selling produce.

The next step after the local traders is the big traders. The thick line expresses the power of this actor. The jerry can shows that the form is liquid, and that the big traders do not trade in bottles.

**Do's**

- Show the gender division for the big traders. This is well done, and very clear mapped by this group.
- Show the location of the traders; Arua, etc.
- Explain why these traders are powerful.
- List the activities of the traders. If traders only trade in jerry cans, then what would be the activities of the processors?

**Don'ts**

- Do not limit this actor to only oil in jerry cans. This implicated that big traders do not buy raw seeds.

The last step in the chain is the processors/ factories. Baniba has done great research by asking traders where they sell their produce. The group estimated with the knowledge of the traders that roughly 98% of the factory workers are men. There is an arrow from the factory back to the farmers, indicating the end products like shampoo, soap etc. bought by the farmers.

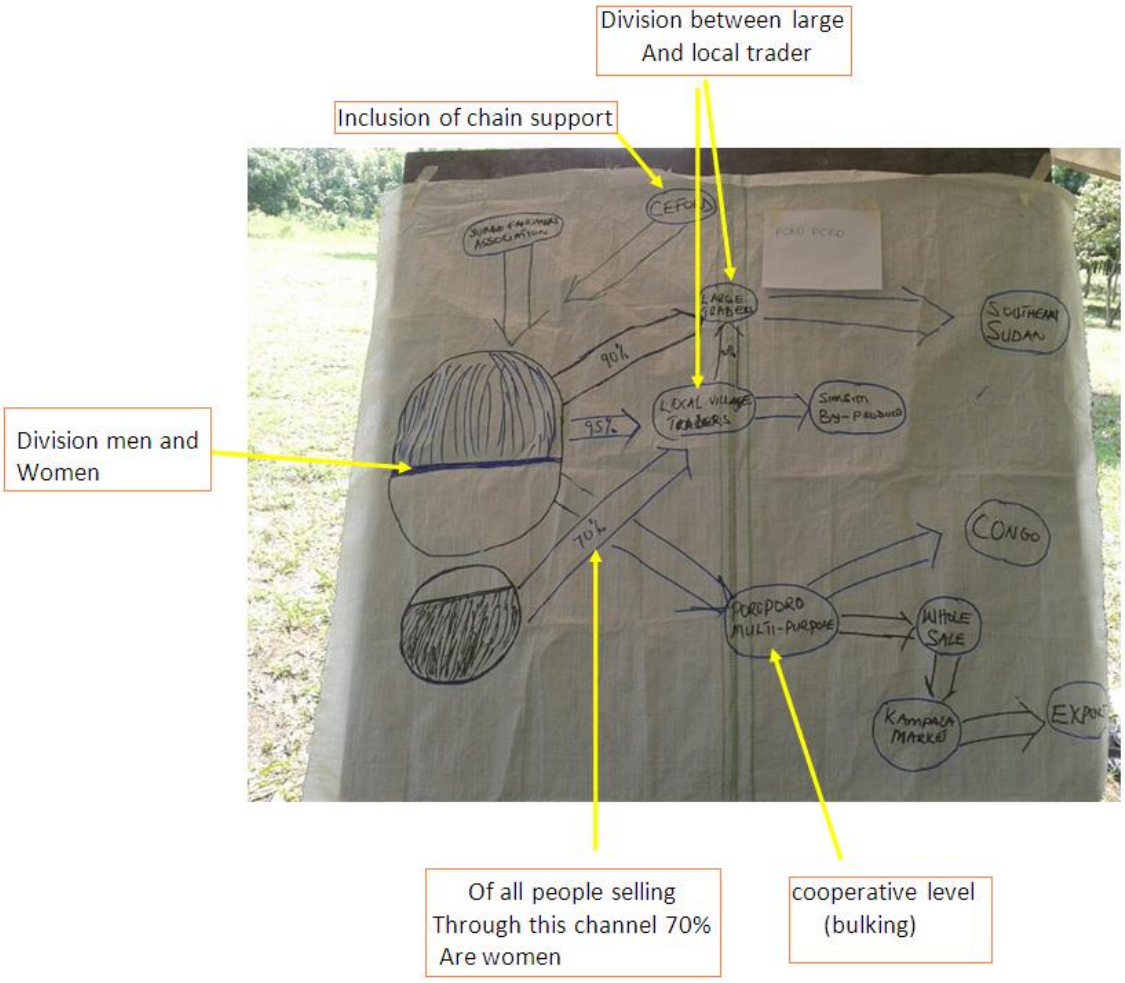
**Do's**

- Show the location of the processors; Lira, Fort Portal.
- Explain what end products can be made by the shea.

**Don'ts**

- Do not draw arrows without explaining the definition of these arrows. Each arrow can mean a different thing. E.g. the arrow from farmers to local traders implicates a different form of shea as the arrow from the factory to the farmers.
- The arrow also implicates that traders do not buy end products.

***Value Chain Map Poro poro***




This is the value chain map of simsim of Poroporo multipurpose group. This map shows the different linkages between various stakeholders. In addition, this map shows the various linkages through which the simsim is sold. The group is located close to the boarders of Congo and Southern Sudan, so selling takes place in these export markets.

**Do's**

- Like this group, try to map all the linkages, and try to be as complete as possible.
- Include chain supporters in the value chain map, like CEFORD in this map.
- Separate between the local and larger traders [which are most likely to be linked with local and regional markets].
- Explain what a % stands for. From this map percentages can be understood as % of total harvest sold through that particular channel, % men of % of women.

**Don'ts**

- Do not exclude the different forms in which the sesame is sold; cup or bag.

- Do not confuse a hierarchical organizational chart with a value chain map. It is good to mention that the farmers are part of yumbé farmers association, but do map them as one.

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