



THE VALUE CHAIN MARKET ASSESSMENT AND UPGRADING

HIGHLIGHTS OF THE THE VALUE CHAIN ASSESSMENT AND RECOMMENDATIONS IN NORTHERN UGANDA.

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- 👉 This presentation provides highlights of findings and recommendations from the the value chain Assessment to identify agricultural and non-agricultural value chains that can be upgraded under “The Uganda Host and Refugee Community Empowerment (UHRCEP) Project in Northern Uganda.
- 👉 The Assessment was conducted by The JP Management Foundation Limited and focused on the refugee hosting districts of Lamwo, Obongi and Adjumani.

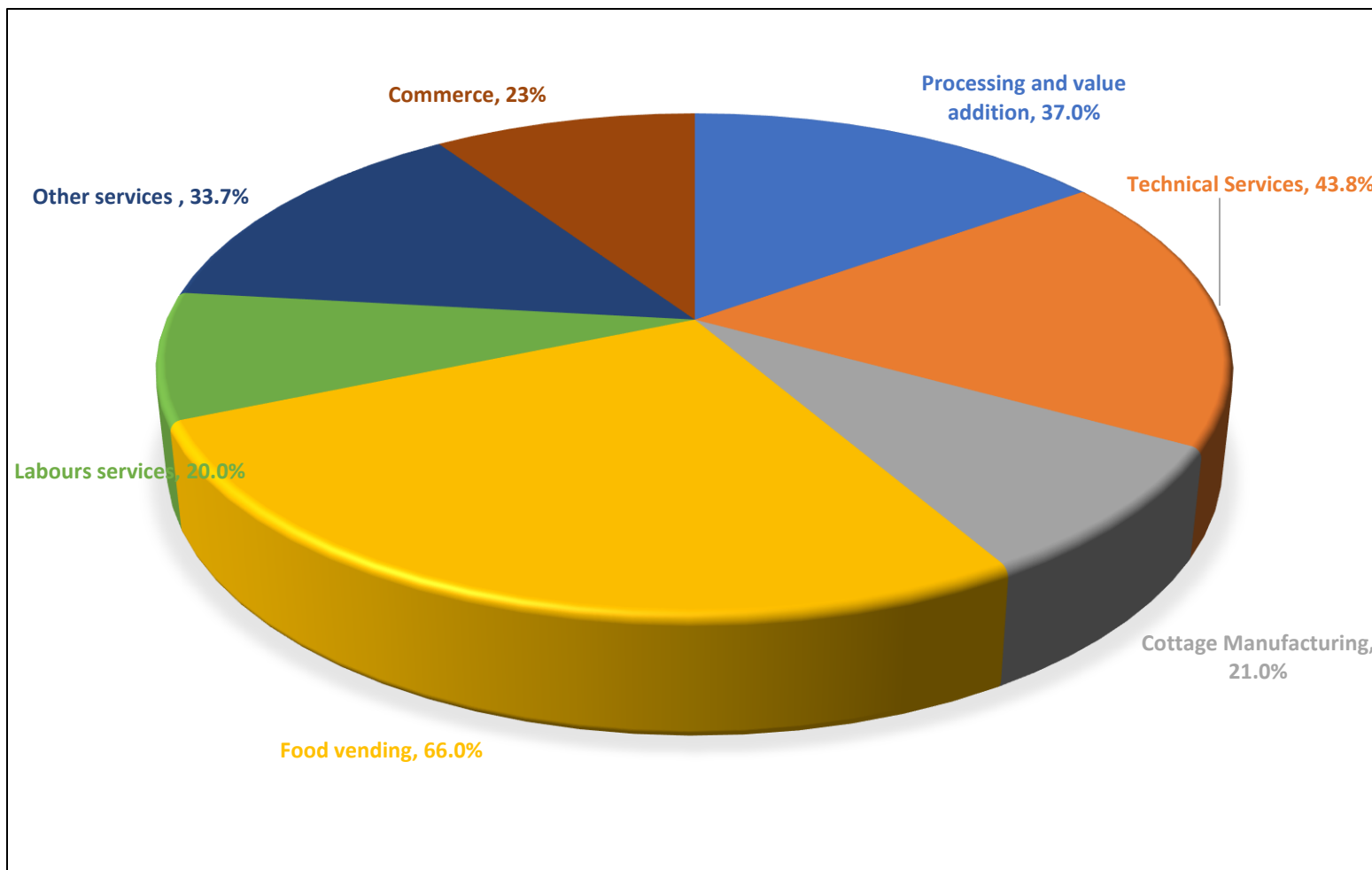
The assessment aimed two major outputs;

- Map and identify value chains that provide maximum opportunities for inclusive participation of the poor and contribute to local and national economic growth.
- Propose value chain upgrading opportunities that the “The Uganda Host and Refugee Community Empowerment (UHRCEP) Project in Northern Uganda can prioritize.
- Adopted a value chain approach to carry out the assessment and establish the performance, opportunities and competitiveness of each value chain.

Categories of VC Identified








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 A total of six enterprise VC were identified and three VC listed below were recommended for upgrading during a validation stakeholder workshop.

 **Sesame, Cassava and Sunflower**

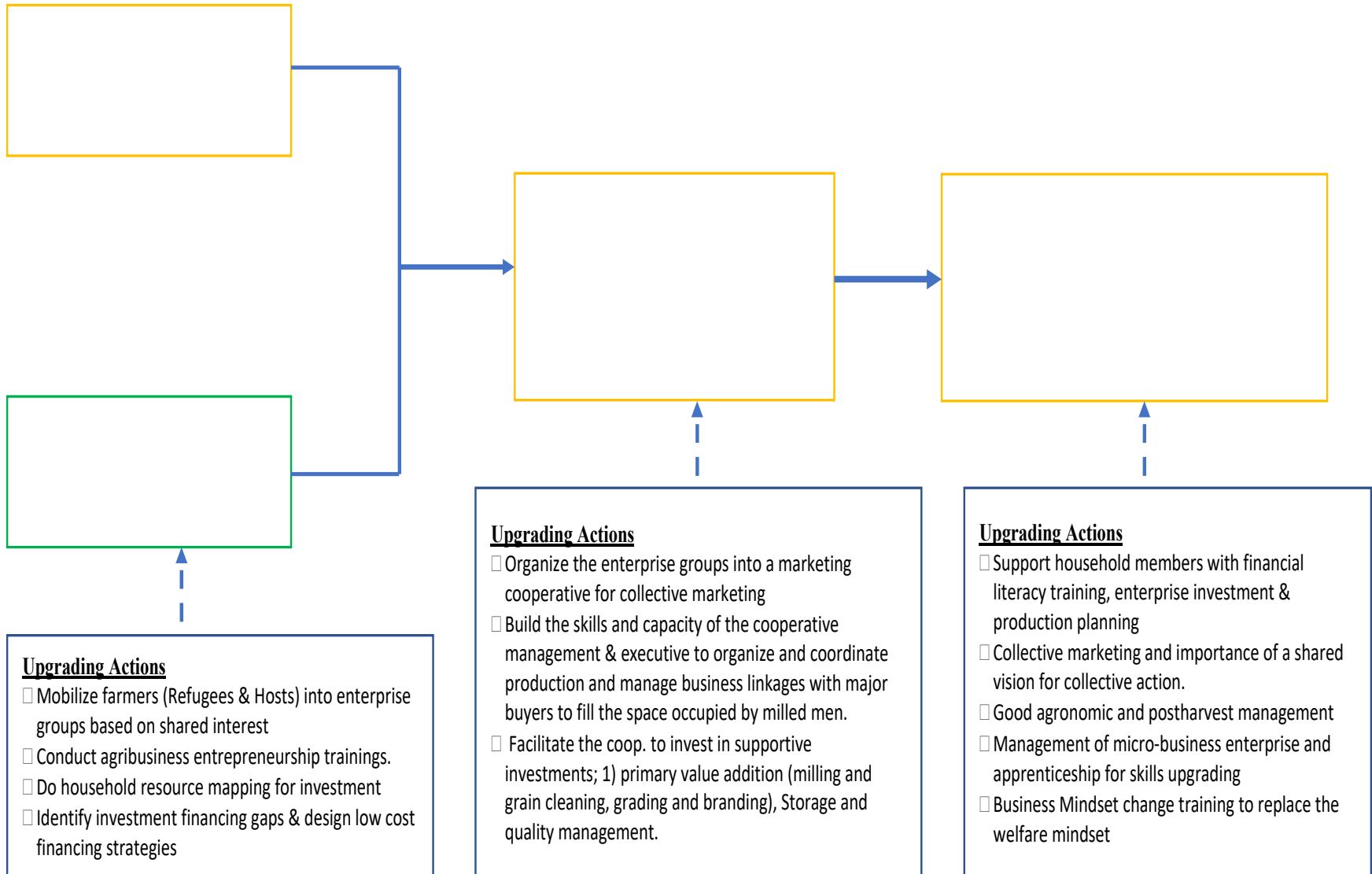
 The selection criteria considered the following;

-  Profitability of the value chain
-  Initial Investment costs
-  Gender and social Inclusiveness and inclusion of interest groups
-  Livelihood impact of the value chain in terms of resilience, food and income security

Proposed value chain upgrading Strategies



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Specific elements of the Proposed Upgrading Strategies



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- 👉 **The proposed upgrading strategies aim to facilitate key processes which drive VC functionality, inclusiveness and competitive upgrade;**
- ❖ **Enterprise-level farmer organization and Institutional Strengthening;** to create an institutional structure to support household-level entrepreneurial synergies needed to achieve economies of scale, reduce the unit cost of production and maximize resource productivity through collective action.
- ❖ **Production resource mobilization and investment in upstream value chain market processes;** such as value addition, market partnerships with viable partners in the input and off-take markets to increase efficiency of utilization of existing household resources and access to external credit or development capital financing (grant) resources.

Specific elements of the Proposed Upgrading Strategies



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- ❖ **Build or support VC actors to utilize existing basic community level infrastructure;** design to facilitate trade linkages and trading activities such as stores, strategic pool resources for value addition, aggregation, storage, and quality management to provide a secure and quality assured supply chain for local, industrial, institutional, and export buyers.
- ❖ **Improve access to technologies for production, post-harvest handling and value addition;** at both production and intermediary levels of the value chain.
- ❖ **Support access to skilling and extension services;** for both farmers and institutional capacity building to achieve sustainable enterprise VC development and business management.

Examples of Similar VC Upgrading Initiatives we We are currently Supporting in Northern Uganda



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The Orange Flesh Sweet potatoes VC in Arua, Terego and Obongi Districts.

- ❖ Value Chain Upgrading implemented by the DCA in partnership with The JP Management Foundation Limited in the above districts
- ❖ Funded by a facility from the Danida market development program and the Fonden foundation in Denmark.
- ❖ The upgrading has focused on building the entrepreneurial capacity of the refugee and host community farmers in the refugee settlements of Omugo in Terego, Rhino camp in Okollo and Logiri in Arua districts.

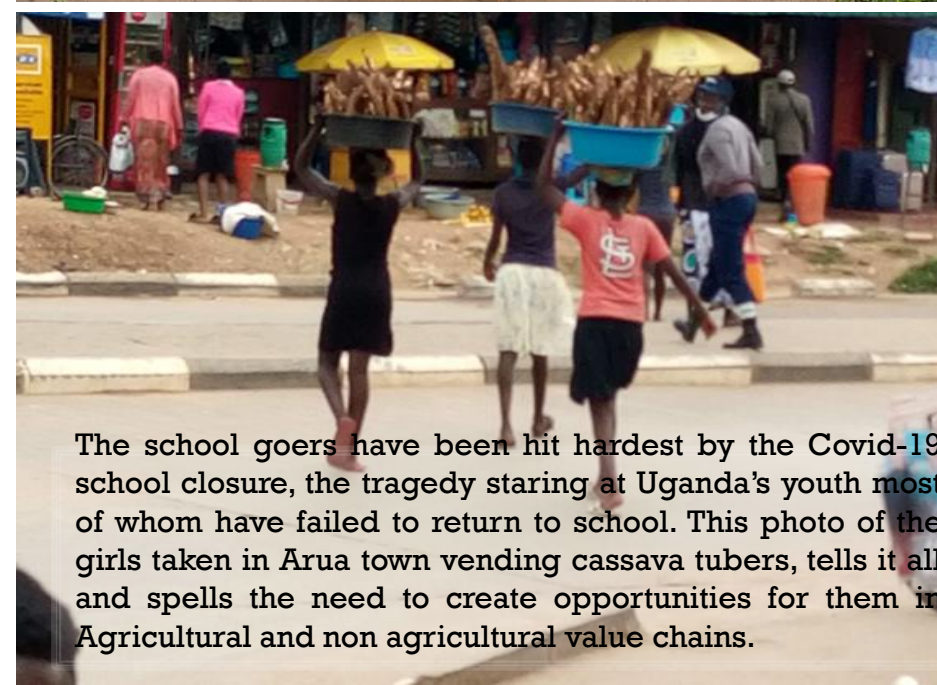
Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- **Training and Skilling farmers, other stakeholders like youth and women in agribusiness entrepreneurship is a corner stone for the inclusive VC upgrading process.**



The school goers have been hit hardest by the Covid-19 school closure, the tragedy staring at Uganda's youth most of whom have failed to return to school. This photo of the girls taken in Arua town vending cassava tubers, tells it all and spells the need to create opportunities for them in Agricultural and non agricultural value chains.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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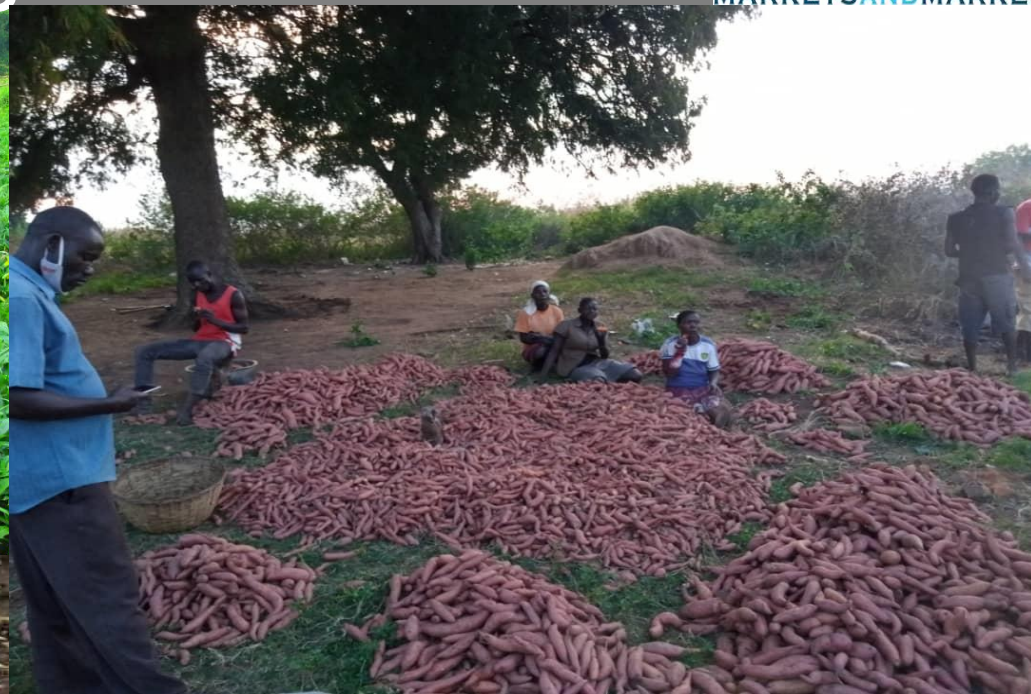


- Organizing farmers into legal (cooperatives/associations) that can work as business intermediary organizations is key to pooling resources, attracting financing, creating synergies & economies of scale and building market linkages with key market actors & other value chains.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- Partnering with DCA and The JP Management Foundation Ltd have made it possible for farmers to produce Sweet potatoes for the export to the EU Market.
- Lishe Uganda Limited now buys graded and packed potatoes for the export and other grades are used in local baking operations and household consumption

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- The OFSP farmers store at Katrini Junction on Rhino Camp road in Arua. The women entrepreneurs buy the potatoes from the farmers and sell on hygienic stands accessed as part of the services provided by the farmers cooperative which manages the stores.
- The women confess they now receive high profile customers buying because they see it as hygienic and clean to carry in their cars. Before they used to display the potatoes on the ground and did not wash them.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- The OFSP Sweet potatoes Bakery Training and Business Incubation center was established with funding from the Fonden Foundation to offer training and business incubation and product upgrading for refugee and host community women and youth micro-entrepreneurs.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- Training in sustainable Value Addition is an important component of the Value Upgrading, aligning opportunities with gender based interest along the value chain is important for inclusiveness, competitiveness and sustainable upgrading. The youth and women are passionate about baking.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- **“ MEET THE MARKET EVENT”**
Public tasted and was amazed at how great the bakery products from the sweet potatoes tested. Left taking questions from the press and members of the public at the event

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- **Cutting the OFSP cake by Trainees, members of the public and press at the public tasting event dubbed “ MEET THE MARKET EVENT”**

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- They didn't only visit, they saw it, tasted it and loved it
- As with all great experiences, it can't be complete without cutting the cake.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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Skilling Women: Women trained as part of the OFSP VC upgrading are now confident to take high profile corporate and party order. They have been contracted to make products for a Workshop in one of the Hotels in Arua. They are are making OFSP based beef and vegetable PIZZAs

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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➤ *Micro-bakers participating in a business clinic with one of our business coaches at the Incubation center.*

➤ The OFSP Bakery Training & Business Incubation center has become a beehive of activity for youth. This group of youth who went through the training and are undergoing mentorship and incubation are using the facilities at the incubation center to produce various products for a trade show they are scheduled to participate and sell their products in Arua.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- The experience of participating in a trade event and becoming the center of attraction for cameras can be a humbling experience. To these youth it was all smiles, three of who are refugees and all having dropped out of school, but have found an opportunity to earn a living. It was all smiles and a feeling of satisfaction.

Examples of Similar VC Upgrading Initiatives are currently Supporting.



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- A photo Moment with the students and staff of the OFSP bakery Training and Business Incubation center in Arua. The Visiting team from DCA Kenya and Denmark had a good taste of the products. What is more all the staff except one are graduates from the Center imparting skills on fellow youth.



MINISTRY OF FOREIGN AFFAIRS
OF DENMARK
Danida

FONDEN DET NYTTER
- en humanitær hjælpefond



Upgrading youth to access high-end markets with elite products

Vocational and entrepreneurship training coupled with value addition of nutritious raw materials are the ingredients in a recipe for success for youth-led businesses in West Nile Region.

"The project has given me a lot of baking skills because I knew nothing when I first went to the incubation center. Now I know how to mix the right ingredients for bread, cookies, muffins, donuts, and many other things. My advice to the youth is that in Uganda today, it is not all about white collar jobs; you must be creative and have hands-on skills; after the training, I plan to start my own business to earn a living," says Jolas Joseph, 22 year old host community youth member.

He is one of 120 youth that have been skilled in the "Skilling women and youth micro-entrepreneurs" project so far, and several of them have since taken on active business ventures. In fact, some trainees are already supplying supermarkets in Arua, and are looking into expanding their products beyond West Nile.

DanChurchAid (DCA) and the JP Management Foundation are implementing partners on the project with an aim to skill 200 women and youth micro-entrepreneurs within the West Nile region. They receive training to become micro scale bakers - whilst also building local markets through value addition of particularly nutritious Orange Flesh Sweet Potatoes (OFSP), ginger, and turmeric, creating increased local market opportunities for increased income and employment.

What is unique to the new micro-bakers is also that they are using orange sweet potato puree and flour for baking - and also ginger and turmeric are processed into powders and extracts for cooking

recipes and other application.

The project has established a micro-enterprise business incubation and innovation center for continued skilling of the women and youth involved and assists young people in developing a unified brand that can help them market their products and increase their visibility, as well as collectively sourcing baking ingredients to benefit from lower costs.

John Ariko Okellai, Executive Director of the JP Management Foundation, who provides the youth skilling and entrepreneurship development training says, "We believe in action entrepreneurship, we train our beneficiaries, provide them with mentorship, incubation and coaching services to help them turn their

entrepreneurial ideas into actual businesses."

"We are training the youth who bake in the trading centers around Arua and Terego Districts to improve their baking skills because we have established a baking training and business incubation center with modern, high-end production facilities where we train youth to bake, assist them in product development, and provide them with the ability to upgrade their products to a higher level, allowing them access to the elite market" John Ariko Okellai elaborates.

The project emphasizes the use of the orange flesh sweet potato because it is a stable source of vitamin A, iron, and zinc, all of which are essential nutrients, and the bread produced is fortified with

these nutrients by using sweet potatoes as one of the baking ingredients. Because potatoes provide the sweetening effect, the sugar ratio used is low, allowing customers to eat premium products with less sugar additional nutritional value beyond the bread and cookies they normally consume when they buy.

John Ariko Okellai, adds further, "it is no longer sufficient to train youth and then send them home, nor is it sufficient to provide them with startup kits, but we must help them launch into the market, help them navigate the risks and potholes of the market so that they can compete with the giants even when they are small, and this is where the power of aggregation comes in, this is where the power of bringing together comes in."

According to DCA Uganda Country Director Anders Bastholm Hansen, "we can contribute to the Buy Uganda, Build Uganda program by equipping people with skills, building capacity to use those skills, and turning those skills into real businesses. This is what we do, and this is how we see skilling in the future."

The project is part of the bigger DANIDA funded "Fresh Fruits Nexus" work that aims to catalyze sustainable market development and entrepreneurship in the West Nile Region particularly in Arua and Terego Districts, which is home to over one million refugees, by training smallholder farmers to grow certified organic fruit and vegetables for export.





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THANK YOU FOR LISTENING

