

**Report on Gender Action Learning Systems (GALS)  
Approach to Value Chain Development in Bukonzo  
Joint Cooperative Microfinance Ltd, Uganda**



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**For OxfamNovib and GIZ**

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# 1 Foreword

The economic empowerment of women farmers, livestock keepers, fisherfolk, processors, and traders is critical to the creation of effective and efficient agricultural programmes and policies. However, gender relations in many parts of the world directly result in flawed processes that not only prevent women and men from reaching their full capacity as human beings, but also result in poor economic outcomes. The gender equality approach recognizes that gender equity measures may be needed to help either women or men participate in agricultural development on an equal basis. Together, these result in gender justice.

The contributions that gender transformative methodologies can make to gender equality, including in regard to men's specific gender needs, is fairly well researched in the domains of health, education and conflict situations. However, very little work has been conducted in the agriculture sector. This said, indicative studies show that that strong and wide-ranging development gains may be obtained through promoting household decision-making processes that involve the entire family in goal-setting and in pooling resources. The use of participatory, gender-sensitive methods by extension services in some countries has scored significant successes in transforming gender relations, as well as resulting in improved quality and quantity of produce entering value chains<sup>1</sup>.

The Programme, '*Promoting Gender Equality and Women's Rights*', of the Deutsche Gesellschaft für International Zusammenarbeit (GIZ) and OxfamNovib (ON) have entered into a partnership with the aim of expanding the evidence base on gender-transformative methodologies in the agriculture sector with the aim of promoting learning and innovation in this area. The partnership involves a wide-ranging study into gender-sensitive methodologies. GIZ and ON hope to solicit the interest of other development partners in this topic. The study centres on the following questions:

- How does gender transformation enable better outcomes, in terms of effectiveness and efficiency, to be achieved in agricultural value chains?
- How does gender transformation enable gender justice objectives to be achieved?
- How can development partners support gender transformation in agricultural value chains?
- What methodologies and methods are available for effective incorporation of gender issues in agricultural value chains?

The study is composed of case studies drawn from several countries, the work of various development partners, and a variety of empirically-tested methodologies that aim at supporting gender transformation in value chains in order to draw out good practices for dissemination. This report constitutes the first case study.

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<sup>1</sup>For valuable case studies see an examination of the 'Household Approach' which was developed by the Agricultural Support Programme in Zambia, and a variety of innovations among extension services in various countries, particularly Nicaragua and Kenya. Described in Farnworth, C.R. (2010) Gender-aware approaches in agricultural programmes: a study of Sida-supported agricultural programmes. *Sida Evaluation 2010*: 3.

## 2 Acknowledgements

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Full details of all the people we met are provided in an annex to this report. All photographs were taken by Cathy Farnworth in October 2011.

Cathy Farnworth and Vincent Akamandisa

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### Uganda Shilling (UGX) Exchange Rate (23<sup>rd</sup> October 2011 [www.xe.com](http://www.xe.com))

|                             |                             |
|-----------------------------|-----------------------------|
| 100 UGX = 0.0355240 USD     | 1000 UGX = 0.355240 USD     |
| 100.00 UGX = 0.0255679 Euro | 1,000.00 UGX = 0.255679 EUR |

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### 3 Key Findings and Recommendations

*“Community members laugh at us when they see us doing women’s roles. But it doesn’t matter because we are progressing and they are not.”*

The use of the Gender Action Learning System (GALS) in the framework of value chain development is recent. It builds on the work of Linda Mayoux over several years on pro-poor development strategies which have become increasingly gender-aware. As part of Oxfam Novib’s WEMAN programme, the GALS approach was developed and piloted from 2007 onwards with partners in Uganda, Sudan, Pakistan, and Peru. The project under investigation in this report, *‘Gender Justice in Pro-Poor Value Chain Development’* (2009-2011) was co-funded by IFAD and developed with two local partners in Uganda, Green Homes and Bukonzo Joint Cooperative Micro-Finance Ltd (Bukonzo Joint). As a consequence of the positive pilot period, IFAD has decided to support up-scaling of the methodology in Rwanda and Nigeria, and in other locations in Uganda in the near future. It will integrate the approach in programme design in various other countries.

The overarching goals of the WEMAN are:

GOAL 1: Empowerment and improvements in livelihoods which are significant and sustainable for women, their families and communities, particularly from low income and vulnerable groups.

GOAL 2: Gender justice mainstreamed in economic development interventions and institutions, including financial services, livelihood and market/value chain development and economic policy and decision-making.

To understand what is meant by gender justice, the GALS is norm-referenced to the rights set out by the Convention for the Elimination of all forms of Discrimination Against Women (CEDAW). It also seeks to incorporate male perspectives and their gender needs. In the study area, the GALS has been working on promoting the realisation of women’s economic rights in selected value chains through improving the livelihoods of the most vulnerable women and men, and working towards establishing a multi-stakeholder consensus on the need for gender justice.

It is important to note that since GALS is still in evolution, a key aim of the pilot project has been to further develop the methodology through experience. Objective 1 of the pilot project reads: *‘By the end of the project, participatory methods and strategies for gender justice in pro-poor value chain interventions have been developed in Uganda through a participatory process with at least 1000 farmers’*. Objective 2 reads: *‘ By the end of the project at least 30 IFAD and OxfamNovib partner organizations from Africa, Asia and Latin America have the capacity to try out the methodology in their organizations for gender justice in value chain development. They are part of an action-learning network for ongoing learning and identification of win-win strategies’*<sup>2</sup>.

The GALS is conducted in four stages, all of which are participatory and depend on the use of visual, rather than written, material to work with. The overall ‘road journey’ framework aims to achieve a

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<sup>2</sup> Reemer, T. and OxfamNovib (2011) Gender Justice in pro-poor Value Chain Development. Final report. IFAD small grant R1161 (June 2009 – June 2011).

positive orientation by encouraging participants to develop individual and then household level visions for their futures (step 1) before establishing their current situation (step 2). In order to promote a sense of achievement and to help them identify cause-effect linkages, the participants consider where they have come from in terms of their personal biographies (step 3). Next, participants identify the opportunities and constraints that will affect the realisation of their vision (step 4). Step 5 focuses upon enabling participants to identify their objectives, and finally, step 6 asks participants to set milestones on the road towards the achievement of their overall vision. Peer trainers, who receive compensation based on performance, are responsible for training households in the GALS.

A much fuller account of the GALS can be found in the final report to the pilot programme in Uganda, and in three methodology documents<sup>3</sup>.

### The Main Achievements of the GALS

The study demonstrates conclusively that the GALS, as implemented by Bukonzo Joint, is remarkably powerful in unseating powerful cultural norms that have existed for generations. These serve to seriously constrain not only the individual and economic development of women themselves, but also the entire development of the community. This is because women and men frequently pursue individual livelihood strategies that demonstrably can work against each other. For example, women and men both sell coffee 'on the side', even if it is unripe and commands a low price, in order to meet their immediate needs. Failure to collaborate hampers the development of a systemic approach to the maximisation of the capacities of all household members to contribute to the well-being of everyone in that household. Inequitable distribution of benefits at household level, particularly in ways that do not reflect the actual contribution of each household member to overall household income, results in low motivation<sup>4</sup>. At a community level, failure to cooperate as a consequence of malfunctioning gender relations is likely to result in a reduced communal capacity to identify and tackle wider development challenges, such as those related to climate change. With regard to value chain development, lack of cooperation harms product quality and quantity and does not auger well for positive horizontal and vertical value chain relationships.

Many respondents interviewed for this report pointed to remarkable life changes occasioned by their participation in the GALS. These related to male participation in reproductive tasks such as childcare, drawing water and cooking – none of which had occurred before, and also increased male participation in farming tasks. A central area of change was in shared household decision-making over income and expenditure. Respondents have been quick to understand the advantages of collaboration at the household level. They have initiated shared investments in their businesses and in land purchase. Furthermore, rates of gender-based violence have reportedly fallen considerably. Violent disputes were previously associated with arguments over income and expenditure. Alcohol consumption, a major drain on household funds, has also decreased.

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<sup>3</sup> The final report: Reemer, T. and OxfamNovib (2011) Gender Justice in pro-poor Value Chain Development. Final report. IFAD small grant R1161 (June 2009 – June 2011). The methodology documents are (1) Tree of Diamond Dreams: visioning and committing to action on gender justice. Manual for Field-testing. GALS Manual 1 (2) Steering Life's Rocky Road. Gender Action Learning for Individuals and Communities. GALS Manual 2, and (3) Growing the Diamond Forest. Community-led action learning for gender justice in wealth creation. Gender Action Learning System Manual 3 August 2011 (draft). All are by Mayoux, L., and Reemer, T.

<sup>4</sup> Ground-breaking work on this subject can be found in Sen, A.K. (1990) Gender and Cooperative Conflicts. In Tinker, I. (ed.) *Persistent Inequalities*. Oxford University Press, Oxford.

As a result of the GALS, structural changes with regard to asset to, and control over, key productive assets have started to occur. Bukonzo Joint is helping members to register joint land (husband-wife) agreements with the Land Board, and daughters are being considered in land agreements, particularly with respect to inheritance. For the first time ever, norms have shifted to empower women to have land in their own right and in their own name, not only through purchase but also through modifying local cultural norms. This said, some people remain attached to prevailing customary norms, particularly with respect to land and inheritance.

The GALS has resulted in important improvements to the capacity of both women and men to participate effectively in the coffee value chain. At the levels which can be directly influenced by Bukonzo Joint – producers, and small and large traders - horizontal and vertical relationships have undoubtedly improved. Producers have been involved in cooperatives and self-help groups for some time, but the difference is that these cooperatives are paying more attention to coffee quality than before, with some buying small coffee hullers. Barter traders, village traders, small traders and large traders have all formed collaborative bodies of their own to promote their interests. This of itself is resulting in improved coffee quality and quantity because the temptation to purchase and sell poor quality coffee, which happened when actors operated alone, is much reduced. Everyone appreciates that higher quality results in higher profits for all. Gender relations are changing too. For instance, the large traders have included women traders in their organisation as a direct consequence of the GALS. Barter traders (women) and village traders (men) are often married to each other. Whereas before they did not support each other's businesses, they are now collaborating actively.

The GALS works because it starts where people are. It situates them as change agents, and takes them through a staged process that enables them to identify and then dismantle obstacles in their local environment, as well as work to their strengths. In many ways the 'road journey' (one of the key tools in GALS) is like a gender-aware SWOT analysis, to which it adds a sense of direction by starting with individual visions. It posits gender-based constraints as a key obstacle to personal, household, community and economic development, as well as to relations between value chain actors. It then provides the conceptual framework to enable participants to recognise and overcome these constraints one by one. It shows rapid results because gender-based constraints do indeed seriously stymie development efforts, particularly in agriculture. Addressing them, particularly through promoting cooperation between women and men, reaps almost immediately visible economic and personal dividends.

The various visual tools that underpin the methodology of the GALS work well, particularly at an individual and household level. People maintain their diaries and books with care and use them effectively to improve their decision-making and the actions they take. The tools are used to track positive changes and make tangible the benefits of more equal decision-making patterns.

Although the GALS methodology is primarily targeted at individuals and households, it enables community transformations to occur by proposing new behavioural norms and demonstrating their value. For this to happen, it is essential that a 'critical mass' of participants in any one community are reached in order to create a momentum for change. These participants, by enacting gender equality and its benefits, can act as role models. Some may actively wish to contribute to change as well by acting as change agents, for example as peer trainers in the GALS.



There are a number of critical organisational support factors in the study area which have enabled the GALS to perform particularly well. These factors may not be widely reproduced in other settings. They include:

- Bukonzo Joint is owned by its membership and decision-making power is genuinely devolved. Its democratic and transparent nature, together with the financial interests of the membership in the success of the Cooperative, help to provide an enabling framework for participatory approaches.
- Approximately 85% of the membership is female, which is very unusual in Uganda, and obviously they have a strong stake in gender equality.
- The cooperatives and self-help groups promoted by Bukonzo Joint are ideal vehicles for delivering the GALS approach at community level. Progress is significantly hastened by the wider support offered to these groups by Bukonzo Joint. This includes significant investment in capacity development and the provision of credit, as well as the purchase of coffee and provision of linkages to a variety of buyers.
- Bukonzo Joint has very high management level capacity. Senior management is committed to gender issues.
- Bukonzo Joint staff are familiar with participatory approaches, having worked with an earlier, non-gender specific version of the GALS called the PALS (participatory action learning approaches) since 2004.
- The overall environment is fairly enabling. The Ugandan Government has created a legal framework which emphasises local government and decentralisation, as well as a Land Policy supportive to women.

### **Recommendations**

- The basic toolkit of the GALS works very well and leads to authentic, far-reaching change. It should be adapted in view of the constraints outlined below.
- The capacity of the implementing/host organisation to implement the GALS should be carefully examined. Important investment, both financial and in terms of personnel and time, in capacity development and the promotion of democratic structures may be needed.

### **Expanding the Reach of the GALS**

There are some important limitations to the GALS. They are discussed under the following headings:

- Broadening the Analysis
- Addressing Gender-based Structural Constraints
- Expanding Work on Strategic Goals (including CEDAW)
- Promoting Women across the Value Chain

#### **Broadening the Analysis**

There is strong potential for the remit of the GALS to be expanded well beyond a methodology aiming to achieve gender justice at household level and community level. It should be able to contribute towards, and underpin, broader development agendas. Whilst gender justice is

important, it is probable that synergies between the GALS, the implementing partner, and the work of their development partners will not be recognised and developed unless more work is devoted to demonstrating how gender relations can inhibit progress in other development arenas, such as the mitigation of climate change. It is critical to promote the understanding that 'gender' is not only about equality between women and men, but rather that it is a fundamental organising principle of many agrarian societies. Gender relations help to determine who performs a particular task, who is responsible for decision-making regarding the deployment of particular assets, who contributes to household wealth and who benefits from it, as well as the types of knowledge women and men hold in relation to crops, livestock and their wider environment.

Currently, the GALS appears to be promoted as a methodology *per se* by some of its practitioners in the assumption that the basic understanding that gender inequalities lead directly to inefficient economic outcomes is widely shared. This is most definitively not the case, particularly with private sector actors who tend to see attention to gender as incurring a welfare cost rather than as providing an economic benefit. The case still needs to be made that the efficacy of broader development agendas, such as programmes to address climate change, more efficient value chains, education on reproductive health, or better nutrition and food security, is dependent on working with women and men as gendered human beings.

### **Recommendations**

- The economic as well as the social justice case for improving gender relations needs to be clearly made during the introduction of the GALS methodology. Establishing and agreeing upon the evidence base for working on gender relations is essential. This should be based on a broad and deep situational analysis of the area in which it is to be implemented in order to ensure relevant data and arguments are used. Creating this data base in a participatory manner with the target group should be part of the GALS process. In so doing, existing sources of data should also be drawn upon and all data should be triangulated.
- For the replication of GALS, key decision-formers, including traditional leadership, in the surrounding community need to be identified and worked with. This is important to help legitimise the work being done on transforming gender relations. Wherever possible, cultural norms that foster equity should be built upon during the introduction and implementation of the GALS.
- Development partners need to be sought out to help form partnerships on specific aspects of the GALS. There is certainly no need for the implementing organisation to work on all aspects of change. It may be wise for the implementing organisation to specifically focus on making the case for intervention in gender relations, and on implementing the methodology. Partners can be solicited to work collaboratively with the implementing organisation on issues arising in the specific community. These may include tackling gender-based violence, engaging youth, and work on food security and nutrition.

### **Fair Trade and Organic Partners**

Fair trade and organic partners are often dedicated to promoting smallholder farming and to supporting equity in the value chain. It is advised that GALS practitioners work pro-actively with such partners to help them expand the remit of their work and to avoid the danger that the GALS is seen as a methodology for promoting positive male-female relations alone. For example:

- Fair trade partners could be encouraged to provide support to the GALS, either directly through funding implementation of the methodology, or indirectly by providing support to other gender equity measures to be implemented in tandem with the GALS. These may include (i) premiums being paid to women members, (ii) ensuring that women are supported in taking on leadership positions in partner organisations, and more generally in terms of confidence-building, (iii) work to dissolve the distinction between women and men's crops in favour of gender-equitable crop and benefit management strategies, (iv) other strategies as appropriate on both the demand and supply side.
- Organic partners usually work closely with smallholders to improve farm management. It is important that they have a good understanding of gender roles and responsibilities in such work in order to disseminate their messages more effectively, as well as learn from local practices. The GALS can assist in this. Furthermore, it would be very useful if organic partners could work closely with other development partners to help farmers improve their food security and nutrition practices. Some organic certifiers already encourage farmers to set aside land for their own food needs. This work should be associated with support to the GALS in order to ensure that food security and nutrition at the household level is seen as the responsibility of men as well as women.

### Addressing Gender-based Structural Constraints

The GALS is fundamentally a capacity development methodology and focuses upon improving the agency of women and men. Agency can be defined as the ability to define one's goals and act upon them. Effective agency is critical to the ability of women and men to take rational decisions in farming, as well as to wider empowerment agendas. However, in many cases effective agency, particularly in agrarian communities, is closely linked to productive assets. Without such assets it can be difficult to develop and realise meaningful goals, particularly goals that lead to truly significant life changes, such as moving permanently out of poverty, and the realisation of personal goals such as who to marry, how many children to have, and how to live<sup>5</sup>.

Women in the study area have much weaker access to, or decision-making power over, critical productive resources such as land, machinery, or money, than do men. Women traditionally gain access rights to such resources through husbands, and access rights are typically withdrawn in the event of marital breakdown or death of the husband. Property devolves to children, who are themselves considered the property of the husband and his kin. The sub-county chief commented, *'The woman is not rewarded even though she contributes to the building of the society'*.

Bukonzo Joint responds through a variety of measures to level the playing field for women. The legitimacy for doing so has been strengthened and steered through the GALS process. Land agreements have already been noted. Bukonzo Joint further offers group capacity building and credit to its membership. Their books show that women draw significantly smaller sums than men and that their repayment rate is better. Poor women, who cannot offer collateral, are able to benefit from loans extended by Bukonzo Joint to member cooperatives which are then extended to

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<sup>5</sup> The work of Naila Kabeer on 'meaningful choice' is very relevant. See for example: Kabeer, N. (2000) Resources, Agency, Achievement: reflections on the measurement of women's empowerment, In *Power, Resources and Culture in a Gender Perspective* Uppsala Universitet, Sweden.

individual members. However, the credit facility offered by Bukonzo Joint is limited in scope. For example, the membership recently decided to purchase a coffee roaster and to erect buildings, which has reduced the overall working capital available. The inability of Bukonzo Joint to extend loans in 2010 resulted in a massive fall in the sales of quality coffee by women. In 2009 women sold 245,898 kilograms to Bukonzo Joint, but in 2010 they sold approximately 90,000 kilograms less – 157,858 kilograms. Over the same time period men actually expanded their sales, from 97,553 kilograms to 99,107 kilograms. The reason is that women, in the absence of bridging loans, sold unripe low quality coffee to other buyers to meet their immediate needs. Men were able to access money from banks and other lenders, which women cannot access. This and other evidence provided in the report shows that women still face serious constraints to business development, regardless of the GALS. They are afraid of taking large loans, and they find it harder to access loans.

Apart from extending credit, Bukonzo Joint offers dividends on shares at 60% to women and 40% to men as another attempt to level the playing field. However, this preferential dividend is starting to turn into a 'married couples' dividend'. Respondents agreed that men are pushing women to register as members in order to benefit from the enhanced dividend, in the assumption that they themselves will benefit. This does not necessarily mean men are seizing dividends from women, but rather that the couple as a whole may benefit. More research is needed into exactly what is happening, the types of expenditure decisions being made, and how preferential dividends work in polygamous arrangements.

As already noted, the GALS has worked well to improve female decision-making power over the deployment of assets and to enable some women, for the first time, to control major assets in their own right. This is particularly so in the case of married women in monogamous relationships. However, the GALS has worked less well to support women and men with a low productive asset base to start with, and with women in polygamous marriages. Two findings stand out:

1. Single women (widows, divorcees and daughters) and poor men had very limited visions compared to those of married monogamous couples. Such people were poor not because they lacked entrepreneurial potential - they had well-formulated visions, but because they lack the physical assets with which to properly underpin their vision, gain sufficient monies for investment, and so on.
2. The GALS works very well in a nuclear household with a man and a woman in a monogamous relationship, together with children. However, it undoubtedly operates less well in polygamous arrangements:
  - No evidence was provided that women in polygamous marriages are able to collaborate on a 'shared vision'. Rather, the husband develops visions with each of them. Given that it is impossible for a man to work 'equally', in terms of 50% input over the day, with each wife on productive and reproductive work, these women are largely responsible for achieving their own visions and performing the majority of productive and reproductive work.
  - It was repeatedly stated that polygamous households tended to be the most poor due to the large numbers of children involved and the limited amount of land available to each wife. This said, the evidence is strong that a man may work more closely with a particular wife than his other wives, so even within a polygamous arrangement biases are occurring. It should be noted that each wife operates her own homestead and plot of land.

- Polygamous households form the majority of households in the study area and in many of the other regions envisaged for scaling up the GALS, so this is an issue that requires particular attention and modification of the GALS methodology.

When the playing field is so unequal, enhancing agency is not enough. In order to meet its ambitious gender equity goals, the GALS requires a **complementary support programme** to tackle the structural biases in society which render many women (and some men) **asset-poor** with respect to land, tools and labour. If it does not do this, it will leave many of the most impoverished untouched, and may unwittingly increase differentiation processes between those able to capitalise upon their assets with the help of the GALS, and those who lack sufficient assets to participate effectively.

### Recommendations

- Develop innovate targeted packages to build the productive assets of poor women and men, including single, widowed and divorced women. In so doing, it is critical to avoid dependency on 'handouts' from development partners.
- Conduct research into why women are risk-averse in order to develop a package of targeted responses. Specific research into loan products to ensure they are gender-sensitive is needed together with work to expand the range of credit providers, including mainstream providers such as banks.
- Joint titling is one of the major supportive actions provided to the GALS by Bukonzo Joint. However, deeper understandings need to be developed with respect to the type of land tenure which will best protect land holders against potential land grabs by other parties, and to best promote the interests of land holders over the long-term. Land titling for single women needs examination and support.
- Family Agreements (a form of will) should be promoted to help protect the gains of the GALS. This is vital to protect children, particularly daughters, and widows. Family Agreements have a larger remit than land agreements and include agreements on who will take responsibility for children, the distribution of chattels, and so on. Family Agreements should be agreed between the maker of the will, proposed beneficiaries and all interested parties. They must be legitimised by the appropriate authorities, which could include traditional leaders.

### Expanding Work on Strategic Goals, including CEDAW

The GALS is norm-referenced to the Convention for the Elimination of all forms of Discrimination Against Women (CEDAW) and works to achieve its goals. The CEDAW outlines the following rights.

- Right 1: Freedom from Violence.
- Right 2: Gender Equality in Decision-making.
- Right 3: Equal property rights.
- Right 4: Freedom of thought, movement and association.
- Right 5: Equal rights to work and leisure.

It is clear that the GALS has made significant progress towards Right 2: Gender Equality in Decision-making, and Right 3: Equal Property Rights. Bukonzo Joint is not working on Right 4. With respect to Right 1: Freedom from Violence, significant declines in male to female gender-based violence can be directly attributed to the GALS.

- **Man:** We are no longer beating our wives following the training. We are trying to reach the people in our community who have not been trained in GALS. We want to make our parish [local form of organisation] uniform.
- **Woman:** Those of us who are being trained in the GALS are not being beaten, but the others are still beating their wives. The percentage of those of us who have been trained is few, around 30%.
- **Man:** The reason we want to train the remaining parish members is because we see how they mistreat their wives.

GALS trainers work directly with participants in the process to reduce gender violence. Since gender-based violence is particularly linked to disputes over money, joint decision-making over expenditure has reduced violence. More intangibly, the quotations above indicate that men respect women more.

Women to women violence is hardly ever discussed in the literature, yet it often exists. The impact of the GALS upon violence between women in polygamous unions is not known, though in some cases wives get on very badly with each other. A surgeon reported to the study team that he had just performed plastic surgery on two women in polygamous unions, one of whom had suffered an acid attack from her co-wife, and the other who had had her lip bitten off by the co-wife. It is no doubt so that most wives co-exist peaceably, yet more understanding of women to women violence needs to be gained.

#### **Recommendation**

Further work is needed to broaden the concept of violence in the GALS methodology, to include violence between wives and from parents to children. Other development partners specialised in identifying and tackling various forms of violence can be invited to play a role.

Regarding Right 2. Gender Equality in Decision-Making, it is suggested that understanding of this be broadened to include the ability of children to formulate their interests within the family, or that a specific goal be formulated. The GALS has undoubtedly led to some important changes. One girl said, *'When we harvest coffee, we budget for the money from the sales and I ask for my share which my parents give me. I buy what I want such as clothes and school fees.'* Children whose parents have been trained on the GALS generally report collective planning on household monies. However, even within GALS families it is clear that many parents still do not prioritise the payment of school fees in their household budgets, that a number of parents do not supervise their children properly, and that some children receive less food, and less protein foods, than do adults.

Young adults face very specific problems related to poor or non-existent schooling and a consequent inability to find regular work. Particularly among young men, drug and alcohol use is high. A significant number steal coffee to support their habits.

#### **Recommendations**

- Discussion on the Rights of the Child, and its local applicability, is strongly recommended, as is a modification of the GALS in order to specifically identify and address the needs of young children.

- Develop specific GALS tools to work with children.
- The GALS process should be modified to enable targeted work with youth in a gender-differentiated way both within families and in other settings. This work should involve considering not only income-generation and leisure provision, but also how to foster positive models of masculinity and femininity.

### **Child Spacing and Family Size**

Women respondents repeatedly raised the issue of family size and contraception of their own accord with the female lead consultant (from the UK), asking how ‘white people’ managed to keep family size low. Whilst women planned for large numbers of children, they equally equated large family size to poverty and specifically, to an increase in women’s responsibilities since women are culturally responsible for securing food and paying school fees. At the same time all women revealed a fear of any form of contraceptive, believing that injectable methods, the contraceptive pill and so on harm women’s bodies. They generally ascribed their sources of information to the Catholic Church, which preaches the rhythm method only, and to reports of women using contraception who suffered significant side effects. Condoms appear not to be used at all.

### **Recommendation**

There is a clear need to discuss contraception, child spacing and family size at community and household levels in a non-emotional, factual atmosphere.

### **Promoting Women Across the Value Chain**

Bukonzo Joint is working on improving the position of women in the coffee value chain by strengthening them as economic actors in their existing roles as producers and as barter traders. This is in line with the stated aim of the GALS, which is to promote the realisation of women’s economic rights by focusing on the most vulnerable women and men in the chain through strengthening their skills and negotiating power, and quality upgrading if this improves their incomes.

However, it would seem that the programme needs to be more ambitious. Women repeatedly expressed a fear of expanding their businesses and in particular, in taking sufficient credit to move beyond the micro-level. More work needs to be done on understanding and addressing the underlying causes of women’s fears about growing their businesses and moving into new areas. Women require sufficient loan capital and capacity development – including, perhaps, mentoring as part of a dedicated and intensive women entrepreneurship programme - to do so.

In the study area, the supportive networks are already in place that could enable such a programme to work well. Bukonzo Joint has worked hard to foster productive horizontal value chain relationships, particularly by forming actors into various associations and supporting them with small loans and training. It has begun work on strengthening vertical value chain relationships through convening multi-stakeholder meetings and other measures. Increased work on promoting transparency and reducing costs will also help to reduce the risks involved for new players.

The findings show clearly that upstream actors, including village, local, and large traders, who are predominantly men, have started to not only improve their personal relationships at home, but

come to see women as legitimate and important business partners. Currently, there is plenty of scope for increasing the number of male and female value chain actors, particularly those active in the field. The situation is ideal to promote women as traders using cash as well as barter items. This said, female barter traders are providing important economic services in the community and support to them should continue.

Although the GALS with reference to value chain development wishes to achieve multi-stakeholder consensus on the moral and business imperatives for promoting gender justice and prioritising the needs of the most vulnerable in the chain, in the study area it has not yet been able to develop a 'win-win multi-stakeholder collective vision with immediate and long-term strategies for change', nor has it been able to 'establish sustainable participatory practices for gender mainstreaming linked to economic decision-making, political change and policy advocacy'. This said, these goals have been developed over the past two years or so. The work of Bukonzo Joint in association with other actors has contributed to their formulation and time is needed for their realisation. Importantly, Bukonzo Joint has undoubtedly succeeded in creating a fairly widely held consensus on the need for gender justice per se among all actors it is working with.

### **Recommendations**

The GALS should adjust its goals to include the promotion of gender equality at all levels of the chain rather than prioritise the needs of the most vulnerable only. To make this work:

- Work should continue with the most poor women and men in the chain, including producers and coffee sorters, through developing targeted packages of support.
- Commodity-specific gender analyses of gender opportunities and constraints, and the wider environment, need to be conducted to enable commodity-specific support programmes to be developed. These will require differentiated support actions at each level. These analyses should be conducted as part of a wider gender-sensitive livelihood systems analysis.
- Advocacy and lobbying programmes with actors across the sector are important to help build the case for gender mainstreaming.
- As part of the monitoring and evaluation framework, gendered 'distributional gains analyses' need to be conducted to understand how gains are distributed between actors in the chain and to monitor changes in the distribution of gains as a consequence of actions taken. On this basis more equitable chains can be developed.

This work needs to be underpinned by basic skills sets which the study team consider essential to all actors. The team finds that the GALS methodology, as applied by Bukonzo Joint, needs some adjustment with regard to its work on numeracy. The current approach has been developed from Bukonzo Joint's existing work with illiterate members, which uses a system of making knots along ropes to represent various amounts of money, and other symbols. However, the study team finds that this approach should be accompanied by mainstream numeracy, literacy and, if appropriate, language acquisition programmes. These can, and probably should, be run by other providers.

1. The numbering system used by Bukonzo Joint members to implement the GALS utilises the ### (= 5) approach and is specifically deployed to enable illiterate people to participate. However, if the aim of the GALS is to increase the participation of poor producers, particularly women, in value chains and to enable them to reap a higher percentage of the benefits, it is critical for them to



be able to work with the numerals that the rest of the world uses. The study team asked a group of barter traders if they could read the number '3' and the majority could not. The problem in staying with indigenously developed numerals is that participants may be locked into a language they can share with very few people. The danger is high that participants will increase, rather than decrease, their dependency on organisations like Bukonzo Joint, and that they will be unable to forge their own relationships with other value chain actors.

2. Lack of literacy forms a major stumbling block to producers and barter traders to interact on their own account with other value chain players. Very few respondents, particularly women, had travelled to Kasese which is the main town some 60 kilometres distant. They ascribe this to 'fear'. Respondents typically sign their joint land agreements and other documents with thumb-prints. Until adult literacy programmes are instituted, illiterate people in the community will remain afraid of interactions with new actors, and thus unable to participate effectively in wider Ugandan society.
3. Language skills are yet another issue that hampers the participation of respondents in wider value chain activities. Kyalhumba sub-county is adjacent to Congo and many products marketed locally originate from Congo. Kiswahili is an important trading language in the region, not only for interactions with Congolese but also traders from surrounding countries. When asked, respondents said they were interested in learning basic Kiswahili and English. English would help local value chain actors interact with other Ugandan actors, the vast majority of whom do not speak the local language.

#### **Recommendation**

- To enable value chain actors to establish their own relationships with other value chain actors it may be necessary to accompany the GALS methodology with literacy, numeracy and, where relevant, language programmes. Ideally these should be offered by development partners.

#### **GALS Methodology**

GALS is effective in enabling people to develop a coherent and structured analysis of their situation and how to improve it. The visual tools work well and people maintain their diaries and plans carefully. The following remarks and recommendations are made in the understanding that the GALS methodology is already well developed, but requires some modification in order to improve its effectiveness.

First, it is necessary to establish a proper baseline of the population, and development actors, before embarking on the GALS process. Much of the information supplied to the study team was intuitive and based on tacit information. The assumption that 'everyone is poor' was repeatedly conveyed, but it became clear that some categories of people are significantly poorer than others.

#### **Recommendations**

- Conduct a participatory baseline study of, and with, the target population using qualitative and quantitative indicators. As part of this, identify existing equity measures and communal norms which can be used as entry points for the GALS. Such a study should be conducted by the implementing agency in order to ensure that the baseline study becomes part of the GALS process.

- The baseline study should include an organisational mapping in order to identify development partners and indigenous institutions, such as traditional decision-making structures, who could act as suitable partners. Mapping should include health and education providers, organisations working against violence, and so on, to help create the broader enabling environment needed for the realisation of gender justice.
- The baseline should contribute to indicators to be later used as part of the GALS M&E framework.

Second, the GALS visual methodology works well for individual and household level planning. The ability of people to draw well is not important at this level.

#### **Recommendation**

- Continue training on the various diagramming methods to foster individual and household level planning processes.

Third, the process of creating and explaining diagrams in group forums can be time-consuming and does not necessarily foster active engagement. Whilst the study team did not see a GALS training session in progress – and this is an important constraint - it appeared that the drawing and presentation of diagrams to the study team was a labour-intensive process which sometimes excluded other group members who sat around without speaking. Furthermore, although everyone is clearly capable of creating diagrams, it was clear that a good number still feel hesitant about holding a pen, and find drawing difficult. Although initially involved, such people quickly dropped out of helping to create diagrams.

#### **Recommendation**

- Ways of improving group dynamics and increasing participation by all should be studied, including ways of adjusting the visual approach for use in larger groups.

### **Monitoring and Evaluation**

The monitoring and evaluation system developed by the GALS is valuable because of its visual nature. The people themselves create their own impact trees to map and quantify change. They therefore ‘co-create’ their own knowledge about change processes, which is far more powerful than an external agent telling them that change has occurred. The impact trees can act as powerful advocacy tools, both in local communities new to the GALS, and with outsiders wishing to be informed.

However, study of the aggregated diagrams used by the management of Bukonzo Joint to map change in gender relations showed an extraordinary rate of change, with households moving rapidly from one category to the next over the space of a few months. Research conducted by the study team with the target groups using access and control profiles, daily schedules and gender-disaggregated seasonal calendars, as well as discussion groups, depicted a much more modest rate of change. In terms of structural biases the study team found that:

- Women systematically over-report the degree of change they have experienced, and this over-reporting was particularly reflected in their access and control profiles which showed full equality in terms of resource management and benefits. Bukonzo Joint staff and trainers agreed that women over-report and suggested that this happens because the degree of change that women have experienced is extraordinary, and deeply valuable, to them.
- Men sometimes underreport the degree of change they have experienced, perhaps because they wish to maintain 'masculine identities' close to still-prevailing norms. However, the study team considers the analyses presented by men regarding behavioural change generally tallied with the changes captured by the various methods used by the study team.
- Bukonzo Joint does not align its the other data capture systems it uses with those of the GALS. An important opportunity for triangulation is lost.

### Recommendation

The existing M&E system used by the GALS is valuable because change is mapped by the participants themselves.

To enable triangulation it would be good to develop an independent verification procedure alongside the GALS M&E system. This should utilise, at least in part, the methods used to conduct the baseline study before the GALS is initiated in a particular area, and work to some of the indicators developed at that time. Such methods may include fairly standard tools from the gender toolbox, including gender disaggregated seasonal calendars, access and control profiles, and daily activity schedules. It is likely that the implementing organisation will have its own survey instruments, such as household surveys, which should be worked with.



Kyalhumba Township Market

## 4 Study Methodology

The study team was comprised of two international (Zambian/ British nationals) consultants with expertise in gender and agricultural value chains, together with two local translators. Gender balance in the team was considered critical to enable discussion of potentially more sensitive themes. Depending on the topic, some research was carried out in male-only or female-only groups. The total time spent in the study area was ten days and two more days were devoted to meetings with stakeholders in Kampala.

Random sampling was not considered viable, partly due to the novelty of the GALS approach in the research area. Time is needed for change processes to be widely disseminated and for them to result in widely verifiable outcomes. Behavioural change is particularly hard to measure. The query in this study was not: How many people have changed? But rather, why and how have people changed? Further: to what extent does behavioural change regarding gender relations result in improvements in the coffee value chain?

Respondents from each segment of the local coffee value chain - from Kyalumba to Kasese - were interviewed: producers, coffee sorters, barter traders, village traders, small traders and large traders. A key criterion was that respondents should have been involved in the GALS process. This criterion was met apart from the case of the coffee sorters interviewed, who are employed by large traders in Kasese. Bukonzo Joint Cooperative Micro-finance Ltd (Bukonzo Joint) Board members and staff, and trainers in the GALS methodology, were addressed in their organisational capacity as GALS/ coffee value chain facilitators. Special meetings were convened with children to identify how they have been involved in the GALS by their parents, and with teenage boys to understand their livelihood options and personal issues. Finally, meetings were held with a number of key informants. Local key informants included (i) the Kasese Land Board, (ii) the Centenary Bank, which whom Bukonzo Joint holds its bank account, and (iii) a consultant working on behalf of Solidaridad to train Bukonzo Joint in the requirements of organic and fair trade certification. In Kampala representatives



Women draw gender-disaggregated seasonal calendar

of Solidaridad, Green Holdings, Oxfam GB, and NuCafe, were met in order to understand broader issues in (certified) coffee production in Uganda. Email discussions were held with a representative of TwinTrading since TwinTrading is in the process of purchasing coffee from Bukonzo Joint.

A variety of research methods were deployed: small group discussions, key informant interviews, gender-disaggregated seasonal calendars, access and control profiles, and daily activity

schedules. The research team also examined the visual material – diagrams and diaries – produced by respondents involved in the GALS. Data on the population in the sub-county was collected from the local authority and from the health centre.

Data limitations include the fact that it was difficult to ensure a representative (in terms of socio-economic status) sample of respondents was met. Since Bukonzo Joint is an indigenous NGO it relies heavily on its tacit knowledge of the community, which is not well documented. This meant that the research team devoted significant time to understanding the most important characteristics of the community in terms of cultural norms, their livelihood strategies, and socio-economic indicators. An existing baseline study would have enabled the team to develop salient questions more quickly and target them more effectively.

An unexpected source of bias emerged: women tended to ‘talk up’ the achievements of the GALS, and men appeared to ‘talk down’ the achievements. Study of access to, and control over, profiles (see diagrams in the Annex) showed that women claimed equal access to all resources, whereas men provided a more nuanced picture. This is undoubtedly because women feel they have come a long way in a short time. Men may be clinging to cultural norms of masculinity by under-emphasising the degree of change. The implications of the biases in self-reporting are profound since self-reporting forms the crux of the GALS monitoring and evaluation system.

Despite the data limitations, the research team is confident that the data obtained is sufficiently comprehensive, and nuanced enough, to enable valuable insights to be obtained. On this basis, viable recommendations relevant to both Bukonzo Joint and the upscaling of the methodology to other countries can be made.

## 5 Overview of the Study Area

The study team conducted research in the operational area of Bukonzo Joint Cooperative



Microfinance Ltd (Bukonzo Joint), which is located in Kyalhumba Township, Kyalhumba sub-country, Kasese District, in southwest Uganda around 400 kilometres from Kampala. Bukonzo Joint serves five sub-counties in all. Kyalhumba sub-county sits in the foothills of the Rwenzori mountain range which stretch into Congo, about 30 kilometres distant. Whilst the sub-county feels isolated, partly because it is served by untarred roads and people live mostly in scattered houses on the mountainsides, it is close to the growing trading centre of

Kasese town, and to the busy township of Mpondwe Lhubiriha on the Congolese border. Indeed, many products in the local market, including beans, originate from Congo. The region borders onto

the flatlands allocated to cattle herders, the Basongora, and some tension exists between the two groups, though trading relations are important.

The main ethnic group is the Bakonzo, the majority of whom are smallholder farmers engaged in the production of crops such as coffee, cassava, beans, bananas (which provide the staple food matoke), maize, and fruits. These crops are used to meet household food needs and some are sold. Farmers also raise small livestock: goats, pigs and chickens. Women are strongly involved in farming activities, with male participation in coffee harvesting and tillage. It is estimated by all respondents



Portrait of My Farm by Pese Muteku (woman) using GALS symbols

met in the course of the study that women carry out approximately 90% of farm activities, as well as taking responsibility for all household tasks. Some men are unemployed and some work locally. Petty trade is dominated by men (est. 75% men: 25% women) and men are also involved in brick-making, carpentry, pit sawing, and operating motorcycle taxi services known as boda boda<sup>6</sup>. The overall figures for these activities could not be obtained but it is clear they do not occupy large numbers of people. Many men out-migrate to Kasese, to Congo, and to other places in order to generate an income. Remittances are

presumably important to their families but no study has been carried out on how remittances support farm activities. Such a study would be very useful.

### Health and Education

Although respondents repeatedly mentioned 'sickness' as a major obstacle to the realisation of their visions, it is difficult to obtain reliable health indicators. The local health centre<sup>7</sup> reported low levels of HIV/AIDS. Respiratory tract infections, eye infections, gastro-enteritis and dysentery are the major issues mentioned by the health centre, whereas farmers discussed malaria and typhoid. Heavy drug use (marijuana, khat/miraa) particularly among young men, and high rates of alcohol abuse by both young and older men are major social concerns. Theft is directly linked to drug use as well as to the underlying problem of high rates of unemployment, and alcohol consumes family funds.

Food insecurity at household level appears endemic. This is variously attributed to large families, poor food storage practices, and poverty more generally. Farmers revealed that



Boda Boda Driver

<sup>6</sup> Kyalhumba Sub-County Office. Interview 4<sup>th</sup> October 2011.

<sup>7</sup> Interview with staff at Kyalhumba Health Centre III. 5<sup>th</sup> October 2011.

they do not plan their food needs and said that they may spend six to twelve months growing food, sell it all within a week and then spend the monies earned on other items, leaving no food stocks at home. Lack of planning is closely associated with poor coffee quality. It is clear that many women sell unripe coffee (price per kilo = approx. 1 500 Ugandan shillings) in order to meet immediate family food needs, although ripe coffee at the time of study commanded around 6 000 UgSh per kilogram. Some men and women even sell the right to harvest entire coffee crops by allowing traders to view the coffee trees at flowering stage and allowing them to return harvest the cherries themselves. For this right, the traders pay only 200 UgSh per tree. The evidence is strong that improving household cash finances *per se* would not alleviate the problem because culturally, men are not responsible for ensuring sufficient food is available and do not necessarily provide sufficient monies to their wives for food purchase.



Path in Kyalhumba Township

Regarding other health issues, the health centre does not have any data on nutrition-related health problems: this requires investigation. The statistics show that infant mortality rates appear importantly higher among boys than girls. Whilst higher infant male mortality is normal, more investigation into the statistics is needed.

With respect to education<sup>8</sup>, there are 19 primary schools in Kyalhumba Sub-County, 15 of which are government-owned and the remaining 4 are community owned. There are 3 secondary schools, one of which receives government aid. On average, seven pupils share one desk (target 3:1) and the number of children per classroom is 101 against a target number of 45. There is a very rapid decline in enrolments from year to year from Primary 1 to Primary 7. It is difficult to discern a gendered pattern in enrolment when all the years are compared with one another in the data available (2010)

though the data suggest that slightly more boys than girls start school, but that more girls reach Primary 7, with male enrolments falling in the last two years of primary school. More study is needed over a wider time period to properly understand the trends. It is certain, however, that a significant number of children never attend school due to the cost of school fees, which is a particular issue for poorer people with large families. Young men directly ascribed theft of coffee cherries, and drug use to their lack of schooling, saying their parents had failed to invest in them and that they thus had no means of earning a living.

Illiteracy rates are very high among adults due to historic lack of investments in schooling.

### **Gender Relations**

According to the cultural norms of the area, which remain powerful, men have full control over land. Fathers pass on land to their sons and provide their wife/wives with land to work on. Should the man die, wives are typically evicted from the land and home by the husband's relatives and are not allowed to take any chattels, such as kitchen items and furniture, with them. Girls are not allocated a

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<sup>8</sup> School registers for the year 2010. Held at Kyalhumba Sub-County Office.

land parcel by their fathers because they are expected to marry and work the land their husbands have been given. In the case of separation, however, customary norms to ensure some degree of equity kick in: women may return to their birthplace. Traditionally, fathers have allocated daughters land in such cases, but today pressure on land is so high this happens less and less. In the course of the current study, several divorced or married women reported that they had faced hostility from their fathers' other wives when tried to return home. They may have also had to hand over children to their husband's clan. Young men also reported that stepmothers had blocked their fathers' attempts to pay for their schooling.

The payment of bridewealth is almost universal. A prospective bridegroom needs to pay the family of his betrothed 12 goats (a set figure, part of which may be paid in cash) plus a blanket, two sheets, local brew and a hoe. The marriage is patrilocal, meaning that the woman moves to live at her husband's place. Bridewealth is considered to empower the man to control his wife's labour, all household income, and the children of the marriage are considered his. Polygamy is widespread, partly because bridewealth is so cheap. Whilst all women met in the study strongly resented polygamy, some key informants noted that the system worked fairly well in the past, when each wife was given an economically viable land parcel and the means to work it. This no longer happens mainly due to land shortage - the average holding is only ½ acre – and the large number of claimants, particularly sons, who require land upon marriage.

It should be noted that this area has suffered from severe conflict. Many members of Bukonzo Joint have themselves been abducted in the past and several respondents reported that family members had been killed by rebels. These experiences have continuing implications for building trust and collective action can be quite difficult. As one response to conflict, some clan elders promote large families as a way of ensuring survival of the clan. Women reported they were expected to bear sons to continue the male line. This is a contributory factor to high rates of childbirth and also to polygamy in cases where wives 'fail' to produce a son.

### **Other Development Actors**

A great variety of non-governmental organisations (NGOs), church-based and Islamic organisations, cooperatives, schools, health centres, the National Agricultural Advisory Development Service (NAADS) and elected chiefs who have been integrated into Uganda's strongly decentralised structures, are active in Kyalhumba sub-country. They offer services and act as sometimes potentially competing shapers of public opinion. This means that Bukonzo Joint has to be selective about who to work with, and it is likely that the work of Bukonzo Joint on gender justice is not appreciated by all.

Levels of corruption are reportedly high. This reduces the potential empowerment gains from development activities since the costs of services are higher than they should be, ordinary people become disillusioned and feel powerless, and collaboration between actors is hampered due to mutual mistrust. Corruption in relation to land is discussed below since this is a major issue for Bukonzo Joint and the realisation of the GALS.



## 6 Profile of Bukonzo Joint Cooperative Microfinance Ltd (Bukonzo Joint)

Bukonzo Joint was founded in 1999. It is owned by its members who purchase shares and therefore have a stake in its profits, as well as the risks it faces. Dividends are distributed annually with women shareholders being allocated 60% of profits and male shareholders 40%. The aim of the organisation is to offer financial, production, marketing and capacity building services to its members, particularly women, with the goal of empowering them to be active agents in the development not only of themselves and their families, but also of their immediate communities and from thence the wider county. Services are managed by three operational departments: micro-finance, production and marketing, and capacity building.

Bukonzo Joint works through parishes, which are low level organisational units in Uganda. It delivers its services mainly through cooperatives (30-100 plus members) and self-help groups (15-35 members) although individuals can also take out a loan. Before groups are permitted to join and buy



Bukonzo Joint Cooperative Farmers House

shares, Bukonzo Joint provides training as necessary on group formation, group dynamics, by-laws, cash flow management *etc.* After a year Bukonzo Joint staff assesses the maturity of the group, and, if deemed suitable, membership is proposed to the Board.

In 2010 Bukonzo Joint employed 15 full-time staff, 1 international volunteer, 6 training officers, and 42 GALS training volunteers who receive per diems. The management team meets monthly and is accountable to Bukonzo Joint Board, which

comprises 11 members, one from each parish. The board representative of each parish serves as a link point between cooperatives and self-help groups in each parish, and the board. Currently, there are 86 groups (7 primary cooperatives and 79 self-help groups) across the 11 parishes which comprise the sub-county. Within the parishes, a large percentage of households (2,495) are working with the GALS methodology to improve gender equality. Total membership of Bukonzo Joint stands at 3,887 households. Women form the bulk of the membership at around 75%<sup>9</sup>.

Bukonzo Joint generates most of its income from the coffee value chain and is working actively to integrate a range of value chain functions in its operations. It has received grants from a variety of donors to improve the level of capacity among value chain actors to produce high quality coffee suitable for the Kampala, tourist and export markets, and to enable the acquisition of large items including a coffee roaster, grinder and packager. These will be operational by early 2012. Several cooperatives have purchased small hullers as well in order to process their coffee locally. It has also purchased a large huller through purchasing shares in it. This arose as a consequence of the GALS

<sup>9</sup> Gobezie, G. (2011). Empowerment of Women through Integrated Micro-Enterprise and Capacity Building Services: the case of Bukonzo Joint Cooperative Microfinance Service Ltd (Uganda). For OxfamNovib.

process, whereby members felt that a huller would reduce the temptation for men to take coffee awaiting drying at home, and to reduce theft more generally.

Bukonzo Joint benefits from a committed and highly capable management team. It has instituted a number of measures to ensure transparency and accountability, and to devolve decision-making. These include:

1. Two major meetings per annum:
  - Multi-stakeholder Meeting (one day) in February to review all activities of the previous year between January and December, to examine the accounts, and to discuss the minutes of the planning meeting held the previous December (these are distributed to all the member groups between October and December for internal discussion). Bukonzo Joint decided to add this meeting as a consequence of the GALS.
  - Farmers General Meeting in July to discuss the coffee season from January to July. The purpose is to inform the membership of coffee production levels, to whom coffee was sold, the surplus, discussion of the implementation of the proposals made at the previous General Assembly, discussion of how to handle resources available to the cooperative.
2. Bukonzo Joint Planning Meeting over three days in October: members of the Board, the staff and representatives from each member group.
3. Monthly cooperative and self-help group meetings.
4. Parish group meetings, to which five representatives of each self-help/ cooperative group are sent.
5. Board meetings every two months to hear the views of the self-help and cooperative groups.

Staff at Bukonzo Joint argue that, despite a large number of government actors in the locality, they have to take responsibility for development processes due to a lack of resources in government, as well as a high degree of corruption in potential partner bodies, particularly governmental.



Member of Kanyatsi Farmers Cooperative



Worker in a Cassava Flour Mill

## 7 The GALS Approach to Value Chain Development

The use of the Gender Action Learning System (GALS) in the framework of value chain development is recent. It builds on the work of Linda Mayoux over several years on pro-poor development strategies which have become increasingly gender-aware. The precursor to GALS in the study area was termed the Participatory Action Learning Systems (PALS) approach and likewise developed by Linda Mayoux. The PALS is based on a range of participatory methods and aims to achieve pro-poor economic development. As part of Oxfam Novib's WEMAN programme, the GALS approach was developed and piloted from 2007 onwards with partners in Uganda, Sudan, Pakistan, and Peru. The overarching goals of the WEMAN are:

**GOAL 1:** Empowerment and improvements in livelihoods which are significant and sustainable for women, their families and communities, particularly from low income and vulnerable groups.

**GOAL 2:** Gender justice mainstreamed in economic development interventions and institutions, including: financial services, livelihood and market/value chain development and economic policy and decision-making.

The programme under investigation in this report, *'Gender Justice in Pro-Poor Value Chain Development'* (2009-2011) was funded by IFAD and developed with two local partners in Uganda, Green Home Organisation for Women's Development, and Bukonzo Joint Cooperative Microfinance Society. The goals of the project were to pilot an adaptation of the GALS methodology for value chain development, and to build the capacity of at least 30 partner organisations to OxfamNovib and IFAD to implement the GALS, and to contribute to a wider process of mainstreaming gender in research, policy and practice of value chain development. The objectives of the pilot were:

- By the end of the project, a participatory method and strategies for gender justice in pro-poor value chain interventions have been developed in Uganda through a participatory process with at least 1000 farmers.
- By the end of the project at least 30 IFAD and Oxfam Novib partner organizations from Africa, Asia and Latin America have the capacity to try out the methodology in their organizations for gender justice in value chain development. They are part of an action-learning network for ongoing learning and identification of win-win strategies.

As a consequence of the positive pilot period, IFAD decided to support up-scaling of the methodology in Rwanda and Nigeria, and in other locations in Uganda.

### **The GALS and Gender Justice**

To understand what is meant by gender justice, the GALS is norm-referenced to the rights set out by the Convention for the Elimination of all forms of Discrimination Against Women (CEDAW):

- Right 1: Freedom from Violence.
- Right 2: Gender Equality in Decision-making.
- Right 3: Equal property rights.
- Right 4: Freedom of thought, movement and association.
- Right 5: Equal rights to work and leisure.

## 7.1 Value Chain Development

The GALS methodology in relation to value chain development is still under development. Its latest manual 'Growing the Diamond Forest. Community-led action learning for gender justice in wealth creation. Gender Action Learning System Manual 3 August 2011 (draft) explains its objectives as follows:

The GALS promotes the realisation of women's economic rights by (i) improving livelihoods in ways which give most benefit to the women and men currently most vulnerable in the chain, (ii) establishing multi-stakeholder consensus on the moral and business imperatives of promoting gender justice and prioritising the needs and interests of the weakest and most vulnerable parts of the chain, (iii) developing a 'win-win' multi-stakeholder collective vision with immediate and long-term strategies and plans for change, (iv) developing sustainable skills and structures for ongoing livelihoods and change planning, communication and collaboration between stakeholders, and (v) establishing sustainable participatory processes for gender mainstreaming linked to economic decision-making, political change and policy advocacy.

It does so through (i) strengthening the skills and negotiating power of the most vulnerable, (ii) quality upgrading if this increases incomes of the poorest, (iii) working with private sector actors to change attitudes and behaviours and to promote the integration of GALS into strategic planning processes, (iv) multi-stakeholder negotiation and value chain planning, (v) linkages with service providers – financial services, capacity building and work on human rights.

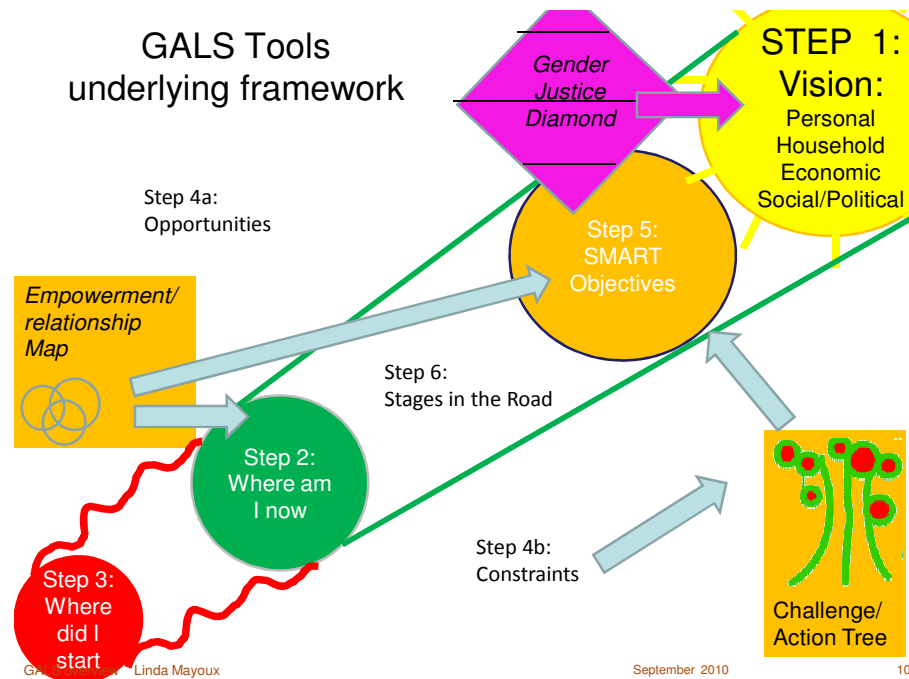
The GALS takes into account three strategic dimensions: (i) Local market development to increase choices and strengthen negotiating power (ii) Community level gender action learning for individual and collective livelihood planning, and (iii) Value chain development from local to global levels for existing and new commodities.

It should be noted that the GALS in value chain development as applied in Bukonzo Joint did not initially work to the objectives and strategies just outlined. Rather, it was the experience of the GALS pilot programmes at Bukonzo Joint and elsewhere that led to the formulation of these objectives and strategies. This means that the application of the GALS at Bukonzo Joint in relation to the coffee value chain should be understood very much as a 'work in progress'.

## 7.2 The GALS Methodology

The GALS is conducted in four stages, all of which are participatory and depend on the use of visual, rather than written, material to work with. The underlying framework is depicted in Figure 1. The framework aims to achieve a positive orientation by encouraging participants to develop individual and then household level visions for their futures (step 1) before establishing their current situation (step 2). In order to promote a sense of achievement and to help them identify cause-effect linkages, the participants are asked to consider where they have come from (step 3). Next, participants identify the opportunities and constraints that will affect the realisation of their vision (step 4). Step 5 focuses upon enabling participants to identify their objectives, and finally, step 6 asks participants to set milestones on the road towards the achievement of their overall vision.

Figure 1. Underlying Road Journey Framework of the GALS



Source: OxfamNovib (2011)

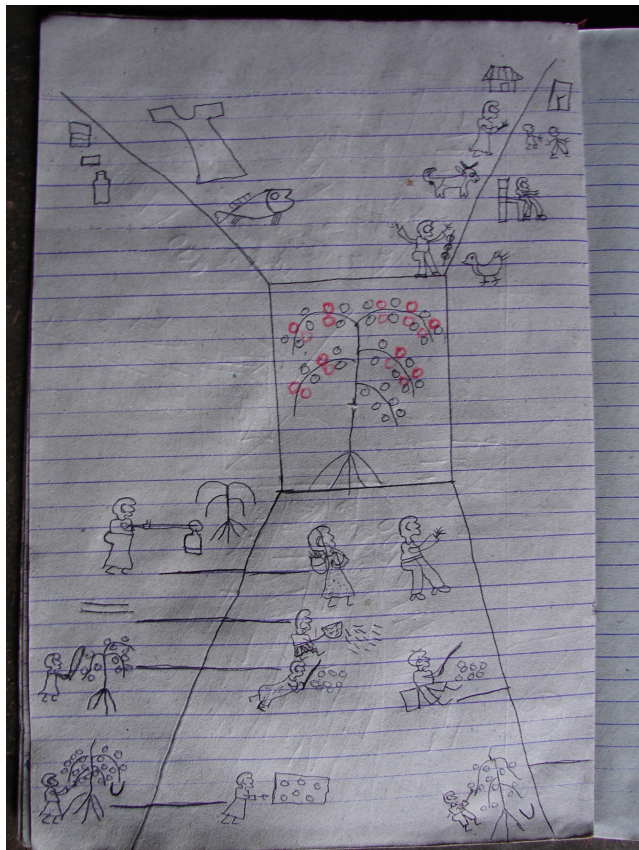
The GALS has adapted simple diagramming tools to enable full participation by illiterate, as well as formally educated, stakeholders in the four-stage process.

At the organisational level, a number of stages are set in motion.

- Stage 1: Preliminary mapping of main chain activities, stakeholders, value distribution, governance and gender inequalities.
- Stage 2: Participatory action research with different vulnerable stakeholder groups (and where feasible more powerful stakeholders) to identify the poverty and gender issues at each level, identify immediate short term change strategies and strengthen collaboration and peer sharing.
- Stage 3: The identification, planning and negotiation of multi-stakeholder win-win strategies. At this stage the more powerful stakeholders are involved through value chain multi-stakeholder events.
- Stage 4: The promotion of sustainable action learning process including monitoring change through the integration of individual and group level learning into management information systems, peer up-scaling, integration of learning in planning processes and policy advocacy, participatory processes for ongoing change planning in Annual General Meetings, value chain fairs and local government.

The two diagrams shown in Figure 2 below were prepared by Pese Meketu, a woman farmer. They show the situation before the intervention by GALS, and afterwards. The photographs which follow show Pese herself at the bottom left, two barter traders (women) and one village trader (man).

Figure2: GALs Diagrams by Pese Meketu, woman farmer



**Challenge Tree**

The husband would decide by himself if the woman needed clothes or food (left). He took all the remaining money for his own consumption (right). She could not ask about the balance: if she did they would fight.

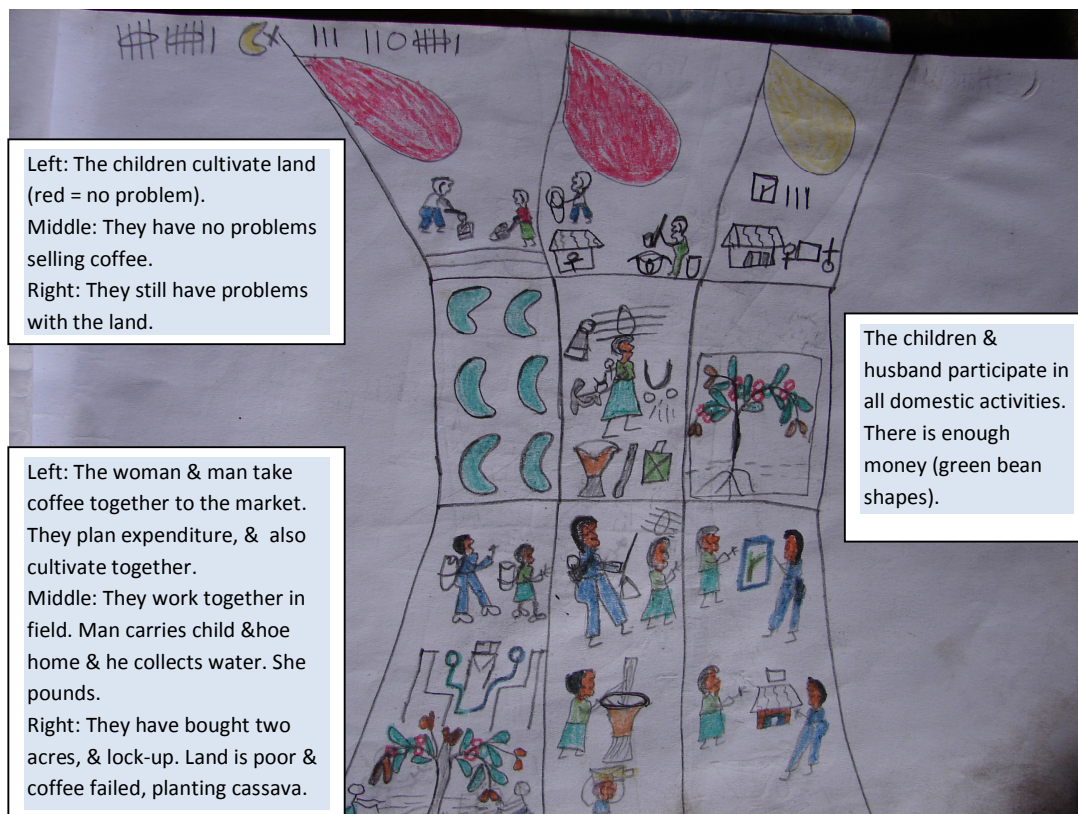


**Coffee Trees**



The root section shows that the woman (left) worked alone from planting until harvest. The husband (right) did not work but went out. He only worked at the time of harvest. The top row shows her carrying coffee to market with the man following. He would take all the money.

*Read from bottom to top.*



Left: The children cultivate land (red = no problem).  
Middle: They have no problems selling coffee.  
Right: They still have problems with the land.

Left: The woman & man take coffee together to the market. They plan expenditure, & also cultivate together.  
Middle: They work together in field. Man carries child & hoe home & he collects water. She pounds.  
Right: They have bought two acres, & lock-up. Land is poor & coffee failed, planting cassava.

The children & husband participate in all domestic activities. There is enough money (green bean shapes).

Women and men holding up their GALS notebooks



## 8 Fieldwork Findings

This section presents the findings of the research team under the following headings:

- Gender Transformation in the Coffee Value Chain
- Gender Transformation at the Household Level
- GALS, CEDAW and other Strategic Goals

### 8.1 Gender Transformation in the Coffee Value Chain

The section commences with an overview of the coffee sector in Uganda with particular reference to Arabica coffee, which is the type of coffee grown by members of Bukonzo Joint. The coffee value chain in the study area is then presented with a discussion of the characteristics of each actor.

#### 8.1.1 The Coffee Value Chain in Uganda

Coffee is Uganda's largest export commodity, contributing about 20% of Uganda's export earnings. Robusta coffee constitutes about 73% of total country production and Uganda is one of the leading producers in the world. Arabica coffee, due to its higher quality, contributes about 39% of export earnings. About 1.3 million households (approximately 7 million people) grow coffee, almost all of whom are smallholders (93%). Smallholders usually intercrop coffee trees with food crops. Coffee is typically left to grow naturally, flowering twice a year.



Following decades of state control, the industry was fully liberalised twenty years ago. The sector is dominated by exporters, processors and middlemen who control around 90% of the value chain. They benefit from pre-financing arrangements through domestic borrowing and large off-shore funds from multi-national finance institutions and trading companies. Rural producer organisations find it hard to maximise their potential gains due to their low levels of capitalisation, poor coffee processing methods, and, in many cases, lack of capacity.

Coffee production volumes in the country fluctuate sharply, mainly in response to world market prices. The figures for Arabica coffee production<sup>10</sup> are:

|         |              |
|---------|--------------|
| 2009/10 | 711,571 bags |
| 2008/09 | 648,551 bags |
| 2007/08 | 497,105 bags |
| 2006/07 | 559,745 bags |

<sup>10</sup> Source: Uganda Coffee Development Authority, cited in Oxfam (2011).



Recently, world coffee prices for Arabica have increased due to under-production in Brazil and Columbia. Within Uganda itself, price differentials for Arabica coffee also depend on the region, quality and type of certification of the coffee. In October 2010, for example, Wugar coffee commanded \$3.60 kg/ Organic Okoro \$4.08 kg/ Mt Elgon \$3.97 kg<sup>11</sup>.

### **Gender in the Coffee Value Chain**

Across Uganda, coffee is typically considered a man's crop, even though women and children perform almost all the production activities. Men are generally responsible for managing and allocating the proceeds from the sale of coffee.

Women are concentrated at the bottom of the value chain as producers, with some women – often the most vulnerable – involved in sorting coffee. A few women have become coffee traders, but these numbers are minimal. NuCafe remarks that, *'Even when we train young women in marketing they often get lost in the system. They experience hostility from men who say this is a man's job.'*<sup>12</sup> No women are involved in coffee export. In general, women are not specifically targeted for investment, capacity development, and mentoring to enable them to move into new, more capital intensive segments of the coffee chain.<sup>13</sup> Women are also weakly represented in the national decision-making bodies that work in coffee.

In this regard the work of NuCafe is interesting because it attempts to work across the industry on gender equity. NuCafe is a national organisation working closely with a range of producer organisations to build their capacity, link them to various markets etc. It has a national advocacy mandate to promote the interests of its membership which means it works with stakeholders in the public and private sectors. NuCafe's work to mainstream gender equity is described below<sup>14</sup>.

NuCafe is working across the coffee value chain to enhance gender equity. Regarding producers, it is working on its own awareness-raising and lobbying programme through employing animators who work at community and association level. The animators work to map the state of each household in relation to assets and activities, and then to show how gender equity can improve livelihoods. At group and association level NuCafe aims to ensure policy and planning documents have clear statements and actions on gender equity, and assist such bodies with monitoring change in gender relations as a consequence of their actions.

At the national level, the National Secretariat is tasked with designing and implementing procedures to ensure gender equity in all NuCafe's strategies and programmes, as well as in all its publicity. It also works to 'walk the talk' by developing measures for gender equity in the organisation itself, for example by providing flexible working arrangements and so forth. The Board of Directors and the General Assembly are similarly tasked with acting as platforms to promote gender equity.

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<sup>11</sup> The material in this section is taken from: Oxfam (2011) 'Documentation: Key Steps and Learning – Kasese Coffee Value Chain Analysis – an Oxfam Commissioned Study November 2010 to March 2011).

<sup>12</sup> Key informant interview with NuCafe staff (see Annex for names), 7<sup>th</sup> October 2011.

<sup>13</sup> Key informant interview with Mr. Joseph Baluku, Manager of Green Holdings, 7<sup>th</sup> October 2011.

<sup>14</sup> NuCafe (2011). Organisational Gender Planning, Mainstreaming and Monitoring Guidelines. Edition 2. National Union of Coffee Agribusiness and Farming Enterprises (the coffee farmers' association in Uganda). Kampala.

NuCafe employs a variety of media including print, radio, theatre and uses local languages to convey its messages. It has produced a striking poster which depicts a 'virtuous circle', associating gender equity with improved coffee quality and quantity, thus higher prices, thus improved livelihoods.

### 8.1.2 The Coffee Value Chain in the Study Area

Arabica coffee is grown in about 75% of Kasese District, mostly upon the slopes of Mount Rwenzori. The value chain is well established with clear players from input supply through production,



Drugar (left) and Wugar (right)

processing, bagging, transport through to export. Value chain facilitators include the private sector, local government, the Uganda Coffee Development Authority (UCDA), and NGOs. Interventions include the supply of improved seedlings, farm implements, training, hullers and pulpers, and market linkages. Around 74,000 households grow coffee upon an average of ½ acre. They are organised into producer groups and engage in primary processing. There are 500 district traders active in Kasese. They transport the product and engage in secondary processing. Currently

35 export traders manage transport to Kampala and the export process. Some coffee is roasted within Uganda by some 21 buyers/roasters.

Dry and wet processing of coffee is practised in the area. Wet processing results in a higher quality product called Wugar. However, only around 5% of production is of Wugar quality. The majority of farmers dry process their coffee, often on the ground under the sun as shown in the photograph. This is then pounded/hulled in order to remove the husk. This process results in a lower quality product called Drugar. Both Drugar and Wugar are exported, with only 5% of coffee production entering Ugandan markets.



Coffee cherries drying in sun without being laid on a tarpaulin. This practice seriously reduces quality but is widely practised.

Table 1 shows price points for coffee in late 2010. Profit margins cannot be properly calculated since comprehensive data is lacking regarding costs. Producer costs are notoriously difficult to estimate. Transport costs range from 30-70 UGX per kilogram. Hulling costs 80 UGX per kg and cleaning costs are 20 UGX per kg<sup>15</sup>. The key point here is to note the strong price differentials by type of processing at both primary and secondary processing<sup>16</sup>.

<sup>15</sup> Bukonzo Joint pays coffee sorters more per sorted 100 kg bag, resulting in a cleaning cost of around 100 UgSh per kilogram. It has encouraged its large trader membership in Kasese to pay the same rate.

<sup>16</sup> The material in this section is taken from: Oxfam (2011) 'Documentation: Key Steps and Learning – Kasese Coffee Value Chain Analysis – an Oxfam Commissioned Study November 2010 to March 2011).

Table 1. Price Points in the Kasese Coffee Value Chain (late 2010 figures)

| Fresh Berries | Primary Processing in Rwenzori   | Secondary Processing in Kasese      | Export                    |
|---------------|----------------------------------|-------------------------------------|---------------------------|
| 120 UgSh / kg | Parchment<br>5 800 UgSh / kg     | Hulled Parchment<br>8 000 UgSh / kg | Wugar<br>8 200 UgSh / kg  |
|               | Dried berries<br>2 600 UgSh / kg | Hulled Drugar<br>6 000 kg           | Drugar<br>6 200 UgSh / kg |
|               | Hulled berries<br>5 400 kg       | Clean Drugar<br>6 000 UgSh / kg     |                           |

Source: Oxfam (2011)

### 8.1.3 The Bukonzo Joint Coffee Value Chain: Volumes and Quality

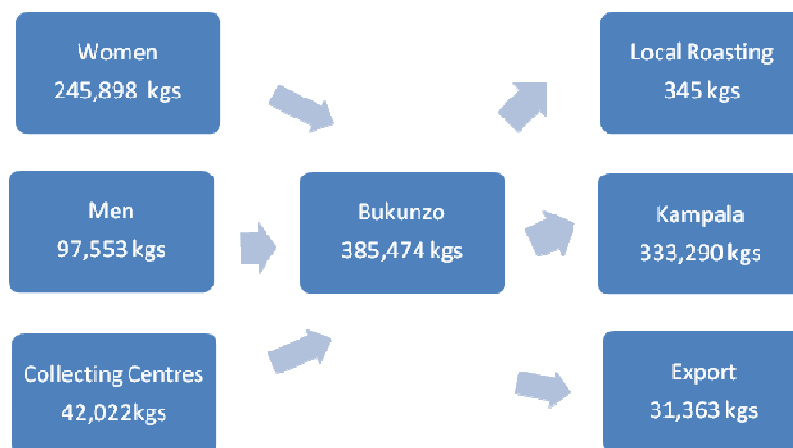
As a cooperative, Bukonzo Joint both buys and sells coffee on behalf of its membership. It also engages in capacity development and offers credit services. In order to situate the discussion on how to improve the position of women in the coffee value chain this sub-section provides an overview of Bukonzo Joint’s current sales volumes and its efforts to upgrade coffee<sup>17</sup>.

#### Coffee Sales by Volume

Figures from the past two years show that Bukonzo Joint works with uneven supply volumes. Purchase and sales fell for a variety of reasons, discussed below Figure 3.

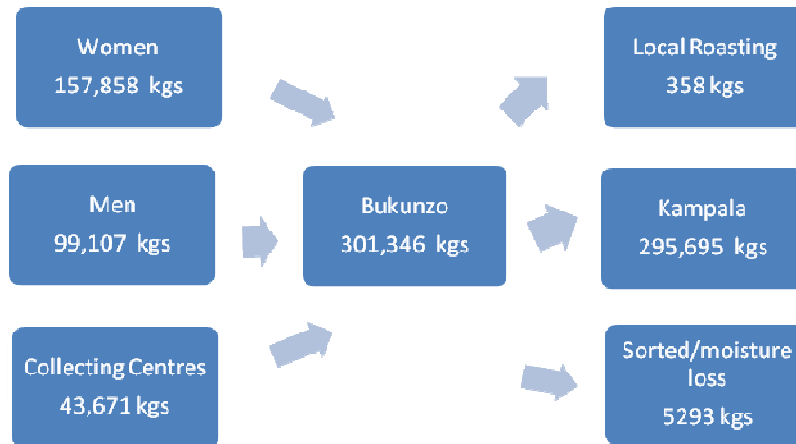
Figure 3. Bukonzo Joint Sales Figures for 2009 and 2010.

#### Bukonzo Joint Sales Figures for 2009



<sup>17</sup> The figures and explanations in this section are taken from Bukonzo Joint Cooperative Micro-Finance Ltd Farmers’ AGM February 2011. Prepared by Julia Mabunda, Chairperson, Farmers’ Executive Committee.

Bukonzo Joint Sales Figures for 2010



Coffee volumes fell in 2010 due to the following factors:

1. Traders offered cash advances to producers in advance of harvest, and they competed to buy the best quality coffee. This reduced the overall volumes sold to Bukonzo Joint and thus its income.
2. Due to Bukonzo Joint's heavy investments in post-harvest processing machinery, it lacked sufficient working capital to purchase large amounts of coffee or to extend sufficient loans. Furthermore, its membership was expected to buy shares in the huller/grinder/roaster but insufficient shares have been purchased (204 as against 225 expected).
3. As a consequence of the points listed above, Bukonzo Joint did not have sufficient capital to export coffee, which is an expensive process.



Mugete Farmers Cooperative show their huller.

Women suffered disproportionately from the inability of Bukonzo Joint to extend loans in 2010. Figure 2 shows a massive fall in the sales of quality coffee by women. In 2009 women sold 245,898 kilograms to Bukonzo Joint, but in 2010 they sold approximately 90,000 kilograms less – 157,858 kilograms. Over the same time period men actually expanded their sales, from 97,553 kilograms to 99,107 kilograms. It should be noted that 2010 was a time of high sales volumes nationally for Arabica coffee with large export volumes. The reason women could not benefit is that they, in the absence of bridging loans, sold unripe low quality coffee to other buyers to meet their immediate needs. Men were able to access money from banks and other lenders, which women cannot access.

## Quality Upgrading

Farmers who sell to Bukonzo Joint typically engage in dry processing despite the low profit margins. The majority sell only dried berries. Bukonzo Joint is supporting its member groups to purchase their own small hulling machines in order to improve the quality of drugar coffee it receives.

To facilitate wet processing and thus produce wugar standard coffee, Bukonzo Joint is in the process of purchasing and installing a large huller. It is also installing a coffee roaster/grinder/packager in order to capture more added value. In other words Bukonzo Joint aims to integrate almost all the processes shown in Table 1 above.

In order to capture yet more added value, Bukonzo Joint is in the process of obtaining both organic and fair trade certification and to this end is working with Solidaridad and Twin Trading<sup>18</sup>.

Solidaridad is working with 1500 households to enable them to meet the requirements of organic certification. This includes developing internal control systems to prevent abuse of the system, increase traceability and to cut down on costs. The main agronomic issues it will work on with the farmers are the prevention of erosion through proper terracing and promoting soil health and soil organisms. Overall, it will urge farmers to cut down on weeding in order to leave ground cover.

Twin Trading is assisting Bukonzo Joint with Fairtrade certification, post harvest processing, and on coffee exporting and marketing. It has discussed priority work areas with Bukonzo Joint and so, in addition to these areas, Twin Trading is currently developing a strategy with them to address the challenges of climate change. Climate change is likely to impact upon the production of Arabica coffee which requires certain temperatures in order to grow properly. In so doing, Twin Trading helps to contribute towards Bukonzo Joint's overall development objectives.

Bukonzo Joint faces the following challenges, among others, to its quality upgrading programme.

1. It already has a reputation for supplying high quality coffee. This enables it to receive a good price. However, some traders buy the coffee and then mix it with low quality coffee. It is then sold at a lower price which still enables them to reap a profit. The reputation of Bukonzo Joint coffee thus suffers.
2. Farmers are not responding well to requests to produce parchment coffee instead of sun-dried coffee to meet quality demands. This may partly be due to the laborious process of hauling water, which is women's responsibility.
3. Bukonzo Joint lacks sufficient good quality outreach managers at its three collection centres.

A critical factor behind poor coffee quality, in particular the propensity to sell green (unripe) coffee, is conflictual rather than collaborative gender relations. Both women and men sell unripe or dried coffee beans to meet their immediate needs, whether these are personal or directed to the household. An important amount of coffee is sold without the spouse's awareness. This is partly because men typically command household monies and simply do not give their wives enough money to meet the demands of their reproductive role, particularly with respect to food provisioning. Women sell or barter coffee to buy food for that day's meal. A complicating factor is

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<sup>18</sup> Key informant interviews with (i) Alan Tulip, October 4<sup>th</sup>, 2011. Consultant for Solidaridad, and (ii) Andy Carlton, Twin Trading, by email.

the fact that few households have a good understanding of their food security needs and thus do not cater for this appropriately, by storing food properly, or by ensuring sufficient food crops are grown. Farmers reported that they often sell food that has taken many months to grow and spend all the monies on durable items<sup>19</sup>.

### 8.1.4 The Bukonzo Joint Coffee Value Chain: Value Chain Actors

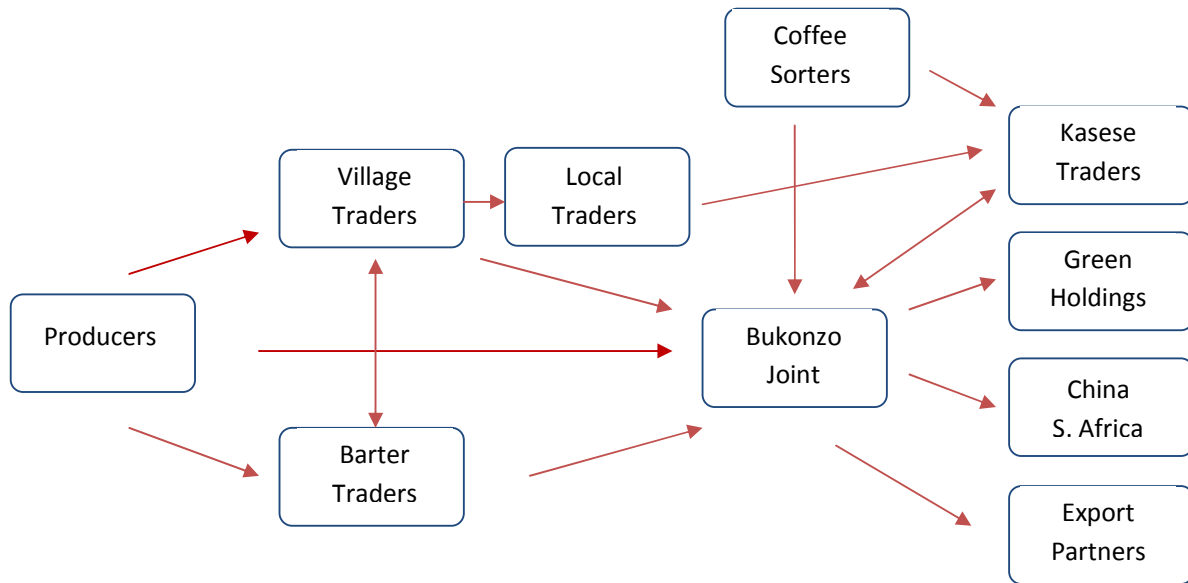


Figure 4. Coffee Value Chain Actors working with Bukonzo Joint

4Figure 3 shows that value chain actors who are members of Bukonzo Joint engage in a variety of interactions with each other. The value chain is not linear. The key characteristics of each value chain actor have been summarised in Table 2 for simple reference. Comments are made on the type and perceived quality of the value chain relationships they have with other actors. The key point to be made is that many changes in horizontal and vertical value chain relationships can be attributed directly to the GALS methodology since Bukonzo Joint has only very recently started working on value chain relationships, and some of the impetus for the work it has done, such as convening multi-stakeholder meetings, have arisen directly from discussions conducted by participants in the GALS. An interesting finding arising from OxfamNovib’s own impact study is that producers and traders are now roasting, brewing and consuming their own coffee. This is new and it suggests that they have made a conceptual shift into seeing coffee as a quality consumption item.

Table 2. Characteristics of the Value Chain Actors

|   |   |
|---|---|
| <b>Producers</b><br>4 950 member households/<br>75% women | <b>Horizontal Value Chain Relationships</b><br>1. Producers cooperate with one another in terms of sharing knowledge about production techniques.<br>2. They are grouped in self-help groups and cooperatives affiliated to Bukonzo |
|---|---|

<sup>19</sup> Bukonzo Joint Report on Three Day Planning Meeting, October 12<sup>th</sup> – 14<sup>th</sup>, 2011.

|                                   |  |
|-----------------------------------|--|
| members                           | <p>Joint. This facilitates their access to training and to loans. Women members of SHG/cooperatives benefit from loans which are extended to the group as a whole and then disbursed to individual women members. Such loans are not directly tied to savings or collateral.</p> <p>Vertical Value Chain Relationships</p> <ol style="list-style-type: none"> <li>1. Producers sell coffee direct to Bukonzo Joint and via collecting centres.</li> <li>2. Some producers distrust barter and village traders who, they claim, cheat them by adjusting the scales they use to weigh coffee.</li> <li>3. At the same time they welcome village and barter traders because they buy poor quality, or unripe, coffee which Bukonzo Joint will not accept.</li> </ol>  |
| <b>Barter Traders</b><br>28 women | <p>Barter traders receive coffee in exchange for oil, fish or beans. They accept unprocessed coffee berries which they then process themselves. They say they do not want to carry large sums of cash with them, nor do they want to compete with the male village traders. A typical transaction looks like this:</p> <ul style="list-style-type: none"> <li>• The women buy two fish at the market for 2,000 UGX each, thus 4,000 UGX. For this they receive five plates of coffee. Following processing and sorting, the five plates result in 1 kilogram of good coffee which they sell at 6,500-7,000 UGX. Their profit margin is therefore 2,500 to 3,000 per kilogram which is much higher than the margins procured by other traders.</li> </ul> <p>This said, the time involved in going to the market and to homes, which are widely scattered, should be considered a cost. Also, since the barter items are bulky and are head-loaded few can be carried at any one time, reducing the ability of barter traders to perform large transactions.</p> <p>Horizontal Value Chain Relationships</p> <ol style="list-style-type: none"> <li>1. Bukonzo Joint has organised the barter traders into a group to facilitate delivery of training and credit. It plans to expand work with this group since it sees them as offering an important service to the producer community through providing important food stuffs, and it also sees them as effective entrepreneurs.</li> <li>2. The small discussion group with barter traders showed that they tended to be ambitious and had large plans for growing their business. Married barter traders benefit (through the GALS process) through support and cross-subsidies from their husbands. They demonstrate high social capital. However, single (widowed/divorced) female barter traders are asset-poor and find it harder to grow their business. Their rationale for entering the business is undoubtedly directly linked to their inability to obtain income based on physical assets and their weak social capital.</li> <li>3. The potential to expand the number of barter traders is high because currently they serve only a few hundred people from a total clientele of nearly 5,000 households who are members of Bukonzo Joint, and other households who are not.</li> </ol> <p>Vertical Value Chain Relationships</p> <ol style="list-style-type: none"> <li>1. Barter traders relate to producers with varying degrees of intensity and loyalty. Some interact with between 30 to 70 producers (one mentioned 100 clients in collaboration with her husband, a village trader), whereas others announce via relatives in a community they have a particular product, such as oil, to transact in exchange for coffee.</li> <li>2. Barter traders contest the allegation that they exploit producers, arguing that</li> </ol> |

|  |  |
|--|--|
|  | <p>distrust arises from the fact that it is difficult for producers to guess their margins but that this does not mean they are dishonest. They further argue that they work hard to maintain good client relations because this is how they survive. In the long term, they say, dishonesty does not pay off.</p> <ol style="list-style-type: none"> <li>Barter traders sell directly to Bukonzo Joint and also to village traders (who may be their husbands).</li> <li>Barter traders are important economic agents given that they provide items which are hard for households to procure, such as fish, beans and oils. Most people live in widely scattered houses at some distance from selling points and the bi-weekly market in Kyalhumba Township.</li> </ol>   |
| <p><b>Village Traders</b><br/>12 men</p> | <p>Village traders buy directly from producers, as do barter traders, but use cash. They only buy processed (dried/hulled) coffee. They deal in larger amounts of coffee than do the barter traders and are more mobile.</p> <p>Horizontal Value Chain Relationships</p> <ol style="list-style-type: none"> <li>Village traders have organised themselves (after involvement in the GALS) to be able to join Bukonzo Joint for credit and training purposes.</li> <li>Village traders are not interested in barter trade, arguing it takes a long time to accumulate, say, 500 kilograms of coffee. Furthermore, the process of barter is time-consuming. Due to the large volumes of coffee they work with, they can get credit quickly and easily.</li> <li>The potential to expand the number of actors in this group is high, as with the barter traders, because Bukonzo Joint still finds it difficult to source sufficient coffee from the producers. This said, work to expand the number of traders should be conducted with an eye to coffee price fluctuations and how this might impact upon the number of traders required over the longer term.</li> </ol> <p>Vertical Value Chain Relationships</p> <ol style="list-style-type: none"> <li>Village traders sell to large traders, who have stores in Kasese. The large traders advance them monies. The profit margin in the last season was 100 UGX per kilo (buy 8,400 UGX and sell for 8,500 UGX).</li> <li>They distrust large traders, saying they do not know the price of coffee in Kampala or Kasese. Furthermore, buyers in Kasese may reduce prices without notifying them in advance. Large traders fail to accept any losses and are prepared to take village traders to the police to recover monies. The village traders request an increase in transparency at all levels of the chain and ask that agreements between actors are signed in order to protect everyone's interests.</li> <li>Village traders also sell to Bukonzo Joint.</li> </ol> <p>Other Benefits Attributed to the GALS</p> <ol style="list-style-type: none"> <li>In many cases, village traders and barter traders are married to each other. The GALS has encouraged women and men to support each other's businesses. Transparency has increased with respect to business deals.</li> <li>Some men are purchasing land together with their wives and will procure joint land titles. However, one man said, <i>'I fear to give land to my wife. If I die she can marry another man who will benefit from my sweat'</i>.</li> </ol> |
| <p><b>Local Traders</b><br/>15 men</p>   | <p>Local traders purchase coffee mainly from the barter traders and the village traders. To do this they receive cash advances from large traders in Kasese. They then sell the aggregated coffee to large traders in Kasese. Their profit margin is usually 100 UGX per kilo. If they buy from village/ barter traders their profit margin</p>  |



|  |   |
|--|---|
|  | <p>is 50 UGX (the village/barter traders also makes 50 UGX).</p> <p>Horizontal Value Chain Relationships</p> <ol style="list-style-type: none"> <li>1. Following participation in the GALS, the local traders have organised themselves to join Bukonzo Joint for credit and training purposes, and they also improved their ability to save.</li> <li>2. They have been trained in the GALS, the production of quality coffee, and other issues. They now work only with good quality coffee.</li> <li>3. Although 29 men initially joined the association, 14 left because they expected cash benefits from Bukonzo Joint.</li> </ol> <p>Vertical Value Chain Relationships</p> <ul style="list-style-type: none"> <li>• Prior to working with Bukonzo Joint, they bought low quality coffee, used to add contaminants to increase the weight, frequently defaulted on advances from big buyers, and never worked with their wives. They are now more accountable and transparent in conducting business and believe they pursue good business ethics.</li> <li>• The local traders now reportedly have increased flexibility due to their savings. They do not have to buy unripe coffee simply to make money and they also depend less on the Kasese traders because their credit is now less important to them. This is a win-win situation since the Kasese traders now get better coffee and the farmers do not feel bullied to supply unripe coffee.</li> <li>• The big buyers determine the prices but they pay according to quality.</li> <li>• Most of their clients are women because they find women are trustworthy.</li> </ul> <p>Other Benefits Attributed to the GALS</p> <ul style="list-style-type: none"> <li>• They have good relationships with their wives and children, and help with washing clothes, drawing water, cooking and other tasks previously performed exclusively by their wives. <i>'Other community members laugh at us when they see us doing women's role. But it doesn't matter because we are progressing and they are not. Some of them don't even have a goat.'</i></li> <li>• They engage in joint planning over expenditure and have built better homes and shops. They have also learnt how to save money.</li> </ul> |
| <b>Bukonzo Joint</b>                               | Bukonzo Joint buys good quality coffee from its members as well as engaging in capacity development, the provision of credit, and the distribution of dividends.  |
| <b>Coffee Sorters Women Kyalhumba &amp; Kasese</b> | <p>Coffee sorters sort through the coffee to remove blackened beans, grit, and other contaminants. They work at Bukonzo Joint coffee collection centre and also with the large traders in Kasese. Interviews with Kasese-based coffee sorters revealed that they form the most vulnerable category of participants in the value chain. All the women met were single, having lost their husbands to accidents, killing by rebels, or HIV/AIDS. The majority had young children or grandchildren, and most did not have a fixed abode, living either with relatives or in buildings under construction in the town. The oldest coffee sorter met was 78 years old.</p> <p>Coffee sorters are paid by the sorted bag, receiving 10 000 UgSh per 100 kg bag. This amounts to a daily wage of 5 to 10,000 UgSh – the speed taken depends on the quality of the coffee being sorted. The coffee sorters in Kasese used to receive less than this but since Bukonzo Joint agreed to pay coffee sorters in Kyalhumba Township a higher rate the large traders linked to Bukonzo Joint have also raised their wage. For the traders, the cost of sorting amounts to 100 UgSh per kilo.</p>  |

|   |  |
|---|--|
|   | <p>As a result of improved coffee quality received from the farmers and traders, the work of the coffee sorters is more valued since the emphasis is now upon delivering the best possible quality to upstream buyers.</p>   |
| <p><b>Large Traders</b><br/>26 (10 women)</p> | <p>Four large traders (all men) have collecting centres in Kyalhumba township. Bukonzo Joint works with 26 large traders in all, the rest of whom work in Kasese.</p> <p>Horizontal Value Chain Relationships</p> <ul style="list-style-type: none"> <li>• The large traders are members of Rwenzori Coffee Traders Association. They created their organisation in response to poor relations with coffee buyers in Kampala (failure to pay on time/ returning coffee to alleged poor quality), cheating by local traders, losses incurred by volatile coffee prices, and thus the need to act with one voice.</li> <li>• The GALS has encouraged men to open up their association to women traders and to see them as viable partners. These women were already engaged in coffee trading. Following a multi-stakeholder meeting at Bukonzo Joint the male traders decided to encourage women traders to join the association. Female membership breaks down as follows: two women are spouses of male traders, four have husbands engaged in other businesses, and four are female-headed households. One woman trader said, as a consequence of joining the association, that she is now able to buy ten bags of coffee. Before she was buying only two.</li> <li>• When women want to become buyers, husbands are informed so as to avoid marital conflicts.</li> </ul> <p>Vertical Value Chain Relationships</p> <ul style="list-style-type: none"> <li>• As a consequence of the GALS, the large traders ensure both women and men producers are present when coffee is paid for.</li> <li>• Women are seen as more trustworthy partners and they provide higher quality coffee.</li> <li>• The large traders find that they need to improve their relationships still further with transporters, sorters and the big buyers in Kampala to improve profits further.</li> <li>• Large buyers note that the quality of coffee has improved due to the GALS which is resulting in higher profits.</li> <li>• Challenges include the fact that buyers from other countries interact direct with producers and offer them better prices.</li> </ul> <p>Other Benefits Attributed to the GALS</p> <ul style="list-style-type: none"> <li>• Gender relations have improved at home.</li> </ul> |
| <p>Exporters<br/>(all men)</p>                | <p>All exporters are based in Kampala or overseas. Bukonzo Joint's main partner is Green Holdings.</p> <p>Bukonzo Joint is initiating links with TwinTrading (UK), Atlas Trading (USA) and partners in China and South Africa. It also has some links to producers of good quality coffee for the Ugandan tourist market.</p>  |

Table 2 should be self-explanatory. One area that remains to be investigated further is the ways in which male-female horizontal value chain relationships differ from male-female vertical value chain relationships. A key area of work is to build upon these insights into order to develop lessons learned for streamlining and up-scaling the GALS methodology with respect to value chain development *per se*.



Village Traders and Barter Traders work on a Value Chain Diagram at Bukonzo Joint, above



Coffee Sorters in Kasese, left and below



Large Traders in Kasese, below and right



## 8.2 Gender Transformation at the Household Level

### 8.2.1 Visions

The GALS aims to achieve change by a multiple-level visioning process at community level, starting with individual visions, progressing to household level visions developed by husbands and wives along with their children, and progressing to community visions. The research team investigated individual and household level visions through small group discussions and key informant interviews.

The findings show that the underlying framework of the GALS works well. Respondents were eager to share their visions and were very articulate regarding the opportunities and constraints they faced. They demonstrated clearly that they had a plan of action and explained the intermediary milestones they had set themselves. Box 1 presents some of the visions set out by a meeting with barter traders.

#### Box 1. Visions of the Barter Traders

**Woman:** I am married and have six children. We have a coffee field and I am educated to primary level 2. I have given myself two years to achieve my vision, which is to save two million shillings. I have several opportunities. First, my savings enable me to access loans. Second, my existing barter business will boost my chances of success. I buy beans and exchange them for coffee. Further to that, I have land and a husband who helps me. I also have livestock which I sell and then I can reinvest the profits into my business. Right now I have one pig. I recently slaughtered two. For me the main obstacle is sickness for myself and in my family, and animals can get sick too.

**Man:** I am a coffee farmer and a local trader in coffee using cash. I have seven children. My wife is a barter trader. My vision is to build up my coffee selling business. I want by the end of July next year to have a permanent house of my own. My opportunities include the income from my business to help me build my home. I have three pigs and two goats at home. The obstacles I face include my in-laws. My two sons have no income so I take care of their families.

**Woman:** My husband and I have eight children. I make my vision every season. This season I have a vision of going ahead with my business and I want a profit of at least two million shillings by the end of this year. My opportunities include my savings. My business will help me to grow. My neighbours help me by selling me coffee. The obstacles I face include thieves and sickness.

**Woman:** I was divorced seven years ago and have three children. I was not allowed to stay on my husband's land and had to return home to my parents. I have no land and my husband has the right to claim my children later. I have developed a vision with my children which will take me seven years. I want to save at least three million shillings. Then I will be able to buy land for me and my children. My opportunities are the following: I want to go far in my business, I want to save a lot, and if I get more customers they will help me expand my business. The obstacles I face include the fact that I am always weak due to sickness, I have school fees which cost a lot, thieves are a problem, and I have to keep peace with my relatives because they can prevent me from realising my vision. I am alone and therefore have labour constraints.

The examples selected, and the other visions described to the research team, demonstrate heterogeneity in the visions articulated by various households, and differing timelines for the realisation of their vision. Respondents showed a realistic and keen awareness of their current

situation and their constraints and opportunities. The men questioned indicated high participation in vision formation and high levels of support to their wives' individual visions through, for example, supporting them by capital transfers. These features show that the visioning process has been successfully internalised by the target group, regardless of their literacy level, and is enabling them to achieve concrete outcomes. The difference to the past, when many men maintained almost complete control over women's incomes is dramatic.

At the same time, there are some important limitations:

1. It is evident that marital status is a major determinant of the 'size' of a household's vision and the potential speed of its realisation. Married women and men, provided unity has been achieved in the visioning process, are able to benefit not only from the synergies in joint visioning, but also from their significantly superior asset base.
2. Divorced and widowed women generally have little or no access to land, and few savings or chattels since these are claimed by the former husband or his family. Moreover, single women tend to remain responsible for caring for children when they are young, including paying school fees. Evidence was presented that when children become older they are claimed by the husband, meaning that single women have a high number of dependents resulting in high expenditure needs and significant labour constraints. It should be noted that it is not unusual for divorced and widowed women to have a high level of decision-making capacity, but that their structural constraints can severely limit their scope for action.
3. Women and men in monogamous marriages are able to create family visions quite easily. However, many people are in polygamous marital arrangements. In such cases women usually have their own homestead and piece of land and in some ways act as an independent economic unit. It was universally agreed that it was impossible for the co-wives to agree a collective vision with their husband, and that each wife produces her own vision with some input from her husband.

Respondents repeatedly cited theft of coffee beans, and illness, as significant constraints. Medical treatment is costly. Regarding theft, respondents have not been able to counter stealing effectively despite a variety of innovative tactics. These include posting up the names of thieves in the village, which results in a counter activity of the posting up of the names of innocent people; holding 'elections' to name the 'king of thieves'; and working with Bukonzo Joint to bring thieves to the police. So far, no one has faced the law. The respondents complained that although they were certain of the identity of thieves, it was impossible to catch thieves red-handed since they operate in groups at night and can strip a field quickly. They argued that young men steal for many reasons: (i) they have no other sources of income, (ii) levels of alcoholism and drug use are high resulting in a constant need for cash, and (iii) parents cannot manage their many children effectively.

### **8.2.2 Redistribution of Reproductive and Productive Tasks**

The GALS, as implemented by Bukonzo Joint, particularly aims at transforming the gender division of labour, and at equitable asset control, at household level<sup>20</sup>. The research team asked different groups of respondents to work on (i) gender-disaggregated seasonal calendars, (ii) daily activity schedules, and (iii) access to, and control over, assets and benefits profiles. Furthermore, in all small

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<sup>20</sup> In other countries where the GALS has been implemented the focus is somewhat different. For example, in Latin America there has been more focus upon women's dignity and self-confidence versus machismo.

group discussions respondents were asked to comment on changes, if any, to asset control and the gender division of labour.

With respect to reproductive tasks, respondents reported that men were now taking on food preparation, washing dishes and childcare.

- **Man:** In the past men used to call a nearby girl to prepare food for them if their wife was not at home but this has changed. Men now cook if they find the home empty when they get back.
- **Man:** Men did not allow women to attend training events because they could not think how they would do domestic activities. This is no longer an issue.
- **Man:** As a man I enjoy domestic work. I have realised that I made my wife labour all the time but now I can help her due to my experience at Bukonzo Joint.
- **Man:** No men are laughing at the reformed men. As a person in this community you can ignore them if they laugh.
- **Woman:** In my case, my husband is now at home during our meeting. He is cooking and fetching water. When I go back I will also do some things.
- **Woman:** Team work as in a man and woman shortens the time by half, things are more efficient.

It was widely reported that men and women were now sharing all, or the majority, of productive tasks on the farm. Further discussion, however, elicited clearly that although women and men were sharing tasks, in many cases this did not mean that men were typically spending as much time on the tasks as women. Experiences were varied.

- **Man:** I have been working together with the wife planting beans and groundnuts. This has led to high productivity because we are working together. The coffee plantation is well weeded so we have more production.
- **Man:** I spend one hour digging in the fields but my wife works for seven.
- **Woman:** I do all the activities in coffee production. The man only works for two hours when it comes to harvesting.
- **Woman:** In my case we go to the garden together and return home together at midday.
- **Man:** My wife digs for seven hours and I dig for three. At harvesting I work for two hours but my wife works for four hours. So she is busy working.
- **Woman:** In our case the woman works for five hours and the man works for five hours.
- **Woman:** In my case my husband spends six hours in the garden just like me. We go home at the same time.

When asked to vote whether men spent more, or less, or equal time on farming compared to women, almost all respondents said that women spent more time. At the same time, those women who reported equal task sharing were vehement that equality in terms of workload, work intensity and task sharing had been achieved.

The gender-disaggregated seasonal calendar was a useful exercise because it provided 'facts' to counterbalance the small group discussions. Two calendars were produced separately, by women and men. They tallied exactly. The women's calendar is reproduced below in Figure 5.

Figure 5. Gender-disaggregated Seasonal Calendar

| Crop           | Sept     | Oct     | Nov     | Dec      | Jan     | Feb     | Mar     | April    | May         | June      | July      | Aug      |
|----------------|----------|---------|---------|----------|---------|---------|---------|----------|-------------|-----------|-----------|----------|
| Coffee         | PC<br>♂♀ | SD      | Hu<br>♀ | S<br>♀   | T       | PN<br>♀ | PC<br>♀ | PC<br>♀□ | SD, Hu<br>♀ | P, M<br>♀ | MC<br>♀   | PC<br>♂♀ |
| Beans          | PN<br>♀  | PN<br>♀ | H<br>♀□ | T<br>♀   | LP<br>♀ | LP<br>♀ | P<br>♀  | P<br>♀   | W<br>♀□     | H<br>♀    | T,LP<br>♀ | P<br>♀   |
| Cassava        | W<br>♀   | W<br>♀  | W<br>♀  | H<br>♀   | LP<br>♀ | LP<br>♀ | P<br>♀  | P<br>♀   | H<br>♀      | H<br>♀    | LP<br>♀   | P<br>♀   |
| Maize          | W<br>♂♀  |         |         | H<br>♂   |         | LP<br>♂ | P<br>♀  | W<br>♂♀  |             |           |           | P<br>♀   |
| Groundnuts     | W<br>♀   | W<br>♀  | H<br>♀  | H<br>♀   | H<br>♀  | LP<br>♀ | P<br>♀  | P<br>♀   | W<br>♀      | H<br>♀    | S<br>♀    | P<br>♀   |
| Bananas        | W<br>♀   | W<br>♀  | W<br>♀  | PN<br>♂♀ | W<br>♀  | W<br>♀  |         | H<br>♀   | PN,H<br>♀   | H<br>♀    | W<br>♀    | W<br>♀   |
| Sweet potatoes | P<br>♀   | P<br>♀  | P<br>♀  | W<br>♀   | H<br>♀  | H<br>♀  | LP<br>♀ | P<br>♀   | P<br>♀      | W<br>♀    | H<br>♀    | LP<br>♀  |

#### Key

|          |                         |    |                      |
|----------|-------------------------|----|----------------------|
| Women    | ♀                       | H  | Harvesting           |
| Men      | ♂                       | T  | Threshing/ winnowing |
| Children | □                       | Hu | Hulling              |
| LP       | Land Preparation        | S  | Shelling             |
| P        | Planting                | SD | Sun Drying           |
| W        | Weeding                 | M  | Marketing            |
| PC       | Picking Coffee Cherries | PN | Pruning              |
| MC       | Mulching                |    |                      |

The calendar shows that women are solely responsible for groundnut, cassava, and bean production. Men are involved in coffee and maize production, with their involvement being strongest in maize (land preparation, harvesting – and weeding together with women). In coffee men work with women to harvest but are otherwise not involved. Children help to weed and harvest beans.

The conclusions to this section are clear:

1. Men are taking on more tasks, particularly in the home.
2. Men's involvement in agricultural tasks remains low, though they have, as a consequence of the GALS, intensified their contribution, particularly in digging – which appears to equate with hoeing. As a rule, though, women still spend considerably more hours in the field than men do. This said, there are some examples of equal male/female work intensity.
3. It is clearly problematic to expect equal task sharing between men and their co-wives in polygamous households. Polygamous men who had been part of the GALS said:
  - Those who have more than one wife cannot share tasks equally. I will break.

- Those with more than more than one wife cannot love them equally.
- If you have more than one wife you may be pulling hard to change, but there are challenges.

### 8.2.3 Access to, and Control over, key Productive Assets and Resources

A key objective of the GALS is equity between women and men in the management and disposal of assets at household level. The research team used small group discussions, and asset and control profiles, to assess the degree to which change has occurred.

The findings show that in many cases considerable equality has been achieved. Women and men respondents reported high levels of access to productive assets such as land, credit and tools, as well as to resources such as coffee and crops. Several women said that prior to the GALS men had had complete control over their incomes and made all expenditure decisions. One woman reported as follows:

I used to dig alone, starting from planting to the time of selling. My husband was unemployed. He just visited friends and was not willing to work. I don't know why. In the morning I would go to the field but he stayed at home. When I got back I would find he had gone out. It was only at harvest time that he became active and participated in the benefits of what he had not worked for. He claimed that even though I plant the produce is not mine because the land is his. I used to walk to the market carrying my products alone, but he would follow me to check how much I got for it. He would then take all the money. That day, and that day only, he would decide whether he could buy me some clothes and food. He took the remaining balance to enjoy with friends. If I asked him about the balance we would have a fight. I could not plan because I had nothing to plan with. Many women in this community are in the same situation because men have land titles, and women do not.

It was very fortunate that my husband was present when the GALS trainers came. It made him think about what was happening. Now, our situation has changed. We have two acres of land which we have registered under the customary land tenure system and we are planning to convert this to freehold with joint land titling. We are also going to buy two more acres.

#### Joint Land Tenure Agreements

The Land Act of 1998 provides the overall enabling environment for joint tenure agreements, and joint tenure is officially encouraged. Bukonzo Joint is actively supporting joint land tenure agreements in order to underpin its work on the GALS. There are different types of land tenure available.

1. Customary land tenure agreement signed by the village head. This is usually a handwritten document.
2. Customary land tenure agreement verified and registered with the Land Board.
3. Freehold land tenure.
4. Lease.

Bukonzo Joint began working with households in 2009 to register their land in both the man's and woman's names, and it also supported single women to register their land in their own names as



opposed to their brother's name or their children's names. It was not until 2010 that Bukonzo Joint started to become aware that various forms of land agreement were available.

It then began assisting households to gain customary joint land titles verified by the Land Board (type 2) in September 2010. It helps with the lengthy registration process at the Kasese Land Board through coordinating with the latter and collecting completed land titles from the office. A major challenge that Bukonzo Joint faces is the fact that although the agreement itself is relatively cheap at 5 000 UGX (which is receipted), Land Board officials allegedly demand 'fees' plus transport and food when they come out to verify land borders in the field. No receipts are provided. Furthermore, neighbours to the applicant, who have to provide their consent by signing the map, have also to be fed. Whilst the overall extra cost per household is normally 170,000 UGX, Bukonzo Joint has negotiated to bring five households together at any one time, which reduces the unreceipted costs payable to the Land Board to 40 000 UGX per application. These costs are borne by the applicant. It should be noted that the Land Board appears to be under-resourced, and the work involved in registering land is admittedly very intensive in field. However, the unofficial charges are very high and obviously constitute corruption, towards which zero tolerance should be shown. Moreover, poorer households must find the high costs difficult to afford.

Take up has been high with 58 agreements in process, 38 of which have been approved to date. Bukonzo Joint will not support any application that names only one title holder. Although much progress has been made, respondents involved in the GALS process demonstrate a wide variety of opinions regarding access to land and joint land tenure.

- **Man:** Fathers only buy land for their sons, this has not changed.
- **Woman:** According to our tradition we say that the girl goes to the new family and can have land there. The boys stay at home and that is why they are given land.
- **Man:** Men resist joint land agreements because they want to retain their authority. That is common.
- **Man:** If my daughter gets a problem in her new family she can come back.
- **Woman:** In some cases even school going girls are being given land to work on to help them buy their own school books.
- **Woman:** The land belongs to me. I have both boys and girls. If I die my girl child will have a right to claim. My husband and I are going to sit together with the children to plan how to divide the land. I shall distribute my land equally. Even if my daughters get married I must give her an equal share.
- **Woman:** I can now decide over the land and my husband cannot sell it without my permission.
- **Woman:** My husband inherited land, but we have bought land together and are going to split it equally between the children. We hope the children will get married and buy their own land as well.

These and other opinions indicate that, despite the GALS process, some respondents remained attached to the cultural norms of the area with respect to inheritance and land allocation practices. At the same time, the overall willingness of several households to not only consider joint land agreements, but to further consider providing land to daughters is undoubtedly a major positive consequence of the GALS approach. For the first time ever, norms have shifted to empower women

to have land in their own right and in their own name, not only through purchase but also through modifying local cultural norms.

Respondents showed us joint land tenure agreements (type 1) that they had drawn up of their own initiative with the local chiefs. Whilst these sometimes include children as beneficiaries, this could be problematic if respondents wish to use land as collateral because, according to interviewees at Kasese Land Board and the Centenary Bank, all signatories to a land title have to be capable of making a properly informed decision otherwise they cannot sign a loan agreement.

Several issues, in addition to resolving corruption, remain of concern:

1. The status of divorced and widowed women and men in relation to land. Clearly they cannot benefit from joint land titles. Since such women are excluded from accessing land unless they receive land from their fathers they have a very low asset base in an area where off-farm income generation opportunities are scarce. One way of resolving this issue would be to find ways of enabling such women to buy land in their own names and ensuring they have secure title.
2. Joint titling does not help wives in polygamous unions unless the male spouse ensures that he signs a joint land title with each wife regarding their portion, rather than the lead wife alone. The extent to which this is happening is unknown though one case was presented to the research team. The small size of land parcels, typically half an acre, is a difficulty when it comes to sub-division.
3. Whether customary or freehold joint land-title, the banks will only offer collateral with a maximum of two signatories on a joint land title, meaning that secondary wives in polygamous unions are excluded. To resolve this issue, key informants from the Centenary Bank and Kasese Land Board argued that it was critical for men and women to agree on the disposal of assets to family members, and to secure the consent of relatives, during their life time. These can be encapsulated as 'family agreements' (which have the status of wills) signed by all concerned. If this does not happen then the gains made by women in particular as a consequence of the GALS may be lost upon the death of their spouse, since according to local cultural norms the relatives of the husband are entitled to claim all his assets: land, house, chattels, and children.
4. It may be preferable to move straight to Freehold land titles. This is a very expensive and time consuming process, with the title itself costing 40 000 UGX, to which high surveyor charges must be added, along with any illicit fees from officials. However, thousands of farmers in Uganda have already lost land to 'land grabs' with the sanction of the Government of Uganda which approves long-term land leases, and these farmers have no redress. It would seem critical that Bukonzo Joint investigate its options urgently, and in particular the degree to which each form of land tenure can protect their interests, or enable the payment of adequate compensation, in the face of a land grab.

#### **8.2.4 Income and Expenditure**

Convincing evidence was provided to the research team that the GALS has directly resulted in a high level of decision-making over expenditure at the household level. This is probably because bundling the livelihood strategies of a household rapidly makes economic sense. The GALS fosters synergetic decision-making over how to maximise the use of assets available to a household as a whole. In effect, the GALS process guides participants through SWOT analyses (the six stage process discussed

above) and enables people to understand that gender-based constraints constitute a major obstacle to economic development, as well as to equity.

- **Woman:** If I want to buy something I sit down with my husband and we plan for that money. I cannot spend on my own and he cannot spend it on his own. If it happens that my husband uses the money without my consent we sit together and we discuss why he has spent the money without my consent.
- **Woman:** Following the training in the GALS, we cooperate. We both carry coffee to the market. At home we sit together to plan for the money.
- **Woman:** In my case before GALS I used to work hard bringing some items home but they were sold without my consent and I could not follow where the money went. Now we are trying to acquire assets and there is a great change.
- **Man:** The GALS training has meant that men realised they could work in partnership with their wives and do similar activities.

The visions outlined above show that for many people considerable changes in their economic status and future opportunities are occurring as a result of shared decision-making over expenditure. This is probably the most notable achievement of the GALS process. However, the impact upon men and women in polygamous marriages is again unclear in terms of the balance between the man's contributions to the household income of each wife, and his role in decision-making over the subsequent expenditure/ his personal share.

### 8.2.5 Savings, Credit and Dividends

#### Savings and Credit

Bukonzo Joint provides an enabling environment through permitting the use of group savings as a basis for loans, which are then loaned by the group (cooperative or self-help group) to individual members. This reduces risk, promotes group cohesion and reduces central administration costs. Due to the low level of savings, and relatively high risk, Bukonzo Joint provides credit at a ratio to 2:1 to savings. As a consequence of the GALS process the members have proposed a ratio of 3:1 to the cooperative management in order to increase local economic activity, particularly with the barter traders which it views as a high potential group.

#### Bukonzo Joint's Loan Portfolio

Although most of the membership is female (about 75%) men take out proportionately more, and larger, loans. Between January and September 2011, 709 women took loans totalling 88,995,000 UGX, whereas 213 men took loans totalling 56,887,000 UGX (i.e. 922 members took loans worth a total of 145,842,000 UGX). The average loan taken by women is 125,522 whereas the average loan taken by men is 267,075, though of course these figures no doubt screen massive variations in actual loan size. Whilst the number of joint loans (i.e. a loan agreed and shared between a husband and wife) is not known since individuals register for loans, Bukonzo Joint is aware that this is occurring. The repayment rate is 90%. Interestingly, the overall repayment rate is higher than before the GALS.

Many men used to default and Bukonzo Joint had to take them to court to recover monies. Women generally repay loans in full whereas men are still less reliable.

According to the loans officer and also to women and men producers, men take bigger loans because they are more assertive and can offer more collateral. Women are deeply worried about taking larger loans. One word was encountered in every meeting held with respondents: fear. Also, due to their reproductive role, in particular child care and food preparation, many women feel they cannot develop large businesses that would take them away from home. One woman said, *'Small money is for women, big money is for men. Fear and large families prevent us from getting loans to grow our businesses'*. Thus, women typically have to balance between investing in activities that meet immediate household needs, and investments in business.

It would seem that since the provision of credit is directly linked to the amount of savings any one person has, people with fewer savings inevitably receive less credit and therefore will probably take longer to grow their businesses and thus realise their visions. It is possible that one unintended side effect of the GALS in the microfinance model of Bukonzo Joint will be to increase differentiation between poor and middle-level clients. Interviews clearly demonstrated that the female-headed households met have the fewest savings and fewest assets, and the most modest visions. It is this group in particular which may not only drop further and further behind, but may also find windows of opportunity reducing as more favourably placed stakeholders maximise their presence in the market.

### **Dividends**

Bukonzo Joint further encourages investments by women through offering women investors dividends worth 60% of their share, whereas men receive a share dividend of 40%. This affirmative action has resulted in women holding a greater proportion of shares. The date has not yet been analysed by Bukonzo Joint regarding the proportions of shares held by married and single women.

Although this is a very positive step, it is again very likely that single women with less money to invest will find it difficult to buy a large number of shares. Married women with more shares will of course receive more dividends, again opening up an economic gap between married and divorced/widowed women. The effectiveness of the GALS in promoting joint decision-making over assets has indeed enhanced this effect. It was confirmed that men are encouraging wives to buy shares on the household's behalf, which effectively turns the 'women dividend' into a 'married couple' dividend.

Finally, cooperative members have bought shares in the coffee huller at their own initiative, as opposed to being advised to do so by Bukonzo Joint's management. Their decision was the consequence of the GALS process. Members felt that theft, by men and by unknown thieves, of coffee lying around a house could be reduced if a huller was purchased. Although all members were offered an equal number of shares, a significant number of poorer households lacked the means to invest. Their shares were then offered to other members. Again, differentiation will occur, not on the basis of potential capacity but rather on the basis of structural inequalities in the asset base of different households, both female and male-headed.

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## 10 Annexes

### 10.1 Oxfam WEMAN Programme

The GALS project studied for this assignment is part of a larger programme spearheaded by Oxfam Novib called WEMAN (Women's Empowerment Mainstreaming And Networking for gender justice in economic development). WEMAN is a long-term programme for promoting gender justice in economic interventions which commenced in 2007 and now integrated into Oxfam Novib's strategic plan from 2011 - 2015. It consists of three main strategies which together build the acronym WEMAN.

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|   |   |
|---|---|
| <b>Women's<br/>Empowerment<br/>Mainstreaming<br/>And<br/>Networking</b> | <b>Community-led gender action learning system (GALS), adapted to<br/>different contexts and interventions</b><br>Gender mainstreaming and innovation in CSOs, MFIs and other<br>stakeholders<br>Strengthening a global network for ongoing learning, capacity building<br>and advocacy |
|---|---|

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## 10.2 Access and Control Profiles

### Access and Control Profile 1 in Musasa Village Created by Men

**Location and Participants:** Musasa Lower Farm Field School, Musasa Village, Kanyatsi Parish

**Date:** 28<sup>th</sup> September 2011

| Resource             | Women  |         | Men    |         | Girls  | Boys   |
|----------------------|--------|---------|--------|---------|--------|--------|
|                      | Access | Control | Access | Control | Access | Access |
| Land                 | M      | M       | H      | H       | M      | M      |
| Coffee Farm          | M      | M       | M      | M       | M      | M      |
| Livestock            | M      | M       | M      | M       | L      | M      |
| Business             | H      | H       | M      | M       | L      | L      |
| Crops                | H      | H       | M      | M       | M      | M      |
| Savings              | H      | H       | M      | M       | M      | M      |
| Knowledge and Skills | M      | M       | M      | M       | M      | M      |
| Time                 | M      | M       | M      | M       | M      | M      |
| <b>Benefits</b>      |        |         |        |         |        |        |
| Status               | M      | M       | M      | M       | L      | M      |
| Clothes              | M      | M       | M      | M       | M      | M      |
| Education            | M      | M       | M      | M       | H      | H      |
| Food                 | H      | H       | M      | M       | H      | H      |
| Medication           | H      | H       | H      | H       | H      | H      |
| Dowry                | L      | L       | H      | H       | L      | M      |

Facilitators: Vincent Akamandisa and Isaac Muhindo

1. Children have medium access to land because parents give them land. Usually fathers give land to boys when they are over 18 or close to marrying.
2. Boys graze livestock like goats but girls do not. Women can also own livestock e.g. goats and pigs.
3. Knowledge and skills: this is related to planning e.g. paying school fees
4. Girls have a lower status than boys because the parents own the home. Boys can inherit so they have a superior position to girls.

**Women** members of the cooperative also prepared an access and control profile, shown below.

They stated that full equality in respect to access and control of all assets had been achieved between women and men, though children had much lower access.



### Access and Control Profile in Milhando Village Created by Men

**Location and Participants:** Bwimaniro Farmers Cooperative, Milhando Village, Kihungu Parish

**Date:** 29<sup>th</sup> September 2011

| Resource        | Woman  |         | Man    |         | Girl   | Boy    |
|-----------------|--------|---------|--------|---------|--------|--------|
|                 | Access | Control | Access | Control | Access | Access |
| Land            | H      | H       | H      | H       | L      | M      |
| Crops           | H      | H       | M      | M       | M      | L      |
| Savings         | H      | H       | M      | H       | L      | L      |
| Business        | H      | H       | H      | H       | L      | L      |
| <b>Benefits</b> |        |         |        |         |        |        |
| Status          | H      | H       | H      | H       | L      | L      |
| Food            | H      | H       | H      | H       | M      | L      |
| School Fees     | H      | H       | H      | H       | M      | M      |
| Clothes         | H      | H       | H      | H       | L      | L      |

Facilitator: Isaac Muhindo

1. Social status in the society depends on owning your own land and having your own land, owning livestock.
2. Food . This is about how to access food and the means of getting food, e.g. going to the garden or market to buy food. It is harder for boys just because they are lazy. Food is considered domestic work for girls to do. When people eat, the father gets a bigger portion than the mother. The children then follow and boys and girls get the same amount. If the food is matoke or beans this is shared equally by all, but adult men get more meat or fish, then the adult women, then the children.
3. Fees: parents choose whether to pay fees & buy books and so children do not have high access.

### Access and Control Profile in Milhando Village Created by Women

| Resource | Woman  |         | Man    |         | Girl   | Boy    |
|----------|--------|---------|--------|---------|--------|--------|
|          | Access | Control | Access | Control | Access | Access |
| Coffee   |        | H       |        | H       | L      | L      |
| Animals  |        | H       |        | H       | L      | L      |
| Business |        | H       |        | H       | L      | L      |
| Land     |        | H       |        | H       | L      | L      |
| Credit   |        | H       |        | H       | L      | L      |
| Savings  |        | H       |        | H       | L      | L      |
| Bananas  |        | H       |        | H       | L      | L      |
| Beans    |        | H       |        | H       | L      | L      |

Facilitator: Deborah Biira

#### Key

|    |                |
|----|----------------|
| N  | None           |
| L  | Low            |
| M  | Medium         |
| H  | High           |
| SC | Shared Control |



## 10.3 People Met

### Key Informant Interviews

| Name                        | M/F | Designation   |
|-----------------------------|-----|---|
| <b>Bukonzo Joint Staff</b>  |     |   |
| Paineto Baluku              | M   | Director  |
| Balitaria Asasi             | F   | Chair of the Board  |
| Annet Kule                  | F   | Documentor  |
| Douglas Cruickshank         | M   | Peace Corps Volunteer   |
| Joseph Kisuki               | M   | Loans Officer   |
| Kasibirehe Joseph           | M   | Communications and Logistics Officer  |
| <b>Kyahlumba Sub-County</b> |     |   |
| Joseph Muhindo Mumbahya     | M   | Sub-County Chief at LC3<br>Supervises all government programme within his jurisdiction (agriculture, education, revenue collection etc) |
| Masereka Pauline            | M   | Farmer and founder of Men's Group - <i>St. John Abalumeabaiterenihauma</i> .  |
| Pese Muteku                 | W   | Farmer and successful participant in GALS   |
| <b>Kasese</b>               |     |   |
| Edson Bwambale              | M   | Centenary Bank, Branch Manager  |
| Baluku Uriah                | M   | Chairperson, Land Board   |
| Kafikiro Alex               | M   | Senior Land Management Officer, Land Board  |
| <b>Kampala</b>              |     |   |
| Bernard Tumwebaze           | M   | OxfamGB, Programme Manager, Uganda  |
| David Muwonge               | M   | NuCafe, Market Development Manager  |
| Rashida Nakubuga            | F   | NuCafe, Research and Advocacy Officer   |
| Caroline Nabukonde          | F   | NuCafe  |
| Julius Caesar               | M   | Solidaridad   |
| Joseph Baluku               | M   | Green Holdings, Manager   |
| Alan Tulip                  | M   | Consultant for Solidaridad and others regarding organic certification   |
| Andy Carlton                | M   | Twin Trading  |

### Meeting with Bukonzo Joint Board and Staff, 28<sup>th</sup> September

| Name             | M/F | Designation       |
|------------------|-----|-------------------|
| Paineto Baluku   | M   | Director          |
| Annet Kule       | F   | Documentor        |
| Mutiba David     | M   | Volunteer Trainer |
| Banobere William | M   | Documentor        |
| Ithungu Teddi    | M   | Documentor        |
| Ida Kigoma       | F   | Volunteer Trainer |
| Ithungu Polonia  | F   | Board Member      |
| Balitaria Asasi  | F   | Chair             |
| Medias Baluku    | F   | Camera Woman      |

### Value Chain Actors Meeting, 28<sup>th</sup> September

| Name | M/F | Organisation | Position |
|------|-----|--------------|----------|
|------|-----|--------------|----------|

|                       |   |              |                                 |
|-----------------------|---|--------------|---------------------------------|
| Ludia Bulemu          | F | Kihungu      | Farmer                          |
| Masika Jesca          | F | Mughete      | Assistant Coffee huller manager |
| Nyesi Masimengo       | F | Kihungu      | Farmer                          |
| Masereka Pauleni      | M | Kihungu      | Farmer                          |
| Balitebya Asasio      | M | Board member | Peasant                         |
| Medius Baluku         | F | BJCMFs       | Camera Lady                     |
| Pasikezia Kasithu     | F | BJCMFs       | Vol. trainer                    |
| Bwambale Edward       | M | BJCMFs       | Coffee huller manager           |
| Magret Ngasirya       | F | Kaghema      | Farmer                          |
| Biira Eliza           | F | Kaghorwe     | Farmer                          |
| Florence Kahyana      | F | Kaghema      | Farmer                          |
| Biira Nakizito Salomy | F | BJCMFs       | Field officer                   |
| Annet Kule            | F | BJCMFs       | Field officer                   |
| Mungaonanye Pesi      | F | Kaghorwe     | Farmer                          |
| Muthiba David         | M | BJCMFs       | Vol. trainer                    |
| Kule Amon             | M | BJCMFs       | Field officer                   |
| Jostine Kule          | F | Kihungu      | Farmer                          |
| Kabugho Marget        | F | Kaghema      | Farmer                          |
| Ithungu Jozolini      | F | Kihungu      | Business woman                  |
| Ithungu Poloniya      | F | Kalonge      | Business woman                  |
| Aida Kighoma          | F | Kanyatsi     | Business woman                  |
| Zeloi Bwambale        | F | Kitabu       | Business woman                  |
| Jona B. Mbambayisi    | F | Kitabu       | Business woman                  |
| Muthikwa Aprunal      | M | BJCMFs       | Board member                    |
| Bwambale Jackson      | M | BJCMFs       | Board member                    |
| Thembo Uziah          | M | BJCMFs       | Field officer                   |
| Magret Kisura         | F | BJCMFs       | Field facilitator               |
| Kahungu Uziah         | F | BJCMFs       | Field facilitator               |
| Kabugho Joy           | F | BJCMFs       | Field officer                   |
| Kanunu Selle          | M | BJCMFs       | Local trader                    |
| Muhairwa Jesse        | M | BJCMFs       | Local trader                    |
| Sunday William        | M | BJCMFs       | Local trader                    |
| Grace Thembo          | F | Mughete      | Farmer                          |
| Pesi Muthikwa         | F | BJCMFs       | Farmer                          |
| Banobere William      | M | BJCMFs       | Field Supervisor                |
| Masereka Alfred       | M | Kihungu      | Farmer                          |
| Mbusa Maxen           | M | BJCMFs       | Field facilitator               |
| Baluku Eric           | M | BJCMFs       | Trainer                         |
| Kyakimwa Generirozi   | F | BJCMFs       | Field facilitator               |
| Jane Walina           | F | Kanyatsi     | Farmer                          |
| Teddy Bwambale        | F | Kanyatsi     | Farmer                          |
| Kabugho Kevena        | F | Kanyatsi     | Farmer                          |
| Biira Yoleda          | F | Kanyatsi     | Farmer                          |
| Masika Meresi         | F | Kanyatsi     | Farmer                          |
| Kyakimwa Grace        | F | Kanyatsi     | Field facilitator               |
| Moses Kurabirahi      | M | Kanyatsi     | Farmer                          |
| Kibikwamu Uziah       | M | Kanyatsi     | Farmer                          |
| John Mutsimbera       | M | Kanyatsi     | Farmer                          |
| Thembo Eriya          | M | Kanyatsi     | Farmer                          |
| Mumbahya Selefiste    | M | Kanyatsi     | Farmer                          |
| Goreti Mukulhu        | F | BJCMFs       | Business woman                  |
| Baluku H. Julies      | M | Kanyatsi     | Farmer                          |
| Bwambale Pedson       | M | Kanyatsi     | Farmer                          |

|                |   |        |       |
|----------------|---|--------|-------|
| Paineto Baluku | M | BJCMFs | Staff |
| Masika Hellen  | F | BJCMFs | Staff |
| Kisuki Stephen | M | BJCMFs | Staff |
| Kahugho Esther | F | BJCMFs | Staff |
| Asaba Medress  | F | BJCMFs | Staff |
| Maliro John    | M | BJCMFs | Staff |
| Kisuki Julius  | M | BJCMFs | Staff |
| Muhindo Gevena | F | BJCMFs | Staff |
| Kasanji Alozio | M | BJCMFs | Staff |

#### Gender Disaggregated Seasonal Calendar, Kanyanzi Farmers, 29<sup>th</sup> September

|                   |   |                     |
|-------------------|---|---------------------|
| Kibikwamu Uzziah  | M | Farmer              |
| Mitsimbira John   | M | Farmer/Trainer      |
| Mumbahya Selevest | M | Farmer              |
| Moses Kulabirahi  | M | Farmer/Trainer      |
| Bwambale Pedson   | M | Farmer              |
| Baluku H. Julius  | M | Farmer              |
| Klalina Doviko    | M | Farmer/ Men's Group |
| Mutiba David      | M | Farmer/Trainer      |
| Mbusa Maxen       | M | Farmer/Trainer      |
| Goroti Mukakhu    | W | Farmer              |
| Jana Wilinu       | W | Farmer              |
| Kagia Kasugho     | W | Farmer              |
| Pesi Muthikwa     | W | Farmer              |
| Teddy Bwambale    | W | Farmer              |
| Pesi Mungunuye    | W | Farmer              |
| Mbambu Janevi     | W | Farmer              |
| Kyakimwa Sarah    | W | Farmer              |
| Kyakimwa Jenirose | W | Farmer              |

Note: some of the women may have been trainers as well but unfortunately the attendance list does not record this information

#### Meeting with Bwimaniro Farmers' Cooperative, 30<sup>th</sup> September (women), Access and Control Profile

| Name             | M/F | Organisation | Position |
|------------------|-----|--------------|----------|
| Milena Bangahi   | F   | Kihungu      | Farmer   |
| Jetrida Mathumu  | F   | Kihungu      | Farmer   |
| Oliver Ndungo    | F   | Kihungu      | Farmer   |
| Saturday Syliva  | F   | Kihungu      | Farmer   |
| Siwato Grace     | F   | Kihungu      | Farmer   |
| Felezia Bwambale | F   | Kihungu      | Farmer   |
| Kabughu Yinidi   | F   | Kihungu      | Farmer   |
| Miriam Bafera    | F   | Kihungu      | Farmer   |
| Hellena Masereka | F   | Kihungu      | Farmer   |

#### Meeting with Bwimaniro Farmers' Cooperative (men), 30<sup>th</sup> September, Access and Control Profile

|                   |   |            |        |
|-------------------|---|------------|--------|
| Muhindo Rauliano  | M | Milhando   | Farmer |
| Maindasi John     | M | Nyakeya I  | Farmer |
| Masereka Rauliano | M | Nyakeya I  | Farmer |
| Tibejuka Julius   | M | Nyakeya II | Farmer |
| Mathumu Osanyeri  | M | Milhando   | Farmer |
| Ngundi Johnson    | M | Milhando   | Farmer |
| Masereka Pauline  | M | Milhando   | Farmer |

|               |   |          |        |
|---------------|---|----------|--------|
| Bahati Lazaro | M | Milhando | Farmer |
|---------------|---|----------|--------|

#### Meeting with Mughide Cooperative, 30<sup>th</sup> September

|                       |   |         |        |
|-----------------------|---|---------|--------|
| Biira Jatrida         | F | Mughete | Farmer |
| Naluawiza Jospheni    | F | Mughete | Farmer |
| Jona B. Mbambasi      | F | Mughete | Farmer |
| Noumi Kanyantiya      | F | Mughete | Farmer |
| Mrs. Grace Thembo     | F | Mughete | Farmer |
| Mrs. Janat Mwalirirwa | F | Mughete | Farmer |
| Muhekwa Neverket      | F | Mughete | Farmer |
| Rahabu Bwambale       | F | Mughete | Farmer |
| Kabugho Juliet        | F | Mughete | Farmer |
| Biira Magret          | F | Mughete | Farmer |
| Stevenia Kaghurusi    | F | Mughete | Farmer |
| Misulesi Masereka     | F | Mughete | Farmer |
| Paskezia Kasithu      | F | Mughete | Farmer |
| Staluzi Kombi         | F | Mughete | Farmer |
| Zeloi Bwambale        | F | Mughete | Farmer |

#### Barter Traders, Kyarumbwa, 2<sup>nd</sup> October 2011

|                       |          |                |
|-----------------------|----------|----------------|
| 1. Kahyana B. Alozius | Kaghema  | Man            |
| 2. Florange Kahyana   | Kaghema  |                |
| 3. Kabugho Medius     | Kaghema  | Woman          |
| 4. Thungu Polonia     | Kalonge  | Woman          |
| 5. Sibyaleghan Azalia | Kalonge  | Man 0771631908 |
| 6. Walina Moses       | Kanyatsi | Man            |
| 7. Thungu Binaleta    | Ibimbo   |                |
| 8. Bwambale Venesio   | Kaghema  |                |
| 9. Kabugho Magret     | Kaghema  | Woman          |

#### Village (Small) Traders, 2<sup>nd</sup> October 2011

| Name                 | M/F | Organisation         |
|----------------------|-----|----------------------|
| Ngununu Selestine    | M   | Musasa Small Traders |
| Rujumba Johnson      | M   | Musasa Small Traders |
| MuhindoNehemia       | M   | Musasa Small Traders |
| Isemapendo Archangel | M   | Musasa Small Traders |
| Lumbo Augustine      | M   | Musasa Small Traders |
| Kasule John          | M   | Musasa Small Traders |
| Sikineho David       | M   | Musasa Small Traders |

#### Local Traders, 2<sup>nd</sup> October 2011

|                   |   |                         |
|-------------------|---|-------------------------|
| Sunday William    | M | Kyalhumba Local Traders |
| KanunuZapher      | M | Kyalhumba Local Traders |
| RujumbaRauline    | M | Kyalhumba Local Traders |
| Kamumu Sally      | M | Kyalhumba Local Traders |
| Muthaka B. Alfred | M | Kyalhumba Local Traders |

#### Large Traders (Rwenzori Coffee Traders Association), Kasese, 3<sup>rd</sup> October 2011

|                  |   |                         |        |
|------------------|---|-------------------------|--------|
| Kere B. Stephen  | M | Rwenzori Coffee Traders | Member |
| Karswamba Alfred | M | Rwenzori Coffee Traders | Member |

|                     |   |                         |        |
|---------------------|---|-------------------------|--------|
| BwambaleJockus      | M | Rwenzori Coffee Traders | Member |
| Biira Annet         | F | Rwenzori Coffee Traders | Member |
| Muhindo William     | M | Rwenzori Coffee Traders | Member |
| Masereka Nzukwajana | M | Rwenzori Coffee Traders | Member |

#### Coffee Sorters (all women), Kasese, 3<sup>rd</sup> October 2011

|                |               |
|----------------|---------------|
| Edin Nalongo   | Mukade Flavia |
| Bura Resty     | Biira Flavia  |
| Masika Liuanis | Biira Teddy   |

#### Meeting with Farmers who want to join Bukonzo Joint, 4<sup>th</sup> October 2011

|              |   |                  |
|--------------|---|------------------|
| Kule Longino | M | Milhando village |
| Musoki Agnes | F | Milhando village |
| Biira Marry  | F | Milhando village |

#### Meeting with Children whose family are involved in the GALS, 4<sup>th</sup> October 2011

|                   |   |
|-------------------|---|
| KabughuCostance   | F |
| MaserekaFrumas    | M |
| MuhindoModiwini   | F |
| MbusaJockomine    | M |
| NyakaloSconia     | F |
| Basigirenda Jonas | M |
| KighomaJoelt      | F |
| Jthumgu Rosemary  | F |

#### Meeting with Young Men in Kyalumba Township. All involved in a football club organised voluntarily by a driver to Bukonzo Joint, 4<sup>th</sup> October 2011

| Name                  |   | Designation         | Age |
|-----------------------|---|---------------------|-----|
| Kule Godfrey          | M | Football club S2    | 16  |
| Kule Julius           | M | Football club S3    | 17  |
| Balikirungi Joel      | M | Football club S2    | 14  |
| Thembo Alfred         | M | Football club       | 18  |
| Muhindo Gad           | M | Football club S3    | 18  |
| MwambaleRusiano       | M | Football club S3    | 18  |
| BwambaleKakengeEryeza | M | Football club S4    | 20  |
| MaserekaBenard        | M | Football club S4    | 19  |
| Mwambale Moses        | M | Football club Coach | 28  |
| Kule Michael          | M | Football club S2    | 19  |

#### Final Feedback Meeting to Bukonzo Joint Board, staff and volunteer traders, 5<sup>th</sup> October 2011

|                          |                        |
|--------------------------|------------------------|
| 1. Kisura Magret         | Volunteer Trainer      |
| 2. Biira Nakizito Salomy | BJC                    |
| 3. Aida Kighom           | Volunteer Trainer      |
| 4. Medius Baluku         | BJC                    |
| 5. Pesi Muthikwa         | Volunteer Trainer      |
| 6. Banobere William      | Documenter GALS        |
| 7. Jane Walina           | Volunteer Trainer      |
| 8. Kahana Florese        | Board Member, Treasury |
| 9. David Muthiba         | Volunteer Trainer      |

|                       |                        |
|-----------------------|------------------------|
| 10. Annet Kule        | Documenter GALS        |
| 11. Tihungu Teddy     | Documenter GALS        |
| 12. Balithaba Asasiyo | Chairperson of Board   |
| 13. Bwambale Jackson  | Board Secretary, BJMFS |
| 14. Kanono Selly      | Volunteer Trainer      |
| 15. Baluku Eric       | Staff BJCMF            |

## 10.4 Fieldwork Schedule

| DATE and TIME                                 | Value Chain Actor  | Activity   | Details of Participants  |
|---|--|--|--|
| 26 <sup>th</sup> September                    | Alexander Erich (GIZ), Thies Reemer (OxfamNovib), Paineto Baluku (Bukonzo Joint)<br>Bernard Tumwebaze (OxfamGB)                      | Discussion of research aims, objectives and methods toolbox, gender issues in coffee chain |  |
| 27 <sup>th</sup> September                    | <i>Travel from Kampala to FW site</i>  |  |  |
| 28 <sup>th</sup> September MORNING            | BJ representatives, GAL facilitators, and representatives of all other actors (buyers, traders, sorters e.g. one or two of each)     | 1. Value Chain Analysis Diagram  | Bukonzo Joint Management Committee/ GALS trainers/ producers/ middlemen and women and other stakeholders |
| 28 <sup>th</sup> September AFTERNOON          | Bukonzo Board and Staff  | Discussions  | Key Informants   |
| 29 <sup>th</sup> September Thursday MORNING   | Producers<br>9 am  | Gender-Disaggregated Seasonal Calendar   | 1 x SGD Women<br>1 x SDG Men   |
| 29 <sup>th</sup> September Thursday AFTERNOON | Producers<br>2 pm  | Access to, and Control over, Productive Assets   | 1 x SGD Women<br>1 x SDG Men   |
| 30 <sup>th</sup> September Friday MORNING     | 1. Bukonzo Joint Staff Meeting<br>2. Producer Meetings (Deborah/ Isaac)  | Daily Activity Diagrams / Access and Control Profiles                                      | 1 x SGD Women<br>1 x SDG Men   |
| 30 <sup>th</sup> September Friday AFTERNOON   | Producer Cooperative   | Value chain activity/SGD   | Women  |
| 1 <sup>st</sup> October Saturday              | Trip (break)<br>Afternoon 2-4 pm Board Meeting with representatives of all groups  |  |  |
| 2 <sup>nd</sup> October MORNING               | Barter traders 10.30   | Semi-Structured Questionnaire  | Couples  |
| 2 <sup>nd</sup> October Sunday AFTERNOON      | Village/small traders<br>Local traders   | Semi-Structured Questionnaire  | Couples  |
| 3 <sup>rd</sup> October Monday MORNING        | 1. Large Traders in Kasese at 10 am Vincent<br>2. Kyalhumba Sub-County Chief: statistics (Isaac)<br>3. Coffee Sorters at 10 am Cathy | Semi-Structured Questionnaire  |  |
| Monday Afternoon                              | 1. Land Board<br>2. Centenary Bank   | Semi-Structured Questionnaire  |  |

|   |   |  |  |  |
|---|---|--|--|--|
| 4 <sup>th</sup> October<br>Tuesday<br>MORNING | 1. Farmers who want to join BJ<br>2. Children whose families are involved<br>in GALS                            | SGD<br>SGD   |  |  |
| 4 <sup>th</sup> October<br>AFTERNOON          | 1. Youth group<br>2. Health centre (Isaac)  | SGD  |  |  |
| 5 <sup>th</sup> October<br>MORNING            | Researchers to finalise preliminary findings etc and remaining questions to the BJC Board and GALS facilitators |  |  |  |
| 5 <sup>th</sup> October<br>AFTERNOON          | BJC Board/ Staff/ GALS facilitators   | Verification Meeting to discuss preliminary findings and analyses, receive comments from Board and GALS facilitators |  |  |
| 6 <sup>th</sup> October                       | <i>Travel to Kampala</i>  |  |  |  |
| 7 <sup>th</sup> October                       | Meetings with Green Holdings, NuCafe, Solidaridad   |  |  |  |
| 8 <sup>th</sup> October                       | <i>Depart Uganda</i>  |  |  |  |
| Various Dates                                 | Email discussions with Andy Coulton rep of Twin Trading   |  |  |  |