



Women and Value Chain Analysis & Private Sector Development Study in Puntland



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TABLE OF CONTENTS

LIST OF ACRONYMS	4
ACKNOWLEDGEMENTS	5
EXECUTIVE SUMMARY	6
CHAPTER 1: INTRODUCTION	10
1.1 INTRODUCTION AND BACKGROUND	10
1.2 STUDY GOALS, DELIVERABLES AND MILESTONES	12
CHAPTER 2: MATERIALS AND METHODS	14
2.1 FIELD DATA COLLECTION	14
2.2 KEY INFORMANTS AND STAKEHOLDERS	14
2.3 RESEARCH QUESTIONS	15
2.4 ETHICS AND SECURITY CONSIDERATIONS	16
2.5 DURATION, TIMING AND APPROACH	16
2.6 STUDY LIMITATIONS	17
CHAPTER 3: LITERATURE REVIEW	18
3.1 IMPORTANCE OF VALUE CHAIN ANALYSIS	18
3.2 VALUE CHAINS IN PUNTLAND	20
3.3 WOMEN’S PARTICIPATION IN THE PRIVATE SECTOR AND VALUE CHAINS IN PUNTLAND	24
CHAPTER 4: RESEARCH RESULTS	26
4.1 INTRODUCTION	26
4.2 OPPORTUNITIES TO INCREASE VALUE CHAIN COMPETITIVENESS FOR BUSINESS WOMEN	27
4.3 SECTOR SPECIFIC VALUE CHAINS WITH BEST EMPLOYMENT AND ENTREPRENEURSHIP OPPORTUNITIES	28
4.4 OPPORTUNITIES TO INCREASE EMPLOYMENT FOR WOMEN AND GIRLS IN THE PRIVATE SECTOR	32
4.5 OPPORTUNITIES FOR WOMEN AND GIRLS TO PARTICIPATE IN ENTREPRENEURSHIP	33
4.6 CAPACITY OF THE LABOUR MARKET TO ABSORB NEWCOMERS	33
4.7 FACTORS INFLUENCING WOMEN’S EMPLOYABILITY AND PARTICIPATION	35
4.8 TRAINING NEEDS IN SKILLS AND SERVICES IN THE VALUE CHAINS IN PUNTLAND	36
4.9 CHALLENGES, CONSTRAINTS, IMPEDIMENTS AND OPPORTUNITIES	36
4.8 MARKET BASED SOLUTIONS THAT WOULD ENHANCE PERFORMANCE OF MICRO, SMALL AND MEDIUM ENTERPRISES	37
4.9 WAYS TO IMPROVE FISH, AGRICULTURE, LIVESTOCK AND SERVICES VALUE CHAIN	38
4.10 EXISTING OPPORTUNITIES AND HOW THEY CAN BE UTILIZED	38
CHAPTER 5: CONCLUSIONS AND RECOMMENDATION	39
5.1 CONCLUSIONS	39
5.2 RECOMMENDATIONS	41
REFERENCES	44
ANNEXES	45

List of Acronyms

CBOs	Community Based Organizations
CEDAW	Convention on the Elimination of Discrimination against Women
CSOs	Civil Society Organizations
FAWESOM	Forum for African Women Educationalists
FGD	Focus Group Discussions
FGM	Female Genital Mutilation
FGS	Federal Government of Somalia
GEWE	Gender Equality and Women Empowerment
GECPD	Galkayo Education Centre for Peace and Development
GII	Gender Inequality Index
IDPs	Internally Displaced Persons
JPLG	Joint Program on Local Government
SDGs	Sustainable Development Goals
MoWDAFA	Ministry of Women Development and Family Affairs
NGOs	Non-Governmental Organizations
SIDRA	Somali Institute for Development and Research Analysis
UNDP	United Nations Development Program
UNSCR	United Nations Security Council
UNSOM	United Nations Assistance Mission in Somalia
UNWOMEN	United Nations Women Organization
VALUE CHAIN ANALYSIS	Value Chains Analysis
CBOs	Community Based Organizations
CEDAW	Convention on the Elimination of Discrimination against Women
CSOs	Civil Society Organizations
FAWESOM	Forum for African Women Educationalists
FGD	Focus Group Discussions
FGM	Female Genital Mutilation

Acknowledgements

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Executive Summary

The women and value chain analysis and private sector development study was commissioned by a consortium of KAALO Aid and Development Somalia, Forum for Africa Women Educationist (FAWE) Somalia and Galkayo Education Center for Peace and Development (GECPD). It was carried out in January 2017 by Somalia Institute for Development and Research Analysis (SIDRA).

Guided by a set of research questions, the study assessed Livestock, Agriculture, Fisheries and Service value chains in Harfo, Boaame, Dangoranyo, Waciye, Badhan, and Baargaal districts of Puntland. A detailed desk review was followed by field data collection including a public survey that engaged 147 respondents, six focus group discussions where a total of 149 participants took part and interviews with 39 key informants including leading business owners, district mayors, government officers and business development experts.

The study found out the following:

- i. Women in the six target locations are engaged in all the value chains investigated with specific involvement in selling of basic household commodities; food and tea; fruits and vegetables; fish, meat and milk; tailoring and dress makings and hair dressing and beauty salons.
- ii. Value chain competitiveness for women can be increased through development of micro finance programs that will support women business, targeted support to women owned small business, training of women and girls to improve their technical and business management skills and focused development of the local market.
- iii. Service and livestock sectors offer best employment and entrepreneurship opportunities for women and girls compared to agriculture and fisheries. Women in the six target locations are largely involved in many micro and small service related enterprises.
- iv. Many opportunities exist to increase employment for women and girls in the private. Most important is to educate and sensitize the community to accept women in the work place. Other opportunities include Increasing funding and financing for women owned small business, improving hiring process to allow women to apply and get jobs, investing in women and girls' education to increase their level of qualification, training women and girls to improve their work and business skills and setting up and implementing employment quotas for women and girls.
- v. Women and girls can be supported to participate in entrepreneurship through microfinance programs by government and development agencies targeting women and girls in business, opening vocational school to build women and girls work and business skills, improving the overall entrepreneurship and business environment, creating awareness in the community on the role of women in

- business and workplace and sensitizing and motivate women and girls to become entrepreneurs.
- vi. Factors influencing women's employability and participation include the lack of adequate business and entrepreneurship skills, Somali culture and tradition that expect women to remain at home and concentrate on family matters, gender inequality that heavily burdens women and girls with family chores and general limited investment in Somali owned business.
 - vii. Challenges, constraints and impediments faced by the value chains of the four sub sectors include recurrent droughts that affects pasture condition and water availability and continuously constrains the growth agriculture and livestock sectors, poor business enabling environment, lack of business management skills among women and girls, Somali culture and tradition which expected women and girls to remain at home, low investments and financing of women owned business, low motivation among women and girls, weak local markets and poor purchasing power of the community.
 - viii. Performance of micro, small and medium enterprises can be enhanced through the development of business strategies that addresses the local context, demands and available income, supporting and strengthening local entrepreneurship initiatives and studying local business and using the information obtained to enhance performance.
 - ix. The livestock sector can be improved through the development of the milk value chain, construction of more livestock markets and mitigating drought through drilling of boreholes; Agriculture sector can be improved through investing in irrigation to reduce crop failure, undertake agronomic research to identify best crops and training farmers on best farming practices; Fishery sector can be improved through educating community on the economic value of fish, promoting eating of fish, developing women friendly fishing technology, and investing in fishing infrastructure including cold storage and transportation facilities; Service sector can be improved through improving business management skills and improving service to meet customer needs.

Based on these finding, the study made the following recommendations to government, local and international development organizations and the people of Puntland.

Recommendations to the Government

- i. Overall invest in improving the business enabling environment including transportation, energy and security. Specifically, invest in the four sectors as follows: (a) In the livestock sector, develop the milk value chain and milk markets and mitigate drought through drilling of boreholes; (b) In the agriculture sector, invest in irrigation to mitigate drought, undertake agronomic research to identify best crops and train farmers on best farming practices; (c) In the fishing sector, invest in community education on the economic value of fish, promote eating of fish, provide women with friendly fishing gear and provide better fishing infrastructure such as cold storage and transportation facilities; and (d) In the

service sector, create opportunity for women to improve business management skills.

- ii. Support women and girls participation in workplace, business and entrepreneurship by developing microfinance programs that will support women and girls in business; supporting gender equality and women empowerment initiatives, promoting women employment by government and private sector and improving business enabling environment.
- iii. Open vocational schools to build women and girls work and business management skills and increased capacity of the fishery college in Puntland to increase the number of people with required fishing and marine knowledge.
- iv. Developing projects to harvest and utilize rain water to reduce impacts of drought on livestock and agriculture. Also, improve range condition in heavily used grazing lands to minimize livestock deaths during prolonged droughts.
- v. Increase fight against illegal, unreported and unregulated fishing by the foreign vessels using trawler nets destroying the fish shelter.

Recommendations to local and international development organizations

- i. Improve the entrepreneurship and business environment for women through awareness creation to change public opinion of the role of women in business and workplace and sensitization and motivate women and girls to take part in business and entrepreneurship.
- ii. Invest in opportunities for women and girls to participate in entrepreneurship through microfinance programs that support women and girl's business.
- iii. Invest in women and girl's education and support and strengthen new and existing vocational schools in all districts to build women and girls work and business management skills.
- iv. Develop programs to address recurrent droughts and support agriculture asset restoration and livestock restocking programs for households affected by droughts.
- v. Support ministries of livestock, fishery, agriculture and business and industry to draft relevant policies that will promote development and sustainable income generation in the four sectors.
- vi. Provide practical skills in handling and processing fish and in maximizing income generating activities of women business owners. SIDRA could potential do this as it as recently established a partnership with the IFC of the World Bank group to enhance small and medium business owners using the in Somali Business Edge materials and tools.

Recommendations to Puntland people

- i. Work together and pull resources to form Puntland owned companies and identify and implement pro-active measures for continued collaboration.
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- ii. Encourage and support the development and modernization of livestock and agriculture sector to improve the productivity and improve livelihood for the agro-pastoral and nomadic communities.
 - iii. Develop linkages and networks between the people in the districts and encourage competitiveness to foster higher productivity within the four sectors.
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CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND

This study aimed to provide an analytical review of existing and potential value chains that could help Somali women generate income and access local urban and rural markets in 4 subsectors. It aspired to identify sector specific value chains with the best employment and entrepreneurship opportunities for women. Within this framework and in this line of thinking the study asked questions that would help gather information from various sources. It asked basic questions like what do we know about the 4 subsectors - fishing, agriculture, livestock and services provision chain value in Puntland? Who are involved in these subsectors? How small or large are the organizations and various stakeholders implicated in these value chains? Are women concerned and if so what roles do women play in the process of the chain value?

Value chains exist and operate within a given social context that affects the distribution of resources, benefits and opportunities. Gender issues and gender relations are equally important to consider in these value chains since they are affected by the ways in which value chains function. Gender is thus an important aspect of value chain analysis as it offers tremendous opportunities to both men and women through better market linkages and employment opportunities. At the same time, the analysis helps see the ways these value chains operate and can affect some groups negatively. A value chain is considered here a way of describing the stages by which the full value of a product is managed and ultimately realized. When applied to the fishing and agriculture subsectors, the framework describes the steps from the extraction of natural resources, to their processing and sale, all the way through to the ultimate use of the revenues.

What do we know about women and the fishing, agriculture, livestock and services provision chain value subsectors in Puntland? It can be argued that in Puntland a thorough understanding of these issues remain meagre because of lack of rigorous and analytical studies that could help understand the market pull factors in the management, supply chain management, and demand chain management of the fishing sector. The representation of Somali women in the private sector, or bodies supporting the private sector, remains inadequate in Somalia. Reasons stated for women's absence include the reproductive functions women are burdened with, their lack of technical skills, clan-biased recruitment practices, and the private sector being not yet providing female-friendly working environments. There is also a lack of initiatives to support the start-up and growth of Somali women's enterprises in order to improve their economic situation. Not many analytical studies have been conducted in order to understand Somali women's economic empowerment and value chains.

In Somalia, as elsewhere in the world, the market is generally driven by market pull factors based value chain management, supply chain management, and demand chain management. Value chains exist and operate within a given social context that affects the distribution of resources, benefits and opportunities. At the same time, the way these value chains operate can affect some groups negatively. For example, some corporations can take advantage of existing gender inequalities in bargaining power to cut production costs by employing large numbers of women at low levels of value chains and for minimum or lower than minimum wage. This study endeavoured to explore existing and potential value chains that could help Somali women generate income and access the local urban and rural markets. It sought to identify sector specific value chains with the best employment, entrepreneurship opportunities for women in Puntland.

Developing women-friendly and gender-centred policies will ensure higher production and productivity in agriculture, and generate a large number of social benefits. With respect to value chains in particular, the fundamental premise is that paying attention to gender issues can increase production and productivity, speed up the adoption of innovations, raise household incomes, and ensure significant improvements to child health, nutrition and educational levels, thus contributing to the achievement of the SDGs in Puntland. Investing in Somali women farmers, assisting them to move into off-farm income generation, and increasing their effective participation in value chain organizations, enhance the potential of value chain development to become an agent of sustainable social change.

While these assumptions for improving women's contribution to household incomes, livestock policies may not be fully effective without accounting for the gender dimensions at stake (gender-aware approach) and integrating gender equality goals (gender-centered approach) in the policy design process. This is particularly challenging for policy makers and key stakeholders in the sector owing to the scarcity of sex-disaggregated data to show on the one hand, gender disparities in access, control and management of livestock assets; and on the other, distinctive but complementary roles in livestock production and marketing. This study aimed to analyze 4 value chains with a with a gender lens; specifically identifying gaps and critical constraints for women in these value chains. This was achieved using a gender-sensitive value chain analysis as a tool for conceptualizing potential interactions of men and women with the 4-value chain -related markets based on the various dimensions on which gender inequalities and opportunities operate. Ultimately, the conceptual framework provided an avenue for simulating policy alternatives that could best address gender inequities in livestock production and marketing systems.

1.2 STUDY GOALS, DELIVERABLES AND MILESTONES

1.2.1 Study Goals

The goal of this research study was to conduct an analytical review of existing and potential value chains in Puntland that could help Somali women generate income and access urban and rural markets. The specific objective was to identify sector specific value chains with the best employment, entrepreneurship opportunities for women. The assignment focused on Value Chain Analyses and Private Sector Development in 4 sectors namely the livestock, the fishing, the agriculture and the service provision sectors in 6 target locations with specific tasks being to:

- i. Develop an Inception Report within a week after the commissioning of the Value Chain study detailing out in a matrix with a work plan, stipulated timelines, a methodology for the study, a set of questionnaires and checklists to be pre-tested and finalized in the field.
- ii. Identify opportunities to increase value chain competitiveness for business women in target locations.
- iii. Identify opportunities to increase employment for women and girls in the private sector in the target locations.
- iv. Identify opportunities for women and girls' participation in entrepreneurship.
- v. Undertake interviews and focus group discussions (FGDs), collate and interpret the data and field-level information, and conduct analysis and draw conclusions and recommendations from them.
- vi. Conduct thorough background research, using both primary and secondary information, for the market study.
- vii. Identify gaps, challenges, constraints and impediments, opportunities of every stage of the chain and examine ways to improve in respective sectors – Fishing, Agriculture, livestock and Services.
- viii. Identify and develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these focus sectors.
- ix. Conduct consultations with key stakeholders involved in these sectors.
- x. Organize validation workshop with partners for inputs and comments on the findings.

1.2.2 Study Deliverables and Milestones

The study delivered the following:

- i. Inception report: detailing the methodology including the main research methods, the sampling framework, tools and work plan
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- ii. Preliminary report that reflects achievement of all the above-mentioned tasks
- iii. Presentation on preliminary report/findings
- iv. Final report

The study milestones were broken into the following sub-activities:

- i. Desk reviews of previously conducted studies in Somalia.
- ii. Travel to 6 target locations
- iii. Gather information on the current context (qualitative and quantitative data) and strategies/approaches being undertaken by concerned line ministries, as well as, key ministries on the same topic
- iv. Preparation and submission of the inception report.
- v. Literature review/findings from the secondary data analysis and the
- vi. Finalisation of methodology for field data collection such as the questionnaires, workshop topics, Focus Group Discussion questions, and interviews.
- vii. Interactive learning sessions to train the monitors on the data collection materials.
- viii. Submission of the final data collection materials.
- ix. Preliminary meetings with key stakeholders including the Consortium, line ministries in Garowe that work on the topics.
- x. Arrange a meeting with key stakeholders and conduct interviews.
- xi. Field data collection by distributing questionnaires in each of the 6 towns. Field monitors will travel to each study with close different regions and the field work will start and end within 2 weeks time.
- xii. Focus Group Discussions (FGDs) in the 6 towns.
- xiii. Drafting of final report of study.

CHAPTER 2: MATERIALS AND METHODS

SIDRA delivered the services of the assessment study according to the terms of references (TOR) in target locations of the value chain analysis study which included Harfo, Boame, Dangoranyo, Waaciye, Badhan and Baargaal.

2.1 FIELD DATA COLLECTION

In every district, 25 survey questionnaires were distributed and filled in by businesswomen and businessmen in the district through support from the local government of the district. In each district, one focus group discussion was held gathering the businesswomen, women entrepreneurs, and the other parts of the community. The purpose of the focus group discussion was to identify the public opinion in regards to women in business and in the value chains. 5 key informants were interviewed in each district from the above list of targets. The selection of the key informants were conditioned that interviewing candidates are women, women in the business, women entrepreneurs, leaders of CSO helping women to grow with their small businesses, and local government heads such as mayors and governors lobbying and advocating for women empowerment in their respective regions. The focus group discussion was participatory where the role of the facilitator was to distribute questions and make people share the discussion in very positive to collect the personal ideas and opinions to respond the satisfaction of the

2.2 KEY INFORMANTS AND STAKEHOLDERS

A number of stakeholders, key informants, respondents and focus group participants are crucial for this study. Line Ministries and local as well as international donor partners involved or that play a significant role in initiatives directly or indirectly linked with the subsectors and women's empowerment will be consulted;

- i. Women traders
- ii. Associations and organizations involved in the value chains
- iii. Ministry of Women Development and family affairs
- iv. The Mayors of each of the 6 towns
- v. Ministry of Agriculture and farming
- vi. Ministry of Livestock
- vii. Ministry of Fisheries
- viii. Ministries of Telecom and Transport
- ix. Cooperatives and women's groups

2.3 RESEARCH QUESTIONS

This study was guided by a number of research questions as enumerated below:

- i. What are the existing opportunities to increase value chain competitiveness for business women in target locations?
- ii. What are sector specific value chains with the best employment, entrepreneurship opportunities for women?
- iii. employment, entrepreneurship opportunities
- iv. What are the existing opportunities to increase employment for women and girls in the private sector in the target locations?
- v. What are the existing opportunities for women and girls’ participation in entrepreneurship?
- vi. What are the challenges, constraints and impediments, opportunities of every stage of the chain and how best can we examine ways to improve in respective sectors – Fish, Agriculture, livestock and Services.
- vii. How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these focus sectors?
- viii. What factors influence women’s employability and participation in the specific sectors of the value chains?



2.4 ETHICS AND SECURITY CONSIDERATIONS

The respondents were informed appropriately about the purpose of the study, its duration and potential use of the research results. The questions in the questionnaires were translated into Somali and the researchers, who were Somali, asked the questions in the Somali language. The informants were also assured of their anonymity during publication of the findings. Issues such as safety of female respondents were critical and where necessary, free transport was provided to and from the FGD locations for women for security purpose. Research permits and authorization were also obtained from the relevant institutions. The assignment was conducted in accordance with the principles outlined in the UN Development Programme 'Ethical Guidelines for Policy Developments': <http://www.unevaluation.org/ethicalguidelineswhereSIDRA;>

- i. Guaranteed the safety of respondents and the research team.
- ii. Applied protocols to ensure anonymity and confidentiality of respondents.
- iii. Ensured any other evaluation team members are briefed on ethical issues.
- iv. Provided referrals to local services and sources of support for women that might ask for them.
- v. Ensured compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and youth.
- vi. Stored securely the collected information
- vii. Consulted with the relevant documents and publications as relevant prior to development and finalization of data collection methods and instruments

2.5 DURATION, TIMING AND APPROACH

This value chain analysis assessment lasted 20 days and data was collected from 6 target locations. In cooperation with the project consortium, SIDRA conducted this study in 6 target locations Puntland. In terms of approach towards achieving the results of the study, SIDRA employed the following strategies and methods. This study is commissioned a consortium consisting of FEWSOM, GECPD and Kaalo Aid and Development. This assessment study was administered, led and coordinated by the Research Team Leader who is also the Key Expert and a permanent staff of SIDRA. She had the support of 1 Co-researcher and 4 field data/information collectors. This team therefore composed of professional Somalis who possess a combination of expertise and skills in line with the specifications and descriptions mentioned in the ToR. More specifically, SIDRA research team accurately delivered the varying research results and deliverables expected from the service.

The work was carried out over a period of 20 working days and the approach focused on identifying both the strengths and weaknesses and inter-related factors that could

contribute to women-friendly opportunities in 4 subsector value chains in Puntland. This include a desk review that focused on providing relevant information and statistics on women, gender and the four value chains of agriculture, fishing, livestock and services provision through recognized literature and fieldwork in Puntland. Using its past experiences in conducting similar assignments in Puntland and indeed all over Somalia, SIDRA developed a program logic model based on activities which were to be used as a guide toward the implementation of the study.

Adopting this mixed-methods approach enabled for a deeper understanding of the different factors that interact to influence mechanisms applied in the value chain analyses. In the inception report the design for the questionnaires, interview questions, workshop discussion themes and Focus Group Discussion be addressed. After this stage, the actual field data collection by the field monitors who travelled to six research towns: Harfo, Dangoronyo, Boame, Bargaal, Waciye and Badhan. These 6 towns which are located in different regions in Puntland were main the research sites where interviews with key Informants, Focus Group Discussion (FGDs) and the questionnaires and will be distributed. Key Informant will include NGOs, UN organizations and government institutions who are involved in the specific value chain topics. Workshops and discussion forums were held with the community intellectuals, religious leaders, traditional elders, women's and youth groups, etc residing in the cities.

Desk reviews and internal data analysis was also some of the major activities which helped collect available resources inside the concerned Ministries and relevant stakeholders such as the UN and international organizations. This analysis will be the main inputs into the preparation for the implementation of the next steps for the study which will be done according to the provisions of the TOR.

2.6 STUDY LIMITATIONS

This value chains analysis study was conducted by Somali Institute for Development and Research Analysis (SIDRA) in partnership with the consortium (KAALO, GECPD, and FAWESOM). In every research venture there are successful and less successful events. There are also shortcomings and drawbacks caused by factors which lay beyond the control of the research institute and the clients. Below are the limitations the study faced in bullet points:

- i. There is a chronic lack of relevant and reliable secondary data/literature
- ii. The assessment study was very broad in scope and required more time to collect more sector specific details.
- iii. Drought affected communities were not in position to fill in the questionnaires and they kept on asking for livestock development because they had all or nearly all of their livestock due to the drought. The Somali agro-pastoral communities are much more dependent on the rainfall and the shortage of the rainfall created economic

crisis by the time SIDRA wanted to ask questions of hope to people who wanted wheat and bread.

- iv. The terms of reference for the study was not robust and exhaustive and didn't give clear guidance on definitions of the specific guiding questions rather SIDRA has established to find way to extract required information from the respondents.

CHAPTER 3: LITERATURE REVIEW

3.1 IMPORTANCE OF VALUE CHIN ANALYSIS

A value chain analysis typically looks at the full range of activities that are required to bring a product or service from beginning to end from the intermediary phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers, and final disposal after use.¹ This includes activities such as design, production, marketing, and distribution and support services up to the final consumer (and often beyond, when recycling processes are taken into account). The term 'value chain' refers to the fact that value is added to preliminary products through combination with other resources (for example tools, manpower, knowledge and skills, other raw materials or preliminary products). As the product passes through several stages of the value chain, the value of the product increases. The value chain is at the centre of the market system. Within this chain, businesses are engaged in transactions through which products and services are traded against payment and/or other products and services. The first drivers of value chain development show that transactions not only consist of goods/services in return for money, but that crucial information is also exchanged in the course of the transaction (e.g. information concerning market requirements and demand conditions. Many services are also embedded within transactions: loans, maintenance, training and information, etc. – thus contributing to system efficiency and product quality or enhancing product differentiation (i.e. drivers of value chain development).

According to Kaplinsky, in order to make transactions within the value chain work, supporting functions are a crucial part of the market system and these are;

- i. Coordination: mechanisms such as associations that ensure the integration of SMEs into value chains and lobbying policy-makers;
- ii. Information: institutions and mechanisms that ensure that up-to-date information and knowledge is always available to the sector;
- iii. Research and development: institutions and mechanisms that ensure continuous innovation in the value chain;
- iv. Related services: Financial institutions, extension services, etc.;

¹ Kaplinsky (2004): Spreading the gains from globalization: What can be learnt from value-chain analysis, Problems of economic transition, Vol. 47, No. 2: 74-115

- v. Infrastructure: physical infrastructure such as access to roads, railways, airports, ICT etc.;
- vi. Skills and capacity: institutions and mechanisms that ensure a continuous supply of skilled labor and up-to-date knowledge.

Value chains are influenced by various formal and informal rules and regulations. These can be private or commercial voluntary standards such as or sectoral policies, regulatory and legal frameworks established by the governments or informal rules such as religion, social norms and culture, or informal networks. Understanding which rules govern a value chain, who is responsible for setting them up, how they are enforced and by whom, how they affect businesses and their transactions, and whether small enterprises are aware of them is crucial information for value chain development. A value chain is a portion of an economic system where upstream agents (producers) are linked to downstream partners by technical, economic, territorial, institutional and social relationships. Value chain analysis (VCA) is a process where a firm identifies its primary and support activities that add value to its final product and then analyze these activities to reduce costs or increase differentiation. There are 3 main types of analysis that can be applied to the Value Chain Analysis and these are technical, economic and institutional.

Why is studying a Value Chain Analysis (VCA) important for policy-making? A Value chain analysis is important for policy making because it helps understand how a portion of the economic sector and system works and it could better work (economic dimension). a value chains analysis also helps identify the role of the government and related policy options (public – private dimension). Additionally, it helps quantify in physical/monetary terms the likely impacts of policy options (economic environmental dimension). The final dimension is to monitor or assess value chain performances (social dimension and this one uses the social perspective of things and looks at which layers of the society benefit from specific policy measures? It looks at whether policy measures are likely to improve food security and/or reduce poverty and to what extent women (smallholders, children etc) benefit from that policy? A value chains analysis is carried out both at market and reference prices to provide decision makers and other stakeholders with anticipated evidence on both social and private net benefits brought by a specific policy measure.

In Puntland, a systematic mapping of both male and female actors participating in the production as well as distribution and marketing of products derived from the value chains is important to determine the characteristics of not only whom the actors are but also profit and cost structures Product Flows Risks and constraints Sustainability Tracing of livestock destined for slaughter and export as chilled meat. Assessment of governance in the value chain Structure of relationships and coordination of mechanisms between actors Allocation of responsibility for coordinating activity Evaluated in terms of: Transaction arrangements

among the actors Policy aspects of institutional arrangements that might be targeted to improve capabilities in the value chain.

3.2 VALUE CHAINS IN PUNTLAND

3.2.1 *The Fishing Sector*

Puntland is a self-governing State with a coastline of approximately 1400 km in length that abuts the Gulf of Aden in the north and the Indian Ocean in the east. With the upwelling system occurring off its Indian Ocean coastline and having near pristine coral reefs in the Gulf of Aden, Puntland has abundant and varied fisheries resources compared to the other regions of Somalia. However, like the rest of the Somali people, Puntlanders do not have a long fishing tradition save for small coastal communities who have been engaged in fishing since time immemorial for their mere subsistence and for occasional exchange of dry-salted product for imported commodities from the Arabian Peninsula. Fishing activity is seasonal and lasts for 8 months (October to May) each year due to fierce monsoon winds which make sea conditions unsuitable for artisanal fishing operations in the other months. During the offseason, most fishermen migrate to their summer villages, further inland where they tend livestock to supplement their income. However, they head back to the coast at the start of the fishing season in early October.

The fishing sector provides livelihoods to coastal communities as well as IDPs and increasing number of pastoralist who join the industry either as temporary fishermen or as casual laborers during the fishing season. Both the revival of fish canning factories and the implantation of post-harvest fisheries facilities in recent years have offered important local market opportunities for artisanal fishermen at various locations along the entire coastline. The current socio-economic situation in Somalia is deteriorating and the root causes need to be analyzed in a holistic manner given the interdependencies between the factors that have led to the current situation. Promoting inclusive and equitable growth of the livestock sector is critical to create and sustain livelihoods in Puntland. This requires involving both men and women and this will further require formulating a policy agenda that will contribute to facilitating a greater participation of disadvantaged population groups, particularly women in the 4 subsectors that the research endeavored to explore.

A range of policy approaches have emerged in Puntland from various Ministries suggesting different options for providing smallholder farmers, fishermen and livestock herders with basic production inputs, for facilitating their access to services and output markets and for supporting their sustainability and competitiveness in the long term. For example, the Minister of Fisheries has put in place a National Fisheries Policy. Furthermore, a number of institutions are directly or indirectly involved in the fishery sector in Puntland. The following table provides a brief overview of public institutions, major private actors and independent institutions engaged in fishery research and/or interventions. In the fisheries subsector, a

number of institutions are directly or indirectly involved. The following table provides a brief overview of public institutions, major private actors and independent institutions engaged in fishery research and/or interventions.

Agency in Puntland	Tasks
Ministry of Fisheries, Ports and Sea Transport	Control, conserve and protect marine resources. Support artisanal and industrial fishery and assist existing fishery co-operatives. Train and recruit new personnel within the public institutions supporting the fishery sector. § Develop and maintain port(s).
Ministry of Planning and International Cooperation	Provide overall coordination of the activities of all Puntland Ministries. Collect and analyze statistics (including statistics on fisheries, livestock and frankincense). § Facilitate visas for foreign expatriates and other foreigners. § Cooperate with international and national organizations.
Necfish	Collaborate with artisan fisheries in the provision of ice from production site in Bosaaso.
Fishery co-operative Ladan	Mobilise artisan fisheries.
Barwaqo fishing company	Buy and sell fish products. Establish fish market outlets. Supply fish products in hinterland.

According to a study conducted in Puntland² the main challenges facing the fisheries sector in terms of production, marketing and long term conservation of the exploited resources. Similarly the same research makes recommendations to mitigate the observed challenges. Kulmiye identifies planning, implementation, monitoring and coordination of the implementation of the Value Chain Development component in Bari region together with supporting the preparation of detailed annual work-plans, targets and budgets. The research also identified key private sector led project interventions to foster quantitative and qualitative improvements in the sector, either through direct intervention, or through service providers or through specific inputs from technical assistance inputs:

3.2.2 The Agriculture sector

As regards to farming and agriculture in Puntland, oasis farming scheme are very commonly used while employing traditional systems. Compared to the demand for food, oasis farming systems are inefficient and a field visits showed that farms was in poor shape and exhibited low production and quality. Given the lack of adequate investment the technology applied

² Assessment of the status of the artisanal fisheries in Puntland through value chain analysis, A.J. Kulimye, 2013.

are adjusted to local conditions, which results in the use of meagre crop management methods, and post-harvest losses through insect and mould infestation. Ironically, internal market demand for dates outstrips supply hence large volumes are imported from the Arabian Peninsula. Crop production is next in importance to livestock and its contribution to household economics is growing in importance. Rainfall is typically low and highly variable throughout most of the country.

The annual rainfall ranges from 63 mm on the northern coastal areas to just under 600 mm at higher elevations in the south and in the northwest. The major cereal crops cultivated are sorghum and maize. Both crops are grown under rainfed and under irrigated conditions. Commercial crops such as sugar cane, bananas, grapefruits and rice were also successfully cultivated in the south along the two rivers. Sadly most of the commercial farming operations have ceased to function. Oasis farming, found in Puntland is traditionally based on date palms, papaya and citrus and fodder production. In recent years vegetable production has grown in importance linked to the increased population of the urban centres. According to Kulmiye, women play an important role in the agriculture sector in Puntland and women are allowed to own land and they in fact own most farmlands.

Agriculture, including livestock, crops and fisheries, is the predominant sector in the Somali economy. Within the sector, resolution of the current economic crisis would require concentration on those activities that can generate increased production and exports in the short run, focusing initially on the more monetized part of the sector. For the livestock subsector, this would involve providing attractive export prices, animal health facilities, improvement in market infrastructure, and assistance for improving production and export of hides and skins. For the crop production subsector, immediate actions would consist of increasing producer prices and the supply of consumer goods and providing export incentives, rehabilitating irrigated areas, improving input supply and building the capability to forecast and respond to periodic food shortages. For the fisheries subsector, immediate attention would be required for making productive use of deep sea trawlers, reallocating the motorized coastal fishing fleet to areas where maintenance can be guaranteed, and re-establishing the supply of small boats and fishing gear. Controlled irrigation should receive lower priority.

3.2.3 The Service Sectors

The service providing in Puntland is very wide and gradually growing. For example, recently Takafuul Insurance Company established itself in Garowe and according to the staff we spoke with there, the services sector is used by livestock owners as well as fishing companies who have insured their property as well as their businesses there. When analysing the service value chain structures in Puntland one would need to process the service offered by the firm and the users of that service. The traditional value chain

framework applies to the output of material products while, in the service value chain, the customer is the output through the process. Various scholars such as Christensen et al. (2003) argue that customers of service firms are not buying tangible products or even tangible service “products”, they are buying a result. How does the service value chain sector look like in Puntland and what roles do Somali women play in this service sector?

3.2.4 The livestock sector

The livestock sector in Puntland and indeed all over Somalia is central to the economic and cultural life of the Somali people. The sector provides food and income to over 60 percent of the country’s population.³ Burao and Galkayo are the largest livestock markets in the Horn of Africa especially for export sheep and goats from the Somali region of Ethiopia and parts of southern Somalia. The transportation sector on which the livestock trade is heavily dependent on is not well organized. The road that connects Galkayo to the rest of the country is in very poor shape and there are many road accidents. The majority of the livestock exported through from Galkayo and Bosasso seaports transit or pass through these roads. Livestock sector plays a vital role in Puntland and indeed throughout Somalia where pastoralism constitutes a significant share of gross domestic product (GDP). The eruption of the civil wars in 1991 had devastated the entire economical infrastructure such as roads, institutions, ports and security systems. Since then, there has been efforts which the government in Mogadishu is looking to regain the control of the country where there has been fragile state having border conflicts without ambitions for economical sustainability.

The country is suffering from lack of employment as the unemployment rate stands at 75% (Assessment Report, Somali Economic Growth Strategic Assessment, 2014). In 2014 a record number of 5 million livestock were exported by Somalia to markets in the Gulf of Arabia sustained by heavy investments in animal disease prevention. The livestock products not only contribute to the livelihood of the nomads but it is also are a substantial portion of the daily food intake of the population living in rural and urban areas. When women were asked why they had a preference for livestock and livestock products they mentioned the following:

- i. Benefits from income
- ii. The security of owning the livestock as an asset
- iii. Marketability of the livestock or product
- iv. Livestock management labor requirements⁴

³<http://www.oxfamblogs.org/eastafrica/wp-content/uploads/2014/06/First-Catch-Puntland-Fisheries-Summary-English-.pdf>

The economy of Puntland is largely dependent on livestock exports, which contribute to approximately 80% of foreign exchange earnings. Despite the economic importance of the sector, pastoralists survive in very difficult and fragile conditions characterized by the prevailing arid and semi-arid environment. The usual seasonal migratory patterns of nomadic life are often determined by prolonged dry seasons and recurrent droughts, which occur once every 5 years, causing wells and water points to dry up forcing nomads and their livestock to migrate longer distances in life threatening situations. The household income is also very dependent on remittances from their relatives outside the country, mostly in western nations. The Somali Diaspora community supporting their relative inside Somalia has been the last hope for the chaos shadowed desperate families who have stayed home for long where to go, a remittance of around 1.2 million dollars are transferred to Somali per year. The Somali Diaspora community is estimated to be nearly 1 million individuals scattered to the world (Assessment Report, Somali Economic Growth Strategic Assessment, 2014, p4).

3.3 WOMEN'S PARTICIPATION IN THE PRIVATE SECTOR AND VALUE CHAINS IN PUNTLAND

Not much literature exists on value chains in Puntland and Somalia. Women's participation in the mentioned value chains tends to be much lower than their participation in the milk market. Generally, they have far more rights over livestock products. A study done in neighboring Kenya suggests that women's participation at each level of the value chain is influenced by a number of factors such as;

- i. Their access to capital
- ii. Their skills, capacities and ability to organize
- iii. Constraints on their mobility

The study indicates that in a livestock value chain, the number of men compared to women - in terms of representation and control - rises with increases in household wealth and value of milk. The representation of women in the private sector, or bodies supporting the sector, remains meager. While women's role in livestock-related activities is no longer a matter of debate, the fact remains that men still dominate farming and livestock-related markets in rural areas across Africa. Furthermore, gender inequality continuously hinders women's participation along the entire livestock value chain. If we take the value chain definition as a set of activities required to design, develop, produce, market, deliver and provide post-sales service for the product and services sold to the customer.⁵ A gender- sensitive approach would mean taking a closer look at the roles, responsibilities that women play in each step of the value chain from design of a product to utilization of customer. In so doing more information would be galvanized about women in value chains. Investing in women's economic empowerment sets a direct path towards gender equality, poverty eradication

⁵Mowen and Hansen (2011)

and inclusive economic growth. It curtails access to economic assets such as land and loans. It limits participation in shaping economic and social policies. Eventhough women in Puntland have access to land and they can own land, there are no financial loans that would enable them start businesses.

Income from livestock exports in Somalia and in Puntland is largely dependent on livestock exports to Saudi Arabia, UAE and others. Consecutive and periodic droughts cripple the country golden resources of the nation. In addition, the poor livestock knowledge, absence of the entire government formality of rules and regulations, and exclusion of supply chain for veterinary medicines rendered spread of pandemic diseases into the livestock and losing the main livestock clients. Nevertheless, the assessment report has concluded that livestock is no longer becoming the back bone of this nation due to land degradation and shortage of graze land, the livestock is about now the question to be answered is that if increased investment on livestock would create thousands of jobs in the country and the forwarded answered show desperate into the possible proceeding on livestock enrichments (Assessment Report, Somali Economic Growth Strategic Assessment. With respect to value chains in particular, the fundamental premise is that paying attention to gender issues can increase production and productivity, speed up the adoption of innovations, raise household incomes, and ensure significant improvements to child health, nutrition and educational levels, thus contributing to the achievement of the SDGs. Investing in Somali women farmers, assisting them to move into off-farm income generation, and increasing their effective participation in value chain organizations, enhance the potential of value chain development to become an agent of sustainable social change. How do we know if women are receiving incentives to produce? Comparing social and private net benefits signals whether private agents in a specific value chain are supported or penalized?

For example, female employment in dominant telecommunication and financial institutions is as low as 1%, discounting the large number of female staff often employed as cleaners by firms. Reasons stated for women's absence include the reproductive functions women are burdened with, their lack of technical skills, clan-biased recruitment practices, and the private sector being not yet providing female- friendly working environments. Some of the reasons are highly tangible, while others are largely based on individual perceptions. Although women serve on boards of Chambers of Commerce in the three regions, their representation in the core of private sector interaction remains considerably low. Representation in the Puntland Chamber of Commerce is very minimal positively impacts on the visibility of business women, and grants women access to people in positions of power. Initiatives to support the start-up and growth of women's enterprises have long been part of the strategy to improve women's economic situation. The common approach is to combine vocational skills training with business management assistance, followed by small grants to individual women or cooperatives.

CHAPTER 4: RESEARCH RESULTS

4.1 INTRODUCTION

This chapter presents the results of the study and consolidates the data collected from the Public Survey, the Focus Groups Discussions (FGDs) and the Key Informants' Interviews (KIIs). Each of the data collection exercise was guided by the set of questions presented in annexes I, II and III.

A total of 147 respondents participated in the public survey with 53.1% being male and 46.9% being female. The respondents were all 20 years and above (Figure 1) with those between 20 and 39 years (below 40 years) being 30.6% of the respondents while those above 40 years being 64.6% of the respondents. 4.8% of survey participants did not indicate their age. Nearly the same number of respondents was selected from the six study locations with the numbers varying between 24 and 25 participants from each location. The majority of the respondents that took part in the survey have been in business for a long period with the proportion that been in business for more than 5 years being 78.9% of the total number. Of the rest, 6.8% of the respondent had been in business for less than 2 year while 14.3% had been in business for between 2 and 5 years (Figure 2).

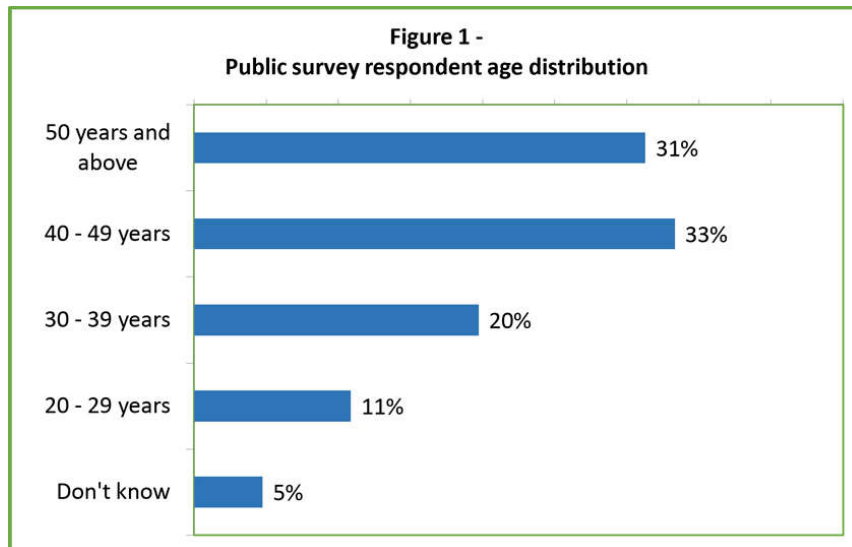


Figure 1 – Public survey respondents age distribution

To enhance the public survey, the study also conducted Focus Group Discussions (FGDs) and Key Informants Interviews (KIIs). Six Focus Group Discussions (FGDs) were held at the six locations, each constituting between 23 and 26 participants making a total number of 149 for the six discussions. The gender representation of the FGDs was 35% males and 65% female. For the KIIS, 29 informants provided information to the study, with between 4 and 5 informants from each of the six locations. Additional information was provided by the

mayors of Xarfo, Boocame, Badhan, Baargaal and Dangorayo and the staff of the ministries of Women Development and Family Affairs, Agriculture, Livestock and Fisheries.

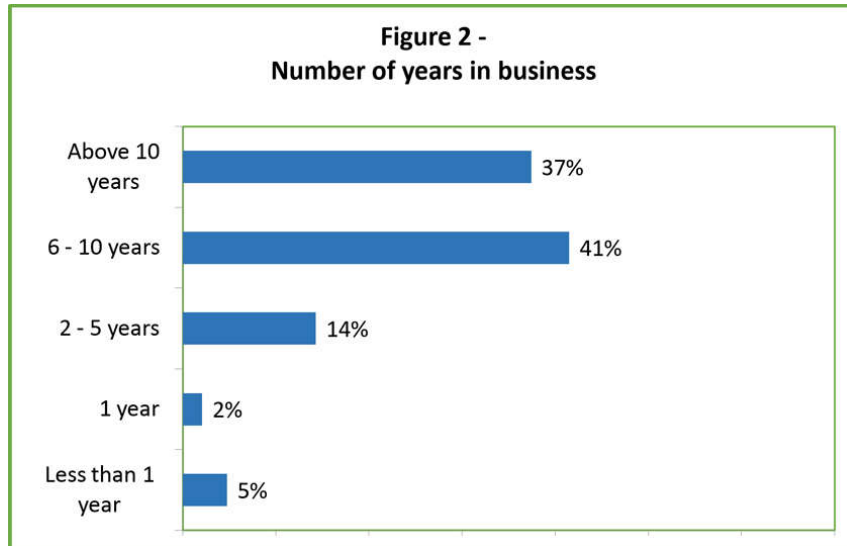


Figure 2 – Respondents number of years in business

From the public survey, FGDs, KIIs and other information sources, a summary of the value chains of the four sectors investigated is presented in Annex IV. The results of the analysis of the data collected in the study are presented in the following sections.

4.2 OPPORTUNITIES TO INCREASE VALUE CHAIN COMPETITIVENESS FOR BUSINESS WOMEN

From the public survey, the development and investment in micro finance institutions was identified by the large partition of the respondents (85.7%) as an opportunity to increase value chain competitiveness for business women in the six target locations. The other opportunities identified in the public survey included investing in small and medium size enterprises (8.8%), undertaking gender equality and women empowerment initiatives (2.7%) and improving business innovation and entrepreneurship in the target districts (2.7%).

The FGDs at the six locations addressed the same issue and identified a wide range of opportunities to increase value chain competitiveness for business women in the target locations. Among these, those which were frequently cited included training women and girls in technical and business skills (33.8%), establishing micro finance institutions and banks to address financing needs of business women (23.1%), supporting the development of women owned small business (20%) and development of markets at district level (15.4%). Additionally, provision to emergency relief and donations to women (3.1%), development of business support infrastructure like roads (3.1%) and establishment of women trade unions

(1.5%) were also identified as opportunities for increasing value chain competitiveness for business women in the six locations.

4.3 SECTOR SPECIFIC VALUE CHAINS WITH BEST EMPLOYMENT AND ENTREPRENEURSHIP OPPORTUNITIES

Figure 3 presents public survey respondents perception of growth among the four sectors assessed. Majority of the respondents (75.5%) identified the livestock sector as the one growing faster than the others and providing more employment opportunities. The other three sectors were rarely cited as fast growing with agriculture cited by 2% and fishing and service sector by 0.7% of the respondents each. It is important to note that one fifth of respondents (21.1%) did not single out any sector but felt that all four sectors were growing fast and were all providing women with employment options.

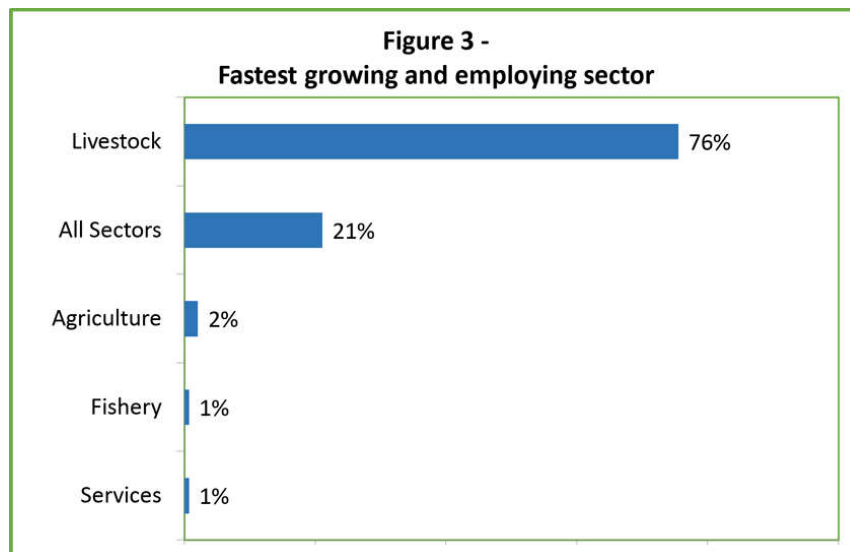


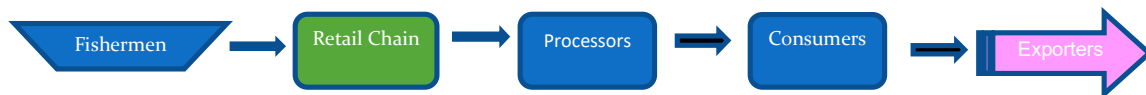
Figure 3 – Fastest growing and employing sector

The six FGDs were divergent in their views on the sector specific value chains with best employment and entrepreneurship opportunities for women. Up to 22 different areas of value chain opportunities were identified across the four sectors with 77.2% being under service sector, 18.1% under livestock, 4.5% under fishing. Surprisingly, none of the areas identified was within the agriculture sector. The FGDs therefore indicates that currently, the bulk of women employment is provided by the service sector. On the service related value chain, based on the number of times an areas was identified, the five top areas identified included operating small shops which sell basic commodities, trading in fresh vegetables and fruits, operating hair dressing and beauty salon, tailoring and cloth making, and operating tea shops in that order.

Similar to the FGDs, the key informants identified the service sector (mainly various types of trading) as having the highest potential for engaging women in employment and entrepreneurship. The key informants cited variety of small business including food and tea shops, small non-food shops, tailoring and dress making and fruits and vegetables as key value chains that employed women and provided entrepreneurship opportunities.

Opportunities for women in the fishing sector

Somali women have a significant presence in the fishery value -from the fishing stage to end user stage of the value chain. Even though women don't literally do the fishing themselves, they do own some of the boats which are used for fishing. As can be seen from Table Nr. 1 below which shows businesses owned by women and men respectively, in all the target districts. The women also employ the fishermen and monitor their employees into sea. Sometimes the women are not literally in the fishing area but everyone knows Mrs so and so owns some of the boats and also employs some of the fishermen. Everyone knows everyone else in the fishing value chain. Retailers and other small-scale buyers usually communicate with the women owners who may or may not be in the fishing area so that they order kilos of fish. The women then further communicate these orders to the chef who could be in charge of many other boats. He then ensures that every retailer and small-scale buyer actually receives the amount of fish they had ordered.



In Puntland the fishery value chain looks like this- see above- there are fishermen, then retailer, processors, consumers and exporters. On the same spot are also processors who on small-scale process the fish in terms of cleaning and drying the fish. Women are heavily involved in the cleaning of the fish and this usually happens right at the fishing area except for Baargaal which has a fish storage center and freezing systems unlike other districts where there are no coastal areas around them. In the value chain of fishery in Puntland, women occupy the retail level to buy from wholesalers capturing the fish and delivering it to sell to the consumers. On the other hand, the fishery system is not developed at the district level due to poor public and private investments on the fishery in Somalia in general. Processed fish in the form of tuna has been exported for many years in Somalia. Additionally, recently another company in Eyl also started exporting frozen fish from Puntland to Ethiopia. Somali women can easily own this export as it is not a taboo thing for Somali own to do business in Somalia but finances remain a challenge. There are also other challenges regarding the fisheries sector in all the districts is poorly managed. For example, the hygiene standards of the markets are below standard and people lack proper fishing skills due to lack of professional skills training. But the women themselves don't go into the

sea to fish due to lack of trainings as most of them said but also due to lessons on how to manage a boat or swim in high seas

Opportunities for women in the agriculture, livestock and service sectors

Somali women are engaged in a lot of business activities in the agriculture and livestock sectors. As can be seen from the table below which shows the types of businesses functioning and owned by women in the 6 research locations, women are involved in the agriculture and livestock sectors. Women are the majority and sometimes even the only ones who are trading in the retail and wholesale of agricultural products such as vegetable businesses within the districts and exporting to other districts in Somalia across. For example in Harfo women own 12 such vegetable businesses, whereas Boocaame is 12, Waaciye it is 14 and Badhan being the largest at 58 and Baargal has 11 women businesses. The vegetables normally consist of potatoes which are often exported from Ethiopia by road but there is also a variety of potatoes which is home grown. Because of the physical labour involved in the agriculture value chain, women don't normally work on farms but they own the land and employ the employees also. Throughout the districts, the research team came across pieces of land on which lemons, chilies, spinach and other types of vegetables and fruits grew.

Somali own many shops and this was a phenomenon the researchers found throughout the districts. The women sell meat, vegetable and other household or grocery items in these shops which are often located within the women's houses. There are 28 shops owned by women in Harfo and 2 in Boocaame and 7 shops in Waaciye, 82 in Badhan and 22 shops are owned by women in Baargal. In the livestock value chain, women own livestock and also rear them. It is in fact the only business where women are physically involved in the upkeep of the animals whether it is herding them in the grazing lands the entire day, watering them, cleaning them and sometimes even treating them against illnesses-both orally and externally. These chores may sound insignificant but they important comparison to the rest of the value chains of agriculture, fisheries where women are themselves not physically involved in the fishing or farming. Furthermore, women own and even dominate the butchery markets throughout Somalia as meat production and marketing are seen as a woman's job. However it must be noted that men are the ones who actually slaughter the camels and sometimes also the goats but women equally also slaughter goats. There are a few cases of women who slaughter camels but the research has not yet met them during the research. Women also trade in milk and often it is the women who buy and sell the milk. Both men and women could milk the animals and it not a taboo thing to see a Somali woman largely milking a camel or goats to resell the milk for business income.

This research was conducted at a time when a major catastrophic drought is crippling these businesses as well as the economy at large. A lot of livestock has been lost to the drought and the availability vegetables, meat and milk have significantly decreased. Many lives have

also been lost. It can be noted that all the value chains offer some employment as well entrepreneurship opportunities to Somali women in the districts on which this research was based. However, agriculture and meat selling value chain offer the greatest opportunities to women because women are predominantly the only ones who sell the products of meat and vegetables of all kinds in the markets. When asked why this was the case the women responded that it was not as tough a job as the others. Another opportunity comes from collective action. Women often mentioned that they would like to be part of an association or a cooperative that unites women who are doing the same businesses. The women mentioned that they would like this because it would increase membership, ownership and the women can learn from each other's experiences and capacities. Also, because the collective action seems more successful in the more 'feminized' products and value chains, such as dairy and vegetables.

Table Nr 1: Showing the number of businesses owned by men and women in the 6 target locations

S/N		HARFO	BOOCAME	DANGORANY O	WAACIYE	BADHAN	BAARGAAL
Women owned							
1	Shops/cloth shops	28	2	5	7	82	22
2	Petrol stations	1	2	2	1	5	0
3	Super markets	0	20	2	3	9	0
4	Vegetable businesses	10	12	4	14	58	11
4	Markets, shared	1	1 livestock		1 market	3	3
5	Pharmacies	1	1	8	1	4	2
6	Restaurants	1	80	3	6	20	18
7	Electricity companies	0	0	0	0	0	0
8	Water company	0	0		0	0	1
9	Private Banks/money transfer	0	0	0	Mobile money	0	0
10	hotels	1	0	1	2	0	0
11	telecom		0	0		0	
Men owned							
1	Shops	26	8	5	8	102	46
2	Petrol station	3	8	4	3	10	3
3	Super markets	0	0	2	8	25	2
4	Restaurants	2	2	1	3	7	2
5	Pharmacies	4	2	5	3	20	5
6	Water company	1	1	2	3	0	2
7	Telecommunications	2	2	3	2	2	1
8	Private Banks/money transfer. Mobile money	2	12	2	Mobile money	3	4

	used in all districts						
9	Electricity company	2	1	1	1	1	1
10	Hotels	3	1	1	2	5	3
11	Markets, shared	1	1 livestock	1	0	3	0

Source: Archives of the municipalities in the 6 target districts

Similar to the FGDs, the key informants cited training and skills development for the business women and investment in small business as key factors for increasing value chain competitiveness for business women. Key value chain for women that emerged from survey and discussions included food business, tailoring and livestock herding and slaughtering.

4.4 OPPORTUNITIES TO INCREASE EMPLOYMENT FOR WOMEN AND GIRLS IN THE PRIVATE SECTOR

Public survey respondents were asked to identify opportunities for increasing employment for women and girls in the target districts. Two opportunities were overwhelmingly cited in the public survey as providing opportunity for increasing employment for women and girls. These were: (a) Women empowerment and community sensitization to change people's perception on the role of women in business and the workplace (43.2%); and (b) Increasing funding for small and medium business through micro finance (46.3%). The other two opportunities proposed, urging government and municipality to put in place plans in increase women and girls employment in their institutions and implementing gender equality policies across public and private sector received low scores, being cited by only 5.4% and 4.7% of the respondents respectively.

In the FGDs, a wide range of existing opportunities were identified that can increase employment of women and girls in the private sector. The bulk of the opportunities related to empowering women and girls and changing community perception about women and girls in the workplace. All together, these accounted for 59.5% of the responses and included: (i) Supporting women employment quota by the government, municipality and development agencies; (ii) Creating women business unions and creating awareness among women and girls on their rights; (iii) Mobilizing small and medium enterprises to employ women; (iv) Eliminate gender inequality and discrimination against women, (v) Creating networks among women; (vi) Implementing gender equality policies; (vii) Mobilize and sensitizing the community on the role of women in business and employment; (viii) Giving men and women equal opportunity and sensitizing women and girls to apply for available jobs; and (ix) Improving communication.

The other opportunities cited included improving hiring and recruitment process to make it easy for women to apply for jobs (17.5%); investing in girls and women education (14.0%), and training women and girls to develop skills that will increase their chances for

employment (8.8%). In addition to the results of the public survey and FGDs, the key informants cited many opportunities to increase employment of women and girls in the private sector. Those that were cited the most included investing in women and girls education and training to improve their skill, capacity and qualification, setting and implementing employment quotas for women and girls by institutions, encouraging formation of women associations and networks to promote their interests and raising awareness among women and the community on the role of women in the workshop.

4.5 OPPORTUNITIES FOR WOMEN AND GIRLS TO PARTICIPATE IN ENTREPRENEURSHIP

Public survey respondents were asked to identify existing opportunities for women and girls to participate in entrepreneurship. The majority of the respondents (43.4%) identified micro finance programs by government and development organizations to support women and girls in business as a key opportunity. Two other opportunities that received significant scores were starting vocation schools to develop women and girls' business skills (28.3%) and motivation among women and girls to become entrepreneurs following increasing number of women entrepreneurs (21.5%). Only 6.8% of the respondents felt that newly established small business such as fruits and vegetables selling, hawking, home delivery, dress making and beauty salons can create opportunity for women and girls to participate in entrepreneurship.

In the various FGDs, numerous opportunities for women and girls to participate in entrepreneurship were also identified. These include improvement in the entrepreneurship and business environment (21.4%); development of women and girl's skills (13.1%), financing and support to women business (9.5%), support to women business through the use of new technology and innovations (8.3%), and Improving education for women to increase literacy and business capacity (5.9%). The FGDs also identified business areas where women entrepreneurs are working in the target locations. These include food business, small village shops, tailoring and dress making, agriculture, handcrafts, livestock, beauty salon and delivery and transport.

Key informants likewise highlighted many opportunities for women and girls to participate in entrepreneurship. The opportunities most cited included training of women and girls to improve their skills and awareness creation among the public on women role in the workplace and encouraging and empowering women and girls to take part in employment and entrepreneurship.

4.6. CAPACITY OF THE LABOUR MARKET TO ABSORB NEWCOMERS

In terms of what the capacity of the labour market is for the fisheries sector to absorb new workers, it can be noted that there are few small boats which are owned by both men and women from the private sector. Due to the low fish catching capacity the employment rate

is very low. The fishery labor market can employ currently only people who can fish. There are also few fish catching equipment's and no sophisticated equipment's. for example there are no big boats and no or few freezer cars to carry fish stock from Baargaal to other districts to acquire profits. In short, the fishery labor market can absorb very small number of workers, if external investments on the fishery sector comes there will be more employment and the consumption of fish will rise automatically.

There are many challenges inhibiting the capacity of the labour market as they concern the 4 value chains and businesses. The labour market is slow in terms of productivity and speed of business and this naturally has consequences on employment rates as only a few people might be required for any particular business. Secondly there is a lack of effective public sector in terms of unions, associations and labor market inflexibility. There are no or very few research studies for development been done in order to distinguish what is working for whom and where as well as why. Obtaining valid and reliable data will help policy makers and practitioners to display aimed progress. The districts visited displayed an unlimited market size with a chronic shortage of finance for start-ups. Furthermore the capacity of the labour market is impacted by the lack of skilled labor and an implementation deficit. Key informants mentioned problems with transparency and regulatory frameworks.

In terms of employment, gender differences have potential important long-term implications for the usefulness of the unemployment rate as a measure of labor-market capacity. Since women are less likely than men to enter the workforce in Puntland. However it must be mentioned that women represent a steadily rising share of the actual and potential labor force, the unemployment rate may be becoming, for this reason alone, an increasingly less accurate proxy for labor-market capacity to assess the capacity of the labour market, particularly private sector, to absorb new workers. These gender differences have potentially important long-term implications for the usefulness of the unemployment rate as a measure of labor-market capacity.

In the focus group discussions the position and activities of female farmers organizing themselves was discussed. Women expressed a need to join cooperatives as farmers or business owners. Some women complained that although they are paying taxes they don't get the services they deserve such as collection of garbage near their business outlets and some the provision of shade over their heads. Different types of women's organizations and the roles of women in such organizations were mentioned and respondents often cited how women were organizing themselves in Hergeisa through self-help groups. Case and examples were shared in which women are conducting adding-value activities especially in dairy and vegetables.

It is very difficult for women to be employed by the services providers in the private sector as preference go to male candidates. There is widespread assumption and stereotype that women cannot properly handle finances or computers. That women will soon become pregnant and not come to the job

One of the FGD Participants and a shop owner in Badhan.

Access to information is scarce and job vacancies are not advertised and go by word of mouth which make even more difficult for women to compete. All districts in Puntland have schools operating to provide basic education to the children only. Universities are not available at the district levels and so the vocational/marine training centers are neither available nor people know the marine knowledge. Nonetheless, there are manual laborers available to handle fishery, but there are no professional marine staff who can handle to fish from the international zones having big boats which can carry tons of fish. Puntland has only one marine training college which locates in Bosaaso and the numbers of graduates are very small compared to the need for marine knowledgeable.

4.7 FACTORS INFLUENCING WOMEN'S EMPLOYABILITY AND PARTICIPATION

The respondents of the public survey identified various factors that positively influence women employability and participation in specific sectors. Among these included the need to meet family income need and lower employment opportunity for father (19.8%), micro and small business in the target locations being run by women and not interesting to men (19.8%), single mothers seeking employment to feed their family (17.7%), cultural and traditional association of women with food, hygiene and cleanliness (16.2) and cultural attitude about the biological nature of women (16.0%).

In regards to this question, the FGDs mainly focused on the factors that negatively influence women employability and participation in the specific sectors of the value chain. These were identified to include lack of adequate business and entrepreneurship skills (23.1%), Somali culture and tradition that discourage women to participate in business and other activities that take them outside their homes (19.2%), heavy family work load that take up all women and girls time (19.2%) and gender inequality that favour men over women (11.5%) among other factors.

The key informants revealed many factors that influence women employability and participation in specific sectors. Key among these include Somali culture and tradition that constrains women participation in business, limited investments in women owned business, lack of awareness among women and within the community on the importance of women participating in business and limited business management skills by women.

4.8 TRAINING NEEDS IN SKILLS AND SERVICES IN THE VALUE CHAINS IN PUNTLAND

There are no vocational skills centers focusing on any of the value chains described in this study. Trainings in fishery production and handling is non-existent and there are no skilled laborers in fishing except small fishes caught, and current fishermen are not capable to use sophisticated fishing equipment's. In terms of what the skills training needs are of the business women in the fisheries sector, the study recommends skills training programs aimed at women who could be potentially illiterate and which are culture-sensitive. There is a need for use of modern fishing equipment's, fishery marketing procedures, food hygienic and sanitation, pricing policy and procedures, and customer care. The needs in skills training and propose some best skills training programs. Financial and illiteracy training as education measures is important to get women participating and aware of their income, and that value adding can work by going step by step starting with the most important components. Other important factors that were mentioned were the role (local) governments can play, women's self-esteem, and equal opportunities for female participation.

4.9 CHALLENGES, CONSTRAINTS, IMPEDIMENTS AND OPPORTUNITIES

Public survey respondents assessed a range of challenges, constrains and impediments existing in the stages of the value chain in the four sectors. Prolonged droughts was identified by the majority of the respondents (44.8%) followed by poor business enabling environment (30.7%) and limited investments and poor business infrastructure (12.5%).

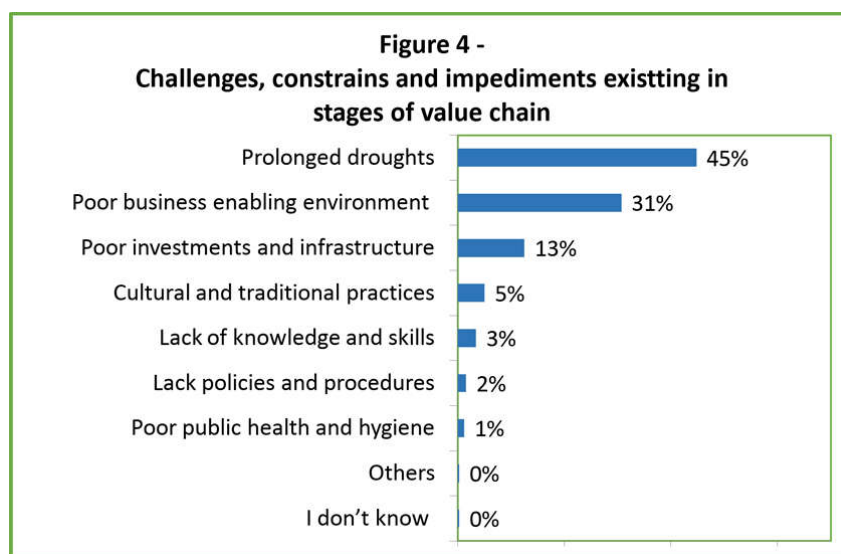


Figure 4 – Challenges, Constrains and impediments in stages of value chain

The other challenges, constrains and impediments identified include Somali cultural and traditional practices that discriminate between men and women (5.0%), weak business management skills including marketing and customer care (3.4%), lack of government

policies and procedures to develop the four sectors (1.6%) and low public health standards and poor food hygiene (1.3%).

The challenges identified by the FGDs affecting the value chain of the four sectors included lack of investments and financing for small and medium size businesses; recurrent droughts leading to lack of pasture and water for livestock; lack of plans to empower women in business by government and development agencies and poor economic environment. The value chains of the four sectors were constrained by lack of markets; lack of support from financing institutions and commercial banks and other investments organizations and limited financial capacity of women businesses.

The impediments cited by the FGDs included refusal by men for women to engage in business so that they can focus on other family duties, lack of motivation by women to get involved in business and employment; conflicts over pasture and water within the livestock sector; limited training in business management and other technical skills among women; and lack of appreciation by the community on the importance of women in business. The key informants cited limited investments in the four sectors due to a weak economy, limited business skills, weak market, Somali cultural and traditional practices and low per capital income and purchasing power of the community.

4.8 MARKET BASED SOLUTIONS THAT WOULD ENHANCE PERFORMANCE OF MICRO, SMALL AND MEDIUM ENTERPRISES

Three solutions were cited most frequently by the public survey respondents as ways for developing market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises in the target locations. These were developing business strategies that addresses the local context, demands, disposable income, and people tastes (31.4%), supporting and energizing the development of entrepreneurial initiatives in the target locations (31.4%) and using standard accounting and business management procedures when running business activities (23.6%). Other solutions identified included studying business variable to improve performance of goods and services (8.7%), and analysing local cost behaviours to predict business income and expenses (4.3%).

The FGDs identified a number of solutions that would enhance performance and economic viability of the four sectors. For the livestock sector, these include development of the livestock sector especially the milk value chain; development of system for marketing livestock products; establishment of livestock markets well-constructed and clean butcheries, improvement in pasture and provision of water through drilling of boreholes.

In the agriculture sector, solutions identified include investment in irrigation to address the recurrent droughts, undertaking agronomic research to identify crops that best fit the different locations and building the agricultural skills of farmers through training.

In the fisheries sector, solution include educating community on the economic value of fish and promoting fish consumption, developing women friendly fishing technology, expanding fishing boat capacity and investing in other fishing infrastructure including cold storage and transportation facilities.

In the service sector, possible solutions include developing women business management skills including skills for marketing and customer relationship, providing good and services that meet the needs of the customer and training women to acquire required technical skills.

4.9 WAYS TO IMPROVE FISH, AGRICULTURE, LIVESTOCK AND SERVICES VALUE CHAIN

Asked for ways to improve the four sectors, the respondents overwhelmingly identified improvement in the business enabling environment, which was cited by 76.2% of the respondents (Figure 5). Other ways cited by the respondents included implementation of micro finance programs (12.9%), innovation and maximum utilization of capacity (6.8%) and climate change preparedness within the sectors through techniques like rainfall harvesting and water storage (4.1%).

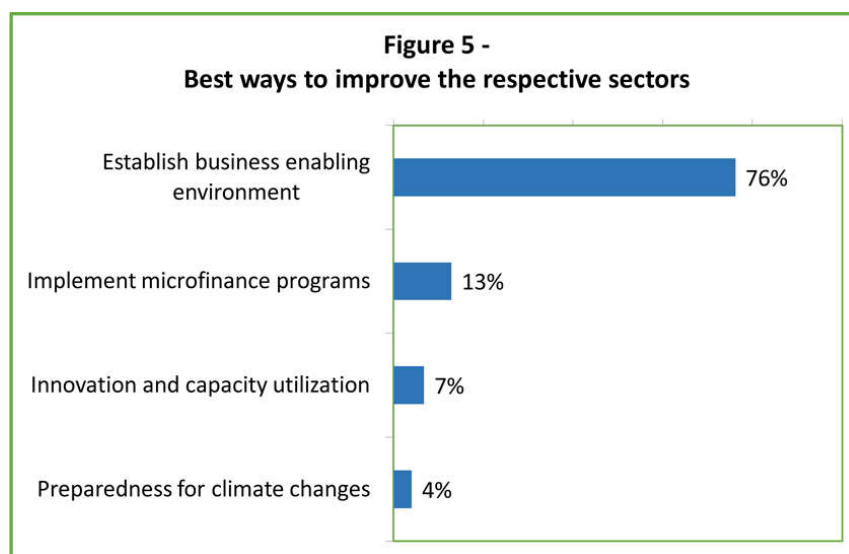


Figure 5 – Best way to improve sector value chains

4.10 EXISTING OPPORTUNITIES AND HOW THEY CAN BE UTILIZED

Respondents identify a range of opportunities that exists at every stage of the value chain. These included increasing export of livestock and agricultural goods to increase hard

currency in the economy (22.6%), increasing manufacturing factories to make use of raw materials (22.2%), improving capital resource, labour and land to improve the economy (21.2%), government emphasis on sector development through capital injection and investment (19.6%), utilization and recycling of by products to produce consumable goods (13.5%), and foreign direct investment (1.2%).

Respondents identified numerous ways through which existing opportunity can be utilized in the four sectors. These include sensitizing people to be active in economic empowerment and collaboration for wealth creation (23.6%), increasing employment in the sector to stop young people from leaving the country (23.4%), increasing external assistance to support implementation of government plans for economic growth (21.8%), and implementation of government strategic plans for economic empowerment (11.4%).

CHAPTER 5: CONCLUSIONS AND RECOMMENDATION

5.1 CONCLUSIONS

This study conducted an analytical review of existing and potential value chains that could help Somali women generate income and access urban and rural markets in 4 subsectors in 6 target locations namely Harfo, Boaame, Dangoranyo, Waciye, Badhan, and Baargaal. It aspired to identify sector specific value chains with the best employment and entrepreneurship opportunities for women. The study undertook a detailed literature review and collected data through public survey, focus group discussions and interviews with key informants. The main findings of the study were the follows:

- Women in the six target locations are engaged in all the value chains investigated with specific involvement in selling of basic household commodities; food and tea, fruits and vegetables fish, meat and milk; tailoring and dress makings and hair dressing and beauty salons.
- Value chain competitiveness for women can be increased through development of micro finance programs that will support women business, targeted support to women owned small business, training of women and girls to improve their technical and business management skills and focused development of the local market.
- Service and livestock sectors offer best employment and entrepreneurship opportunities for women and girls compared to agriculture and fisheries. Women in the six target locations are largely involved in many micro and small service related enterprises.
- Many opportunities exist to increase employment for women and girls in the private. Most important is to educate and sensitize the community to accept women in the work place. Other opportunities include Increasing funding and financing for women

owned small business, improving hiring process to allow women to apply and get jobs, investing in women and girls' education to increase their level of qualification, training women and girls to improve their work and business skills and setting up and implementing employment quotas for women and girls.

- Women and girls can be supported to participate in entrepreneurship through microfinance programs by government and development agencies targeting women and girls in business, opening vocational school to build women and girls work and business skills, improving the overall entrepreneurship and business environment, creating awareness in the community on the role of women in business and workplace and sensitizing and motivate women and girls to become entrepreneurs.
- Factors influencing women's employability and participation include the lack of adequate business and entrepreneurship skills, Somali culture and tradition that expect women to remain at home and concentrate on family matters, gender inequality that heavily burdens women and girls with family chores and general limited investment in Somali owned business.
- Challenges, constraints and impediments faced by the value chains of the four sub sectors include recurrent droughts that affects pasture condition and water availability and continuously constrains the growth agriculture and livestock sectors, poor business enabling environment, lack of business management skills among women and girls, Somali culture and tradition which expected women and girls to remain at home, low investments and financing of women owned business, low motivation among women and girls, weak local markets and poor purchasing power of the community.
- Performance of micro, small and medium enterprises can be enhanced through the development of business strategies that addresses the local context, demands and available income, supporting and strengthening local entrepreneurship initiatives and studying local business and using the information obtained to enhance performance.
- The livestock sector can be improved through the development of the milk value chain, construction of more livestock markets and mitigating drought through drilling of boreholes; Agriculture sector can be improved through investing in irrigation to reduce crop failure, undertake agronomic research to identify best crops and training farmers on best farming practices; Fishery sector can be improved through educating community on the economic value of fish, promoting eating of fish, developing women friendly fishing technology, and investing in fishing infrastructure including cold storage and transportation facilities; Service sector can be improved

through improving business management skills and improving service to meet customer needs.

Advancing women's participation in value chains and in the private sector requires determined efforts not only by women's groups alone, but also by the Puntland Government, the international community and civil society. Action by concerned ministries is particularly important. Unlike in politics where Somali women are excluded from full participation and decision making, Somali women are very powerful economically. Since women are busy at home, there is a strong preference for women to do businesses while at home so that they can balance between family and business. Women can earn money and remain in their houses while taking care of their children if the values chains are modernized.

5.2 RECOMMENDATIONS

From the analysis made in this study, a number of recommendations are made to the government of Puntland, the international and local humanitarian organizations and women groups in Harfo, Boame, Dangoranyo, Waciye, Badhan, and Baargaal.

5.2.1 Recommendations to the government of Puntland

- i. Overall invest in improving the business enabling environment such as transportation, energy and security. Specifically, invest in the four sectors as follows:(a) In the livestock sector, develop the milk value chain and milk markets and mitigate drought through drilling of boreholes; (b) In the agriculture sector, invest in irrigation to mitigate drought, undertake agronomic research to identify best crops and train farmers on best farming practices; (c) In the fishing sector, invest in community education on the economic value of fish, promote eating of fish, provide women with friendly fishing gear and provide better fishing infrastructure such as cold storage and transportation facilities; and (d) In the service sector, create opportunity for women to improve business management skills.
- ii. Support women and girls participation in workplace, business and entrepreneurship by developing microfinance programs that will support women and girls in business supporting gender equality and women empowerment initiatives, promoting women employment by government and private sector and improving business enabling environment.
- iii. Open vocational schools to build women and girls work and business management skills and increased capacity of the fishery college in Puntland to increase the number of people with required fishing and marine knowledge.

- iv. Developing projects to harvest and utilize rain water to reduce impacts of drought on livestock and agriculture. Also improve range condition in heavily used grazing lands to minimize livestock deaths during prolonged droughts.
- v. Increase fight against illegal, unreported and unregulated fishing by the foreign vessels using trawler nets destroying the fish shelter.

5.2.2 Recommendations to the local and international development organizations

- i. Improve the entrepreneurship and business environment for women through awareness creation to change public opinion of the role of women in business and workplace and sensitization and motivate women and girls to take part in business and entrepreneurship.
- ii. Invest in opportunities for women and girls to participate in entrepreneurship through microfinance programs that support women and girl's business.
- iii. Provide practical skills in handling and processing fish and in maximizing income generating activities of women business owners. SIDRA could potential do this as it as recently established a partnership with the IFC of the World Bank group to enhance small and medium business owners using the in Somali Business Edge materials and tools.
- iv. Invest in women and girl's education and support and strengthen new and existing vocational schools in all districts to build women and girls work and business management skills.
- v. Develop programs to address recurrent droughts and support agriculture asset restoration and livestock restocking programs for households affected by droughts.
- vi. Support ministries of livestock, fishery, agriculture and business and industry to draft relevant policies that will promote development and sustainable income generation in the four sectors.

5.2.3 Recommendations to the people of Puntland

- i. Work together and pull resources to form Puntland owned companies and identify and implement pro-active measures for continued collaboration.
 - ii. Encourage and support the development and modernization of livestock and agriculture sector to improve the productivity and improve livelihood for the agro-pastoral and nomadic communities.
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- iii. Develop linkages and networks between the people in the districts and encourage competitiveness to foster higher productivity within the four sectors.
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ANNEXES

Annex I –Public Survey Questionnaire

- I. What is your full name, age, education, location of origin, location of business, and years in Business?
 - II. What are the existing opportunities to increase value chain competitiveness for business women in target locations?
 - III. Which sector do you think is growing fast where people get employment opportunities?
 - IV. What are the existing opportunities to increase employment opportunities for women and girls?
 - V. What are the existing opportunities for women and girls' participation in entrepreneurship?
 - VI. What are the challenges, constraints, and impediments, existing in every stage of the chain?
 - VII. What are the best ways to improve in respective sectors-Fish, Agriculture, livestock and Services?
 - VIII. What are the existing opportunities in every stage of the chain?
 - IX. How the existing opportunities can be utilized?
 - X. How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises?
 - XI. What factors influence women's employability and participation in the specific sectors of the value chains?
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Annex II – Focus Group Discussion guiding questions

Livestock Value Chain:

- I. What are the existing opportunities to increase value chain competitiveness for business women in target locations?
- II. What are sector specific value chains with the best employment, entrepreneurship opportunities for women?
- III. What is the employment, entrepreneurship opportunities in your district for women and girls?
- IV. What are the existing opportunities to increase employment for women and girls in the private sector in the target locations?
- V. What are the existing opportunities for women and girls' participation in entrepreneurship?
- VI. What are the challenges, constraints and impediments, opportunities of every stage of the chain and how best can we examine ways to improve in respective sectors-Fish, Agriculture, livestock and Services?
- VII. How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these focus sectors?
- VIII. What factors influence women's employability and participation in the specific sectors of the value chains?

The Fish Value Chain:

- I. What are the existing opportunities to increase value chain competitiveness for business women in target locations?
- II. What are sector specific value chains with the best employment, entrepreneurship opportunities for women?
- III. What is the employment, entrepreneurship opportunities in your district for women and girls?
- IV. What are the existing opportunities to increase employment for women and girls in the private sector in the target locations?
- V. What are the existing opportunities for women and girls' participation in entrepreneurship?
- VI. What are the challenges, constraints and impediments, opportunities of every stage of the chain and how best can we examine ways to improve in respective sectors-Fish, Agriculture, livestock and Services?
- VII. How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these focus sectors?
- VIII. What factors influence women's employability and participation in the specific sectors of the value chains?

The Agriculture Value Chain:

- I. What are the existing opportunities to increase value chain competitiveness for business women in target locations?
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- II. What are sector specific value chains with the best employment, entrepreneurship opportunities for women?
- III. What is the employment, entrepreneurship opportunities in your district for women and girls?
- IV. What are the existing opportunities to increase employment for women and girls in the private sector in the target locations?
- V. What are the existing opportunities for women and girls' participation in entrepreneurship?
- VI. What are the challenges, constraints and impediments, opportunities of every stage of the chain and how best can we examine ways to improve in respective sectors-Fish, Agriculture, livestock and Services?
- VII. How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these focus sectors?
- VIII. What factors influence women's employability and participation in the specific sectors of the value chains?

Service Providers Value Chain:

- I. What are the existing opportunities to increase value chain competitiveness for business women in target locations?
 - II. What are sector specific value chains with the best employment, entrepreneurship opportunities for women?
 - III. What is the employment, entrepreneurship opportunities in your district for women and girls?
 - IV. What are the existing opportunities to increase employment for women and girls in the private sector in the target locations?
 - V. What are the existing opportunities for women and girls' participation in entrepreneurship?
 - VI. What are the challenges, constraints and impediments, opportunities of every stage of the chain and how best can we examine ways to improve in respective sectors-Fish, Agriculture, livestock and Services?
 - VII. How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these focus sectors?
 - VIII. What factors influence women's employability and participation in the specific sectors of the value chains?
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Annex III – Key Informants Interviews guiding questions

In the livestock-, fish-, agriculture-, and Services value chains:

- I. What are the existing opportunities to increase value chain competitiveness for business women in target locations?
 - II. What are sector specific value chains with the best employment, entrepreneurship opportunities for women?
 - III. What is the employment, entrepreneurship opportunities in your district for women and girls?
 - IV. What are the existing opportunities to increase employment for women and girls in the private sector in the target locations?
 - V. What are the existing opportunities for women and girls' participation in entrepreneurship?
 - VI. What are the challenges, constraints and impediments, opportunities of every stage of the chain and how best can we examine ways to improve in respective sectors-Fish, Agriculture, livestock and Services?
 - VII. How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these focus sectors?
 - VIII. What factors influence women's employability and participation in the specific sectors of the value chains?
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Annex IV – District value chain analysis matrix

Annex IV - Summary of value chain analysis of four sectors (Agriculture, Livestock, Fishery, and Services) in Puntland

a) Harfo District

Value chain focus issue	Study analysis questions	Sectors			
		Agriculture	Livestock	Fishery	Services
Competitiveness of women and girls in the Livestock, Agriculture, Fishery and Services value chains	<ul style="list-style-type: none"> What are the existing opportunities to increase value chain competitiveness for business women in target locations? 	<p>Agriculture in Harfo is rainfall dependent therefore only possible in the rain season. Excess rain water can be harvested to improve agriculture.</p> <p>Women work in this sector by owning farms which account for a small portion of the district income (approximately 15%). Farm performance is affected by recurrent droughts.</p> <p>Increasing the knowledge of women in farming under dry land condition will improve agriculture production and increase income for women.</p>	<p>Women in Harfo are involved in the livestock sector mostly herds of goats. Livestock provide a large proportion of household income (approximately 70%) but the livestock sector is frequently affected by recurrent droughts.</p> <p>Restocking is the best way to improve this sector.</p> <p>To improve livestock, it is necessary to drilling of boreholes to supply sufficient water for livestock and also improve pasture through better management of natural resources.</p>	<p>This district does not have a strong fishery sector. Consumption of fish is low and people mainly depend on livestock for meat. Women in the district trade the fish meat by buying the fish delivered to the town and sell it to consumers.</p> <p>Creation of a fish market and improvement of the necessary infrastructure will enhance women involvement in the sector.</p>	<p>Many women in Harfo are involved in trading, mostly in small businesses (small shops, tea shops, small restaurants, etc).</p> <p>Telecommunication services, money transfer and other related service are very rare in this district.</p> <p>Micro finance and other financing and investment programs targeting services provided by women such as retail trading, beauty salon and others will help women to be competitive in the service sector.</p> <p>There is need to</p>

		High production will enable women to feed family and sells surplus to neighbors for income.			construction new markets
Employment and entrepreneurship opportunities for women and girls	<ul style="list-style-type: none"> What are sector specific value chains with the best employment and entrepreneurship opportunities for women? What are the existing opportunities to increase employment for women and girls in the private sector in the target locations? What are the existing opportunities for women and girls' participation in entrepreneurship? What factors influence women's employability and participation in the specific sectors of the value chains? 	<p>Where in agriculture VC are women involved / employed and option to improve</p> <p>What factors affect women employment in Agriculture</p> <p>What opportunity for agriculture based enterprise in the district</p>	<p>Within the livestock value chain, women work in herding, delivery to the market, slaughtering and selling of milk and meat.</p> <p>Women competitiveness in the livestock value chain in Harfo is very low because of ??.</p> <p>?? What factors affect women employment in Livestock</p> <p>What opportunity for Livestock based enterprise in the district</p>	<p>Women in the district have little chance to be employed in the fishery sector in Puntland since there are no firms working in the sector.</p>	<p>Many women are se employed into the service sector in th district specifically i retail trading (imported consumat products), cleaning services in small hote milk delivery, and traditional birth attendants.</p>
Challenges, constraints, impediments and opportunities in Agriculture, Livestock, Fisheries and Service value chains	<ul style="list-style-type: none"> What are the challenges, constraints, impediments and opportunities at every stage of the chain and what are the options for improvement in respective sectors – Fish, Agriculture, livestock and Services? 	<p>Agriculture is dependent on rainfall which is irregular and therefore affects production. Production can be improved through</p>	<p>Livestock sector is mainly affected by droughts.</p> <p>Livestock sector can be improved through improved</p>	<p>Fishery sector faces many challenges in Harfo district. These include infrastructure and fishing equipment, low</p>	<p>The main challenge the service sector in Harfo is lack micro finance. There is no commercial bank working in Harfo</p>



	<ul style="list-style-type: none"> How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these four sectors? 	<p>drilling boreholes to supply water.</p> <p>With irrigation, women can farm and produce crop for family use and to sell in the market.</p>	<p>transportation, improved butcheries with better hygiene and training of women on selling and pricing methods.</p>	<p>knowledge among consumers on value of fish and consume preference on meat compared to fish.</p> <p>Women can easily be engaged into the fishery sector through creation of fish markets and increased possessions of freezer trucks to transport fish from coast to the inland markets.</p>	<p>district. The other challenge is lack of marketing, very low per capita income at Somali culture of not allowing women work outside their home.</p> <p>Awareness raising w increase women confidence and increased investment in service sector wi increase women involvement in mill delivery, small shop vegetable and fruit: tailoring and clothin</p>
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b) Badhan District

Value chain focus issue	Study analysis questions	Sectors			
		Agriculture	Livestock	Fishery	Services
Competitiveness of women and girls in the Livestock, Agriculture, Fishery and Services value chains	<ul style="list-style-type: none"> What are the existing opportunities to increase value chain competitiveness for business women in target locations? 	<p>There is a land good for farming and different consumable crops can be harvested seasonally.</p> <p>Increased water accessibility will enable more farms to be cultivated. Women can work on the land and deliver harvested crop to the district market for sale.</p> <p>Installation of irrigation system opens door for cultivation of larger areas by agro pastoral families.</p>	<p>Provision of adequate water through development of livestock watering points gives opportunity for development of livestock sector.</p> <p>Women have the required skills to herd, milk and slaughter goats and cows.</p> <p>Harvesting and storage of surplus water during the rainy season will reduce the negative impacts of drought and therefore higher productivity of the livestock sector giving women higher income.</p>	<p>Fishery sector does not exist in Badhan, which is a livestock dependent area. There is not sea and no infrastructure such as roads or airport.</p> <p>When the current road construction is finished, freezer truck will be able to bring fish to Badhan market from Bosaaso.</p> <p>There is a need to construct fish market which will allow supplier to deliver fish and women to trade with fish.</p>	<p>Women are very active vegetable delivery, cosmetics and other service related business. In summary, women are very good at retail trade like in the other districts of Puntland. slaughtering goats and selling.</p> <p>Implementation of micro finance program to help women business will help boost the sector. Also improvement of women skills and knowledge in business management will be vital for the growth of service sector in the district.</p>
Employment and entrepreneurship opportunities for women and girls	<ul style="list-style-type: none"> What are sector specific value chains with the best employment and entrepreneurship opportunities for women? What are the existing opportunities to increase employment for women and girls in the private sector in the target locations? What are the existing opportunities for 	<p>Women are engaged in acquiring crops from the farms and delivering to the markets. Vegetables are delivered by women from everywhere to cover the local demands for vegetable and fruits.</p> <p>Women can easily work in</p>	<p>Women are engaged in herding and slaughtering of goats and delivering meat to meet household and market needs.</p> <p>Local governments can urge private institutions to employ more women. Awareness should be</p>	<p>Women are engaged in selling fish to the consumers in the villages.</p> <p>To employ more women, the sector can be expanded through the construction of fish markets and road</p>	<p>Women are fully engaged in retail trading, specifically vegetable imported goods, beauty salons, cosmetics and other small businesses</p> <p>There is need to open vocational training centers in Badhan to train women</p>

	<p>women and girls' participation in entrepreneurship?</p> <ul style="list-style-type: none"> • What factors influence women's employability and participation in the specific sectors of the value chains? 	<p>household farms near the town. Women who own farm but not farming can rent it to other people. To improve performance, women can be taught better farming methods.</p> <p>Women can be better farmers than men as they know more about farming.</p> <p>Also, sector need to address security and ownership of capital resources.</p>	<p>created among the public on role of women in livestock related business. Restocking and livestock herding should be customized.</p> <p>Problem of gender inequality and poor marketing should be addressed. Community need to be sensitized that women must not stay at home.</p>	<p>linking the district to the main road (which is under construction). Freezer trucks are also needed to carry fish from Bosaso to Badhan.</p> <p>Women are good with small business and will do well selling fish.</p> <p>Promotion of fish and its benefits needed since people in the district don't eat fish and are heavily dependent on livestock meat.</p> <p>Fishery infrastructure is required as women are not equipped with facilities to store fish and sell to the local community.</p>	<p>and girls so as to enhance their skills. Investment in the small businesses is also needed.</p> <p>Women are also good at creating traditional household appliances and selling to the locals.</p> <p>To employ more women in the sector, it is necessary to address poor business knowledge, heavy workload at home. Women cannot do some of the heavy work required in the private sector.</p> <p>Manufacturing sector is missing which would employ many women.</p>
<p>Challenges, constraints, impediments and opportunities in Agriculture, Livestock, Fisheries and Service value chains</p>	<ul style="list-style-type: none"> • What are the challenges, constraints, impediments and opportunities at every stage of the chain and what are the options for improvement in respective sectors – Fish, Agriculture, livestock and Services? • How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these four sectors? 	<p>Agriculture encounters many pests and diseases that affect the crops.</p> <p>Water for irrigation can be provided through construction of wells. Agricultural pest and disease can be controlled through use of pesticides.</p>	<p>Livestock is affected by droughts and lack of water.</p> <p>Women should be educated and motivated to engage in livestock production.</p>	<p>Fisheries are affected by lack of road joining Badhan district to other districts. Women do not own refrigerators and cannot store fish.</p> <p>Financing should be provided to women to enable them to acquire freezers to store fish.</p>	<p>Lack of investment and poor business knowledge are main factors hindering growth of the service sector in Badhan.</p> <p>Micro finance program should be put in place to support growth of small and medium size businesses for women and girls. Vocational</p>



		but this requires personal safety measures to be put in place.			training centers should be opened to trained women and girls on business management
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c) Boocame District

Value chain focus issue	Study analysis questions	Sectors			
		Agriculture	Livestock	Fishery	Services
Competitiveness of women and girls in the Livestock, Agriculture, Fishery and Services value chains	<ul style="list-style-type: none"> What are the existing opportunities to increase value chain competitiveness for business women in target locations? 	<p>The district is approximately 40% dependent on agriculture.</p> <p>Women own existing farms in the district and are very competitive in this sector. Agriculture in the district is irrigated through boreholes drilled by the district administration and improved by WFP.</p> <p>Increased investment can enable more people to be employed and increased harvest will cover the local food demand.</p> <p>Women in the vegetable markets won't need to deliver vegetable crops from outside districts.</p> <p>Increased solar and irrigation canals will increase the production of more crops.</p>	<p>The district is largely dependent on livestock.</p> <p>Women are self employed in slaughtering of goats to supply meat to the local market for household consumption.</p> <p>Women are also very active in delivering of milk from the rural areas to the urban area.</p> <p>Improved camel milking can provide good income to the household.</p>	<p>People in the district are meat consumers rather than fish consumption.</p> <p>The district lacks means of getting fish supplies and therefore women are not engaged in selling fish.</p>	<p>Women are self employed in small business (cooking food small restaurants, re: trading in imported goods purchased from Bosaa: and tailoring).</p> <p>CARE international has trained women on accounting and how to keep records of their business. As a result, women are very active in the service sector in the district.</p> <p>Women are not employed by the big telecommunications construction, electricity and water delivery trade because chances of women and girls working in these services are very little in Boocame. Women are not educated enough to work as officers, teachers or nurses.</p>



<p>Employment and entrepreneurship opportunities for women and girls</p>	<ul style="list-style-type: none"> • What are sector specific value chains with the best employment and entrepreneurship opportunities for women? • What are the existing opportunities to increase employment for women and girls in the private sector in the target locations? • What are the existing opportunities for women and girls' participation in entrepreneurship? • What factors influence women's employability and participation in the specific sectors of the value chains? 	<p>Women own farms and hire staff to work for them since they cannot do the hard work of cultivating farms.</p> <p>The district has good agriculture land. Some women came together and cultivated a farm using seeds obtained from an NGO. They hired staff and sold the crop in the local market. After few months they were able to cultivate another farm.</p> <p>Security and infrastructure such as roads and water points affects the employability of women in this sector.</p>	<p>Women are self employed in herding goats in the district; slaughtering the goats and selling meat in retail to households.</p> <p>Women do not own livestock in the rural areas but own most of the goats in the urban area.</p> <p>They milk the goats and sell to the households, they cook and sell food in small restaurants and they also sell the skins of the goats to people who then sell outside the district.</p> <p>Increased livestock watering points can improve the availability of water to the livestock which will increase milking and quality and quality of meat.</p> <p>The livestock work is very hard and women accept the hardship more than men so there is need for welcoming women to livestock values chains. Again, droughts and lack of exports of the livestock to the outside markets is a challenge which affects women working in the</p>	<p>Since this sector is not available at all in this district women are not employed and not engaged at all in fisheries.</p>	<p>Women work in the retail sector trading mostly small shops; women also provide cleaning services to the households and public centers.</p> <p>Women work at the small restaurants, sell milk and agriculture crops to the households. Over the retail trading employ most women in the district.</p>
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			sector.		
<p>What are the challenges, constraints, impediments and opportunities in value chains of the 4 sectors?</p>	<ul style="list-style-type: none"> • What are the challenges, constraints, impediments and opportunities at every stage of the chain and what are the options for improvement in respective sectors – Fish, Agriculture, livestock and Services? • How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these four sectors? 	<p>Lack of easy solution to deal with crop pest and diseases is the major obstacle</p>	<p>Recurrent droughts are major challenge to livestock.</p> <p>Creation of water harvesting systems and increasing livestock watering points in the district.</p>	<p>Lack of markets for fish.</p> <p>Creation fish markets will bring more women to work in fish trading and more encourage supplier to bring fish to the district.</p>	<p>Lack of micro finance a investment programs</p> <p>In the retail trading val chain more women ca work in purchasing goc from wholesaler and th delivering to the consumers in the distri</p> <p>Women however nee financing to be able t purchase more commodities from whc sellers.</p>

d) Dangorayo District

Value chain focus issue	Study analysis questions	Sectors			
		Agriculture	Livestock	Fishery	Services
Competitiveness of women and girls in the Livestock, Agriculture, Fishery and Services value chains	<ul style="list-style-type: none"> What are the existing opportunities to increase value chain competitiveness for business women in target locations? 	<p>Women are not engaged in farming in this district. They prefer to bring vegetables from other districts.</p> <p>Creation of wells for irrigation will increase potential for farming for household use and for market. This district has good farm land.</p>	<p>Women are engaged competitively in herd of livestock, specifically goats and sheep, in the grazing land in the district.</p> <p>The district depends on the livestock (approximately 60%) and women are the ones most engaged in the sector especially rearing goats and sheep.</p>	<p>Dangorayo district has a good fishery sector but men are getting more employment from sector than women.</p> <p>Women are engaged in this value chain through buying of fish and selling to consumers but in a small way.</p>	<p>Women are good at retail trading service: (vegetables, tea making, beauty salons and others).</p> <p>The district is very small and households are all very small but approximately 60% of women and girls are involved in the service sector.</p>
Employment and entrepreneurship opportunities for women and girls	<ul style="list-style-type: none"> What are sector specific value chains with the best employment and entrepreneurship opportunities for women? What are the existing opportunities to increase employment for women and girls in the private sector in the target locations? What are the existing opportunities for women and girls' participation in entrepreneurship? What factors influence women's employability and participation in the specific sectors of the value chains? 	<p>Women are engaged in agriculture in the district by delivery of the harvested crops to the consumers.</p> <p>Agriculture production can be expanded through provision of irrigation water, increased investment and training of women on better agriculture practices.</p> <p>Women employability in agriculture is limited by shortage of rainfalls and lack of investment into the</p>	<p>Women are engaged in the livestock sector in the district through herding, delivery to urban areas and slaughtering.</p> <p>Women are good at herding livestock, delivery to market, slaughtering and selling meat to consumers</p> <p>Livestock production can be improved through increased livestock water points, harvesting of rain water, and drilling of boreholes.</p>	<p>Women are engaged in the fishery sector through buying fish and selling to consumers.</p> <p>Construction of markets, and investment on women who have trading skills.</p> <p>Women are good at selling the goods to the end users using house to house delivery to already created clients.</p>	<p>Women are engaged in the service sector through retail trading</p> <p>Investment and increased business knowledge</p> <p>Women are engaged in most of the retail trading and cleaning work.</p> <p>Service sector expansion requires infrastructure investment and micro finance program to encourage small businesses.</p>



		sector	To increase women employability, the traditional practice where women can't own properties should be changed to change current situation where women have few livestock.	Expansion of the fishery sector and its engagement of women and girls is limited by lack of investment, lack of market for fish, lack of equipment to store fish and Somali habits for lower fish consumption.	
Challenges, constraints, impediments and opportunities in Agriculture, Livestock, Fisheries and Service value chains	<ul style="list-style-type: none"> • What are the challenges, constraints, impediments and opportunities at every stage of the chain and what are the options for improvement in respective sectors – Fish, Agriculture, livestock and Services? • How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these four sectors? 	<p>Agriculture in the district is limited by droughts which reduce the amount of water available to irrigate the land.</p> <p>Agriculture performance can be improved by providing adequate water supply and cultivation of drought resistant and higher yielding crops to supply food for household and market.</p>	<p>Livestock production is severely constrained by recurrent drought.</p> <p>Livestock performance can be improved through provision of livestock watering points. If livestock herders are encouraged to have their own farms, they can get produce livestock sustainably without moving from place to place.</p>	<p>Fishery development is constrained by lack of freezer trucks to take fish from coastal area to the district and other urban areas as well as lack of cooling refrigerators for women to store fish as they sell.</p> <p>Investing in freezer trucks to deliver fish from the coast and refrigerators for women store fish as they sell.</p>	<p>Service sector in the district is limited by po investment and micro finance program and limited business management knowledge among women and girls.</p> <p>Service sector performance can be improved through increased investment in women owned small businesses and increased business management knowledge among women and girls.</p>



e) Waaciye District

Focus Area	Guiding Questions	Sectors			
		Agriculture	Livestock	Fishery	Services
How is the women/girls competitiveness in Value chains (livestock, Agriculture, fishery and services)	<ul style="list-style-type: none"> What are the existing opportunities to increase value chain competitiveness for business women in target locations? 	<p>Women and girls are not good at this field due to poor knowledge and overwhelming insects which destroys the entire farm. Again, women are dominant in the vegetable and fruits selling.</p> <p>Proper use of pesticides safety and precaution</p>	<p>Livestock is the backbone of the economy of this district. Women herd goats and sheep, women involve into the value chain as herders not owners.</p> <p>Restocking to the families who have lost their livestock property is the best way to help people.</p>	<p>Women and girls are mostly involved into the ending parts of fishing value chain namely the selling of the fish to the end users and cooking so that people eat. Again, in Waaciye it is very difficult to delivery fresh fish because there is a long way and people don't have freezer trucks and refrigerators to store fish for later use. This means women can only sell and cook fish and there is no way that they can get supplies without freezer truck and refrigerator.</p> <p>This district has no sea around it but if freezer truck is bought for</p>	<p>Women and girls are good at retail trading beauty salons, delivery vegetables from outsid delivery of pipe gas, a tailoring.</p> <p>Some women may ha the financial resources sell the consumable goods from the wholes and then conduct ret: selling. Women in thi district are not wealth those working or living Bosaso so they purcha from other retailers a resell to get daily bree for their children.</p> <p>Women run most of tl small retail businesse Rather women is not engaged into telecommunication services, electricity services, security services, and others.</p> <p>Increased micro finan will give chances of employment to more</p>

				them they can use to carry fish from distance places and delivery to distribute to the locals to consume.	women and girls.
<p>What are the best employment and entrepreneurship opportunities for women and girls in your district?</p>	<ul style="list-style-type: none"> • What are sector specific value chains with the best employment and entrepreneurship opportunities for women? • What are the existing opportunities to increase employment for women and girls in the private sector in the target locations? • What are the existing opportunities for women and girls' participation in entrepreneurship? • What factors influence women's employability and participation in the specific sectors of the value chains? 	<p>Selling of the agricultural crops and small household farms.</p> <p>Increase women's knowledge on farming and how to use the pesticides safely.</p> <p>Women are hard working and more creative than men when it comes to household farms.</p> <p>Insects eating farms when to harvest, and poor pesticides safety and precaution</p>	<p>Women and girls are good at home herding goats and milk them to sell the milk to the neighbors. Women work for families and bringing 90 percent of household income.</p> <p>Restocking is the best way to increase women engagement into the livestock herding, slaughtering and selling.</p> <p>Goats milking are the sole profession of women and marketing of the goat milks to the consumers. Again, camel milk marketing is the sole work of women to the consumers.</p> <p>Restocking, implementation of micro finance program to provide support to the women in the livestock value chain.</p>	<p>Women can work more in the sale of fish to the household consumers.</p> <p>Investment: purchase of freezer trucks to delivery fish supplies to the women in the district and distribution of refrigerators to the women so that they can store fish for later selling and construction of fish market.</p> <p>Construction of fish butchery market will give chances to the women in the district to sell fish delivered from remote coastal areas.</p> <p>Women can't purchase themselves fish supplies from coastal areas because they don't have startup capital, lack of initial capital is an influencing factors, lack of refrigerator ownership</p>	<p>Women and girls are engaging into the retail trading such as small shops, tailoring, beauty salons, sell of pipe gas etc.</p> <p>Investment and increase of business knowledge the women.</p> <p>Support women to have big businesses in groups such as supermarket etc.</p> <p>Poor investment for business expansion, and women of not wanting have bigger businesses due to capital obstacle</p>



				is also other factor and absence of fish market from the district is a hindering factor.	
What are the challenges, constraints, impediments and opportunities in value chains of the 4 sectors?	<ul style="list-style-type: none"> • What are the challenges, constraints, impediments and opportunities at every stage of the chain and what are the options for improvement in respective sectors – Fish, Agriculture, livestock and Services? • How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these four sectors? 	<p>Droughts, water scarcity, increasing insects destroying farm crops.</p> <p>Introduction of Pesticides safety and precaution and motivation for household farms improvement by distributing fertilizing seeds.</p>	<p>Droughts and water scarcity, and many families are out of livestock.</p> <p>Construction of wells which provide water to the households and livestock in the dry seasons.</p> <p>Construction of water filtering factory.</p>	<p>Lack of freezer trucks and refrigerators for fish storage.</p> <p>Construction of fish markets, supply of fresh fish to district from coastal areas through freezers and distribution of refrigerators to the women and girls working in the fish market.</p>	<p>Poor investment and business knowledge of the businesswomen.</p> <p>Implementation of microfinance program and open seminars to enhance the business knowledge capacity of the women and girls in the service sector.</p>



f) Baargaal

Focus Area	Guiding Questions	Sectors			
		Agriculture	Livestock	Fishery	Services
How is the women/girls competitiveness in Value chains (livestock, Agriculture, fishery and services)	<ul style="list-style-type: none"> What are the existing opportunities to increase value chain competitiveness for business women in target locations? 	<p>Women have farms of their belongings and hire staffs to work for them in the rainy session.</p> <p>Creation of shelter for the farms from livestock and other animals who destroy farms without surrounding shelter. Investment on the capital requirements for the farmers such as seeds, truckers, etc.</p> <p>Drilling wells for farms irrigation</p>	<p>Women are the herders of goats and sheep, men herd and or own camels instead.</p> <p>Women sell and market the milk from the camels, goat and sheep. Again, women and girls raise goats more than anything in their houses.</p> <p>Restocking to give women their livestock properties will recreate the lives of hundreds of families in the district mainly in the rural area.</p>	<p>Fishing is a good chance where more women can be employed if fish market and the road from the district to the main street in kala beyr are constructed.</p> <p>Women are the owners of the most of the boats that fishermen use to fish when women can't go to fish by themselves.</p> <p>In the value chain- women and girls can get more employment in the final stage which is selling and marketing the fish to the locals and outside consumers.</p> <p>In the butchery, men are highly dominant to selling the fish although some women are involved into the selling of the fish.</p>	<p>Similar to the rest of the target districts, women are more involved in the retail trading industry where most of the small businesses are owned and run by businesswomen.</p> <p>Women are capable to handle big businesses again they only small business owners because they don't have the capital resources to expand their business and without the expansion there will be contraction.</p> <p>Implementation of micro finance program and investment into the women owned businesses will provide chances for hundreds of thousands of women to be employed by other women.</p>

<p>What are the best employment and entrepreneurship opportunities for women and girls in your district?</p>	<ul style="list-style-type: none"> • What are sector specific value chains with the best employment and entrepreneurship opportunities for women? • What are the existing opportunities to increase employment for women and girls in the private sector in the target locations? • What are the existing opportunities for women and girls' participation in entrepreneurship? • What factors influence women's employability and participation in the specific sectors of the value chains? 	<p>Selling the harvested crops to the consumers.</p> <p>Women are not farmers but they are farm owners and other people farm for them but they sell the production from the farm.</p> <p>Government to enforce quota for women to be employed by all private firms.</p> <p>Expands their chances for education and accessibility to resources will give them good chance to become good entrepreneurs.</p> <p>Poor knowledge on the farms, women are not really farmers rather they own farms, what they do are to sell the crops to the locals.</p> <p>Poor resources and traditional and cultural habits of not allowing women to go outside.</p>	<p>Women take the chance to sell milks, and sell meat from the livestock. Butchery is the sole work involved by only women and where they are very active.</p> <p>Restocking women who have lost their livestock due to the droughts will give second live to women and children.</p> <p>Investment on the small milking businesswomen so that they can deliver their milk to other district where there is a market, supply refrigerators to store the milk.</p> <p>Men domination, men not wanting women to get outside their houses rather they raise and take care of the children.</p>	<p>Most of the boats and fishing equipments are owned by women again they are not involved into the fishing value chain except that they taking part the sale of the fish meat at the fish factory.</p> <p>There are ice factories producing ice for fish storage.</p> <p>Repair on the existing butchery market will give better chances for more women to come to sell the fish meat.</p> <p>Repairing and improvement of the existing butchery market will empower women and girls to directly participate the fish value chain.</p> <p>Men domination and lack of facilities such as sophisticated butchery market, and road which joins the district to the other parts of the district.</p>	<p>Companies working here can't make more employment due to the small work requirements due to lesser population and lower demands from the local markets therefore there is only one main telecommunication company which is Gol and it has only one station where only two men work in their station. Other companies are electricity which is very lower employing with 10 to 15 men.</p> <p>Government can push the private sector to employ more women and girls rather than employing more men.</p> <p>Government to enforce quota for women to be employed by all private firms.</p> <p>Women and girls are better than men in the work without fatigue because they demand lesser money and they work long hours. In addition most of the</p>
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					<p>small businesses are run by women, women are better in hospitality compared to men.</p> <p>Poor business knowledge and lack of investment for the small sized businesses to expand.</p>
<p>What are the challenges, constraints, impediments and opportunities in value chains of the 4 sectors?</p>	<ul style="list-style-type: none"> • What are the challenges, constraints, impediments and opportunities at every stage of the chain and what are the options for improvement in respective sectors – Fish, Agriculture, livestock and Services? • How best can one develop market based solutions in microeconomic context that would enhance the performance and economic viability of the micro, small and medium enterprises involved in these four sectors? 	<p>Water shortage and delaying rainfall affect the farms.</p> <p>Creation of shelter walls for farms will save the crops from animals including livestock.</p>	<p>Shortage of rainfall created lesser graze lands for livestock. More people are coming from corners of Somalia, with their livestock to this small graze land in this district and that overpopulation has caused shortage of the graze land and water.</p>	<p>Increasing illegal, unreported and unregulated fishing caused consecutive annihilation of the entire domestic fish. Weak fishing boats, and few fishing equipments.</p> <p>Government should ban the fishing by big vessels using trawlers net. And the international community should condemn and ban the dumping of the toxic and nuclear materials into the seabed.</p>	<p>Poor investment- there is no commercial development bank, at the level of business knowledge by the people is very poor.</p> <p>Opening business knowledge training center where women are easily accessible, and implement micro finance program where women and girls are accessible loans to start and four their own businesses</p>

Annex V - Some pictures from the study



Participants at Focus Group Discussion in Waaciye district



SIDRA researcher interviewing businesswomen in Boocame



Participants of the FGD session in Dangorayo



SIDRA researcher poses with livestock owners, and elders inside Boocame municipality building



SIDRA researcher poses with Waaciye municipality team during interviews



Businesswomen filling the questionnaire forms in Dangorayo