

# Gender in value chains



Practical toolkit to integrate a gender  
perspective in agricultural value chain  
development

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Practical toolkit to integrate a gender perspective in  
agricultural value chain development

The toolkit was developed by Angelica Senders of Fair & Sustainable Advisory Services, Anna Lentink of Triodos Facet and Mieke Vanderschaeghe, independent consultant, with support of Roel Snelder of Agri-ProFocus.



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# Contents

Introduction of the toolkit	4
<b>1. Principles</b>	<b>7</b>
1.1 Why gender-sensitive value chain development?	7
1.2 A gender lens; underlying concepts	9
<b>2. Strategizing</b>	<b>13</b>
Strategy 1: Mitigating resistance by building on tradition	13
Strategy 2: Creating space for women	16
Strategy 3: Organizing for change	19
Strategy 4: Standards, certification and labels	22
Strategy 5: Gender and CSR	25
<b>3. Scoping</b>	<b>26</b>
3.1 Analysis of farmers' economic perspective	26
3.2 Gender Action Learning Strategy (GALS)	26
3.3 Value Chain Selection	26
Tool 3.1a Access to and control over resources and benefits	27
Tool 3.1b A typology of farmer households; differentiating potential for women empowerment	31
Tool 3.2a Gender Action Learning System Stage 1 Tree of diamond dreams	32
Tool 3.2 Gender Action Learning (GALS) Stage 2 'Steering life's rocky road'	37
Tool 3.3a Gender-sensitive selection of a value chain	42
<b>4. Value chain analysis</b>	<b>49</b>
Tool 4.1a Data collection for value chain analysis at macro-, meso- and micro-level	49
Tool 4.1b Reducing the gender-asset gap; the GAAP conceptual framework	55
Tool 4.2a Making a gender-sensitive value chain map	58
Tool 4.2b Making visible who contributes how to the quality of the product	65
Tool 4.3a Formulating gender-based constraints	68
Tool 4.3b Assessing the consequences of gender-based constraints	72
Tool 4.3c Taking actions to remove gender-based constraints	76

<b>5. Upgrading</b>	<b>82</b>
5.1 Farmers and their organizations	82
Tool 5.1a Analyzing services from a gender perspective	82
Tool 5.1b Effective/ democratic decision-making between household and producer organization	85
Tool 5.1c Increasing women's access to producer organizations through analysis of GbCs	87
5.2 Entrepreneurs and processors	89
Tool 5.2a The value chain game	89
5.3 Leading companies; Corporate Social Responsibility and gender	93
Tool 5.3a Business as a direct employer	94
Tool 5.3b Business as a key player in value chains	98
Tool 5.3c Business and the community	105
5.4 Business development and financial services	109
5.5 Certified chains	109
5.6 Enabling environment	109
Tool 5.6a Gender Organizational Scan of a partner organization	109
<b>6. Measuring</b>	<b>114</b>
Tool 6.1a Cost and benefits of VC-upgrading strategy for men and women	114
Tool 6.2a Gender and Value Chain Empowerment Diamond	119
Tool 6.2b Women's empowerment in agriculture index (adjusted/qualitative version)	122

## Introduction of the toolkit

### Objective of this toolkit

This toolkit intends to motivate and help practitioners in integrating a gender perspective in agricultural value chain development, by providing practical tools for all stages of the value chain intervention.

The toolkit provides an overview of material available on gender and value chains. The tools are selected from manuals produced by USAID, SNV, GIZ, ILO and other organizations in the Agri-ProFocus 'Gender in Value Chains' network.

### Target group

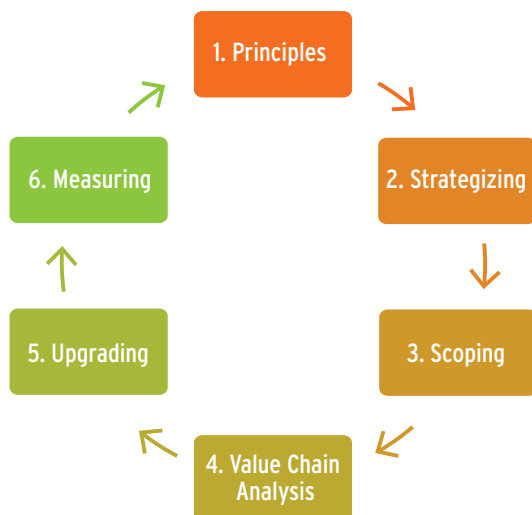
- Practitioners working with different actors in agricultural value chains.
- Practitioners that work with organizations that support or influence agricultural value chains, such as NGOs, knowledge institutions, government, BDS, microfinance organizations.

### There are two types of tools:

1. Tools that support data-collection and research to gain insight into gender constraints, (opportunities and) strategies within certain value chains.
2. Tools guiding the facilitation of participatory processes in order to involve male and female value chain actors in the different stages of the project.

### Content of this toolkit

The toolkit follows the logic of the value chain development project cycle:



## 1. Principles

The first chapter provides you with the different arguments to practice gender-sensitive value chain development and presents concepts combining value chain and gender thinking. These are the principles underlying the tools presented in this book.

## 2. Strategizing

When starting a gender in value chain intervention, the strategy to follow has to be decided on first. This is largely determined by the type of organization involved. In this chapter five strategies are described addressing gender-sensitive value chain development from a different perspective. This chapter will allow you to situate your organization and to select the most suitable strategies.

## 3. Scoping

This chapter contains tools which can be used to scope the context in which value chain interventions will take place. This requires an analysis of the wider social, cultural and economic environment of the target group.

## 4. Value Chain Analysis

This chapter presents a range of tools to analyze the value chain you have selected to get involved in. It provides tools for value chain analysis from different disciplines: socio-economic, value chain development and gender. These analyses serve as starting point for the upgrading phase.

## 5. Upgrading

The tools in this chapter are organized according to the following six entry-points for upgrading: (1) Farmers and their organizations; (2) Processors and traders; (3) Lead companies; (4) Business Development - and Financial Services; (5) Certified value chains, (6) Enabling environment.

## 6. Measuring

Chapter six provides tools to measure the success of your intervention with a specific focus on gender issues. Lessons drawn from this measuring process can serve as an entry point in defining a new, or adjust the old, upgrading strategy.

## Downloads

The 'Downloads' section of this toolkit provides an overview of all tools per chapter and sub chapter. It is also possible to download all tools at once. Click Downloads on <http://genderinvaluechains.ning.com>

## Sharing

Experiences with the use of the toolkit can be shared via the online platform of the Agri-ProFocus Learning Network on Gender in Value Chains. Also, completely different tools relevant for gender-sensitive value chain development can be shared here. Agri-ProFocus will review these contributions and will adjust tools on the website accordingly.

## Gender vs. women

Women are a category of people; gender is the socially constructed difference between women and men. The meaning society gives to the roles of men and women results in certain power relations and dynamics. As a consequence, inequality in people's capacity to make choices exists. Because women are often lagging behind in this respect, many tools are focused on empowering women. However, for changing gender relations in society, input of both men and women is required.

## Disclaimer

The tools are, as much as possible, described according to the original documents available in the public domain. Given the different origin of the tools, this toolkit does not pretend to provide a complete set of tools. It aims at providing information on tools for gender-sensitive value chain development available on the internet in a summarized form allowing practitioners to select the tools which best suit the organization, way of working and philosophy.

## Use

### ● *Design your own gender integration process - professional responsibility*

This toolkit is not a ready-made recipe to integrate gender into your value chain development project. It rather offers a range of tools that could be used at every stage of your intervention. It is up to the practitioner to decide which combination of tools to use.

### ● *All tools will have to be contextualized and fit in a process.*

It is the responsibility of the practitioner to adjust the tools to his or her specific situation.

### ● *All tools fit in a process involving different people at different steps.*

Most tools describe one step in a process (e.g. the data collection, or the participatory analysis). The design of the other steps in the process and the involvement of the right mix of people in the different steps is the task of the practitioner.

### ● *Open knowledge - Sharing*

The toolkit strives to be a low-threshold portal for the value chain practitioner. We believe in the concept of 'open knowledge'. We want to make tools not only 'available' and 'accessible' but also 'adjustable'. Therefore, we encourage you to use and adjust the tools and to share your experiences and adjustments with us. We are also interested in other tools you may consider useful. Experiences can be shared via the online platform of the Agri-ProFocus Learning network on Gender in Value Chains.

### ● *Acknowledge Agri-ProFocus*

In return, Agri-ProFocus would like to be mentioned as source for the material, so that others can also join our growing network.

## Credits

The content of this Toolkit have been developed by Angelica Senders of Fair & Sustainable Advisory Services, Anna Lentink of Triodos Facet and Mieke Vanderschaeghe, independent consultant, with support of Roel Snelder of Agri-ProFocus Netherlands.

The tools are taken from manuals produced by practitioners and organizations, available in the public domain or made available to the Agri-ProFocus Gender in value chains network. The toolkit relies strongly on manuals produced by USAID, SNV, GIZ and ILO.



# 1. Principles

## 1.1 Why gender-sensitive value chain development?

It is known that women's work often takes place in least valued parts of a value chain, e.g. as home-based workers or informal workers more generally. Women tend to be underpaid and their (informal) jobs are less secure. In agricultural settings, women are often not visible, while they do a large part of the farm-activities. Moreover, it is well-documented that women-owned rural businesses tend to face many more constraints and receive far fewer services and support than those owned by men.

Arguments for gender-sensitive value chain development can be categorized as follows:

### Business argument

- *Women often play important (but invisible) roles in value chains, thus playing a key role in upgrading strategies.*
- *Gender inequality in agricultural value chains creates a missed business opportunity.*

From a value chain/ business perspective, it makes sense to look into different roles and tasks of men and women in value chains and to use a gender lens while identifying and addressing bottlenecks for value chain development.

From a general economic perspective, unequal growth is "inefficient". This perspective is especially used by international economic institutions, such as the World Bank. From this perspective, it is argued that gender inequality has high economic costs and leads to wasted human resources and missed opportunities for innovation.

### Social Justice arguments

- *Men and women should benefit from development interventions.*
- *It is a way of translating our commitment to gender equality into practice.*

During the 1990s, the human development agenda of the UN placed the human person as the central subject and beneficiary of development. This paradigm emphasizes that expanding capabilities will allow a person to use opportunities, which requires that benefits from economic growth are distributed equitably. From this perspective, interventions are geared towards equal opportunities, equal access and equal outcomes as a result.

Promoting gender equality and empowering women (MDG3) is one of the greatest challenges in the 'Millennium project' and a priority for many donors. Women's economic empowerment and access to markets and services is by many of them considered as essential for sustainable economic development and poverty reduction.

### Poverty alleviation and food security argument

- *Women are important actors to achieve poverty alleviation.*
- *Fighting poverty is hard if you are (gender-) blind.*

Poverty alleviation is the overall goal of most development organizations. In practice though, interventions in value chains or the development of new value chains are not always pro-poor and are based on general economic growth instead of redistribution of wealth.

Addressing women to achieve poverty alleviation and food security objectives is also an economic choice: projects addressing gender and addressing the economic empowerment of women are far more likely to improve family livelihoods and well-being of family and children (see FAO quote below).

Different perspectives influence which arguments are most convincing. Rural entrepreneurs are more easily persuaded by the economic/ business arguments, while local NGOs might be more attracted by the social justice argument. For a bilateral or multilateral donor, the food security argument will be appealing.

### Combining gender and value chain expertise

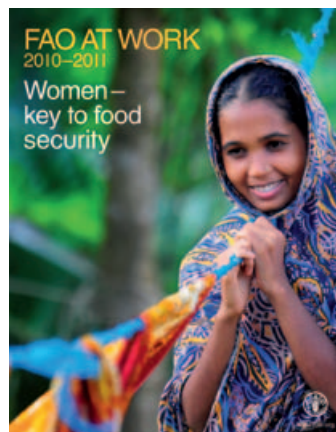
Development organizations are not always aware of existing gender inequalities, their causes and how to address them. Time does not always allow for a gender analysis before an intervention is developed and implemented.

On top of that, gender expertise is often lacking and resistance exists among people in different organizations. Therefore, bringing in gender in value chain thinking not only requires a combination of expertise and knowledge, but also convincing arguments for different target groups.

#### Quote:

*“... if women had the same access to those resources as men, they would produce 20-30 percent more food ...”* - FAO at Work 2010-2011

FAO's research shows that women farmers are 20-30 percent less productive than men, but not because they manage their farms less well, or work less hard. The main reason for the gap between men's and women's performance is that the former have access to resources seldom available to female farmers - including land, financing and technology, among other things. In addition, women do not share fairly in benefits such as training, information and knowledge.



But if women had the same access to those resources as men, they would produce 20-30 percent more food and their families would enjoy better health, nutrition and education. If women had equal access to agricultural resources and services, food security would be greatly improved and societies would grow richer, and not only in economic terms.

#### Credits

Addressing gender equality in agricultural value chains: Sharing work in progress. Anna Laven and Noortje Verhart Royal Tropical Institute, 2011 <http://www.kit.nl/kit/Publication?item=3057>

FAO AT WORK 2010-2011, Women - key to food security <http://www.fao.org/docrep/014/am719e/am719e00.pdf>

Gender Equality and Development, World Bank report, 2012  
<http://www.fao.org/docrep/014/am719e/am719e00.pdf>

## 1.2 A gender lens; underlying concepts

In order to analyze gender in value chains, we have to collect information at three different levels: on activities and power within a value chain, on activities and power within a household and within society as a whole.

These respective levels have been thoroughly discussed in different bodies of literature: the value chain development approach and the gender right-based approach. The question is how can we bring these different approaches together?

In this paragraph, we will present:

1. The chain empowerment matrix through a gender lens.
2. A gender empowerment framework, using the concepts 'agency' and 'structure'.
3. A matrix (combining the above two levels) in which the four dimensions of gender empowerment in value chains are presented.

### 1. Chain empowerment matrix

A useful framework that enables us to understand strategies for chain development has been developed by KIT, Faida Mali and IIRR (2006). The chain empowerment framework distinguishes four basic forms of small-scale farmer participation in a chain. Each of these roles requires different intervention strategies by the intermediary organization.

Types of participation in a chain have been summarized in two broad dimensions:

**Chain activities:** The types of activities that farmers undertake in the chain (Who does what?)

**Chain governance:** The involvement of the farmer in the management in the chain (Who determines how things are done?).

Farmers can undertake different activities in the chain, or concern themselves only with the production process. Examples of other activities are drying and fermentation of their crop (post-harvest activities), or grading, processing, transporting and trading. Being involved in various activities in the chain is known as **vertical integration**. The main question posed here to determine the position of a farmer is: Which activities are the farmers carrying out?

The involvement of farmers in the management of the chain relates to involvement in decision-making processes, control over management issues, etc. Farmers can be excluded from decision-making about issues that affect them (for example, which crops they grow). It can also be the case that the level of control of the farmers is high: they may be able to decide how much they sell, to whom and for what price. They can also be in control of defining grades and production standards. Being involved in many chain management issues is known as **horizontal integration**.

### The chain empowerment matrix:

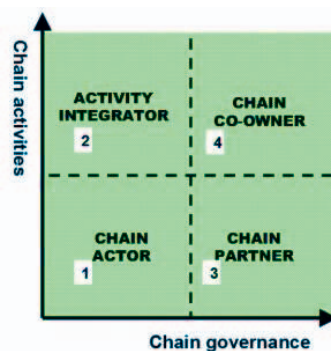
These two dimensions are combined in this matrix.

Figure 1: Chain empowerment dimensions (Source: KIT et al, 2006)

In this matrix, there are four empowerment strategies:

Upgrading as a chain actor;

1. Adding value through vertical integration;
2. Developing chain partnerships;
3. Developing ownership over the chain - the farmers try to build direct linkages with consumers.



When bringing a gender perspective into the chain empowerment framework, it becomes relevant to consider what empowerment processes female and male farmers are experiencing. How are men moving along the two axes of integration, and what changes are women farmers experiencing within a specific chain?

Through a gender lens, the chain empowerment matrix could look as follows:

1. Chain Actor: Doing better and being seen; Women smallholders become visible as crop specialists and their contributions are recognized and valued
2. Activity Integrator: Choosing and being capable of moving up: Women choose to move into activities further up the chain, and they control the income that they earn. They gain the skills required and are confident.
3. Chain Partner: Constraints to women's leadership are removed: Developing chain partnerships and removing constraints to participation in decision-making. Rules, regulations and policies are gender-sensitive.
4. Chain owner: Women take up positions of leadership. Women both possess the capacities and have the opportunity to co-own enterprises and build direct linkages with other chain actors, including consumer markets. Rules, regulations and policies support women's leadership.

## 2. Gender empowerment

As such, the above framework allows addressing some of the critical gender issues, but to a limited extent. What happens to the income distribution and workload within the household? What choices and alternatives do women have regarding the chain activities and management? Do women have a voice beyond the chain and if they have a voice, do they make use of it? And how are their perspectives and needs linked to their achievements in the chain? In order to be able to do justice to these types of questions, a gender empowerment framework is required.

A gender empowerment framework has to depart from the distinction between the concepts of gender and women. 'Women' is not gender, but women are a category of people. Gender is the socially constructed difference between women and men; it is not so much about biological differences between women and men, but about how society gives meanings to these differences in femininity and masculinity, and the power relations and dynamics that come about as a result of this. Knowing what women do in a chain or household, or how women or men spend their income is a first starting point, but does not necessarily say anything about gender.

Bearing gender inequalities in mind, gender empowerment can be defined as “a process by which those who have been denied the ability to make strategic life choices acquire the ability to do so” (Kabeer, 1999: 437). Empowerment is about changing gender relations in order to enhance women’s ability to shape their lives. Empowerment is hence about a process of change.

### Structure and agency

In order to design upgrading strategies which can lead to gender equal outcomes (men and women benefit equally from the upgrade), additional dimensions are needed in the chain empowerment framework to fully understand the processes that shape women’s positioning, the constraints they face, and to design interventions that address these and lead to upgrading (change). The proposed additional dimensions for the framework come from the social sciences and are also used in the political economy and gender literature.

These additional dimensions look at the role of institutions and how these shape human interaction (for example in the value chain) and at the same time how individual behavior shapes and is shaped by these institutions (decisions people make and why). It is about the impact on behavior of values and ideas (informal institutions) which are specific to a certain context, time and sometimes a specific value chain.

Gender relations can be analyzed from the same perspective. Gender relations are shaped by individual behavior as well as social institutions, for example norms and values about which role men and women should fulfill in production. In order to integrate gender relations in value chain development, we integrate two new dimensions: structure and agency.

1. **Agency** is the capacity of individual humans to act independently and to make their own free choices.
2. **Structures** are factors such as social class, religion, gender, ethnicity, custom etc. which limit or influence the opportunities that individuals have.

These two concepts are interrelated:

- Focusing only on structures assumes that there are no agency constraints, for example, that if business and financial services are provided a woman can freely choose to use these services, without facing any constraints posed by her family, community, or her class/ caste/ or other status to market her products, for example.
- Focusing only on agency assumes that there are no structural constraints. For example, that laws are always implemented and that equal opportunities will always lead to equal outcomes.

By looking at the interaction between structures and agency, the dimensions of the chain empowerment framework help to understand the impact on individual behavior of structures (formal and informal institutions) which are specific to a certain context, time and sometimes specific value chain, and the other way around. So basically, in this form of analysis human agency shapes and is in turn shaped by formal and informal rules and institutions which accounts for a certain positioning in the value chain and the outcomes of value chain interventions.

3. Four dimensions of gender empowerment in value chains

When the gender empowerment framework and the chain empowerment matrix are combined into one matrix, four dimensions of gender empowerment in value chains can be distinguished:

- Vertical integration into chain is about the activities women carry out.
- Horizontal integration is about the decision-making power of women in the chain, or governance.
- Gender dynamics in household and community is about the agency of women.
- Institutional context: rules norms and values define the structure in which the women in a value chain operate.

All levels bear elements of agency and structure. For each level, different questions can be posed (see figure 2).

Figure 2: Four dimensions of gender empowerment in value chains (Source: Laven et al, 2009)

Vertical integration into chain	<ul style="list-style-type: none"><li>➤ What activities do women and men in the chain do?</li><li>➤ What benefits do women and men gain?</li></ul>
Horizontal integration into chain	<ul style="list-style-type: none"><li>➤ Who determines the conditions under which these activities are done and benefits are gained and distributed?</li></ul>
Gender dynamics in household and community	<ul style="list-style-type: none"><li>➤ How do changes in the first two dimensions affect the gender division of labour, assets and decision-making within the household?</li><li>➤ How do the changes in the first two dimensions affect the gender dynamics within the community?</li></ul>
Institutional context: rules, norms and values	<ul style="list-style-type: none"><li>➤ Which economic, political and social factors enable or constrain women's empowerment on the other three dimensions?</li><li>➤ How do changes in the first two dimensions influence the institutional context?</li></ul>

Credits

Addressing gender equality in agricultural value chains: Sharing work in progress, Anna Laven and Noortje Verhart, Royal Tropical Institute, 2011. This paper is part of the process, On track with genderØ.

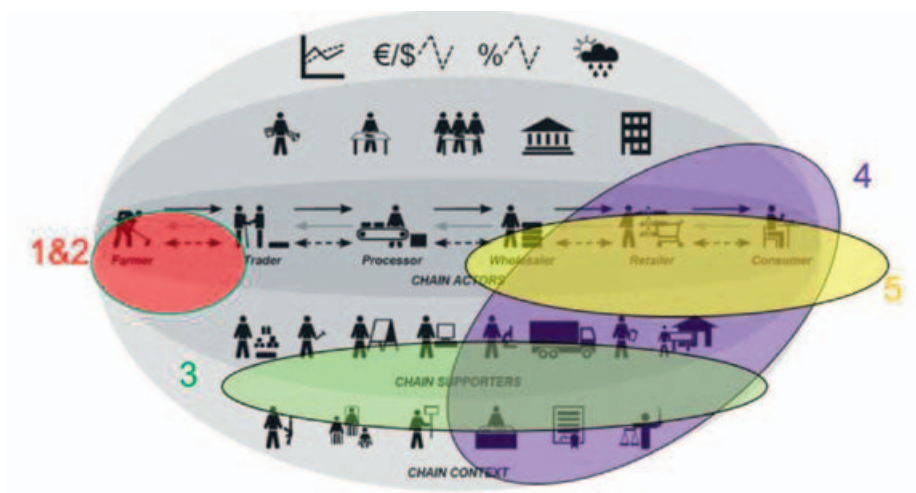
<http://www.kit.nl/kit/Publication?item=3057>

Gender in Value Chains, Emerging Lessons and Questions, A Draft working paper By Anna Laven (KIT), Anouka van Eerdewijk (CIDIN), Angelica Senders (ICCO), Catherine van Wees (Hivos) and Roel Snelder (Agri-ProFocus), 2009.

## 2. Strategizing

When starting a gender in value chain intervention, first the strategy to follow has to be decided on. This chapter will allow you to situate your organization and to select the most suitable strategy for addressing gender in value chains. The chapter describes five strategies that address gender-sensitive value chain development from different perspectives. They are represented schematically below.

Figure 3: Five strategies addressing gender-sensitive value chain development  
(Source: Royal Tropical Institute, IIRR and Agri-ProFocus, 2012)



### The five strategies

1. Mitigating resistance by building on tradition
2. Creating Space for Women
3. Organizing for Change
4. Standards, certification and labels
5. Gender and CSR

### Strategy 1

#### Mitigating resistance by building on tradition

This strategy builds on women's traditional roles in value chains. Women's visibility in value chains is increased by professionalizing their traditional tasks, which increases the benefits that accrue to women.

This strategy is particularly applicable in:

- Traditional (conservative) environments: women face less opposition when engaging in typically female economic activities.
- Pastoralist societies where women traditionally take care of livestock.
- Vulnerable societies (e.g. post-disaster or drought areas) where women face constraints in rebuilding their livelihoods.
- Societies recovering from conflict, where many women have become the breadwinners.
- Religious societies where women face a lot of constraints.

## Examples

1. Professionalizing informal female chains (e.g. shea)
2. From traditional responsibilities to new opportunities (e.g. livestock)
3. Transforming systems through new roles for women (e.g. dairy)
4. Improving women's participation (e.g. green agriculture)

### Example 1. Professionalizing informal female chains (e.g. shea)

#### *Entry point*

Professionalizing informal activities in which rural women are traditionally involved.

#### *Rationale*

Traditionally “female” sectors provide excellent entry points for promoting and empowering women. Tapping into the economic potential of such activities allows the smooth, cost-effective and wide-scale emancipation of women with a low risk of community opposition or takeover by men.

#### *Approach*

- A solid capacity-building program, as women in traditional activities often have low levels of education.
- Strengthening the organizational capacity of women's groups.
- Developing entrepreneurial skills and strong leadership amongst women.

#### *Conditions for success*

- Women's ownership of their organization and equipment.
- Sensitization of men.
- Minimal external interference to avoid dependency: e.g., the intervention should facilitate rather than lead.

### Example 2. From traditional responsibilities to new opportunities (e.g. livestock)

#### *Entry point*

Removing barriers that prevent women from turning traditional responsibilities into new (business) opportunities.

#### *Rationale*

Women traditionally take care of livestock, but various barriers – including limited mobility and a lack of individual capacity – stop them from benefiting economically. Building their capacity and linking them to markets allows them to turn their family responsibilities into businesses. This approach stays close to traditional roles and is cautious about removing firmly rooted traditions, so it can be expected to meet with little resistance from men and women.

#### *Approach*

- Reducing distance to markets (both physical and mental).
- Building capacity, including developing entrepreneurial skills and leadership.
- Strengthening the organizational capacity of women's groups.
- Ensuring access to finance.



*Conditions for success*

- Trading livestock which belong to women.
- The involvement of local authorities and support services.
- Establishing market linkages through facilitation.
- Support of men.

**Example 3. Transforming systems through new roles for women (e.g. dairy)***Entry point*

Transforming the traditionally female task of taking care of animals into professional economic activities.

*Rationale*

Many small-scale female farmers feed, care for and milk dairy animals. Most sell milk at relatively low prices to collectors. By organizing and marketing as a group, they can take on new roles in the value chain and in society. With training and support, they can provide services to other (women) actors in the dairy sector. In areas recovering from conflict and in pastoralist societies, dairying is one of the few sectors that offers economic opportunities for vulnerable women.

*Approach*

- Organization in groups: women-led cooperatives, collective marketing and knowledge exchange.
- Capacity-building: developing (entrepreneurial skills and leadership)

*Conditions for success*

- A gender-sensitive value chain analysis as point of departure.
- Embedding activities and services in the local community and with the private sector.
- Sensitization of men and women and their involvement in capacity building.
- Ownership of milk animals.

**Example 4. Improving women's position through green agriculture***Entry point*

Reframing the traditional role of rural women as a household caretaker to one as caretaker of business and the environment: becoming an environmental manager.

*Rationale*

Farming in an environmentally-friendly way offers three types of benefits: (1) it conserves the environment. (2) it can improve farmers' incomes by reducing the cost of production and improving product quality. (3) Coupled with a gender program, it can promote gender equity. Helping women boost their economic activities expands their horizons in other aspects of society.

*Approach*

Interventions must take women's situations into account (e.g. respecting the restrictions placed on them) and move slowly and step-by-step.

- Organizing groups: women's, men's and mixed groups.
- Building capacity to raise awareness, knowledge, entrepreneurial skills and leadership.
- Better organized markets.

*Conditions for success*

- Working closely with the local community and the private sector, and sensitizing men to provide a clear vision of how the community will benefit.
- Demand for organic or natural products.
- A focus on improving the situation of women and the value chain, rather than on green agriculture per se.
- Women's access to land.
- Other entry points (economic and environmental), as starting with gender may be too sensitive.

*Credits*

*In 'Challenging Chains to Change, gender equity in agricultural value chains' A publication by Royal Tropical Institute, IIRR and Agri-ProFocus, 2012, cases are provided for these five strategies.*

## Strategy 2

### Creating space for women

This strategy (i) positions women in male-dominated value chains to increase their visibility and economic decision-making power and (ii) stimulates women entrepreneurship (new enterprises as well as upgrading existing enterprises).

The 'positioning of women in male-dominated value chains' strategy is particularly easy to apply:

- When land ownership is not affected and when high value inputs or other barriers that can constrain women are not required.
- Where activities can easily be carried out by women and do not increase their overall work burden (bearing in mind women's many other responsibilities).

The 'women entrepreneurship' strategy is particularly suitable:

- When women already take up business initiatives, but could improve them or scale them up.
- When there is a clear market opportunity that women can exploit.
- When business opportunities fit the other demands on women's time and situation. This might mean that they do not require many assets or own land, that the business is close to home, and so on.
- When there is not too much resistance from men and from the rest of the community.

### 1. Positioning and engaging women in male-dominated chains

*Entry-point:*

To position women better in male-dominated chains: making sure that they are visible and have economic decision-making power.

*Rationale:*

Women already do much of the work in many male-dominated value chains. By making their contributions explicit, women gain opportunities and are able to improve their abilities and practices, which in turn allows both socio-economic emancipation of these women and improvements in chain activities. When more actors are economically viable and are able to improve their business in the chain, a chain becomes more robust. The

involvement of women adds a new dynamic and diversity to the organizations and businesses affected.

### *Approach*

We distinguish several types of interventions to support women working in male-dominated value chains. These interventions often reinforce one another:

- Recognize the contributions of women in a value chain. A value chain analysis can aid discussion about the participation, or possible future participation, of women with all stakeholders, and make that participation visible.
- Sensitize men, women, communities, governments, companies etc. and facilitate joint efforts among these actors.
- Involve women in cooperatives or producer groups and build women's capacities in business, literacy, technology, leadership, finance and so on.
- Introduce new services and technologies that are women-friendly to upgrade chain activities.

### *Conditions for success*

- Making women's contributions to the chain visible and building women's confidence for joint decision-making on chain activities and spending.
- Changing laws, rules, statutes, etc. to allow women to take-up certain positions within a value chain or cooperative. In some cases this may include land ownership.
- Sensitizing men and communities on the benefits of women's participation and the risks of excluding them.

## 2. Female entrepreneurship

### *Entry-point*

Positioning women (or women's groups) as rural entrepreneurs to start up new businesses or helping women to expand and strengthen their business by providing the right services and training.

### *Rationale*

Rural women entrepreneurs are under-acknowledged, although their numbers are growing. Compared to men, women tend to face extra challenges in up-scaling or upgrading their business. Interventions to support female entrepreneurs bring economic prosperity, reduce poverty and improve the economic and societal position of women and their activities in the chain.

### *Approach*

In some cases, women already have businesses and creative, innovative ideas for adding value to products. They need assistance to make their businesses stronger and to transform creative and innovative ideas into profits.

A second part of the strategy is to offer women (or women's groups) ideas and services to start new businesses. This requires:

- Strengthening forms of association and encouraging women to participate in cooperatives or other (women) groups.
- Encouraging businesses in new or existing chains and identifying markets and formulating profitable business ideas.
- Ensuring women have access to business development services (like credit, informa-

tion and ability to buy land) as well as technical support (business skills, literacy, technology, leadership skills, financial skills, etc.).

- Taking decisions together.

### *Applicability*

The strategy is particularly suitable:

- When women already take up business initiatives, but could improve them or scale them up.
- When there is a clear market opportunity that women can exploit.
- When business opportunities fit the other demands on women's time and situation. This might mean that they do not require many assets or own land, that the business is close to home, and so on.
- When there is not too much resistance from men and from the rest of the community.

### *Conditions for success*

- Women have access to credit, other services and assets needed for their business.
- Women are the owners of the enterprise.
- It is possible to prevent men from taking over chain activities when the initiative is successful.

### *Credits*

'Challenging Chains to Change, gender equity in agricultural value chains' A publication by Royal Tropical Institute, IIRR and Agri-ProFocus, 2012.



## Strategy 3

### Organizing for change

In order to move from mitigating resistance at the producer level towards women's empowerment further up the chain and within households, women and men need to organize for change. Due to structural constraints, women have limited access to technical assistance and extension services. Since women carry out a lot of the tasks also for cash crops, this creates inefficiencies in productivity. This entails interventions throughout the chain, targeted at breaking down structural constraints, as well as building human agency (confidence, self-esteem, skills, capacities).

### Examples

1. Capacity building
2. Collective action
3. Sensitization of men
4. Access to finance

#### Example 1. Capacity building

##### *Entry Point*

Capacity building for women is an essential step towards changing value chains to benefit women more, while at the same time serving the need to make profit.

##### *Rationale*

Capacity building increases women's skills and confidence in taking up chain activities and leadership roles within value chains and their communities. Capacity development helps women access markets and services and improves chain performance. Moreover, it can provide the foundation that lets women make independent decisions in the chain, the household and the community.

##### *Approach*

Different kinds of capacity building play a role. It is important to equip women with a variety of skills and to combine strategies, so they can compete in the value chain and make their own choices. Examples include functional literacy, business literacy, market and financial management, soil and crop management, storage and processing management, leadership training and other kinds of capacity building as requested by the group.

##### *Applicability*

Capacity building is a good choice when there is a clear understanding of the problem and knowledge gap. Women must already have access to markets, or capacity building must help them access more profitable or stable markets. Capacity building needs to be completed with policy support and a supportive infrastructure and environment. That may require multiple interventions.

##### *Conditions for success*

- Analyze capacity and training needs
- Target training to a group: collectives provide women with a platform to discuss issues with peers, set priorities, and decide on a line of action.
- Link women to service providers
- Ensure that a supportive policy environment is in place
- Involve men and the community

### Example 2. Collective action

#### Entry point

Jointly, smallholders can aggregate production, negotiate for better services and prices, facilitate access to services and inputs, share experiences, and build a peer network

#### Rationale

- Reasons for producers to act collectively include:
  - To access credit: the group takes responsibility for paying back loans
  - Marketing: Bulking produce to get better prices and sell to bigger buyers
  - Access to services: Women can get training and services as a group
- For service providers and actors further along in the value chain (buyers, processors), doing business with organized producers is more efficient.

#### Approach

Self-Help Groups are an example of this strategy; these can be women-only or mixed.

#### Applicability

Collective action is applicable in many cases, for women as well as for men. Sometimes, it makes sense to organize women-only groups, while other situations require mixed groups. Collective action makes sense where power is dispersed and where people doing the work do not benefit from it. By organizing collectively, women can leverage a larger share of a product's value.

### Example 3. Sensitizing men

#### Entry Point

Sensitizing men targets societal structures by challenging norms and behaviors at household, community and national levels. Sensitizing men and communities is crucial to provide women a supportive environment, and to enable them to take up other roles, responsibilities and leadership positions.

#### Rationale

Interventions that aim to change social relationships and to improve the position of women must also address men's concerns in order to avoid resistance and get the required support from men and the community.

#### Approach

In most cases, sensitization is key to creating an environment that supports change and to mitigate negative effects of interventions aiming at women's empowerment (such as conflicts within households). Ways to involve men and increase their awareness include:

- Use a participatory approach, including both men and women, to develop joint visions.
- Show the link between women's successes and positive spin-off on households, community and institutional levels.
- Sensitize men in leadership positions (e.g. within producer organizations).

#### Applicability

The strategy is especially applicable where resistance from men and communities is likely to be high, for example:

- In case of affirmative action, favoring women over men.
- The introduction of women-only chains, which exclude men's active participation.
- Interventions in chains where women depend on men to access markets.

- Involvement of organizations where there is a clear gender imbalance, and consequently women's needs are not well represented.

#### Example 4. Access to Finance

##### *Entry Point*

Access to finance can benefit women, enabling them to grow their businesses, empowering them and giving them a voice in decision-making.

##### *Rationale*

Women are known to be credit-worthy and efficient in undertaking business deals when they have support. Despite this, it is difficult for women to access finance.

##### *Approach*

Details vary, but in general: help women organize as a group to apply for a loan from a financial institution. The group then lends small amounts to individual members, collects their payments, and repays the loan. Social pressure in the group ensures that member repay. Give the women the financial and literacy skills they need to plan, apply for and manage the loan.

Most applicable is microfinance and saving schemes are usual starting points. As groups and businesses prosper, they can apply for bigger loans to make larger investments.

##### *Applicability*

Microfinance can increase women's economic power, but it requires political will, an enabling policy environment and strong advocates within the financial institution. Microfinance has to go beyond credit: non-financial services include capacity building, business development services and various forms of insurance.

##### *Conditions for success*

- Clear family and societal support are needed to ensure that women can benefit from financial services.
- Financial institutions must be sensitive to gender issues and the need to tailor-make financial products for women (such as combining credit with training).
- Continued support requires a local financial infrastructure that is close to the women clients and able to maintain a long-term relationship with them.

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##### *Credits*

'Challenging Chains to Change, gender equity in agricultural value chains' A publication by Royal Tropical Institute, IIRR and Agri-ProFocus, 2012.

## Strategy 4

### Standards, certification and labels

As a strategy to address gender, standards and certification target the whole chain. This approach is unique as it connects to the consumer and because it targets the chain context as well: it sets the standards on who participates in the chain and how. There are two strategies for gender equity interventions through standards and certification.

#### 1. Labels and seals: Selling women's participation

This strategy is particularly useful where:

- Women are marginalized or unrecognized for their value chain contributions.
- Market differentiation can be a selling point and earning point.
- A woman-only label will not restrict existing channels or chains.
- Added value is necessary (e.g., where prices are otherwise uninteresting).
- A company wants to address a gender equity issue at the producer level.
- The religious or cultural context will not endanger women who participate.
- There is a market and buyer who is part of the process.
- The drivers are social justice and women's empowerment (not just money!).
- Funding is available for capacity development and pre-financing.
- Management is supportive.

#### 2. Making use of existing third-party certified standards

This strategy can be used when a farmer group is already certified to a social or environmental standard (Fair Trade, UTZ Certified, organic and so on) and thus has a documentation and traceability system in place; or, when a farmer group wants to enter these markets.

#### 1. Labels and seals: Selling women's participation

##### *Entry point:*

Women-only seals and labels communicate to consumers and other actors in the value chain that the product is produced by women and that gender equity among producers is addressed.

##### *Rationale*

Label and seals increase the visibility of women producers, who gain income from the premium provided by the seal. The fact that the product was produced by women adds to its value. These economic benefits are a motivating force for both men and women producers.

- To expand markets and to increase sales.
- To bring higher incomes directly to women producers.
- To provide stability within the coffee cooperative.
- To support women within a mixed-gender cooperative through the creation of women's groups.
- To improve the quality of the product.
- To generate male support within the family for the women's business endeavors.
- To build women's sense of pride and dignity by supporting them to have their own product, their own business and their own income.



*Approach*

- Women's involvement in the chain is made visible, celebrated and incentivized.
- A women-only label or seal allows communication between producers and buyers (in the case of a label up to the final consumer) as to who produces the item.
- The traceability systems required for a standard or label provide assurance through the entire chain that the product sold was actually produced by women and in a sustainable way.
- A label gives a recognizable identity to a social movement, and allows consumers and other actors in the value chain to be part of this movement.

*Applicability*

- Where women are marginalized or unrecognized for their value chain contributions.
- Where market differentiation can be a selling point and earning point
- Where a woman-only label will not restrict existing channels or chains.
- Where added value is necessary (e.g., where prices are otherwise uninteresting).
- Where a company wants to address a gender equity issue at the producer level.
- Where the religious or cultural context will not endanger women who participate.
- Where there is a market and buyer who is part of the process.
- Where the drivers are social justice and women's empowerment (not just money!).
- Where funding is available for capacity development and pre-financing.
- Where management is supportive.

**2. Making use of existing third-party certified standards***Entry Point*

Using openings created by social, environmental and organic standards and certification to address gender issues.

*Rationale*

Firstly, addressing gender improves chain performance and gives greater financial rewards for production. Supporting women's participation improves compliance and chain performance: the certified chain performs better when gender issues are addressed. Secondly, certification can allow gender issues to be addressed. Piggy-backing on the infrastructure of certification (the premium, audit trail, learning groups, internal control systems and indicators) is an efficient way to get information and enable progress on gender issues. Dealing with gender issues is easier through channels that already exist in certified chains.

*Approach*

- Target women in capacity building, and help them be active in producer associations.
- Use the premium generated by certification to pay for gender-awareness activities.
- Use features of the standards and certification process, such as the audit trail and internal control system, to further gender initiatives.
- Develop separate gender standards and indicators to include in existing standards for complementary use (dual certification).

### *Conditions for success*

- Registering women as farmers within the cooperative.
- Developing and using gender-specific project and management tools, such as baseline surveys, impact assessment and training guidelines.
- Including gender from the start.
- Building on opportunities, including conducive government policies.

### *Credits*

'Challenging Chains to Change, gender equity in agricultural value chains' A publication by Royal Tropical Institute, IIRR and Agri-ProFocus, 2012.



## Strategy 5

### Gender and CSR

This strategy focuses on companies further along the value chain that integrate gender into their corporate strategy. Companies have the potential to address gender inequality and improve the position of women in the agricultural value chains they are part of.

*The strategy is particularly useful when:*

- Company leaders are committed.
- The company or its main partners are located close to the actors in the supply chain.
- The company takes into account consumer priorities and concerns.
- It is possible to find the right partners to implement the approach.

*Entry point*

The strongest resource of a company is its people. Investing in equal opportunities for women and men contributes to business and society.

*Rationale*

Gender equity as “shared value” can contribute to an innovative and transparent business operation in a company and to equal opportunities for men and women (also in top positions). That in turn leads to higher and more efficient production and profits for a company (McKinsey 2010).

In corporate social responsibility, companies often work in partnerships with civil society organizations which are concerned with issues such as marginalized groups and acceptable working conditions, rather than profits.

*Approach*

We distinguish two ways to make gender equity part of a company's business-as-usual:

- Through a partnership between public and private actors, looking for shared values and complementary in expertise.
- By integrating gender into a company's core business principles at different levels, with a strong role for senior management.

*Conditions for success*

- Clear monitoring and control mechanisms to measure achievements.
- Awareness of gender issues and of how gender equity contributes both to corporate and societal goals.

*Credits*

‘Challenging Chains to Change, gender equity in agricultural value chains’ A publication by Royal Tropical Institute, IIRR and Agri-ProFocus, 2012.

### 3. Scoping

This Chapter contains tools which can be used for scoping of the value chain interventions based on an analysis of the wider social, cultural and economic environment of the target group.

#### 3.1 Analysis of farmers' economic perspective

For identifying business opportunities for women to strengthen their position in the chain, it is important to have information on access to and control over resources and benefits sorted by gender in each function of the chain. Tool 3.1a can be used to collect this information. It is based on the Harvard Analytical Framework.

The participation of women in a particular value chain, and particular rural context, is not homogeneous. Their participation in terms of work, control of resources and benefits depends on the resources of the household and the household characteristics, with regards to ownership of resources, etc. The ability of women to participate in and benefit from a value chain improvement project is, for this reason, also not homogeneous; it is important to recognize these differences. With the help of tool 3.1b, a typology of farmer households can be made.

#### 3.2 Gender Action Learning Strategy (GALS)

The Gender Action Learning System (GALS) methodology is a key part of Oxfam Novib's Women's Empowerment Mainstreaming And Networking (WEMAN). GALS is a community-led empowerment methodology aiming at 'constructive economic, social and political transformation' in gender justice.

In stage 1 of GALS (tool 3.2a), participants develop a clear idea of what gender justice means for women and men. They develop a commitment to change and some initial action steps towards this change are formulated. Moving forward in life requires a clear vision, an understanding of where we are now, how we got here and how (step-by-step) we could move forward to achieve our vision. GALS stage 2 (tool 3.2b) helps people steer along the 'rocky road of life', the empowerment road journey.

#### 3.3 Value Chain Selection

Selecting a value chain or sub-sector on the basis of superficial observation bears the risk of choosing a sector with little potential for either upgrading or achieving gender objectives. For this reason, it is important to base selection of the value chain on the objectives of the development intervention. We promote that the selected value chain(s) must have the potential to contribute to increased women empowerment and gender equality; the chain must 'work for women'. Tool 3.3a 'Gender sensitive selection of a value chain' assists in this process.

### Tool 3.1a

#### Access to and control over resources and benefits

##### *Why use this tool?*

This tool provides information relevant to the analysis of access to and control over resources and benefits by gender in each function of the chain; it is based on the Harvard Analytical Framework, and provides information useful for identifying business opportunities for women to strengthen their position in the chain.

The Harvard Framework was one of the first frames designed by researchers at the Harvard Institute for International Development, to help planners in designing projects allocating resources equitably.

This tool can be applied before and after having selected a value chain for upgrading. It is advised to do this analysis in combination with an actor analysis.

##### *What do you gain from using it?*

- Analyze gender gaps in a target group in terms of differential gender roles, access and control of resources, and decision-making at household and community level.
- Better understand the different perceptions that men and women have about the same resource and its value.
- Identify the different roles in the division of labor between men and women.
- Discuss strategies for equal access to productive resources within producers' organizations and cooperatives.

##### *Who applies the tool and for whom?*

- It can be applied in mixed groups (men and women), preferably with couples (marriage) in rural programs, organizations of producers or entrepreneurs.
- It can be applied in only men's or only women's groups for awareness-raising on gender gaps in economic matters.

##### *How does it work?*

- Group discussions are facilitated around three themes; the tool provides guiding questions.
- Discussion should start in small groups (e.g. men and women separately) and continue in plenary.
- It is the role of the facilitator to 'unpack' easy answers (e.g. 'we do/ decide together')
- Matrixes are used to present the outcomes of the discussions.

#### Step 1 Guiding questions on roles of men and women

- What kind of products do men and women cultivate/ produce/ market?
- Which daily activities are undertaken by women and men at each level or function of the chain? How much time do they invest?
- What kind of activities is conducted by boys and girls?

Figure 4: Matrix Roles and tasks (Source: Oxfam UK, 1996, and Patricia Lindo, 1997)

Matrix Roles and tasks (Not only productive tasks but also reproductive tasks like fetching water, firewood etc.)					
Activities	Time (in hours or days)	Men	Women*	Boys	Girls
...	..	X		X	
...			X		
					X

\*If relevant, a category ‘women/men in groups’ can be added

Step 2 Guiding questions for the debate on access to and control over resources

- Do women possess land, house or other resources (e.g. merchandise)? Are these legal-ized in their names/ can they sell them?
- Can women decide which crops to grow?
- Who owns livestock, and pigs?
- Which working tools do men and women possess (men and women) for cultivating, harvesting, processing, transporting and handicraft activities?
- Which skills and access to technology have men and women?
- Do man and women access credit; are there differences in amount or credit condi-tions?
- What resources are available and controlled by women?

Figure 5: Matrix Access to and control over resources (Source: Oxfam UK, 1996, and Patricia Lindo, 1997)

Matrix: Access to and control over resources					
Resources e.g.	Who owns the resource	How is it used	Who decides over its use	How is the income utilized	Who decides on the use of income
Land					
House					
Tools					

Step 3 Guiding questions for reflection on decision-making

- How is the money used that is generated with the sales of products?
- How is it invested? In whose name are the new assets purchased?
- What kind of control do women have over income and resources that they generate?
- How do women participate and negotiate in decision-making inside the household?
- How is income redistributed within the family?

Figure 6: Matrix Decision-making (Source: Oxfam UK, 1996, and Patricia Lindo, 1997)

Matrix: Decision-making		
Decision Activity	How men participate	How women participate

Credits

Concepts and frameworks for analysis and planning in terms of gender. Gender and Learning Team Oxfam UK. Gender and Development Training Center, collection of Candida March, 1996. Adapted by Patricia Lindo, 2007.

### Tool 3.1b

## A typology of farmer households; differentiating potential for women empowerment

### *Why use this tool?*

The participation of women in a particular value chain, and particular rural context, is not homogeneous. Their participation, in terms of work, control of resources and benefits, depends on the resources of the household and the household characteristics with regard to ownership of resources, etc. The ability of women to participate in and benefit from a value chain improvement project is for this reason also not homogeneous; it is important to recognize these differences.

A typology of farmer families helps identify differential participation of women in productive systems. For example, resource-rich rural families work mainly with hired labor in the production; this increases the workload for women responsible for the feeding of the workers and reproductive work in general. In families with less economic resources, women will participate more in productive work. The extent to which they do so depends on the size of the family labor force and therefore the life cycle stage of the family.

### *What do you gain from using it?*

- Visualize the differences and rationalities which exist in the rural set-up, focused on the different participation of women in the productive systems in terms of labor, control of resources and benefits.
- Differentiate between families in which women only participate as workforce and those where women control resources and benefits of production.
- Analyze the capacity of male and female producers to contribute to and benefit from upgrading and provide insight in their technical, business and marketing skills, current market access of the producers and capabilities for horizontal and vertical cooperation.
- Analyze potential positive and negative impact of value chain intervention on women, according to the typology of farmer household.

### *Who applies the tool and for whom?*

Practitioners, together with male and female farmers.

### *How does it work?*

An actor analysis is made. For purpose of the actor analysis, a typology of actors in agricultural value chains is made. The results are presented in the form of a matrix.

The main question is: are there differences between rural families in the way women participate in the production system in the particular value chain?

- Are there differences in the way women participate in work (productive and reproductive)
- Are there differences in the way women access and control resources?
- Are there differences in the way women benefit from their participation in the value chain?

*Relevant criteria to differentiate rural families can be:*

- Resources of farm family (poor, small, medium farmer, etc.).
- Technology used in production system: e.g. ox traction can reduce men's workload, and increase cultivated areas. As a result, it could increase women's workload. Hence, women participate more intensively in ox traction production systems.
- Household characteristics: e.g. is the woman head of the household?
- Life cycle of the household (e.g. small kids limit women's participation in production, number of workforce in household).
- Ownership of productive resources.

The box provided in annex 1 can be used to visualize the typology; naming each type of rural household identified in the vertical axe, and revealing the most relevant characteristics of women's involvement on the horizontal axe.

*See Annex 1 for an example of an actor analysis.*

### *Credits*

Tool developed by Mieke Vanderschaeghe and Patricia Lindo, Participation of Women in Export Oriented Value Chain, case study of Value Chain of Málaga (Quequisque) in Nueva Guinea, Nicaragua, UNIFEM/ SNV, 2003.





## Annex 1 Tool 3.1b

### Example of an actor analysis

In this case, the typology was constructed for differences in rural household in head of household, resources of farm household (poor, small, medium) and women's ownership of Málaga crop (sub-typology of previous types of households). Málaga (xanthosoma) is a high value crop (a tuberous plant/ vegetable) produced for export markets. The profitability of the crop motivated some women to grow their own crop on proper land and manage the income, next to the "family crop" controlled by their husbands.

Figure 7: Actor analysis Value Chain of Málaga (Quequisque) in Nueva Guinea, Nicaragua (Source: Vanderschaeghe, Mieke and Lindo, Patricia, 2003)

Typology	Socio-economic characteristics of the household	How are women involved?	Access to and control over resources by women	Impact on the lives of men and women
<b>Female-headed monoparental household</b>	Limited household and productive resources. Limited education.	Women cultivate crops or contract hired labor	Low access to formal credit; Access to credit from traders (middlemen/ or - women).	Control of women of crop income. Some improvement in living conditions.
<b>Poor Farmer Households</b>	Limited household and productive resources. Limited education.	Women participate in crop cultivation if limited adult labor force is present.	Low access to formal credit. Men access to capital from traders (middlemen/ or - women)	Economic improvement of the family. No control of women on crop income.
<b>Small Farmer Households</b>	Some accumulation in land and livestock; Families with children of working age; Investing in home improvements and education of children.	Women are only involved in reproductive work.	Women with little access to credit; no participation in decisions on the crop. Women manage the family income but do not control them.	Economic improvement of the family. No control of women on crop income.
<b>Medium producers</b>	Accumulation in land and livestock (over 50 heads); Investment in home improvement and education of children.	Recruitment of hired labor to work the in the crop. Men mainly in monitoring tasks. Women in charge of preparing food for laborers.	Little control and decision-making for women.	Evident economic improvements in quality of life; Women do not make decisions on production; Women restricted to the reproductive role.
<b>Farmer households where women possess own Málaga crop</b>	Some accumulation of land and livestock.	Women cultivate their own crop or use contractual labor	Women invest their resources, making decisions in relation to crop and have autonomy in income managing.	Improvements in living standards; improved income of women. Decision-making and collaboration between man and wife in household.

## Tool 3.2a

### Gender Action Learning System Stage 1 Tree of diamond dreams

#### *Why use this tool?*

Discussing gender issues is often a very sensitive process, arousing very strong feelings in both women and men at community-level and in organizations. Initially, both women and men may deny that gender inequalities exist and/or assert that gender issues are not important

GALS is conceived as a long-term process with three basic stages. Stage 1, the tree of diamond dreams, opens up discussion specifically on gender. Stage 2, 'Steering life's rocky road' uses the outputs of GALS stage 1 as an input to focus on the individual and communities' action-learning for life and livelihood planning. Subsequently, stage 3 leads to gender mainstreaming in economic interventions. These three stages are well presented in Annex 1.

This first stage of the GALS guides the process of visioning and committing to action on gender justice and prepares communities for subsequent stages of action towards gender equality. The subsequent GALS stages build on the gender awareness and community ownership developed in stage 1 for a systematic process of planned change, gender advocacy and livelihood development.

#### *What do you gain from using it?*

- A prioritized list of culturally relevant gender justice priorities as a mandate for change and progress towards the United Nations Convention on Elimination of all forms of Discrimination Against Women (CEDAW) and/or national gender policies.
- A range of possible individual action commitments which can be followed up as immediate steps to change
- An agenda for action by communities and organizations

#### *Who applies this tool and for whom?*

The tool provides guidelines to practitioners for participatory sessions with women and men in communities. The use of simple graphics and symbols enables participants to clearly visualize and understand their situation and collect useful information.

#### *How does it work?*

GALS stage 1 centers around making a gender justice mother diamond and, based on this, an action tree. In this tool, we will explain how the gender justice diamond is made; for details of making the action trees, please refer to the GALS manual (p. 36-41).

## Making the gender justice diamond

### Step 1 Group diamonds

The activity can be done with any number of event participants, divided into single-sex groups of 10-15 participants with one facilitator and one co-facilitator or note taker of the same sex as the participants. Where mixed-sex participation in the event is possible, then:

Each group focuses on own-sex experience:

- Women analyze the aspects of being a woman that they like or do not like.
- Men analyze the aspects of being a man that they like or do not like.

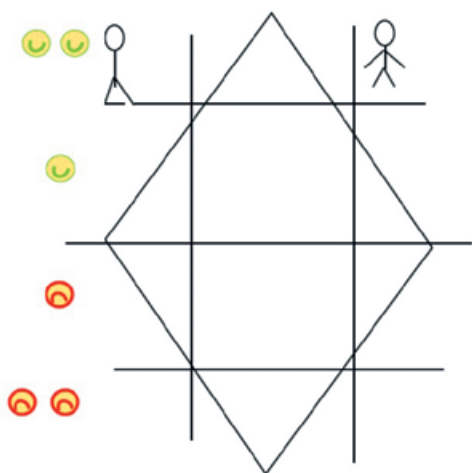
In this group discussion, the focus on individual aspirations slowly turns to discussions of justice and gender roles. Whether women should have to put up with the many forms of inequality that they do not like, and whether there are also aspects of men's position which men wish to change, e.g. not having enough time with their children or having too much responsibility in decisions.

### Step 2 The mother diamond

These gender-segregated discussions are then brought together and compared in a common plenary 'mother diamond' focusing on 'common likes and dislikes as human beings' but also including analysis of gender difference and inequality.

Each aspect of human life is written on a card. Each group of cards is horizontally ranked on the diamond with the groups of 'best' cards with the most votes to the top of the diamond and groups of 'worst' cards with the most votes to the bottom. The cards are also ranked vertically: placing them in the columns for women and men if the criteria are for one sex only; placing them in the middle column if they think the aspects of life-indicators are for both sexes.

Figure 8: Mother diamond template (Source: Linda Mayoux/ Oxfam Novib, 2010)



### Step 3 Challenge action trees

The mother diamond is the bases for making the challenge action trees. This session aims to:

- Help people to analyze the reasons for and relations between different dimensions of the challenges selected. This emphasizes the need to address practical issues in strategic ways.
- Share and exchange ideas for solutions to different dimensions of the challenges.
- Generate at least 3 individual 'SMART action fruits' for each participant as their commitment to starting the road to change immediately after the event.
- Promote mixing and sharing of ideas between different participants and develop participatory skills, as well as reinforcing drawing skills.

For details of making the action trees, please refer to the GALS manual (p. 36-41).

### Recommendations for the process

Gender justice diamonds are most effective in catalyzing change when used in mixed-sex workshops.

It is very important that the diagrams from stage 1 are kept safe, so that they can be found and used again. The outcomes from the gender justice diamond feed into the visioning of the road journeys: Stage 2 'Steering life's rocky road'. The challenge action trees and mother tree of diamond dreams are tracked to see whether and how the action commitment fruits have ripened, and further trees are prepared for other issues, thus broadening the process of change.

A short video of the mother diamond and tree is also useful to disseminate the outcomes and refresh people's memories - as well as a fun diversion to start the 'rocky road' process.

### Video examples

The WEMAN YouTube channel provides a number of videos, including the documentary on women's empowerment for gender justice in Western Uganda; 'mapping the road to change.'

Figure 9: Examples of microfinance organizations in Pakistan (Source: Linda Mayoux/ Oxfam Novib, 2010)



Figure 9 provides two examples of GALS diamonds from microfinance organizations in Pakistan. The figure on the left shows that women wanted houses registered in their names, to be able to buy their own clothes, have mobile phones to keep in contact with their married daughters and friends, and to travel (airplane and mobile phone, upper right corner of the drawing).

The figure on the right shows a woman lying dead in a grave (in the left bottom corner) because she has been murdered or committed suicide because she could no longer carry on with the abuse, her children are crying around her body. The women estimated about 5% women in the community were estimated to be at that level of despair. In the left upper corner the vision of ideal relations between women and men from Pakistan is drawn. This is now part of the WEMAN program logo.

Men have also demonstrated a desire for change and greater social justice. Men wanted better relations with their wives and to be able to take their wives to the cinema and enjoy themselves openly. They also want to spend more time with their children, and want their girls to go to school and have computers.

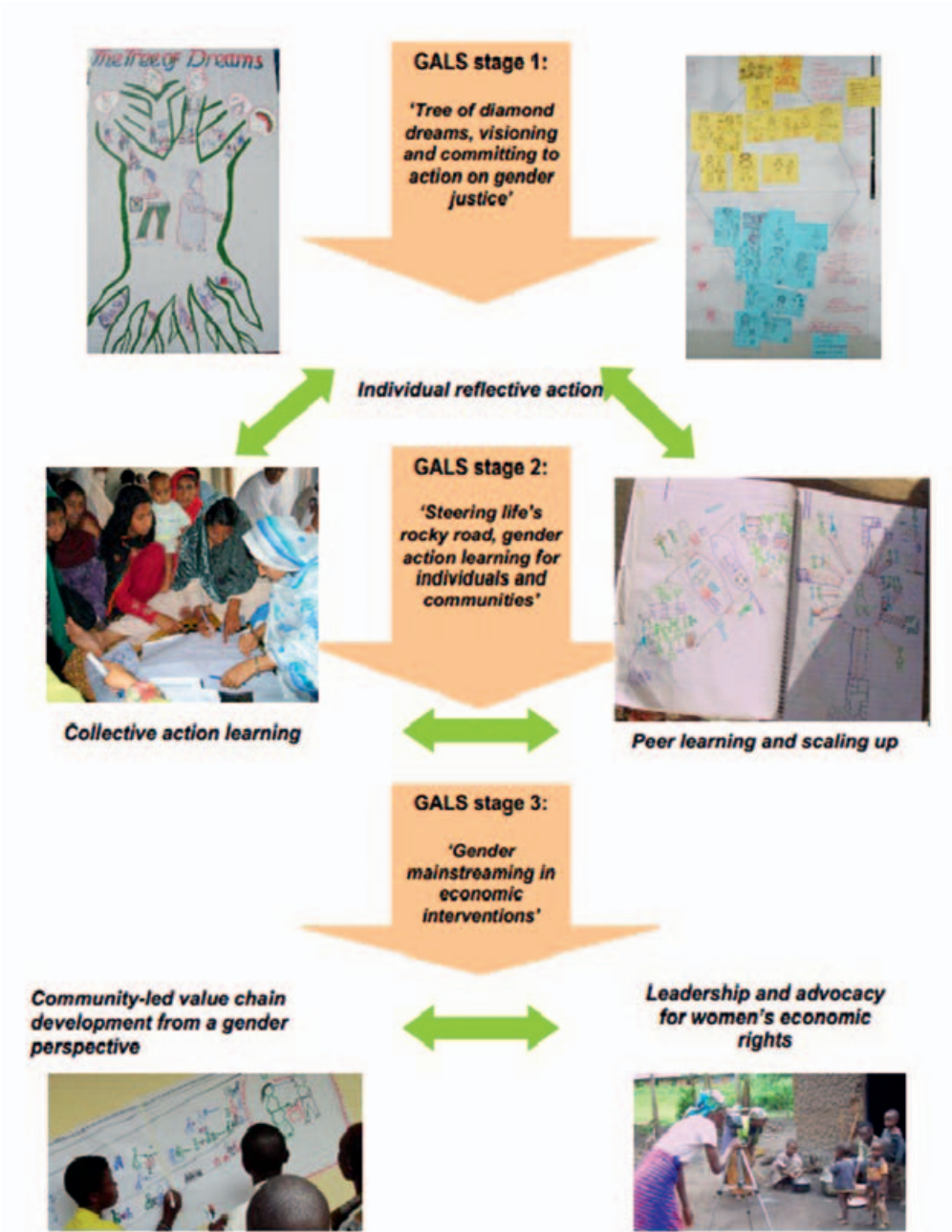
### Credits

Tree of diamond dreams, visioning and committing to action on gender justice Manual for field-testing and local adaptation GALS stage 1. Linda Mayoux/ Oxfam Novib, 2010 <http://www.wemanglobal.org/documents/Vision/Tree%20of%20diamond%20dreams.pdf>

This manual is part of the series of manuals for Gender Action Learning System (GALS) methodology. GALS is a key part of Oxfam Novib's Women's Empowerment Mainstreaming And Networking (WEMAN) program for gender justice in economic development interventions, including market and value chain development, financial services and economic policy and decision-making. GALS is a community-led empowerment methodology aiming at 'constructive economic, social and political transformation' on gender justice. <http://www.wemanglobal.org/1/WEMANVision.asp>

The GALS methodology originated in work by Linda Mayoux with entrepreneurs and staff of Green Home, Bukonzo Joint and Kabarole Research and Resource Centre in Uganda, Port Sudan Small Enterprise Development in Sudan, ANANDI in India, Aga Khan Foundation Pakistan and Trickle-Up in USA. By July 2009, GALS was used by over 2,000 women and men in Uganda and over 25,000 in Latin America, Asia and elsewhere in Africa. Numbers are increasing all the time.

**Annex 1 Tool 3.2a**  
Overview of GALS stages



## Tool 3.2

### Gender Action Learning (GALS) Stage 2 'Steering life's rocky road'

#### *Why use this tool?*

In stage 1 of GALS, participants have developed a clear idea of what gender justice means for women and men. They develop a commitment to change and formulate some initial action steps towards this change. Moving forward in life requires a clear vision, an understanding of where we are now, how we got here and how we can move forward step-by-step to achieving our vision. GALS stage 2 helps people to steer along the 'rocky road of life', the empowerment road journey.

The empowerment journey looks broadly at life goals, including personal development, 'happy families' and livelihoods. It highlights the interrelationship between these elements at the individual level. The inescapable conclusion promoted through the way the tools are structured and sequenced is that the only possible way forward to poverty reduction for women, men and children is to address the unnecessary gender inequalities which constrain not only women, but also men and children.

#### *What do you gain from using it?*

In Stage 2 of GALS people develop a vision with SMART 'milestones', analyze opportunities and constraints and track progress over time as an action learning and change process.

#### *Who applies the tool and for whom?*

The tool provides guidelines to practitioners for a participatory session with women and men in communities.

#### *How does it work?*

The Rocky Road process has 6 stages:

#### **Step 1 Where do we want to go? Drafting the road map for the personal empowerment journey and time bound objectives for 'milestones'**

In this step people will design their 'empowerment journey'. This will help people to reflect on the personal implications of the gender justice diamond from GALS stage 1. It introduces the idea of the personal empowerment journey as a roadmap for change. It starts with the long-term vision and dream for their livelihoods, 'happy family' and personal development, because this is what inspires people to start and also continue when life gets difficult. It reinforces faith in the possibilities for change, identifying time-bound milestones for what people think they can achieve within the 6-12 month period of stage 2.

**Learning outputs:** future and current indicators on the personal empowerment journey.

**Action outputs:** a clear idea of what changes have taken place since the Tree of diamond dreams (GALS stage 1), what still needs to be done and some ideas on strategies through sharing with others.

#### **Step 2 How did we get here? The achievement journey**

In order to see how we can move forward, it is important to see what we have done in the past and how we can learn from that. It is important in life always to stay positive.



This means having pride and confidence in what we have achieved, rather than always dwelling on future problems. The achievement journey plots the time up to the current situation as a separate road journey, with all its twists and turns. It focuses particularly on changes that have happened since GALS stage 1, Tree of diamond dreams. A key part of this analysis is the analysis of opportunities and constraints in the past.

**Learning outputs:** past opportunities and challenges which may also occur in the future are placed on the empowerment journey, considering their positioning carefully and color-coding for gender, etc.

**Action outputs:** a circle is drawn around expected future opportunities and constraints where appropriate as key action points, with some ideas on strategies through sharing with others.

### Step 3 What can help or hinder us in our progress? The opportunities and challenges map

Having inspired people, and clarified their visions and milestones, and appreciated their past achievements, it is then possible for them to analyze their present situation without getting too depressed. In GALS it is important to always start with the positive elements, before starting to think coolly and constructively about what actions to take. The circle mapping of opportunities and challenges (based on Venn or chapatti diagrams) looks at relationships, resources and power in the household and community – which relationships, resources and organizations can help and which need to be changed.

**Learning outputs:** the conclusions on current opportunities and challenges are placed on the empowerment journey to complement those from the achievement journey.

**Action outputs:** current opportunities and constraints, together with those from the past, are prioritized as key action points with some ideas on strategies through sharing with others.

### Step 4 Sharing strategies and accelerating change, challenge action trees

This step brings together the experiences of change felt since the 'Tree of diamond dreams' and the strategies suggested in the previous stages. This stage may be done once, e.g. as a larger collective event. Or it could be repeated for different priority issues related to gender justice over a period of months. Common issues emerging from experiences so far have been property rights, unequal division of labor, violence and adultery. As in 'Tree of diamond dreams', the challenges in addressing each issue are examined. For each challenge a possible solution is proposed. Then for each solution concrete SMART actions are identified as 'fruits' and agreed for individuals. This time group actions are identified as 'flowers' and lastly external support as 'bees'. Trees need enough fruits and flowers to attract the bees or the bees may never come.

**Learning outputs:** the fruits achieved are progressively aggregated on a 'mother tree'. They are also marked on the milestones of the individual empowerment journeys.

**Action outputs:** based on this analysis and the group discussion of strategies, as homework individuals place new action fruits in future milestones or vision on their empowerment journeys.



### Step 5 What have we achieved? Gender justice diamonds revised

There should now be a summary of all the fruits which have ripened regarding different issues. This stage looks at how individuals have progressed, and how those who are still having problems can be assisted. Depending on the quality of the relations within the group, this can be a fairly rigorous impact assessment of step 2 achievements, aggregated for the whole organization.

**Learning outputs:** how far each person has managed to achieve her/ his goal. Who is still having problems on which issues?

**Action outputs:** how can people who are still having problems be helped and remaining issues be addressed?

### Step 6 The 'mother road', from individual to collective action strategy.

The outcomes from all the previous processes are now used to make a 'mother road' or collective action strategy for the group, and also for the organization, focusing on what the group, community or organization now needs to do to support the individual initiatives. The steps, achievements, opportunities and challenges are then tracked over time as the next phase of the action learning process, and fed into the gender justice mainstreaming in economic interventions (stage 3 of GALS).

#### Video examples

*The WEMAN YouTube channel provides a number of videos.*

#### Credits

Steering life's rocky road Manual GALS stage 2. Linda Mayoux/ Oxfam Novib, 2010

<http://www.wemanglobal.org/documents/Vision/Steering%20life's%20rocky%20road.pdf>

This manual is part of the series of manuals for Gender Action Learning System (GALS) methodology. GALS is a key part of Oxfam Novib's Women's Empowerment Mainstreaming And Networking (WEMAN) program for gender justice in economic development interventions, including market and value chain development, financial services and economic policy and decision-making. GALS is a community-led empowerment methodology aiming at 'constructive economic, social and political transformation' on gender justice. [http://www.wemanglobal.org/1\\_WEMANVision.asp](http://www.wemanglobal.org/1_WEMANVision.asp)

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Figure 10: Schematic overview of a vision journey (Source: Linda Mayoux/ Oxfam Novib, 2010)

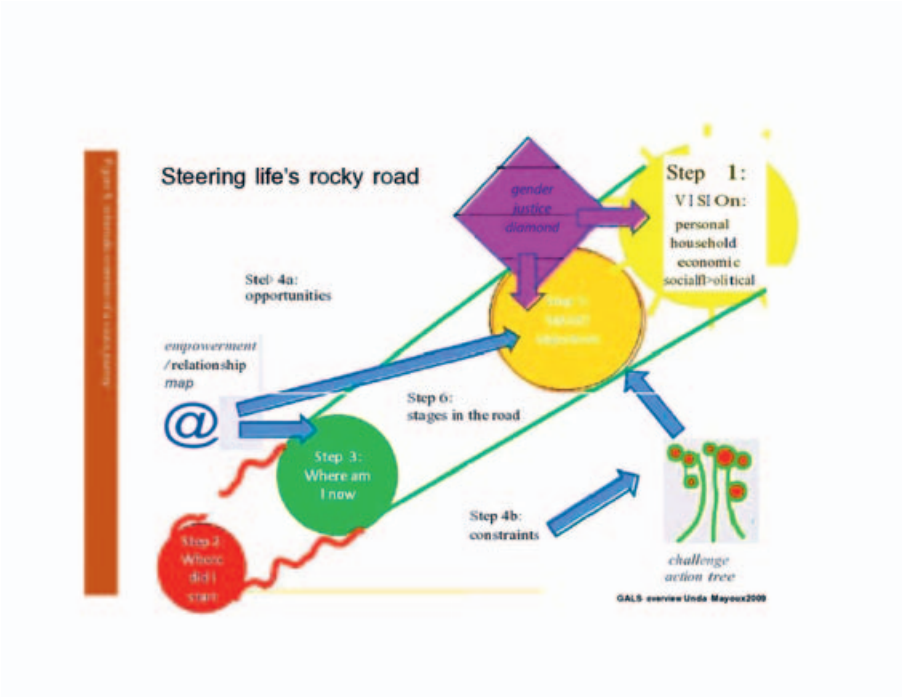
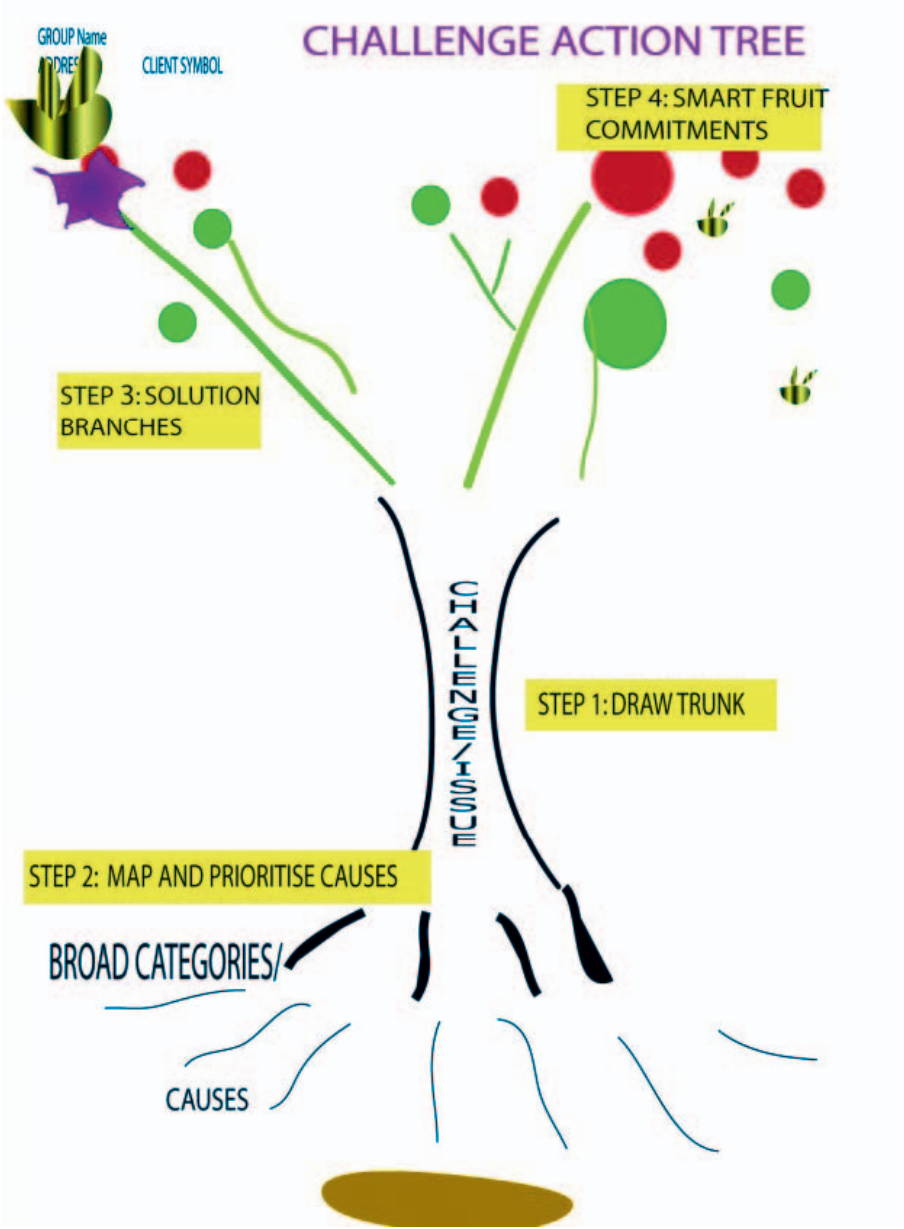


Figure 11: Examples of a vision journey (Source: Linda Mayoux/ Oxfam Novib, 2010)



Figure 12: Overview of a Challenge Action Tree (Source: Linda Mayoux/ Oxfam Novib, 2010)



### Tool 3.3a

#### Gender-sensitive selection of a value chain

##### *Why use this tool?*

Selecting a value chain or sub-sector on the basis of superficial observation bears the risk of choosing a sector with little potential for either upgrading or achieving gender objectives. For this reason, it is important to base the selection of the value chain on the objectives of the development intervention. We promote that the selected value chain(s) must have the potential to contribute to increased women empowerment and gender equality; the chain must 'work for women'.

A participatory process is required to ensure that the choice is made based on a balance of the needs and interests of a variety of stakeholders; a participatory process ensures that opinions are collected from different perspectives. Aim for consensus on strategies and transparency in decision-making and accountability.

##### *What do you gain from using it?*

Compare a number of value chains based on growth potential and gender advancement criteria.

Reach consensus on the selection of the value chains to be upgraded.

##### *Who applies the tool and for whom?*

Practitioners:

To facilitate participatory processes with farmers, men and women.

As a basis for the development of a project strategy.

##### *How does it work?*

In order to select a value chain the following steps will be followed:

Step 1: Information gathering on potential value chains

Step 2: Participatory workshop for gender-sensitive value chain selection

Step 3: Drafting of a report with the final selection

This tool focuses on step 2.

##### **Qualitative or quantitative approach**

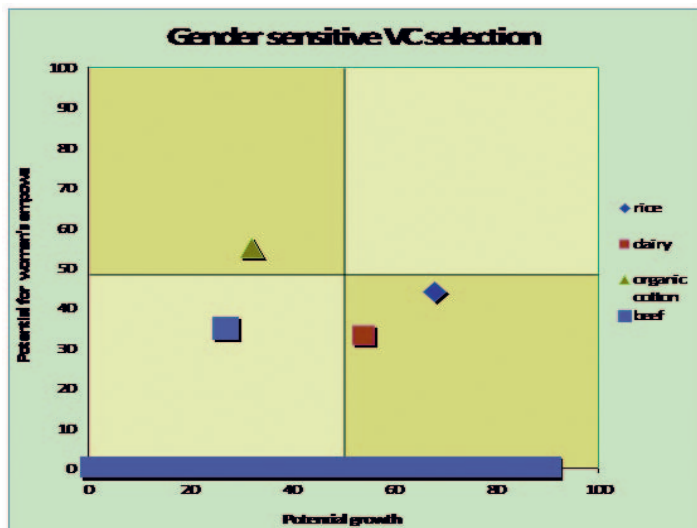
If a qualitative approach is used, groups of participants make a balanced decision based on the evaluation of the market /growth potential and the women empowerment potential of the different value chains. They present their results to the plenary, backing their decision with main arguments (important opportunities or important or lethal constraints).

**See Annex 1** for the questionnaire for a 'selection of a value chain' in a participatory session.

A more quantitative approach can also be used. In this case the results are included in an excel sheet. In the excel sheet, the questions are formulated as criteria. The excel sheet automatically generates a matrix as presented in Annex 2 below) in which the different value chains are plotted on an X-axis representing growth potential and a Y-axis representing gender potential.

**See Annex 2** for a filled in example of the excel matrix for the selection of a value chain in a quantitative manner. The excel sheet can be used as format for your own value chain.

Figure 13: Gender-sensitive value chain selection (Source: Vanderschaeghe et al, 2011)



### Step 1

Ensure that basic information is gathered and made available on the three sets of criteria used:

- Market/ growth potential
- Potential to contribute to increased women empowerment and gender equality
- Pragmatic arguments

The data-gathering can be based on secondary sources (e.g. research reports) in combination with interviews and discussion with various stakeholders including government, NGOs, donors and private sector, CBOs, women & men producers, to gather data on market demand, agronomy & environment and to identify key actors for various agricultural products in the specific geographical area. Specific attention is to be given to characteristics of the market structure for these products and for the potential of smallholders and women's participation.

### Step 2

Starting the workshop, it is important to explain the criteria which are going to be used for value chain selection. The information gathered in the first step on the market demand and potential for women empowerment and gender equality should be presented as starting point.

### Criteria for selection

The following criteria should be assessed in plenary or in groups, using a scale from 0 (no, not at all) to 5 (yes, very important).

#### A. Criteria for growth potential

- Positive growth trend of the value chain, unmet market demand
- Available sales outlet, high interest of buyers in buying the product
- Scope for expanding production and/ or scope for value addition through processing or product improvement (new products for which there is a market)

- Low costs of the value chain vis-à-vis competitors
- Other competitive advantage of the value chain vis-à-vis competitors (unique product/ local specialty)
- Potential for collaboration and coordination between actors for value chain upgrading
- Sufficient technological and managerial level of enterprises in the sector for upgrading and innovation
- Access to infrastructure, qualified labor force, raw material, inputs
- Sufficient access to financial services
- Sufficient access to business development services for quality improvement of the production process

*B. Potential to contribute to increased women empowerment and gender equality*

- High share of women employed in the value chain as compared to the economy at large
- High number of women entrepreneurs in the value chain.
- Women control equipment/ assets
- Women have or can acquire skills needed for profitable value addition opportunities through processing product & diversification
- Women control the sales income and the enterprise
- Close to household within community area (geographically)
- Low entry barriers for small-scale and poor entrepreneurs (small scale of production, low start-up costs, not requiring major capital investment, using low-tech skills).
- Low entry barriers for women entrepreneurs (time and mobility, access to technology and assets, cultural constraints)
- Offering new opportunities for women
- New activities are in line with livelihood conditions (year-round income, using family labor, rapid returns, contributing to food security, keeping the environment intact, not reducing availability of clean water)



### C. Pragmatic criteria

#### Outreach

- Size of the value chain in relation with project resources
- Significant number of women employed and new job opportunities
- Significant number of small farmers, enterprises and companies involved
- Significant area covered

#### Prospects of success:

- Own initiatives and commitment of chain actors, their readiness for change.
- Existence of some level of organization of chain actors.
- Sufficient resources (time, funds, and know-how) of the agency selecting the chain to invest in chain development.
- Existence of other organizations to collaborate with, demand of investors.
- Existence of institutions and service providers (financial, entrepreneurial, technological, gender) to support value chain actors.
- Conducive policy conditions and business environment.

#### Program-related aspects (if relevant):

- Relevance to priorities of government's economic policy ("thrust sectors").
- Corresponding to project objectives, mandate and resources of the organization.
- Relevance to mandated area of the program.
- Synergies and scope for cooperation with other support programs.

### Requirements

- For the qualitative approach: Flipcharts and markers
- If quantitative approach is applied: Several laptops with excel sheet of this tool.

### Step 3 Draft of a report with the final selection incorporating comment of various stakeholders.

#### Recommendations

- Potential dilemma of the process of selecting a value chain for upgrading is the choice; do we opt for a low-value 'women's product' or do we select one with high barriers for women to enter, by which more value is added? We might also opt for improvement of the position of women in value chains dominated by men.
- A traditionally 'women's product': minor increases in income, low margins, yet opportunities to strengthen organization, build skills, negotiate with private sector and access market services.
- A mixed organization in (for example) a bulk export commodity market: higher income, but opportunities are for fewer 'exceptional' women, and/ or women face barriers to taking on new roles.
- Improved working conditions for female laborers or unpaid family labor and/ or recognition of the importance of their work.
- Programs could plan to work with one of the above strategies, or make a combination.

### Credits

2011. Adapted by Mieke Vanderschaeghe, Patricia Lindo and Angelica Senders from Material of the Oxfam GB program Grow, Sell Thrive (<http://growsellthrive.org/>) and material from GIZ Value links. (<http://www.valuelinks.org/index.php/material/manual>).

**Annex 1, Tool 3.3a****Questionnaire for a participatory session 'selection of a value chain'**

Lead questions	Scores	Weight	Total
<b>A. Assess growth potential</b>			
What are the prospects for future demand growth?		3	
Are traders willing to buy more of the product?		2	
Can new products be developed through processing, or product improvement for which a market exists?		1	
Can the product be supplied to the consumer at attractive costs?		1	
What are the competitive advantages of producers (cost, product characteristics)?		3	
Is there potential for increased cooperation in the value chain?		2	
Do enterprises in the value chain have the management capacity for upgrading and innovation?		3	
Is infrastructure, qualified labor force, raw material, inputs sufficiently available?		3	
Are financial services sufficiently available?		1	
Are business development services for quality improvement of the production process sufficiently available?		1	
Total		20	

<b>B. Assess potential for women's empowerment &amp; gender equality</b>			
Is the share of women employed in the value chain relatively high?		2	
Are there many female entrepreneurs in the value chain?		2	
Do women control equipment and assets?		3	
Do women have (or can they acquire) the skills needed for interesting value addition through processing or product diversification?		1	
Do women control the sales income and the enterprise?		2	
Can the work take place close to home?		1	
Is this a value chain with low barriers to enter for poor entrepreneurs (small scale of production, low start-up costs, not requiring major capital investment, using low-tech skills).			
Is this a value chain with low barriers to enter for women (time and mobility, access to technology and assets, cultural constraints)?		2	
Does this value chain offer new opportunities for women?		4	
Is the activity in the value chain in line with livelihood conditions (year-round income, using family labor, rapid returns, contributing to food security, keeping the environment intact, not reducing availability of clean water)?		2	
Total		20	



## Annex 2, Tool 3.3a

### Example of matrix for gender-sensitive value chain selection

(Download the Excel sheets (example and an empty sheet) at <http://genderinvaluechains.ning.com/page/downloads>)

**Matrix for gender-sensitive Value Chain Selection**

Sub-sector or value chain	beef			dairy			organic cotton			rice		
	score	weight	total	score	weight	total	score	weight	total	score	weight	total
<b>Criteria for growth potential</b>												
1 Positive growth trend of the value chain, unmet market demand	1	3	3	5	1	5	1	3	3	5	3	15
2 Available sales outlet, high interest of buyers in the product	1	2	2	5	1	5	1	2	2	5	2	10
3 Scope for expanding production and/or scope for value addition through processing or product improvement (new products for which there is a market)	1	1	1	5	1	5	2	1	2	5	1	5
4 Low costs of the value chain vis-à-vis competitors	1	1	1	3	1	3	2	1	2	5	1	5
5 Other competitive advantage of the value chain vis-à-vis competitors (unique product/ local specialty)	1	3	3	3	2	6	1	3	3	1	3	3
6 Potential for collaboration and coordination between actors for value chain upgrading.	1	2	2	3	2	6	2	2	4	5	2	10
7 Sufficient technological and managerial level of enterprises in the sector for upgrading and innovation.	1	3	3	3	2	6	2	3	6	1	3	3
8 Access to infrastructure, qualified labor force, raw material, inputs	1	3	3	3	3	9	2	3	6	5	3	15
9 Sufficient access to Financial services	1	1	1	3	2	6	2	1	2	1	1	1
10 Sufficient access to business development services for quality improvement of the production process	1	1	1	3	1	3	2	1	2	1	1	1
<b>Total growth Potential</b>			<b>20</b>			<b>54</b>			<b>32</b>	<b>1</b>		<b>68</b>

\*scores: 5 = high, 1 = low, weight: 1-4

Sub-sector or value chain		beef			dairy			organic cotton			rice		
*		score	weight	total	score	weight	total	score	weight	total	score	weight	total
	<b>Criteria potential for women's empowerment and gender equality</b>												
1	High share of women employed in the value chain as compared to the economy at large	1	2	2	3	1	3	4	2	8	4	2	8
2	High number of women entrepreneurs in the value chain.	4	2	8	3	1	3	3	2	6	2	2	4
3	Women control equipment/assets	4	3	12	3	1	3	5	3	15	2	3	6
4	Women have or can acquire skills needed for profitable value addition opportunities through processing product & diversification	1	1	1	3	1	3	4	1	4	2	1	2
5	Women control the sales income and the enterprise	1	2	2	3	1	3	4	2	8	1	2	2
6	Close to HH community area (geographic)	1	1	1	3	1	3	3	1	3	3	1	3
7	Low entry barriers for small-scale and poor entrepreneurs (small scale of production, low start-up costs, not requiring major capital investment, using low-tech skills).	1	1	1	3	1	3	4	1	4	3	1	3
8	Low entry barriers for women entrepreneurs (time and mobility, access to technology and assets, cultural constraints)	1	2	2	3	1	3	3	2	6	2	2	4
9	Offering new opportunities for women	1	4	4	3	1	3		4	0	1	4	4
10	These new activities are in line with livelihood conditions (year-round income, using family labor, rapid returns, contributing to food security, keeping the environment intact, not reducing availability of clean water)	1	2	2	3	2	6	3	2	1	4	2	8
	<b>Total potential for women's empowerment and gender equality</b>			<b>35</b>			<b>33</b>			<b>55</b>			<b>44</b>

## 4. Value chain analysis

This chapter provides tools for value chain analysis from different perspectives:

(4.1) socio-economic; (4.2) value chain development; and (4.3) gender.

### 4.1 Data collection for value chain analysis at macro-, meso- and micro-level

This tool allows for the analysis of the broader economic environment of a value chain (or a sub-sector) at different levels (individual, household, community, market, national and international) and dimensions (economic, psychological, political and social).

### 4.2 Gender-sensitive value chain mapping

The tools in this section allow for the analysis of a specific value chain, from producers to a specific consumers market.

### 4.3 Analyzing gender-based constraints

The Gender-based Constraints tool helps to distinguish areas of gender inequality that are relevant to the efficient operation of the value chain. It identifies inequalities and subsequently the causing factors. The GbC statements help formulate actions to build a value chain with equal gender opportunities.

#### Tool 4.1a

#### Data collection for value chain analysis at macro-, meso- and micro-level

##### *Why use this tool?*

To raise awareness of the complexity of the system in which a value chain operates. The tools help to identify different stakeholders and how they mutually influence one another in a positive or negative manner. The preliminary mapping should shed a light on the following aspects:

- For each level (macro, meso, micro), what are the institutions, organizations and individuals involved?
- What is their level of awareness on gender equality issues?
- Which ones are advocates of gender equality issues?
- What are the interactions between them and with other organizations working in the sector?
- What actors have the potential to work towards the achievement of gender equality goals/ impacts in the value chain?
- What financial and technical partners have a strong commitment for and dedicate resources to gender equality issues?

##### *Who applies the tool and for whom?*

Practitioners based on desk study, field work and focus group discussions.

##### *What do you gain from using it?*

Analyzing the chain with a gender perspective consists of facilitating the collection of sex-disaggregated quantitative and qualitative data at the macro-, meso- and micro-level.

els using both a gender and a VCD perspective. The purpose is to identify and facilitate discussions on gaps, discriminations and key gender issues, keeping in mind the multiple dimensions and levels on which gender inequalities and opportunities operate:

Figure 14: Dimensions/ Levels (Source: Jacqueline Terrillon, SNV, 2010)

Dimensions	Levels
economic	individual
psychological	household
social	community
political	market
...	institutional
	national
	international

Going through such an analysis provides an overview according to the following grid:

Figure 15: Data collection template (Source: Jacqueline Terrillon, SNV, 2010)

	A. Gender roles	B. Gendered access to resources	C. Gendered control over benefits	D: Gendered influence on enabling factors
Macro level				
Meso level				
Micro level				

### Macro gender value chains analysis

This tool proposes points of attention, formulated as questions, which serve as a check-list to understand the specific context of the chosen value chain. According to the results of the analysis, key gender-based issues (constraints and opportunities) are identified and appropriate options for systemic action are selected.

#### Step 1 cultural setting

An analysis of the overall cultural setting, the values and norms and the institutional environment needs special attention before heading towards a gendered value chain analysis on macro-level. The following aspects should be looked at:

- What is the cultural, ethnic context in which we work? Which religion or ideology is dominating the society?
- What are the norms and values regarding women's roles and responsibilities?
  - What are the stereotypes, perceptions and values regarding women's economic contributions?
  - How do they affect sexual division of labor?
  - What is societies' willingness to accept new gender roles/ responsibilities?

#### Step 2 regulations and legislations

Norms and values regarding gender roles have influenced the regulations and legislations around key issues such as labor, access to resources (inheritance law, etc.), market demand (local, national, international). Some are in favor of greater gender equality and others are not:

- How is the overall legislative and regulatory environment relating to women's status and economic rights (labor law, inheritance and property, personal and family code)?
  - What is the influence of customary law and religion and substantive law? Which one is applied? In what cases?
  - What is the impact of these regulations/ legislations on women's freedom of choice, access to resources and to benefits?
  - Are provisions in laws relating to women's rights known and enforced?
- Concerning public institutions:
  - Are they gender-sensitive/ -aware?
  - Are they aware of women's specific needs and interests?
  - Do they have gender mainstreaming capacities (gender-based analysis, implementation, and assessment) and resources (human, financial)?
- Has the government made commitments to address gender equality issues in this value chain/ sector?
  - Is there a policy document (e.g. national, regional or local policy/ plan for gender equality) that expressly states the government's commitment to gender equality?
  - Does this policy expressly outlines how and by whom gender mainstreaming is to be undertaken (this delineates lines of accountability and responsibility)?
  - Are these commitments reflected in sector policies in forestry/ agriculture/ rural development or in the framework of trade liberalization and export promotion policies?
  - Do agricultural sector policies and programs take into consideration women's specific needs and interests? Do they consider the potentially differential impact on men and women?

### Step 3 Macro-analysis

With the answer to the questions of step 1 and step 2 in mind, an in-depth macro-analysis can be facilitated using the gender grid below as framework. The macro-level deals with the overall institutional environment and interrelations between actors throughout the chain and analyses whether these are conducive to the development of pro-poor, equitable, inclusive and responsive value chains.

The gender grid helps to identify and discuss with stakeholders key gender issues in relation to the cultural setting and the institutional and regulatory framework in which the value chains operate.

The questions in the grid are indicative and very general and will vary according to a specific context. However, it can help to identify underlying causes of discriminations and gaps. After this, the objective to improve gender equality can be determined.

### Meso gender and value chain analysis

This meso-analysis deals with the Gender Sensitivity of specific local structures; it focuses on institutions and organizations and their delivery systems. It investigates whether they reflect gender equality principles in their structure, in their culture, in the services they provide and in the way these services are provided (producer groups, BDS, etc.).

### Micro gender and value chain analysis

The macro- and meso-analyses deal with outreach and impacts. The micro-level analysis helps to identify major constraints faced by women at the household level, which will have repercussions on the meso- and macro-levels.

Figure 16: Macro-, meso- and micro-analysis grids (Source: Jacqueline Terrillon, SNV, 2010)

Macro Analysis	
Gender Grid	Check List-Macro Analysis
<b>Gender roles</b> Looks at sexual division of labor within the chain: where in the chain are women and men active ("vertical integration")?	<ul style="list-style-type: none"> <li>• What is the portion of men and women working in this specific sector/value chain by activity (supply, production, processing, transportation, trade)?</li> <li>• Are they part of the formal or the informal economy?</li> <li>• What are the functional as well as sexual divisions of labor and roles within the different segments of the value chain (production, processing, trading and marketing, consumers, etc.) according to gender roles?</li> <li>• Are there any segments where the presence of women is more important? Are women involved in stages where value added is generated? Where is actual income earned?</li> <li>• What is the visibility and value granted to women's role? What are the perceptions by women themselves, men and the community? What is the nature of women's work? Is it a temporary/casual type of work? Are women only used as unpaid labor?</li> </ul>
<b>Gendered access to resources</b> Looks at how resources are shared/ distributed according to laws/ regulations and norms and values	<ul style="list-style-type: none"> <li>• What are men's and women's entitlements? What are the characteristics and factors that mediate men's and women's access to and control over different types of resources (natural, productive and services)?</li> <li>• What is women's access to information on production, organizations and services available? Through what means of communication? Are these adapted to the possibilities of women?</li> <li>• What are capabilities of women to use these resources?</li> <li>• Who owns the land/trees/harvest, etc.?</li> <li>• Is information more difficult to obtain for women producers in "feminine" or in mixed value chains? What about access to information for women in other segments of the value chain (e.g. processors, or traders)?</li> <li>• If there are constraints; what are the main constraints faced by women in different segments of the value chain? (women's lower level of education, more marginalized and lesser access to "networks", project, programs, less visible within segments of the value chain, less control over information? etc.)</li> <li>• Any specific information on market segments relevant for gender issues? (Eg. increase product offer to low income consumers in order to improve quality of life such as nutrition)</li> <li>• How can poor groups and other stakeholders obtain information about services in the sector, or market information?</li> </ul>
<b>Gendered control over benefits</b> Looks at women's and men's roles in the management of the chain ("horizontal integration") and the power dynamics	<ul style="list-style-type: none"> <li>• Are there any uneven power relationships? Any gender-related discriminations/ exclusions?</li> <li>• How is power distributed within production and exchange relationships across the value chain?</li> <li>• Are benefits distributed/ concentrated in one segment of the chain?</li> <li>• Who decides? Who controls benefits?</li> <li>• What are the disempowering dynamics?</li> <li>• What are the entitlement capabilities of men and women throughout the value chain? Is there any uneven distribution of these capabilities?</li> <li>• What alternatives (choices) do women have regarding chain activities and chain management?</li> <li>• What is the ability of producers (male/ female) to influence the price? What are the opportunities for negotiation (voice, participation, inclusiveness) (indebtedness, sub-optimal contracting)? Who signs the contract for the sale of the product?</li> <li>• Do women in different segments of the value chain earn more income following the intervention (if any)?</li> <li>• Are women's roles changing? Do they take leadership positions? Do they sign contracts?</li> <li>• What is women's own perception of change? Did they gain more self-confidence, credibility?</li> <li>• Can these changes be interpreted as empowerment?</li> </ul>
<b>Gendered influence on enabling factors</b> Wants to determine how women/ men leaders can influence policy-making and legislations to promote their economic rights and make the overall environment more conducive to gender equality	<ul style="list-style-type: none"> <li>• What is women's ability to influence decisions/ policies/ programs at all levels?</li> <li>• Do they have access to specific spaces of power (invited or claimed spaces), and places of power (municipal council, parliament, etc.)? Do they have the opportunity to speak? Are women's voices heard? Are they listened to? Which women's voices?</li> <li>• Are women in specific segments of this value chain/ sector/ activity organized?</li> <li>• Do they build strategic alliances with institutions working on gender issues such as women's rights organizations and platforms?</li> <li>• Are institutions working on women's and gender issues in this sector? Are women producers or farmers associations involved in decision-making at national policy and planning levels?</li> </ul>

Meso analysis	
Gender Grid	Check List-Meso Analysis
<b>Gender roles</b> Analysis of women's positioning within organizations (producers, users, processors) of VC (internal governance)	<ul style="list-style-type: none"> <li>• What is women's role and positioning within these organizations?</li> <li>• Do they face specific constraints (representation in decision-making instances, power to influence decisions, etc.)?</li> </ul>
<b>Gendered access to resources</b> Wants to understand women's specific needs in terms of access to resources	<ul style="list-style-type: none"> <li>• Do women have access to land, water and technology?</li> <li>• Do women have access to information and education?</li> <li>• Do women have access to and responsiveness of value chain development services:</li> <li>• What is women's access to business development services?</li> <li>• Do female producer groups have the same access to BDS? If not, why?</li> <li>• Are technological innovations and investments specifically addressed at men, or also at women? Are they adapted to women's needs (physical strength and daily schedules)?</li> <li>• Are women specific BDS needed to support female producers?</li> <li>• Are BDS adapted to female producer's specific needs (daily schedules, lower educational levels, etc.)?</li> <li>• Is childcare available?</li> <li>• Do service providers know how to perform gender mainstreaming to better analyze/ understand and address these constraints? Are they attentive to delivering gender-sensitive services? Are they gender-sensitive in their approach?</li> <li>• Do service providers apply institutional/ organizational gender mainstreaming?</li> <li>• Employment in BDS: does it foster employment of women? Are employment opportunities equitable? How are the working conditions?</li> <li>• Access to and responsiveness of financial services:</li> <li>• Do women who concentrate in specific segments of value chains face particular constraints in accessing financial services? What are these constraints?</li> <li>• What are their specific needs? (investment and cash flow needs/social pressure to face school fees and food items)</li> <li>• Are financial services adapted to their needs? What are the most suitable financial products?</li> <li>• Are there any institutions (private or public sector) which specialize in facilitating women's access to financial services?</li> </ul>
<b>Gendered control over benefits</b> Looks at power relations within groups/ associations, whether they are inclusive and how costs and benefits are shared	<ul style="list-style-type: none"> <li>• Are women members of producer groups?</li> <li>• Do they take part in meetings? Do they have the right to voice their needs and vote?</li> <li>• Do they have the right to access social and financial benefits offered by the organization?</li> <li>• Do they have the opportunity to be elected to governing bodies and if so, are they elected and to what degree?</li> <li>• Are there any special measures in the Articles of Association such as quotas to guarantee their participation in decision-making?</li> </ul>
<b>Gendered influence on enabling factors</b> Looks at the "empowerment side of groups and associations in terms of access to arenas where decisions are made"	<ul style="list-style-type: none"> <li>• What are female leaders' capacities to influence collective decision-making about sector services and value chain development?</li> <li>• How can those who do not have access to resources and services be included?</li> <li>• In what "claimed or invited" spaces and places?</li> </ul>

Micro Analysis	
Gender Grid	Check List-Micro Analysis
Gender roles	<ul style="list-style-type: none"> <li>• What is the sexual division of labor within the household (socially determined gender roles)? What are men's and women's reproductive roles? What tasks are performed by men and women?</li> <li>• How much time and energy are spent on these different tasks?</li> <li>• How does it relate to women and men's other roles (reproductive/ community)?</li> <li>• How does the work performed in the value chain add to their work burden?</li> </ul>
Gendered access to resources	<ul style="list-style-type: none"> <li>• What is women's and men's access to resources needed to perform tasks?</li> <li>• Are there any specific constraints faced by women in particular?</li> <li>• See 4.1b on differentiated access to resources.</li> </ul>
Gendered control over benefits	<ul style="list-style-type: none"> <li>• Do women/ men benefit equally at the household level? Who earns income? Who decides on the use of the income? Who decides on family budget allocation? What is women's decision-making power on spending of the household budget?</li> <li>• Are other types of benefits generated by women (financial, visibility, credibility, better access to information and social networks)?</li> </ul>
Gendered influence on power dynamics within the household	<ul style="list-style-type: none"> <li>• How is women's contribution in the value chain (?) perceived at household level?</li> <li>• Are gender roles changing? If yes, is women's changing role/ increased income valued within the household? Within the community? Does it have an impact on her decision-making and negotiating power?</li> <li>• Do women attend/ participate in more meetings at community level? Do they speak up?</li> <li>• For what purpose is additional income generated by the intervention spent?</li> <li>• What are the changes in men's behaviors/ attitudes? Do men still take their responsibilities within the household? Do they get involved in household chores and child rearing to support their wives?</li> </ul>

### Credits

This tool is based on material from "[Gender mainstreaming in value chain development - Practical guidelines and tools](#)", [Corporate Network Agriculture, SNV, 2010](#), prepared by Jacqueline Terrillon.





### Tool 4.1b

## Reducing the gender-asset gap; the GAAP conceptual framework

### *Why use this tool?*

Being able to access, control, and own productive assets such as land, labor, finance, social and political capital enables people to create stable and productive lives. Yet relatively little is known about how agricultural development programs can most effectively deliver these outcomes of well-being, empowerment, and higher income in a way that acknowledges differential access to and control over assets by men and women. The Gender Asset Agricultural Program (GAAP) provides a conceptual framework for analyzing this gender asset gap.

### *What do you gain from using it?*

The gender asset gap arguably provides a much firmer basis for understanding gender economic inequality and women's empowerment than just a focus on income or wages. Besides being a measure of opportunities (that is, through the ability to generate income or additional wealth) or outcomes (net wealth), ownership of assets is critically important to women's bargaining power and hence their economic empowerment.

The goal of gender-responsive development is not to ensure that men and women have equal control over all assets, but that both have control over important assets that they can use to improve livelihoods, well-being, and bargaining power within their households and communities. In order to reduce the gender gap, it is important to consider what it means to have control over an asset as well as how men and women accumulate assets.

### *Who applies this tool and for whom?*

Value chain development practitioners use this framework for data collection in the process of developing a project strategy. Data can be collected in various forms and with a variety of methods, e.g. a desk study, field work and focus group discussions.

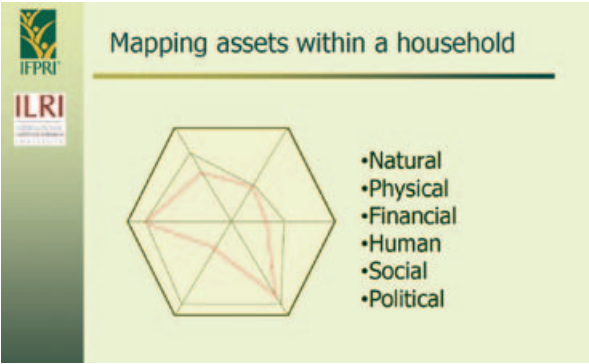
### *How does it work?*

This tool provides practitioners with a conceptual framework for collection of information on gendered differences in ownership of assets preliminary to the development of a project strategy.

Households and individuals hold and invest in different types of assets, including tangible assets such as land, livestock, and machinery, as well as intangible assets such as education and social relationships. These different forms of asset holdings have been categorized as:

- Natural resource capital: land, water, trees, genetic resources, soil fertility;
- Physical capital: agricultural and business equipment, houses, consumer durables, vehicles and transportation, water supply and sanitation facilities, and communications infrastructure;
- Human capital: education, skills, knowledge, health, nutrition; these are embodied in the labor of individuals;
- Financial capital: savings, credit, and inflows (state transfers and remittances);
- Social capital: membership in organizations and groups, social and professional networks; and
- Political capital: citizenship, enfranchisement, and effective participation in governance.

Figure 17: Illustration of hypothetical gender asset gap (Source: International Food Policy Research Institute, 2011)

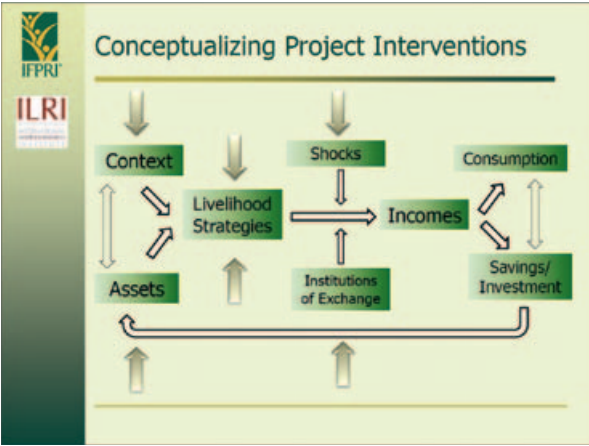


Example

Figure 17 provides a conceptual illustration of the “gender gap” in asset allocation. The graph illustratively plots the extent of men’s and women’s control over assets in each of these types of “capital” (ignoring, for the moment, the fact that each of these types of assets are multidimensional in themselves, and consequently collapsing any one dimension into a single index would be extremely problematic). A third line could be used to map joint assets.

The graphical depiction suggests, and empirical evidence supports, that men and women own different types of assets. For example, in the rural Philippines, women may have higher average education levels, while men on average own greater areas of land (Quisumbing, Estudillo, and Otsuka 2004). According to Antonopoulos and Floro (2005), Thai women were more likely to own jewelry while men were more likely to own transport vehicles. Examining patterns of livestock ownership by men and women, Kristjanson et al. (2010) found that women were more likely to own small livestock such as poultry and goats while men were more likely to own large livestock such as cattle and buffaloes.

Figure 18: Conceptualizing Project Interventions (Source: International Food Policy Research Institute, 2011)



Unlike previous frameworks, this model depicts the gendered dimensions of each component of the pathway in recognition of the evidence that men and women not only control, own, or dispose of assets in different ways, but also access, control, and own different kinds of assets. The framework generates gender-specific hypotheses that can be tested empirically:

Different types of assets enable different livelihoods, with a greater stock and diversity of assets being associated with more diverse livelihoods and better well-being outcomes;

Men and women use different types of assets to cope with different types of shocks;

Interventions that increase men's and women's stock of a particular asset improve the bargaining power of the individual(s) who control that asset; and

Interventions and policies that reduce the gender gap in assets are better able to achieve development outcomes related to food security, health, and nutrition and other aspects of well-being related to agency and empowerment. The implications of these gender differences for designing agricultural development interventions to increase asset growth and returns to assets as well as for value chain development are discussed. Based on this analysis, additional gaps in knowledge and possible investigations to address them are identified.

An informative PowerPoint presentation can be found on Slideshare:

<http://www.slideshare.net/genderassets/gap-project-conceptual-framework-ap-5692088>

### Credits

This Conceptual framework developed for the GAAP (Gender, Agriculture, and Assets Project (GAAP), supported by the Bill and Melinda Gates Foundation by CGIAR System wide Program on Collective Action and Property Rights (CAPRI), November 2011, International Food Policy Research Institute (IFPRI).



## Tool 4.2a

### Making a gender-sensitive value chain map

#### *Why use this tool?*

Gender mapping focuses on making women visible in a value chain. Although women are participating in most of agricultural value chains, women tend to be invisible:

- In the production process, men are assumed to be the producers, which hide women's contributions as partner in the farm and family business.
- In the processing and marketing process, women owned businesses are often considered as domestic and small scale, or as informal workshops with low technology input. This contributes to the perception that these businesses are little competitive and therefore irrelevant for development. As a consequence, these businesses are often ignored in chain mapping.
- Workers/ contracted laborers/ employees, particularly female workers, are little visible and seldom invited to participate in a value chain analysis or the formulation of an upgrading strategy.

#### *What do you gain from using it?*

- Get a global gender-sensitive picture of the value chain, the actors involved, their linkages and the percentages of man and women in each chain segment.
- Gain insight in the difference between man and women in terms of activities as well as access and control over resources.
- Identify opportunities for women to upgrade their position.
- Identify constraints and opportunities for women to participate in the value chain as well as an analysis of differences in power (positions) in the value chain governance.

#### *Who applies this tool and for whom?*

This tool gives guidelines to practitioners how to do a gender mapping of the value chain. This map can be used in participative workshops with value chain actors (women as well as men).

#### *How does it work?*

#### Step 1 Formulate hypotheses

First make hypotheses on how women participate in the value chain and adjust your 'mapping route'. Although the general perception might be that women do not participate in certain processes or value chains, the key to a good gender analysis is go to the field with an open mind.

Our gender hypotheses should be based on the following questions:

- Where are the women in this value chain? What do they do?
- What are the characteristics of a map that convinces stakeholders and decision makers of the importance and opportunities of women in VC upgrading?

These gender hypotheses will help us to design the mapping route, look for the right tools to reveal the gender bias and identify key stakeholders for interviews or workshop.

## Step 2 Actor mapping

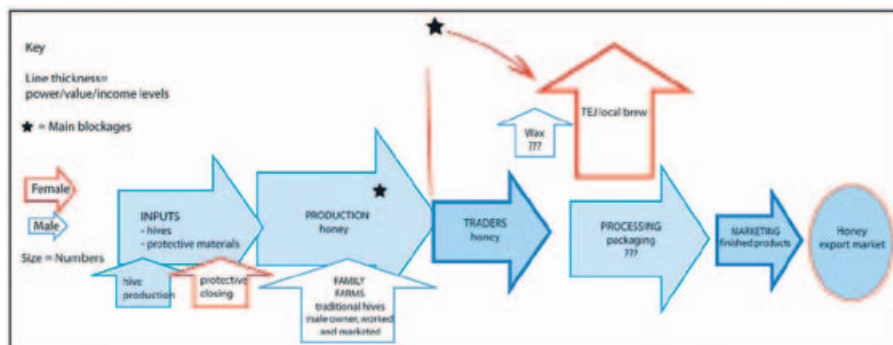
Make a visual presentation of the value chain, visualizing main actors, man and women. Make sure you invite or interview women leaders and small-scale informal women businesses in order to make an unbiased picture of the value chain.

Think about:

- What are the main processes involved in the chain?
- What are the main actors in the chains? Try to differentiate actors according to different typologies, such as:
  - Ownership or legal status (individual, household business, informal business, registered enterprise, cooperative, government)
  - Size or scale (number of people involved, micro-small-medium sized enterprise).
- How many actors in the value chain are men and how many women? (Use numbers, size, symbols and colors to differentiate men and women) (NB: segments can be mixed, composed of men and women).
- How many men and women are members of collective actors (producer organization, collective processing unit)?
- How many men and women are employed as workers at the different stages of the value chain?
- What are important actors outside the chain (e.g. business service providers, financial service providers, chain facilitators etc.)?
- What are important factors and actors influencing the value chain?

### Example 1: Honey VC in Ethiopia

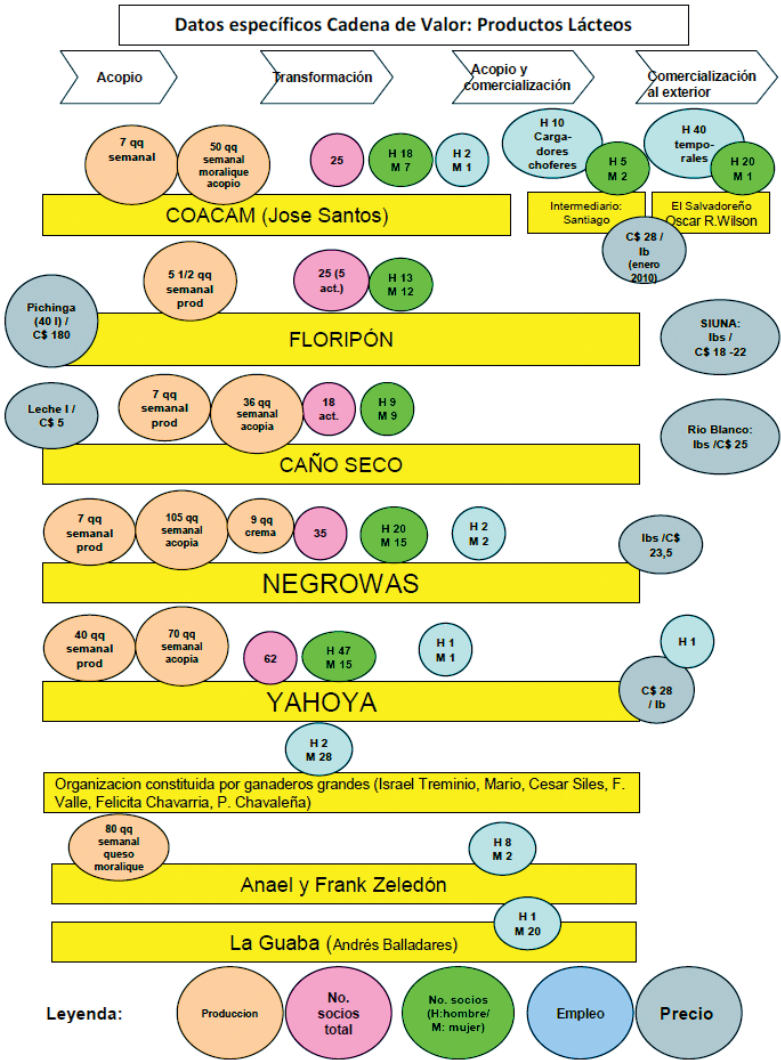
Figure 19: Honey value chain in Ethiopia (Source: Linda Mayoux/ Grania Mackie, ILO, 2008)



Example 2: Dairy products in Nicaragua (GIZ)

**Legend:** Pink circles: total number of members; green circles: the number of men (H=Hombres) and women (M=Mujeres) are indicated; orange circles: production; Blue circles: employment; Grey circles: price.

Figure 20: Dairy products in Nicaragua (Source: GIZ, 2010)



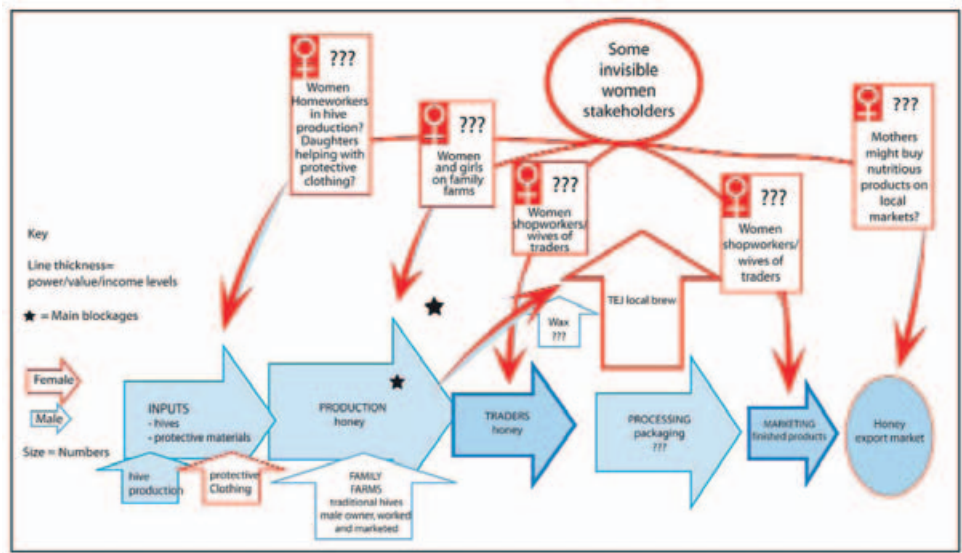


Step 3 Make invisible women stakeholders visible

This step makes women who are not mapped in the first actor mapping visible. These women are for example the wives or daughters in the family/ farm business, and laborers; they are not considered owners of the business.

Example 3: 'Invisible' women in honey VC in Ethiopia

Figure 21: 'Invisible' women in honey VC in Ethiopia(Source: Linda Mayoux/ Grania Mackie, ILO, 2008)



Step 4 Activity mapping

An important tool for making women visible is the mapping of the activities involved in the different processes of the value chain. Which activity is done by men, which by women? Give a special color to activities that generate value or bring in quality. These might be key to identifying opportunities for women empowerment in the VC. This can be done in the form of a table, as in example 4 below.

Example 4: Roles of women and men in the honey Value Chain in Somoto, Nicaragua

Figure 22: Roles of women and men in the honey Value Chain in Somoto, Nicaragua (Source: Las Abejas, 2010)

Link	Activity	Women	Men
Production	Inspection of hives	X	X
	Transhumance	X	X
	Nutrition	X	X
	Control of diseases	X	X
	Rent of land		X
	Preparation of material		X
	Honey harvest	X	X
	Melt the wax	X	X
	Reproduction of hives		X
	Replacement of materials	X	X
	Honey sale	X	X
	Change of the bee queen		X
	Replacement of hives		X
Link	Activity	Women	Men
Collecting and processing	Reception of the honey		X
	Settle the honey	X	X
	Honey bottling	X	X
	Labeling of bottles	X	X
	Storage of honey	X	X

Step 5 Specific gender mapping

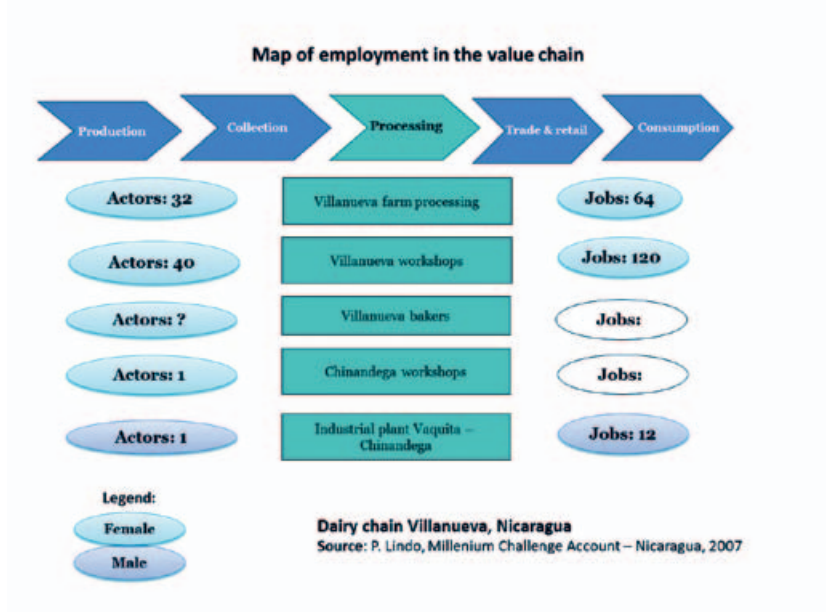
To highlight specific contributions of women stakeholders in the value chain, specific mapping could be necessary. The map below (example 5) shows the mapping of the number of actors and employees in a core process of the value chain. It shows that a lot of small women-owned domestic milk-processing businesses create more jobs than the industrial processing unit, which can process the same amount of milk as all small enterprises together.



This mapping made visible that the planned upgrading strategy, improving price for milk producers, focused on recollecting and selling milk to the industrial plant (instead of selling it locally to domestic milk processing businesses) will have a negative impact on women employment in the municipality, as less milk will be available for processing by women.

### Example 5: Dairy chain Villanueva, Nicaragua

Figure 23: Dairy chain Villanueva, Nicaragua (Source: Patricia Lindo, 2007)



### Step 6 Identify opportunities and constraints for women

In this step, we analyze the constraints that hamper the competitiveness of women and restrict their inclusion in the value chain. What can reduce these potential limitations? And what are opportunities for economic empowerment of women?

- How are women participating in the value chain; as business owner, as member of a family business, as member of an economic association (cooperative) or as employee?
- Where are women absent?
- How many jobs are generated by businesses for men and women?
- How do women participate in different associations?
- What factors in the political, cultural or commercial environment contribute positively or negatively on their participation?
- If this value chain is exclusive for men or women, why is that the case?
- How do women contribute to the quality of the product? In which way do men contribute to the quality?
- How much value added is produced in each part of the chain? Who creates it, men or women?
- Which services do men and women get within the chain and how? Do women have access to market information?
- What type of technology are women using?

- What limitations hamper the quality and competitiveness of businesses owned by women?
- What opportunities do women have to upgrade their position in the chain?

### Recommendations for the process

- Preferably this mapping is done in a participatory manner, involving different kinds of stakeholders. It is also possible to have different sessions for different stakeholders.
- In order to ensure the inclusion of women's perspectives female entrepreneurs and female leaders have to be invited to contribute to the mapping process.
- Use female translators and researchers when working with female respondents
- Recognize that women and men are not homogeneous groups
- Interview women and men separately
- Avoid generic terms such as 'household' or 'head of household' as the unit of analysis. These terms typically obscure who is participating within a household and risk the imposition of assumptions in interpreting research findings.
- Weigh women's available time to engage in additional or expanded income-generating activities against their existing responsibilities.

### Credits

This tool is developed by [Mieke Vanderschaeghe](#) and Patricia Lindo, based on own experience, tools from MASRENACE Program of GIZ in Nicaragua, and 'Making the strongest links', Linda Mayoux, Grania Mackie, pag 28-30, 2008 ILO [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/documents/instructionalmaterial/wcms\\_106538.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/instructionalmaterial/wcms_106538.pdf)



## Tool 4.2b

### Making visible who contributes how to the quality of the product

#### *Why use this tool?*

Even when women take part in all agricultural and livestock value chains, women are not considered as producers; their contribution to quality and value adding in producing and processing is often ignored. In addition, their opinions and visions for the economic development of the farm, the producer organization and the value chain is seldom valued. Women do not benefit directly from their work, so they lack incentives and services to participate as equal partners in the value chain.

This tool is focused on changing the perception (self-perception and perception of others) of women's contribution to farm and family business economics and chain upgrading, as a first step to position women as important and equal economic actor in farm, business and value chain development. This tool is especially recommended when working with male-dominated value chains.

#### *What do you gain from using it?*

- Make men and women's contribution to the quality of products and processes in the value chain visible.
- Create awareness regarding the important role women play in household economics and value chain upgrading, strengthening the negotiating power of women in their families and productive organizations.
- Create awareness of the unequal distribution of benefits between men and women from participating in the value chain.
- Create awareness of the importance of shared benefits and decision-making between men and women for development of farm and business, productive organizations and value chain.

#### *Who applies the tool and for whom?*

This is a participatory tool to be used in workshops with a group of producers or processors, inviting both men and women. As this tool looks into the household dynamics, it is important that both husbands and wives are invited to attend the workshop.

#### *How does it work?*

Men and women work in separate groups to answer the questions below. Each group answers the same questions.

#### Step 0 Preparation: visualization of value chain and market(s)

Before working on women and men's contribution to product and process quality, it is important that participants have clear market vision and can define product quality in terms of market requirements. A value chain mapping tool, which helps visualize and define different markets and their demands, can precede this tool (see tool 4.2a and b).

### Step 1 Group work on contribution of men and women to the quality of the product

Each group answers the following questions handed over on a flipchart:

- How do women contribute to the quality of the product?
- How do men contribute to the quality of the product?
- What benefits do women receive for their work with this product/ in this value chain?
- What benefits do men receive for their work with this product/ in this value chain?

*NB: Focus the discussion on the product of the value chain at stake.*

### Step 2 Group work on distribution of benefits

After answering these first four questions, a next flipchart is given with the following question:

How are the benefits divided amongst men and women? Do men and women receive benefits accordingly to their contribution?

### Step 3 Plenary session to discussion on the outcomes of the group work

Share the data in the plenary session and discuss differences and similarities in the perceptions men and women have about their respective contributions and benefits of participating in the chain, as well as how this affects value chain upgrading.

Questions for facilitation of plenary session:

- What do the women think about the men's opinions? What do the men think about the women's opinions?
- Why do the women say that their benefits aren't the same? Why do the men say that their benefits are the same, if for instance their wives aren't cooperative members and do not receive extension services?

### Step 4 Plenary session on consequences of the situation

In plenary or in groups of men and women, participants respond to the final questions: Does the fact that women receive less benefit than men for their work, affect volume and quality of the goods in the value chain? How? What proposals do you have for improving women's benefits?

### Recommendations for the process

- Facilitation should be focused on promoting the dialogue between men and women. Make the opinions and proposals of both groups visible and especially give voice and value to the women's contributions.
- Ask the right questions to make people reflect on the status quo; on the invisible value of women's work, on the unequal distribution of income and benefits in household.
- Reveal the contribution of women to quality and value adding.
  - Women's reproductive and productive roles are often overlooked, but are key factors to product quality and value adding; water fetching, cleaning of living and production area, managing people's and business' hygiene; harvesting and post harvesting; home processing of products and quality control of goods.
  - Also the budget management skills of women are important to business upgrading.
  - Help people reflect on the complementary nature of men and women's roles in family business. Without women cooking, looking after kids and taking care of family property, men wouldn't have the strength or the time to dedicate to their productive roles.

- Question the unequal benefits women and men receive for their contribution to the family economy. Normally participants will mention family benefits as nutrition, education and health as “benefits of women”. It is important that the facilitator makes the question precise: “What are the benefits as a person, woman or man? How do man or woman develop and progress as a result of their participation in the value chain?”
- Connect issues on the chain’s upgrading and growth with gender gaps and gender constraints.

### Example: The dairy value chain in Siuna, Nicaragua

Figure 24: Workshop promoting gender equity in value chains in the RAAN, Nicaragua (Source: MASRENACE GTZ and PRODER Oxfam UK, 2009)



The dairy value chain in Siuna, in the Northwest of Nicaragua, has a strong masculine image and representation, due to the fact that men own the majority of land and cattle and are assumed to be the dairy producers and owners of family production. The dairy producers’ organizations have a large percentage of male membership, and chain upgrading programs convene and develop services focused on this population. The upgrading strategy of the dairy chain in Siuna focuses on improving milk quality on farm level and investing in new technology on processing level to produce an innocuous cheese for export.

This tool was used in a workshop organized by the MASRENACE program of GTZ and the PRODER project of Oxfam GB; inviting members of the dairy cooperative COOACAN and their wives. Asking about the contribution of men and women to quality and innocuous milk production, the tool revealed that women carry out key activities linked to hygiene of the milking process. Women haul water from the well to the house, wash containers, buckets and cloths to strain the milk, wash the udders of the cows before they are milked and remind their husbands to wash their hands. After milking, women strain the milk in order to remove impurities. Although men milk the cows, women ensure the quality and innocuousness of the product.

As a result of the workshop, women gained self-awareness regarding their contribution to milk quality and family economy, the inequality in benefits received and their right to more benefits. This self-awareness has given them greater negotiating capacity in their families in relation to income from the milk and other related benefits, such as being cooperative members and having access to its services.

**Quote:**

*“... We women work more, but the benefits we receive aren't equal. Because men manage the money, they decide what to buy and they are cooperative members and get loans and training. The woman should participate as a cooperative member, not as wife of a member...” - Women's group in workshop, COACAM cooperative*

One of the results of the process has been the explicit demand from women to join the cooperatives as members. In just one year, women's membership in the COOMAUTUM cooperative increased from 8% to 43%; several families are represented by husband and wife.

**Credits**

Mieke Vanderschaeghe, Patricia Lindo, Workshop: promoting gender equity in value chains in the RAAN, Nicaragua. MASRENACE GTZ y PRODER Oxfam UK, 2009.

## **Tool 4.3a**

### **Formulating gender-based constraints**

**Why use this tool?**

This tool helps to distinguish the areas of inequality that are relevant to the efficient operation of the value chain. It identifies measurable conditions of gender inequality and subsequently the factors that cause gender disparities. The Gender-based Constraints (GbC) statement formulates the causal relationship between these factors and conditions. The GbC statements can serve as foundation for the formulation of actions to build a value chain with equal gender opportunities.

**What do you gain from using it?**

- Insight into the factors causing conditions of gender inequality.
- Gender-based Constraint statements serve as foundation for the formulation of actions to address these constraints.

**Who applies this tool and for whom?**

Value chain development practitioners use this framework for data collection in the process of developing a project strategy. Data can be collected in various forms and with a variety of methods, e.g. a desk study, field work and focus group discussions.



How does it work?

**Step 1 Identify measurable conditions of inequality (linked to a society's understanding of gender).**

Measurable inequalities are revealed by sex-disaggregated data collection.

Example: Women are constrained from full membership in a horticulture association.

**Step 2 Identify the factors that cause conditions of gender disparities.**

Investigate the causes for inequalities. Try to find clear factors that can be addressed to change the inequality.

Example: women are not registered land-owners (therefore they cannot attain full membership in the dairy association).



**Step 3 Formulate a Gender-based Constraint (GbC) statement**

Formulate a cause and effect hypothesis; the Gender-based Constraint Statement. Each GbC statement has three parts: (1) it shows who is being affected, (2) it identifies what result is being limited (the condition); (3) it offers a framing of the cause of that limitation (the factor).

**Example**

Women (1) are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations (2) because of membership requirements for land ownership (3).

The below diagram can be used to formulate the Gender-based Constraint.

Figure 25: Gender-based constraint formulation diagram template (Source: USAID, 2009)

Who (1)	Condition of disparity (2)	Factor(s) causing the condition (3)

In practice, conditions of disparities and gender constraints are often caused by multiple factors and within one value chain, there are different types of Gender-based Constraints. It is important to prioritize the factors and to determine which factors are most important to address within the framework of the intervention. It might be useful to oversimplify the cause and effect hypothesis to establish a practical process that can be applied in the field.

The next diagram can be used to draw up different types (dimensions) of constraints from different observed conditions of disparities and their causal factors.

Figure 26: Different types of constraints diagram template (Source: USAID, 2009)

Dimension	Observed and measurable unequal conditions	Factors leading to the observed gender inequalities	Gbc statement
Practices and Participation			
Access to Assets			
Beliefs and Perceptions			
Laws, Policies, and Institutions			

Example

Examples of filled-in diagram for the formulation of a Gender-based Constraint:

Figure 27: Gender-based constraint formulation diagram (Source: USAID, 2009)

Who (1)	Condition of disparity (2)	Factor(s) causing the condition (3)
Women	are constrained from putting more time into market-oriented horticultural production	because: · they lack transport to travel quickly between their farms and their homes (lack of access to transportation), and · they are expected to be home to prepare a daily evening meal (social expectation)
Women	are constrained from full membership in the dairy association that is based on land ownership and thus do not receive full payment for the milk they supply	because: · they are not registered landowners (unequal access to assets)

Example of filled-in diagram of the different dimensions of gender disparities:

Figure 28: Different types of constraints diagram template (Source: USAID, 2009)

Dimension	Observed and measurable unequal conditions	Factors leading to the observed gender inequalities	Gbc statement
Practices and Participation	In comparison to men, women have less discretionary time available.	Women work on both household and agricultural tasks. Women are disproportionately responsible for household work.	Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.



Dimension	Observed and measurable unequal conditions	Factors leading to the observed gender inequalities	Gbc statement
Access to Assets	<p>Women have greater difficulty in accessing capital; they take out fewer loans than do men.</p> <p>Women own fewer and smaller agricultural plots than do men, even though the land law allows men and women to inherit equally.</p> <p>Producer association membership is based on land ownership; fewer women than men are registered members.</p>	<p>Husbands and wives are required to cosign loans, but husbands are less willing to sign for their wives than wives are for husbands.</p> <p>Title to agricultural land is typically held in men's names. Equal inheritance under the law is not followed in practice, and women do not inherit family assets equally to their brothers.</p> <p>Producer associations do not allow non-land assets to be used to meet membership criteria.</p>	<p>Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.</p> <p>Women are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations because of membership requirements for land ownership.</p>
Beliefs and Perceptions	<p>Women are observed to hold fewer technical and management positions than men. Girls also form a small proportion of the agricultural science and technical students in secondary schools.</p>	<p>Both men and women express concerns about placing women in supervisory positions over men. These stereotypes work against even those women with degrees and excellent qualifications.</p>	<p>Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.</p>
Laws, Policies, and Institutions	<p>Women cannot work in horticultural processing plants at night.</p>	<p>Labor laws restrict women's nighttime work.</p> <p>Labor laws restrict the weight women are allowed to carry.</p>	<p>Women are restricted in the number of hours and types of jobs they can work because of discriminatory legislation.</p>

### Credits

'Promoting gender equitable opportunities in agricultural value chains: a handbook', USAID, 2009. This publication was produced for review by the United States Agency for International Development. It was prepared for Development and Training Services, Inc. (DTS) by Deborah Rubin (Cultural Practice LLC) and Cristina Manfre and Kara Nichols Barrett (DTS), p. 90-94.

<https://files.pbworks.com/download/XrGIGOfs9Q/compartnetwork-genderinvaluechains/23308512/Final%20GATE%20gender%20value%20chain%20handbook%20low%20res.pdf>

**Tool 4.3b**  
**Assessing the consequences of gender-based constraints**

*Why use this tool?*

After having identified Gender based Constraints (GbCs) (tool 4.3a), this tool provides insights into how these GbCs can work against achieving the goals of your development project or program. Hypotheses are formulated on the consequences of Gender-based Constraints on both the value chain efficiency and competitiveness and women's economic empowerment, which helps to prioritize and address the GbCs.

*What do you gain from using it?*

- Insight into how particular GbCs can counteract your program's objectives.
- Insight into which GbC is most critical to address.

*Who applies the tool and for whom?*

Value chain development practitioners.

*How does it work?*

Starting point of this tool are the GbCs and factors causing the GbCs (formulated with the help of tool 4.3a), as summarized in the diagram below.

Figure 29: GbCs and factors formulation (Source: USAID, 2009)

Who (1)	Condition of disparity (2)	Factor(s) causing the condition (3)

**Step 1 Hypothesizing the consequences of GbCs**

Answer the following questions:

What are the consequences of the Gender-based Constraint on:

- Achieving project objectives?
- Supporting women's economic advancement?
- Building efficient and competitive value chains?

The work sheet below can be used to formulate the consequences on the three different areas (use columns 1-4 for step 1).

Figure 30: GbC consequences and prioritizing (Source: USAID, 2009)

Gender-based constraint	What are the consequences of this constraint on:			Prioritizing constraints
	Project objectives	Women's economic advancement	Efficient and competitive value chains	



**Step 2 Prioritizing constraints**

The determined hypothetical consequences can help to see which GbCs have the potential to affect the program negatively. To identify the most critical issue to address, the GbCs should be prioritized (use column 5 for this step). The prioritization is dependent on a range of factors, such as project timeline, budget, short-term and long-term goals. In addition, the effects of addressing the constraint should be taken into account; more priority might be given to activities with bigger spillover effects. It is advisable to concentrate on a small selection of constraints, because GbCs often have several causes; a bunch of strategies are then needed to address these constraints.

**Example: The consequences of Gender-based Constraints for women in a horticulture value chain project**

Starting point: The GbC and factors causing them

Figure 31: GbCs and factors formulation (Source: USAID, 2009)

Who (1)	Condition of disparity (2)	Factor(s) causing the condition (3)
Women	are constrained from putting more time into market-oriented horticultural production	because: · they lack transport to travel quickly between their farms and their homes (lack of access to transportation), and · they are expected to be home to prepare a daily evening meal (social expectation)

## Step 1 &amp; 2

Figure 32: GbC consequences and prioritizing (Source: USAID, 2009)

Gender-based constraint	What are the consequences of this constraint on:			Prioritizing constraints
	Project objectives	Women's economic advancement	Efficient and competitive value chains	
Women are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations as a result of membership requirements for land ownership.	Increasing productivity of targeted horticulture commodities: If women are not receiving appropriate guidance on crop production, the project will miss opportunities to increase productivity.	The constraint maintains women's status quo as resource-poor producers, missing opportunities for them to benefit from efforts to pool resources and to share information, services, and inputs.	Women's lack of access to support services and information that can improve the quantity and quality of crops reduces efforts to upgrade production. It also hampers efforts to support the production of quality crops to buyers, thereby reducing the strength of vertical linkages built along the chain.	1
	Strengthening producer associations: As strong associations are built on principles of democracy, producer associations built on criteria that exclude capable producers create vested interests in the community.	It also overlooks opportunities to support women's empowerment by increasing their social and political capital.	Associations designed to include members on the basis of their assets, as opposed to their ability to cooperate to meet buyer demands, are less strong and overlook the potential for different types of producers to contribute to effective value chains.	
Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.	Time constraints will affect time available for work on farms, training, or producer fairs, reducing women's opportunity to participate in and benefit from many project activities.	As demands on women's on-farm labor increases, women may suffer even greater in terms of increased time-poverty.	Time constraints that take away from women's on-farm labor or create increased health risks that reduce their productivity, may reduce the flow of goods in the value chain.	2



Gender-based constraint	What are the consequences of this constraint on:			Prioritizing constraints
	Project objectives	Women's economic advancement	Efficient and competitive value chains	
Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.		Women will find it harder to engage in economic activities that require new capital (e.g., start businesses, purchase additional land or heavy machinery, hire employees).	Value chains are often capital-constrained, which reduces upgrading efforts.	4
Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.	To increase employment in horticultural production and processing: Gains in employment through the project activity, when disaggregated by sex and occupation, will show no change in the relative status of men and women.	Persistent discriminatory attitudes about women restrict their employment opportunities and are barriers to realizing economic empowerment.	Occupational segmentation reduces overall efficiency and competitiveness of value chains by not taking full advantage of the potential of qualified women.	3

### The GbCs were prioritized as follows:

1. Women are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations as a result of membership requirements for land ownership.
2. Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.
3. Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.
4. Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.

### This was the rationale for the prioritization of the four GbCs:

As a first priority, the project staff felt it was important to ensure that both men and women had access to the services that could improve the quantity and quality of their crops. The long-term gains in addressing this GbC would strengthen both horizontal and vertical linkages and might result in a stronger relationship between the buyer and the producer association

Second, the staff considered women's lack of time, because identifying ways of reducing women's time burden in the household would contribute to their economic advancement by freeing them for productive activities. It would allow them to participate in and benefit from program activities and potentially increase on-farm productivity.

Because the data on employment had not been disaggregated by sex, the project staff was unclear whether the discriminatory attitudes were contributing to occupational sex segmentation. However, they recognized that to support women's economic empowerment and meet gender policy requirements, they needed to ensure that the project did not support discriminatory practices. Moreover, staff felt that encouraging firms to adopt a gender-equal workplace might attract buyers whose consumers were more concerned about the origins of their products.

Finally, because the staff was facilitating market linkages with buyers who could embed credit and other services in contracts with producer associations, the project considered addressing women's lack of credit directly to be the least critical priority.

### Credits

'Promoting gender equitable opportunities in agricultural value chains: a handbook', USAID 2009. This publication was produced for review by the United States Agency for International Development. It was prepared for Development and Training Services, Inc. (dTS) by Deborah Rubin (Cultural Practice LLC) and Cristina Manfre and Kara Nichols Barrett (dTS), p. 95-99.

<https://files.pbworks.com/download/XrGIGOfs9Q/compartnetwork-enderinvaluechains/23308512/Final%20GATE%20gender%20value%20chain%20handbook%20low%20res.pdf?ld=1>

## Tool 4.3c

### Taking actions to remove gender-based constraints

#### *Why use this tool?*

This tool helps to brainstorm and prioritize on possible actions to remove Gender-based Constraints to build a competitive and efficient value chain with equal gender opportunities.

You need to have a formulated Gender-based Constraint (tool 4.3a) and preferably have identified the consequences of these constraints on your program or intervention (tool 4.3b).

#### *What do you gain from using it?*

- Separate the different factors causing Gender-based Constraint to identify different areas of actions to address the constraints
- Brainstorm on possible actions to address the different factors causing a Gender-based Constraint and consequently increase the efficiency/ competitiveness of a value chain and increasing women's economic empowerment.
- Prioritize actions to address Gender-based Constraints and consequently increase the efficiency/ competitiveness of a value chain and increasing women's economic empowerment.

*Who applies the tool and for whom?*

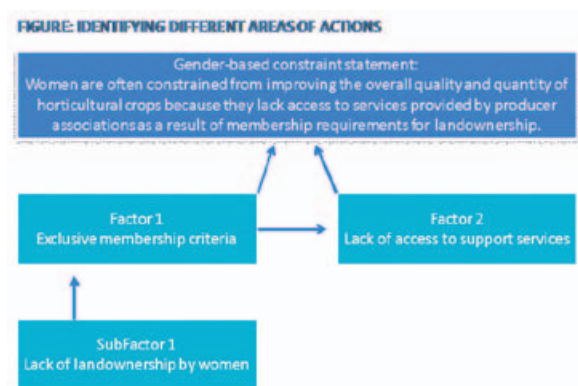
Value chain development practitioners

*How does it work?*

### Step 1 Take stock of Gender-based Constraints

GbCs are often the result of multiple (sometimes cascading) factors, as shown in the GbC statement. The constraints analysis tree (figure below) helps to spell out these different factors and how these are related. It is important to separate the factors, because they refer to different dimensions of the gender constraint and therefore may require different areas of action to address.

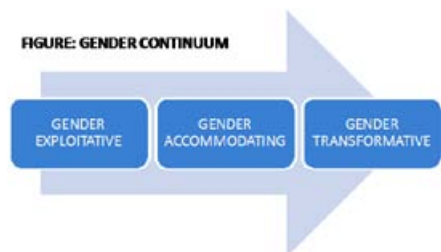
Figure 33: Identifying different areas of actions (Source: USAID, 2009)



### Step 2 Identifying actions

To prioritize and design value chain interventions the gender continuum can be used (see figure and text box below for explanation).

Figure 34: Gender continuum (Source: USAID, 2009)



The continuum is made up of three broad categories of gender integration strategies: (1) Gender-Exploitative, (2) Gender-Accommodating, and (3) Gender-Transformative. The aim is to identify strategies that move toward gender-transformative strategies.

Figure 35: Gender continuum: gender integration strategies (Source: USAID, 2009)

**The gender continuum: gender integration strategies**

Gender Exploitative refers to projects that intentionally manipulate or misuse knowledge of existing gender inequalities and stereotypes in pursuit of economic outcomes. The approach reinforces unequal power in the relations between women and men and potentially deepens existing inequalities.

Gender Accommodating refers to projects that acknowledge inequities in gender relations and seek to develop actions that adjust to and often compensate for gender differences and inequities without addressing the underlying structures that perpetuate gender inequalities. While this approach considers the different roles and identities of women and men in the design of programs, it does not deliberately challenge unequal relations of power. In the process of achieving desired development objects, projects following this approach may miss opportunities for improving gender equality.

Gender Transformative refers to an approach that explicitly engages both women and men to examine, question, and change those institutions and norms that reinforce gender inequalities and, through that process, achieve both economic growth and gender equality objectives.

Combining the value chain approach with the Gender Continuum results in a range of possible strategies as depicted and further explained in the figure and textbox below. This figure can help to consider how well strategies are aimed at building broad-based growth in which both men and women can participate. The aim through this process is to identify mutually supportive and transformative strategies that lead toward gender equitable and competitive value chains (as shown in the upper right quadrant of 'Achieving the win-win' figure below).

Figure 36: Achieving the win-win (Source: USAID, 2009)

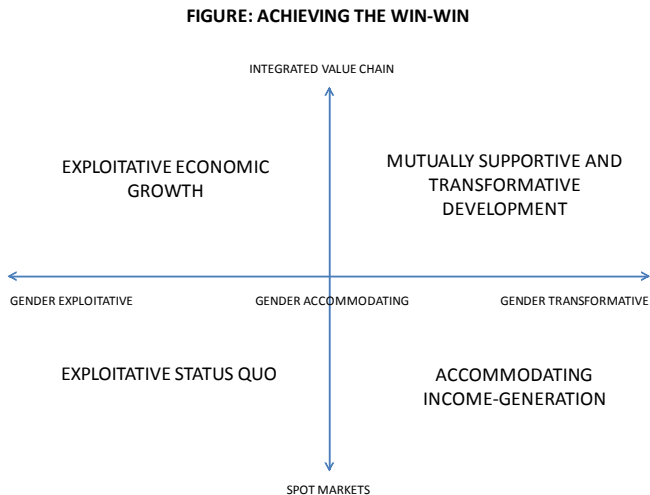




Figure 37: Achieving the win-win: explanation (Source: USAID, 2009)

**Exploitative status quo**

This quadrant represents a continuation of “business as usual” conducted by firms and households in ways that reinforce existing inequalities. It captures the existing process of production and marketing both outside of donor-funded programs and unfortunately sometimes under existing programs as well, when no gender analysis has been made. The characteristics of the “Exploitative Status Quo” can include, for example, expectations that an additional need for labor, perhaps to meet quantity or quality specifications, can be drawn from women’s time without adjustments or compensation. Another example would be calculating “profits” using an assumption that household labor is “free labor” and not assigning any cost to it.

**Exploitative economic growth**

Programs that use gender relations and stereotypes in negative ways to promote value chain development and competitiveness are considered “Exploitative Economic Growth” and are located in the upper left quadrant. Low wages in the garment sector and large-scale, export-oriented agriculture fall into this category when they are designed on the basis of perceptions of women’s “natural” abilities for certain tasks or have a bias favoring men as the only breadwinners. Firms use these low production costs to gain competitiveness in the global market. In the long run, this strategy has been shown to erode competitiveness (Seguino, ‘Gender inequality’).

**Accommodating income generation**

These programs most often focus on isolated income-generating opportunities for women. This is often the case in small-scale handicraft production or livestock projects. The benefits are cited in terms of women’s access to income and their ability to combine these activities with their domestic responsibilities. These do not consider the income-generating activities in a larger value chain context, which would ensure sustainability. Many programs fall into this category because it can be far simpler to address specific gender inequalities. Generally, these programs do not create systemic change in the value chain but will identify isolated issues that may create more dynamic change in a broad range of activities.

**Mutually supportive and transformative**

Achieving the “win-win” aims to find positive synergies between gender relations and value chain development. These programs design value chain activities to address gender inequalities directly. Among the strategies used by programs that fit this category are gender equitable market facilitation, introduction of labor-saving technology that reduce women’s labor, and promoting household approaches to farming business training.

**Recommendations for the process**

When designing the specific actions to address Gender-based Constraints practitioners should consider the scope and resources for their specific program. Where programs face limits on their ability to act directly to remove particular factors, other actors in the value chain or donor-funded programs can be involved to collaborate on specific tasks.

**Tips for identifying action**

1. Be creative and think innovatively
2. Aim for strategic and market-driven solutions
3. Seek mutually supportive and transformative strategies
4. Engage both men and women

The worksheet below can be used to formulate the actions to address the Gender-based Constraints. For each constraint and causing factor, there are multiple opportunities for actions.

Figure 38: Formulate the actions to address the Gender-based Constraints (Source: USAID, 2009)

List the most important gender-based constraints for the program	Factors contributing to constraint	What actions might address the Constraints to achieve more equitable Outcomes?
1.	1.	1.
	2.	1.
		2.
	3.	1.
		2.
		3.
2.	1.	1.

Example

The worksheet below provides examples of some possible actions to address the Gender-based Constraint in the horticulture value chain (the same example used in tool 4.3a and 4.3b).

One of the objectives of this program is to strengthen trade and producer associations, pursuing a strategy that enhances productivity through an association that better represents all producers may be the most appropriate course of action (the first Gender-Based Constraint in the table). This strategy also contributes to building women's agency and voice through participation in the association.

However, another project might consider strategies to alleviate the GbC through the private sector. A rural sales agent model might overcome the challenges women face in accessing goods and services through producer associations, by shifting the responsibility for bulking and delivering orders to input suppliers through sales agents. Where sales agents are trained to target women as customers, this could help women gain access to inputs.

Figure 39: Formulate the actions to address the Gender-based Constraints (Source: USAID, 2009)

List the most important gender-based constraints for the program	Factors contributing to constraint	What actions might address the Constraints to achieve more equitable Outcomes?
Women are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations as a result of membership requirements for land ownership.	Exclusive membership criteria.	Encourage a change in membership criteria, e.g., graduated membership based on increased quality and quantity of product delivered to association.
	Lack of access to support services	Design alternative service delivery scheme for non-producer association members (e.g., rural sales agent).
		Change association rules to allow non-producer members to attend trainings and access benefits.
	Lack of land ownership by women	Raise awareness on land ownership rights.
		Advocate for equitable land distribution.
		Support better enforcement of existing legislative
Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.	Women's household responsibilities.	Identify labor-saving technologies to reduce women's time on household responsibilities.
	Social perceptions that link household responsibilities with women's work.	Apply family as a farming business approach.
		Address time/task allocation of household labor in family business workshops.
Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.	Collateral-based loan policies.	Work with lending institutions to design women- and pro-poor- friendly business loan instruments.
	Social perceptions about women's capabilities.	Advocate for legislative framework for use of non-land assets in lending.
		Design awareness raising campaigns to promote women's leadership in business.
Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.		Encourage firms to adopt gender-sensitive practices and policies (e.g., nondiscriminatory employment, gender-sensitive labor relations trainings).

### Credits

'Promoting gender equitable opportunities in agricultural value chains: a handbook', USAID 2009. This publication was produced for review by the United States Agency for International Development. It was prepared for Development and Training Services, Inc. (dTS) by Deborah Rubin (Cultural Practice LLC) and Cristina Manfre and Kara Nichols Barrett (dTS, p. 101-106.

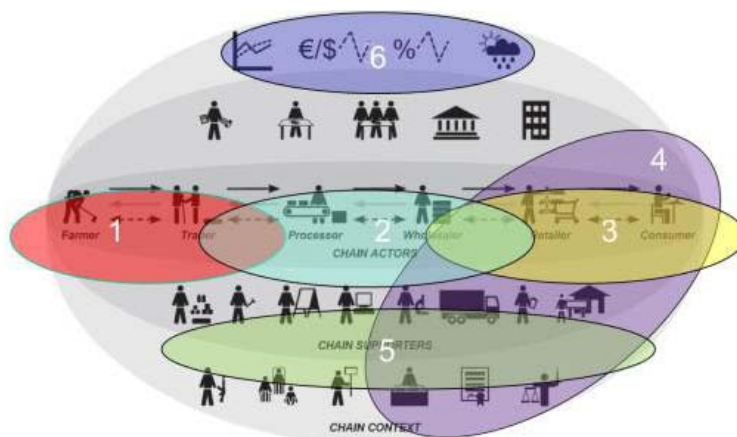
<https://files.pbworks.com/download/XrGIGOFs9Q/compartnetwork-enderinvaluechains/23308512/Final%20GATE%20gender%20value%20chain%20handbook%20low%20res.pdf?Id=1>

## 5. Upgrading

The tools in this chapter are organized according to the following six entry-points for upgrading:

1. Farmers and their organizations
2. Entrepreneurs and processors
3. Leading companies; Corporate Social Responsibility and gender
4. Business development and financial services
5. Certified chains
6. Enabling environment

Figure 40: Six entry-points for upgrading (Source: Angelica Senders and Anna Lentink, based on KIT, 2012)



### 5.1 Farmers and their organizations

#### Tool 5.1a

#### Analyzing services from a gender perspective

##### Why use this tool?

One of the most important gaps in service delivery is related to gender. Often, the lack of use of services by women is awarded to their lack of interest: *“Women are not interested in technical training”* and so on. Rarely, service providers and producer associations try to understand the causes of why women are not accessing their services. This tool gives new insight and inputs to service providers and economic associations for the design of products and services assuring gender equality and women empowerment. At the same time, it can be used to monitor and evaluate the effectiveness of their services from a gender perspective.

*What do you gain from using it?*

- Insight in the differences in men and women's perceptions about the type and quality of services offered by farming or business organizations and service providers.
- An overview of the different needs and interests of men and women, in particular women's demand for production and business services.
- Service providers gain insights in the importance of a differentiated evaluation of services as basis for the design of products and services with gender equity and a women-empowering approach.

*Who applies the tool and for whom?*

This is a participatory tool to be used in workshops with a group of producers, processors, businessmen and women, inviting men and women. As most economic actors are family businesses, it is important that both husband and wife are invited to attend the workshop. Invite service providers as observers.

*How does it work?*

Men and women work in separate groups. Try to differentiate the group in subgroups that have similar conditions in relation to access and needs of services. For instance, women who are member of a farmer association receive services from their association; women who are not member do not receive those services. A small business has different access and needs of services than a mature business.

**Step 1 Drawing of services in the value chain**

Ask each subgroup to make a collective drawing on a flipchart responding to the question: 'Which services do you receive to improve your participation in the value chain? Who is providing this service?'

Write down on another flipchart: 'What other services do you need in order to improve the performance of your business in the value chain?'



Figure 41: Workshop in Coffee Cooperative "José Alfredo Zeledón", San Juan de Río Coco, Nicaragua (Source: Patricia Lindo et al, 2009)

**Step 2 Exchange between subgroups (men vs. women)**

In plenary session, one representative of each subgroup explains the meaning of the drawing of his group. Next, each group is asked to comment on the drawing of the other group.

- What do men think of the drawing of women?
- What do women think of the drawing of men?
- What similarities and differences do you perceive in the drawings and the needs of men and women?
- Why this differences?

Make people reflect on the differences between men and women. The facilitator makes a synthesis of similarities and differences.

### Step 3 Service evaluation

In plenary session, the group decides on one or two important services to evaluate. Each group is asked to respond on a flipchart to the following questions for each of the services analyzed:

- Who receives the service? (Number of men and women, all or part of members, wives, sons and daughters, families that live close to the road, etc.)
- How is the service delivered? (time, place, conditions, etc.)
- How much does the service cost?
- Are you satisfied with the service?
- What are the suggestions for improving the service?

### Step 4 Reflection - plenary session

Groups present the results to the plenary session. The facilitator helps to make a synthesis of most important reflections and recommendations for service improvement from a gender perspective.

*Time: 3 hours.*

**Materials:**

- Flipchart
- Masking tape
- Fine markers of different colors
- Thick markers

### Recommendations for the process

Not only productive and business services, but also reproductive services (day-care center, health services, etc.) are important for women, so they can release workload and time.

### Credits

Patricia Lindo, Mieke Vanderschaeghe, Javier Sánchez. Workshop for the validation of tools for addressing gender in producer organizations, Hivos, 2009.

Figure 42: Workshop in Coffee Cooperative “José Alfredo Zeledón”, San Juan de Río Coco, Nicaragua (Source: Patricia Lindo et al, 2009)



### Tool 5.1b

## Effective/ democratic decision-making between household and producer organization

### *Why use this tool?*

Most important value chains and producer organizations are male-dominated, but represent family businesses where women take an important part in production, processing and value-adding.

As long as the producer organization (of farmers, processors, business people, etc.) addresses itself to his members as individuals and not as representatives of their households, it reinforces the “self-image” that men are the only ones with the right to dispose of the harvest and benefit from the family economy.

It is important that the producer organization ensures that all family members are informed and in agreement when making key decisions, such as how to use a loan, organic certification, investing profits, which services to develop as organization, etc.

This tool focuses on the interaction between the producer organization and the household economy and the need to democratize decision-making processes.

### *What do you gain from using it?*

- Create awareness on communication and decision-making practices among/ within the families of the members of producer organizations related to production and economic issues promoted by the organization.
- Reflect on the importance of members taking informed economic decisions, in consensus with other household members, rather than taking decisions by themselves.
- Decide on what organizations can do to promote communication and democratic decision-making within the family of their members.

### *Who applies the tool and for whom?*

This is a participatory tool to be used in workshops with farming organizations and collective enterprises. As this tool looks into the household dynamic, it is important that both husband and wife are invited to attend the workshop.

### *How does it work?*

This is a two hours participatory workshop.

### Step 1 Division in groups

Explain that participants are going to create a role-play. The participants are divided into two or more groups of no more than six or seven people per group. Men and women are working in separate groups.

### Step 2 Subject of the role-play

The subject of the role-play will be communication and negotiation within the household about the following topic:

- A cooperative member (man or woman) returns from a cooperative meeting where it was decided to offer loans to the members for carrying out X improvements on the farm.

The role play will show what happens when the cooperative member returns home from the meeting; how s/he tells his family (or not) about the offer of a loan, and how a decision is made on this proposal.

Other topics for the role-play can be:

- Cooperative decided to go for organic certification of member farms.
- Cooperative decided to upgrade quality requirements of products they receive from members for collective selling.

### Step 3 Role-play

Each group prepares their role-play, making up a short script and allocating the different roles (member, member's wife/ husband, sons, daughters, grandparents, etc.)

### Step 4 Presentation of role-play

Each group presents their role-play to the other groups.

### Step 5 Reflection - plenary session

In a plenary session, all the participants reflect on the following questions:

- How were the information and proposal about the loan offer of the cooperative presented to the household members?
- How did you perceive the household communication? Who is participating in the decision-making process? Who is being heard? Who takes the final decision?
- How do decisions taken by the cooperative members affect the household economy?
- What can organizations do to improve communication within the family in relation to production and management decisions?

### Recommendations for the process

- The role-play allows us to see that different family members have different ideas and concerns when faced with the same topic. For instance on the loan offer, questions of household members focused on how much will the interest be, what will they have to put up for collateral, how long will they have to repay the loan, etc., all of which enriches the discussion and the decision-making process.
- The final plenary session ends with the message on the importance of good communication and participation by all household members in order to make the best analysis of new commitments or changes in farming practices, business management or marketing of goods.
- The more family members are invited and can take part in cooperative meetings, the more complete is the information received and the better will be the decisions taken by the cooperative and the family, so things work out well.

### Credits

Mieke Vanderschaeghe, Patricia Lindo and Javier Sánchez. Tool validation sessions for introducing gender to farming organizations within the context of organic produce chains and fair trade, Hivos, 2009.



### Tool 5.1c

#### Increasing women's access to producer organizations through analysis of GbCs

##### Why use this tool?

Producer organizations can facilitate collective learning and risk-sharing while increasing the potential for upgrading of production and quality improvement. Members have access to new and more services, including inputs, finance and training. In addition, members' bargaining power is increased. Women are often excluded from membership or cannot benefit equally. This tool helps to provide insight in the constraints women face in accessing (services of) producer organizations as well as provide strategies to counter these constraints. The tool is based on the Gender-based Constraints approach of USAID (see the tools in 4.3).

##### What do you gain from using it?

- Insight in the constraints women face to access (services of) producer organizations.
- Insight into the factors causing women to access (services of) producer organizations.
- Examples of strategies to counter women's constraints in accessing (services of) producer organizations.

##### How does it work?

#### Step 1 Strategies are formed to counter Gender-based Constraints for women to access producer organizations

Below, three Gender-based Constraints are elaborated, as are the strategies to counter these constraints:

Figure 43: GbCs and counter strategies (Source: USAID, 2009)

1. Women are often constrained in accessing (services of) producer associations	
Causes/ factors contributing:	Strategy:
Exclusive membership criteria, based on land ownership.	Encourage association membership to be based on other criteria rather than access to factors of production (e.g. legal title to land or registered ownership of animals), for example output (e.g. liters of milk, baskets of tomatoes). Create women-only associations if appropriate to encourage the entry of more women into new economic arenas. Raise awareness on land ownership rights and advocate for equitable land distribution. Support better enforcement of existing legislative framework on land policy.
The assumption that only men are producers.	Make contribution of women visible in family business, producer organizations and value chains. Build awareness that producing is a family business and that producer organizations should focus on family members with their own perspectives and needs.
The single membership policy of associations where men, as head of the family, represent the (interests of) the entire family,	Encourage membership of "wives" and other family members. Encourage change of association rules to promote family members to attend meetings, trainings and access benefits.

<b>2. If women are allowed to be members, they are often constrained in participation</b>	
<i>Causes/factors contributing:</i>	<i>Strategy:</i>
Services are only delivered to members	Design alternative service delivery schemes for non-producer association members (e.g. rural sales agents).
Women are not aware of the fact that they are invited to be (allowed to be) member	Ensure that information about new associations is announced using communication channels used by both men and women.
They cannot afford the membership fees	Encourage entry and membership fees at a level and on a payment schedule both men and women can manage.
Time constrain limit their participation to meetings.	Ensure that meetings are held at times and in venues that facilitate women's participation.
<b>3. If women participate as members, they do not access leadership positions</b>	
<i>Causes/factors contributing:</i>	<i>Strategy:</i>
Perceptions about men's and women's leadership qualities	Provide training on association governance that establishes gender-equitable principles of leadership and decision-making (quotas)
Structural constraints on time and mobility of women	Investigate potential barriers to women's leadership positions within associations

### Step 2 Checklist for thinking about constraints and solutions concerning women's access to and position in producer organizations

- What are the criteria for membership in the association?
- What are the benefits to members?
- How many members are men? How many members are women?
- How much are membership fees (registration and maintenance)?
- What are the schedule, frequency, and location of meeting?
- Do you believe that being a man or a woman helps someone to become an association leader?
- What is the number and sex of association officers?
- What are the qualifications needed to become an association leader?
- What financial resources (financial, time, other) are required to be an association leader?
- What is the role and positioning of women within the mixed organization?
- How are the power relations within the organization?
- What are female leaders/ groups capacities to influence decision-making about sector services and value chain development?
- Investigate potential barriers to women's entry and continued membership into associations.
- Investigate potential barriers to women's leadership positions within associations.

### Example: Setting quotas for supporting women's leadership

A coastal zone management project in Tanzania found that women were not actively participating in the village producer associations and environmental management groups and purposefully set out to achieve more gender equitable participation. A meeting was held with both men and women to discuss the lack of participation by the women. The men recognized that when women did not participate, their understanding

of the issues would suffer and the men themselves would not benefit from the ideas, experiences, suggestions and help they could get from the women. [The men] perceived the lack of participation by women to be the result of customs and tradition, rather than their own unwillingness to listen to the women. Women identified poor timing of the meetings and the lack of advance notice as the problem. Men and women discussed their different perceptions. The women decided that they would attend the meetings and men promised that they would listen to the women, and that meetings would be held at a time that would be more suitable for women and announced in a better manner. Subsequently women attended many of the meetings (although initially in low numbers); they took seats in the village environmental committees, and participated in the formulation of the fisheries management agreement. The project helped the village to establish quotas for women's committee membership to reflect the activities on which women worked.

Source: "Gender Equity in Coastal Zone Management: Experiences from Tanga, Tanzania." Van Ingen, T., C. Kawau, and S. Wells. The World Conservation Union, December 2002.

### Credits

'Promoting gender equitable opportunities in agricultural value chains: a handbook', USAID 2009. This publication was produced for review by the United States Agency for International Development. It was prepared for Development and Training Services, Inc. (dTS) by Deborah Rubin (Cultural Practice LLC) and Cristina Manfre and Kara Nichols Barrett (dTS).

<http://pslforum.worldbankgroup.org/docs/USAIDPromotingGenderOpportunities.pdf>

## 5.2 Entrepreneurs and processors

### Tool 5.2a

#### The value chain game

##### *Why use this tool?*

This tool helps businesses to position themselves within a value chain, to analyze how they are linked to other business and organizations and consequently to gain an insight into how they can increase demand and returns for their businesses. There is a particular step on the (gender balance of the) ownership of the businesses.

##### *What do you gain from using it?*

- Get an overview of an industry.
- Analyze own involvement in the industry.
- Picture involvement of women in the different businesses in the value chain.
- Explore the profitability of existing or emerging business.
- Explore ways of participating in newer, more profitable sectors.
- Understand the relationship with other business processes.

##### *How does it work?*

This is a participatory tool to be used in a workshop joining women and men entrepreneurs from different links of a value chain. For the game, you need to make several blank pieces out of cardboard.

The value chain game is based on a training toolkit of Oxfam (see the link under Credits below).

Step 1 Create a value chain (30 min)

- 1. Ask the participants to think about different businesses in a value chain, starting with one business and asking the question: “Which other businesses provide resources to or a market for this one?” List the possible value chain businesses on a white board.
- 2. Divide participants into groups. Assign a few items from the list to each group, and give them as many blank pieces.
- 3. Explain that each group must “illustrate” the listed businesses; one on each piece. Participants are free to use words as well as pictures.

Step 2 Arrange the value chain (30 min)

- 1. Make new groups and hand one just made VC piece to each.
- 2. Each group must take turns to describe the business in his VC piece and place the piece in a line, next to, or in-between pieces already put on the floor by other groups in a chronological order, making a value chain.
- 3. Ask if the groups know of any other businesses that are related to the ones discussed. Use the blank pieces to add in appropriate positions of the value chain.
- 4. Explain to the group that each business process feeds into (supply to) or from (create demand for) others. Prices and profitability of any business depends on the supply and demand conditions.
- 5. Ask the group to identify their business within the chain. Explore collectively what conditions are necessary in order for that business to be most profitable.
- 6. Explain to the group that profitability of any one business increases as one gains control over other business processes on the supply side as well as demand side.

Step 3 Where are the women? (15 min)

- 1. Explain to the group that the task is to mark each piece with red and blue push-pins to show involvement of women (red) and men (blue) in that business segment at any level.
- 2. Participants must use one, two or three push-pins of each color depending on whether that business segment involves/ employs few or many women or men.
- 3. Let the group collectively discuss each piece in turn.
- 4. After all the pieces are marked, lay them out so that they are visible to all the participants.
- 5. Ask the group to reflect on the pieces. A few participants can quickly share what the distribution of red and blue pins implies.

Step 4 Sort by ownership (30 min)

The colored push-pins representing women and men should remain on the pieces for this activity. Draw a grid as shown below.

Figure 44: Owned by men/ women diagram (Source: Oxfam, year unknown)

Owned by Men	Owned by Women
Place those pieces here that represent businesses where men are owners.	Place those pieces here that represent businesses where women are owners.

Explain to the participants that the task is to arrange the VC pieces within the boxes to reflect the current situation. Some pieces may be placed in between boxes, in case the distinction is not clear.

1. Ask the group to count the red push-pins in each box, and then reflect on what this arrangement implies. A few participants can share their thoughts.
2. Now ask the group to rearrange the pieces and pins to reflect an ideal situation.
3. Allow each participant to speak about this vision, probing for reservations or misgivings and addressing these issues.

**Step 5 Demand and profitability (45 min)**

1. Remove all the push-pins from the pieces for this activity. Draw a grid as shown below.
2. Explain the participants that the task is to arrange the VC pieces within the 4 boxes based on available knowledge. If there is not enough information about any business, those pieces can be kept aside for the time being.
3. Let the group reflect on the pieces as they are arranged, and identify businesses women should be engaged in, given their current circumstances. Keep the selected pieces for discussion and remove the rest.
4. For the business identified, depending on which blocks they are placed in discuss the following:
  - How to increase demand (for pieces in blocks C and D).
  - How to increase returns (for pieces in blocks A and C).
  - How to reduce risks of supply/demand shocks (for pieces in block B).

Participants may come up with several interesting solutions, but in general, the issues that must not be left out of discussions are:

- Improvement of quality (typically by adopting new processes) to increase demand.
- Increasing volumes (typically through mechanization) to increase returns.
- Gaining control of other key businesses upstream and downstream to secure profitability.

Figure 45: Demand and profitability (Source: Oxfam, year unknown)

	Low Return	High Return
High Demand	A	B
Low Demand	C	D

**Recommendations for the process**

- The steps follow a sequence to lead gradually from the familiar and simple to the more complex issues. These should help the facilitator to begin discussions, but they are not complete by themselves. Trainers would need to conduct more in-depth discussions on specific issues that emerge from the field.

**Example: Map of sugarcane value chain**

Below is a picture of a mapping exercise on visualizing ownership of businesses and generation of jobs for men and women in value chains from a workshop with the cooperative COOPROCA in Nicaragua.

Figure 46: Workshop with cooperative COOPROCA, Nicaragua (Source: VECO Mesoamerica, 2012)



The mapping generated a very interesting discussion on why men are concentrated in producing and primary processing, whereas women are concentrated as business owners in secondary processing!

Conclusion of the discussion:

- Women have small processing units because that is their only option, since they have no access to land. There are cultural constraints to consider women as producers and give land to women.
- To be a producer, you do not need physical force. To be a producer, you need to be able to administrate your farm. Men and women have equal capacities to administrate and be owner of farms.

**Credits**

“Training toolkit for Poor Women Economic Leadership Processes”. Oxfam (year unknown, p. 14-19. [http://thoughtshopfoundation.org/project\\_detail/PWEL.html](http://thoughtshopfoundation.org/project_detail/PWEL.html))



### 5.3 Leading companies; Corporate Social Responsibility and gender

There are ethical and legal reasons for promoting gender equality in the Corporate Social Responsibility policy of your businesses and value chain, but there are also compelling business case arguments for supporting greater gender equality, including increased productivity, staff retention, wider talent pools for recruitment, and greater security of product supply. The tools presented here can assist companies in integrating gender in their business strategy and, as a consequence of this, in their sustainability/ CSR reports. By doing so, companies may win recognition by workers, investors and consumers. It could allow all interested stakeholders to gain insights into the effects of organizations' operations, products, and services on both women and men.

There are three 'gender and CSR' tools that each work on a different impact level of your company:

- *Tool 5.3a Business as a direct employer*  
This tool supports the integration of sound gender and CSR practices directly at the work floor.
- *Tool 5.3b Business as a key player in value chains*  
This tool supports the integration of sound gender and CSR practices wider in the value chain your business operates in. This tool includes special attention for agri-food supply chains and supply chains for the untapped market of the 'Base of the Pyramid'.
- *Tool 5.3c Business and the community*  
This tool supports the integration of sound gender and CSR practices in the wider community your business operates in.

The below presentation provides an overview of the Women Empowerment Principles summarizing the arguments for this section of the toolkit. Women's Empowerment Principles, UNIFEM: <http://www.slideshare.net/compartuser/womens-empowerment-principles-unifem>

#### Credits

These tools are based on:

Gender equality, it's your business. This paper is published by Oxfam International in the 'Briefings for Business' series, which aims to help develop the debate on the role of the private sector in poverty reduction by offering ideas and insights into topical poverty issues and what they mean for business. <http://www.oxfam.org/sites/www.oxfam.org/files/bfb07-gender-equality-its-your-business-060312-en.pdf>, Oxfam International, 2012.

Embedding Gender in Sustainability Reporting, 'A Practitioner's Guide Executive Summary' (IFC In partnership with the governments of Germany, Iceland, and Switzerland) <https://www.globalreporting.org/resource/library/Embedding-Gender-In-Sustainability-Reporting-Executive-Summary.pdf>, GRI & IFC, 2009

The Women's Empowerment Principles are a set of Principles for business offering guidance on how to empower women in the workplace, marketplace and community. They are the result of a collaboration between the United Nations Development Fund for Women (UNIFEM, part of UN Women) and the United Nations Global Compact. [http://unglobalcompact.org/issues/human\\_rights/equality\\_means\\_business.html](http://unglobalcompact.org/issues/human_rights/equality_means_business.html), 2009

### Tool 5.3a

#### Business as a direct employer

##### *Why use this tool?*

Large companies could do much more to improve their business by better representing and supporting women employees. For example, in the EU, the gender pay gap increases with age, level of educational attainment, and years of service: it exceeds 30 percent in the 50-59 age group, compared with 7 percent for those under 30. The periods in which pay gaps increase are often linked to the years when families have young children.

##### *What do you gain from using it?*

- *Improve the efficiency of your business*

Addressing gender equality in the labor force and in the Board room of your own company enables you to attract and retain the best employees, increase productivity, improve morale, reduce absenteeism, increase return on investment in staff training and career development, enhance your corporate image and reputation, and increase innovation. There is also evidence on the link between numbers of women in management and on the Board, and a company's financial performance. Companies with women at the top *'make better decisions, produce better products, and retain several key business advantages over more homogeneous companies'*. Finally, evidence suggests that commercial teams that reflect the demographic characteristics of the market are better positioned to respond to changing consumer needs, and that products developed in this way can better respond to the needs of the consumer base.

- *Meet the equality requirements*

Companies in most countries where they directly employ personnel are obliged to promote the rights of women and guarantee that female workers enjoy equal wages, adequate working conditions and fair career prospects. These obligations are supported by the ILO. The ILO Constitution's Preamble also stresses 'the provision of an adequate living wage'. The CEDAW (The Convention on the Elimination of All Forms of Discrimination against Women), adopted in 1979 by the UN and signed by 64 countries a year later is an international bill of rights for women, and dedicates a chapter to women's rights in employment.

##### *Who applies this tool and for whom?*

This tool provides a checklist of possible actions to be taken by the management of a company. The checklist can also be used for lobby by personnel of the company to encourage the management to address gender equality.



*How does it work?***Step 1 Implementation and Practice****a. Ensure Gender Equality in Organizational Governance and Values**

Organizational governance and values should be the starting point for reporting gender-related organizational practices, as an organization's governing principles and values affect everything it does.

In order to implement gender equality at the governance level, an organization can make a clear and explicit commitment to gender diversity in the organization's mission statement, in order to:

- Produce an organizational plan on how to achieve the organization's commitment to gender diversity with measurable targets (e.g., numbers of women as board members and in management posts), assigned responsibility, a timetable for action, and procedures for monitoring implementation.
- Establish a budget for gender initiatives at the organizational level.
- Identify a board-level individual who champions the organization's gender-equality policy and plan.
- Appoint a person or team to manage gender equality within the organization.
- Include gender as a performance indicator on the organizational scorecard.

**b. Gender Equality in the Workplace**

The following policies, initiatives, and activities may help facilitate the goal of gender diversity and equality and in the workplace:

- Ensure fair and comparable wages, hours, and benefits, including retirement benefits, for comparable work regardless of gender. Conduct regular fair-pay reviews.
- Undertake recruitment and retention campaigns that target women and men.
- Ensure both women and men participate in recruitment panels.
- Encourage the employment of women and men in occupations that are not normally considered "typical" for their gender.
- Provide professional development opportunities such as formal or informal networking and equal mentoring opportunities for women and men at all levels, including those women working in non-traditional fields.
- Implement concrete, verifiable actions promoting work-life balance, such as flexible work options, family leave, dependent care, wellness programs, and workforce exit and re-entry opportunities. Allow employees to take time off work for childbirth, parental leave, and family-related responsibilities.
- Allow time off from work for employees seeking medical care or treatment for themselves or their dependents, including family planning, counseling, and reproductive health care, and support opportunities of return to positions of equal pay and status in the event of ill-health.
- Prohibit discrimination based on marital, parental, or reproductive status in decisions regarding employment or promotion.
- Consider supporting access to childcare either by providing childcare services or by providing information and resources regarding such services.
- Provide protection from exposure to hazardous or toxic chemicals in the workplace, particularly when those substances have known or suspected adverse effects on the health of women and men, including their reproductive health.

- Prohibit and prevent all forms of violence in the workplace, including verbal, physical, and sexual harassment. Provide information on violence against women to employees.
- Implement initiatives to ensure the safety of female employees while in the workplace, as well as during travel to and from the workplace and on company-related business.
- Ensure there are separate toilets and, where necessary, changing facilities for female and male employees.

## Step 2 Measurement

Figure 47: Suggested Measures of Gender-Equality Performance in the Workplace (Source: GRI & IFC, 2009)

Organizational objective	Measurement		
	Basic	Moderate	Advanced
Have a fair and unbiased wage system		Ratio of remuneration of all employees and by employee category, by gender	
	Management approach to flexible work schedules	Uptake rate of flexible working arrangements, by gender	
	Initiatives to provide child-care support and/or facilities to employees	Maternity/paternity/parental leave return rates, by gender	
Offer equal job opportunities	Initiatives to promote equal opportunities at the workplace	Ratio of job applications to new contracts signed, by gender	
Support human resource development	Average hours of training per year per employee by gender and part time and full time employee category	Percentage of promotions in the organization's main employee categories, by gender	
Ensure a safe and healthy work environment	Initiatives to provide information, education and training on sexual harassment in the workplace	Total number of incidents of sexual harassment and action taken, by gender	
Have in place an effective grievance mechanism for workers	Available channels within organization for filing gender- based discrimination grievances		

Green = qualitative performance measurement examples

Lime = quantitative performance measurement examples

### Step 3 Report on achievements and progress made

Publicly report on progress to achieve gender equality. Although many companies now recognize the business case for gender equality and have launched programs and initiatives aimed at empowering women, few are monitoring their performance or communicating their progress in a transparent way.

Companies that do report on their progress have found that doing so helps to set gender equality goals and targets. Being able to communicate progress can also create a competitive advantage.

#### Example: British Telecom (BT)

BT embraces diversity as a real means of enhancing its business, including gender diversity: attracting, promoting and retaining more women through its recruitment, retention, talent management, and pay policies and practices, thus gaining competitive advantage by securing a more talented workforce. BT monitors pay equality and has pay structures in place to ensure that employees who provide equal value receive equal pay. The reward structures in place ensure that, for all roles, salaries are based on the skills required by the role. BT's flexible and remote working policies enable employees to deliver to customers while also fulfilling responsibilities to their family and wider community. BT provides employees with access to a wide variety of information and services through its Family and You portal. The portal identifies a range of critical life stages and the provisions made by BT and others to support employees. For example, new parents are linked to guidance about Childcare Vouchers, and employees who become Carers are linked to the BT Carers Network. BT's Women's Network provides support for women, to enable them to get into management or hold senior management positions. In BT, 99 percent of new mothers return to work after maternity leave. BT regularly compares its practices and approaches to those of other organizations by benchmarking; in the UK, BT is currently in the Top 10 employers for Opportunity Now (Gender) and Working Families (working parents, carers, and work life balance). The company also received a 2011 listing in The Times' Top 50 Employers for Women.

#### Credits

Gender equality: it's your business. Briefings for business No 7, international edition.

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<http://www.oxfam.org/sites/www.oxfam.org/files/bfb07-gender-equality-its-your-business-060312-en.pdf>

This paper is published by Oxfam International in the 'Briefings for business' series, which aims to help develop the debate on the role of the private sector in poverty reduction by offering ideas and insights into topical poverty issues and what they mean for business. For Oxfam's 'Briefings for Business', please see: [www.oxfam.org.uk/business](http://www.oxfam.org.uk/business)

Embedding Gender in Sustainability Reporting: A Practitioner's Guide, Executive Summary. By IFC (International Finance Cooperation) and GRI (Global Reporting initiative) In partnership with the governments of Germany, Iceland, and Switzerland. 2009.

<https://www.globalreporting.org/resourcelibrary/Embedding-Gender-In-Sustainability-Reporting-Executive-Summary.pdf>

For the text of the full publication, visit:

[www.globalreporting.org/LearningAndSupport/GRIPublications](http://www.globalreporting.org/LearningAndSupport/GRIPublications) / or [www.ifc.org/gender](http://www.ifc.org/gender)

### Tool 5.3b

#### Business as a key player in value chains

##### *Why use this tool?*

The outsourcing of the production of goods and services in to small and medium-sized enterprises in developing countries has created new opportunities for women's employment, both as employees and women entrepreneurs. However, much of this employment is informal employment, where workers often lack protection under legal or regulatory frameworks in terms of wages, working hours, and unemployment benefits and only few female entrepreneurs manage to get integrated in high value chains.

Women make up a growing percentage of the global agricultural labor force and produce a high percent of all basic foodstuffs. However, women face unequal access to essential inputs, land ownership, and services – such as credit and extension – all of which are crucial for successful farming. Large companies and their suppliers can take steps to uphold women's rights and economic opportunities in the supply chains, while at the same time ensuring access to untapped channels of agricultural produce for their company.

Increasingly, companies are recognizing the potential of previously untapped and less affluent markets in developing countries, and are looking to women both as clients and as potential sales agents and distributors of products to reach these markets. This trend – described as selling to the 'bottom of the pyramid' – involves the design of products such as micro-credit or micro-insurance financial products, mobile phone banking facilities, smokeless stoves, or simply medicines and cosmetics in smaller pack sizes, that fit the needs of poor groups.

##### *What do you gain from using it?*

- *Avoid reputational damage*

Being aware of the real conditions in your value chain, and engaging in a constructive dialogue that drives continual improvement in gender equity, greatly reduces a company's risk of sudden reputational damage. Consumer and media interest in supply chain conditions is growing as the world becomes smaller and more interconnected. Adopting an honest, longer-term relationship with your supply base, rewarding suppliers who best meet your gender equality and human rights standards and buyers who source product from the best suppliers, will result in higher standards throughout your chain, longer-term commercial relationships, and a more stable business model.

- *Diversification of suppliers*

Doing business with a diverse range of suppliers (including businesses owned by women) reduces supply chain risks.

- *Increased crop quality and productivity*

There are also compelling business cases for purchasing more from women smallholders, and for providing better inputs and training as women form the majority of the agricultural producer base in many parts of the world. Evidence shows that enabling women to have equal access to inputs, services, and land improves yields. It shows that female smallholders often pay greater attention than men to crop quality and that productivity tends to increase as a result of increasing their access to technical training.

- *Open up new markets*

Bottom of the pyramid' products and services enable companies to identify new markets and, at best, get genuinely essential services to those who have previously been disregarded as unprofitable by commercial markets. They can open up completely new business avenues for companies.

*Who applies this tool and for whom?*

This tool provides a checklist of possible actions to be taken by the management of a company. The checklist can also be used for lobby to encourage the management to address gender equality in their supply chain.

*How does it work?*

The tool deals with the following 3 steps, which can be considered as subsequent steps, in reality they will be dealt with interchangeably in an iterative process:

Implementation and practice

1. General supply chain management
  - a. Business as purchaser of agri-food commodities
  - b. Selling products and services (Bottom of the Pyramid)
2. Measurement
3. Reporting

## Step 1 Implementation and practice

### a. General supply chain management

Procurement departments or those responsible for contracting and relationship management with suppliers play a significant role in organizations' policies, criteria, and decision-making regarding supplier selection. There are a range of initiatives and activities in which organizations can engage in as part of an institutional-wide gender sustainability strategy.

*Promotion of gender equality practices within the supply chain:*

- Publish a clear and unambiguous executive-level policy statement/ position to help ensure that employees and the public are aware of the organization's support for gender equality practices in their supply chain.
- Put in place procurement policies and procedures that are gender-sensitive.
- Identify mechanisms to help ensure that suppliers meet these policies and procedures in order to be eligible for procurement.
- Run supplier mentoring and training programs on gender practices and reporting.
- Seek suppliers sharing the organization's commitment to gender equality. Request from potential suppliers information on their gender policies and supplier diversity.
- Publish a list of the largest suppliers and their gender policies.
- Request third-party audits of suppliers' gender performance data.

*Promotion of supplier diversity:*

- Adopt a widely accepted definition for a 'women's enterprise' for the purposes of being able to effectively report on gender diversity in the supply chain.
- Determine the financial value and percentage of total procurement spending done by vendor, broken down by gender and type of supplier.
- Within the guidelines of the local law, analyze the existing supply chain to establish

the current baseline number of first- and second-tier suppliers that meet the definition of women's enterprises, and identify opportunities to reach out to and strengthen partnerships with women-owned and-managed businesses.

- If applicable, establish targets to raise the number of women's enterprises within the supply chain.
- Work with a third-party organization that can help identify, verify, and certify women-owned businesses in the organization's supply chain.
- Identify a "women's enterprise champion" within the organization's procurement department to keep track of supplier-diversity statistics.
- Make available to staff a list of suppliers and sub-contractors that are women's enterprises for inclusion in procurement processes (particularly during outreach at the 'expression of interest' stage).
- Increase transparency by making public key information about how the organization's supply chain works, how the organization sources from vendors, what is being sourced from vendors, and, if applicable, how small and medium enterprises (SMEs) can register as preferred suppliers and compete for contracts.
- Create outreach initiatives, offer a supplier mentoring program, and host match-making events and "procurement fairs" targeting women-owned businesses to help develop their capacity to become quality suppliers.

#### b. Business as a purchaser of agri-food commodities

##### *Purchasing from women smallholders*

- Ensure that more women benefit from technical training, extension services, and production inputs provided by your company – for example, by recruiting female as well as male extension staff, and by making training methods appropriate for women.
- Ensure that membership criteria for contract farming schemes and smallholder supplier groups offer equal opportunities for women.
- Actively source from women's smallholder groups.
- Ensure that prices paid for products enable growers to receive a living wage.
- Introduce targets for women's representation on boards of contract farming schemes, and reward cooperatives that meet these targets with more commercial contracts.
- Increase active participation and leadership of women in smallholder and co-operative groups from which you source.
- Support and promote women's rights, including equal property rights, equality in decision-making, and equal rights to work and leisure, and freedom of association.

#### c. Business as a provider of services and products in developing economies; the untapped market of the 'Bottom of the pyramid'

##### *Women as clients*

- Women are an untapped customer base, as women tend to acquire goods and services on behalf of the entire household.
- Where 'bottom of the pyramid' products are designed with female markets in mind, ensure that products are genuinely meeting the needs of women consumers. Companies should keep themselves abreast of current debates around the development of products and sales models being trialed in developing countries and use well-regarded social impact assessment frameworks to assess the social and gender impact of products intended for 'bottom of the pyramid' markets.

- Companies that understand the different needs of women and men at different levels of society make more appropriate products to meet consumer demand. Companies therefore need to ensure a balance of women and men in their product development and marketing teams. They also need to perform market testing with female consumers, larger sections of the community, and local NGOs, who will have a picture of social needs in their market area.

*Women as employees (e.g. sales agents)*

- Ensure that all workers in your value chains are safe in their day-to-day operations.
- In the case of mobile distribution agents, the safety of distributors is a primary concern: women travelling alone for business are exposed to risks that companies have a duty to minimize. This may require providing mobile telephones for reporting on their location, or providing security coverage where they are selling to homes.

**Step 2 Measurement**

Figure 48: Suggested Measures of Gender-Equality Performance in the Supply Chain (Source: GRI & IFC, 2009)

Organizational objective	Measurement		
	Basic	Moderate	Advanced
Do business with organizations that respect gender equality	Description of gender equality in procurement policy and plans	Percentage of suppliers that have gender- equality policies or programs	Percentage of suppliers that report on their gender-equality policies and practices
			Gender composition of supplier workforce
			Percentage of suppliers' managerial posts, by gender
Promote women's entrepreneurship and supplier diversity			Financial value and percentage of total procurement by supplier company and type of good or service, broken down by gender and type of supplier
			Male - female ratio suppliers' shareholders

Green = qualitative performance measurement examples

Lime = quantitative performance measurement examples

**Develop similar tables for**

- Purchasing from women smallholders
- Women as clients
- Women as employees (e.g. sales agents)

### Step 3 Reporting

Report regularly on achievements made. Management and reporting of sustainability issues, including gender, are typically considered the domain of large organizations but are increasingly being embraced by SMEs within the global supply chain.

An emerging trend is that these smaller, but no less important, organizations are writing their own sustainability reports and getting them certified by assurance providers. In 2007 over 80 reports were published by SMEs in the global supply chain.

One approach to gathering gender information on the supply chain is for larger organizations to work with and support their suppliers in producing sustainability reports containing gender information.

Larger organizations could include in their own sustainability reports information on initiatives they have in place to support suppliers in implementing gender-equality policies and programs and in reporting on these activities.

## Examples

### I General supply chain management

#### 1 MAS Holdings

While gendered labor segregation can all too often be a feature of women's participation in garment manufacturing, enlightened companies have taken strides to address this. MAS Holdings, a textile supplier in Sri Lanka, realized that its women workers were leaving as they married or had children, creating a talent shortage. The company polled its workers to see what would help them stay at work. Nursery facilities, IT and English language education, and career development training have all led to lower staff turnover and a bigger pool of future managers. Despite competition from other suppliers with cheaper costs, a commitment to women's rights and empowerment has won MAS contracts with companies such as Victoria's Secret, Gap, Nike, Adidas, and Marks & Spencer. MAS has stayed ahead of the curve by investing in its female workforce, and is seeing its commitment pay off.

#### 2 The Body Shop

Women have always been central to The Body Shop's Community Fair Trade sourcing program. Working with over 25,000 farmers worldwide, five of the company's partners are women-led smallholder associations, which sustain and harvest the land's natural resources to produce raw materials for The Body Shop. The associations also develop social projects that directly benefit members' families and communities. These include projects such as building schools and health care centers in rural villages and educating the women members on the importance of financial security, such as saving accounts. The women producing The Body Shop's raw materials are also encouraged to trade at local markets and use organic practices. This means that the women are able to grow their own businesses and develop their own communities, while The Body Shop maintains a quality and reliable supply base.



*Quote:*

*“... We are working with very large corporate buyers and large government agencies in our target markets who are interested in having their supply chains be more inclusive and more representative of their communities, and that includes women-owned businesses as suppliers...” - Elizabeth Vazquez, Quantum Leaps Inc. and WE Connect International, United States*



## II Business as purchaser of agri-food commodities

### Quote

“... Recent research commissioned by the Bill & Melinda Gates Foundation shows that by increasing women's participation in smallholder sourcing programs, many international food companies can improve crop productivity and quality, grow the smallholder supply base, and improve access to high-value markets...” - M.K. Chan (2010)

### 3 FRICH

The FRICH (Food Retail Industry Challenge Fund) project is supporting tea company Finlay's outgrowers in Kenya to set up five new co-operatives. To ensure that female as well as male outgrowers can join the co-operatives in their own name, the project bases membership eligibility on the grower having been assigned land where they have control over the produce: formal land titles are not necessary (which is important as most African women do not own land). Moreover, as women producers are often registered under their husbands' names even when the husband is not involved in farming, the project insists that, in such cases, the woman must be registered as the member. Finally, to ensure that women (and youth) are represented in the co-operatives' governance structures, quotas have been established at the various management levels: for example, each buying center must elect one older man, one older woman, one young man, and one young woman to form its committee.

## III Selling products and services (Bottom of the Pyramid)

### 4 Vodafone Kenya; M-PESA Kenya

Poor access to cash, savings, and insurance are problems faced by many poor women in Africa. In Kenya, Vodafone has launched M-PESA, a mobile phone banking facility, which allows people to make payments, send money to relatives, transfer cash, and repay loans. Recent reports cite evidence that mobile banking, crucial in rural areas with few resources, allows women to control their own money, increases the scope for entrepreneurship, and reduces the strain of travelling to their male relatives – often in the city – for money, saving journeys that can take up to a week.

The service reaches nine million Kenyans and expansion into India, South Africa, Tanzania, and Afghanistan is rapidly progressing. As Vodafone's former CEO, Arun Sarin, explained: 'M-PESA is not a charity. It's actually good business and good for society. If we can help improve the quality of life for millions of people, there is no better thing that a company like Vodafone can do.'

### Credits

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<http://www.oxfam.org/sites/www.oxfam.org/files/bfb07-gender-equality-its-your-business-060312-en.pdf>

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Embedding Gender in Sustainability Reporting: A Practitioner's Guide, Executive Summary. By IFC (International Finance Cooperation) and GRI (Global Reporting initiative) In partnership with the governments of Germany, Iceland, and Switzerland. 2009.

<https://www.globalreporting.org/resource/library/Embedding-Gender-In-Sustainability-Reporting-Executive-Summary.pdf>

For the text of the full publication, visit:

[www.globalreporting.org/LearningAndSupport/GRIPublications/](http://www.globalreporting.org/LearningAndSupport/GRIPublications/) or [www.ifc.org/gender](http://www.ifc.org/gender)

### **Tool 5.3c** **Business and the community**

#### *Why use this tool?*

Businesses can promote gender equality in their operations by the manner they engage with the local communities they operate in. This engagement can take the form of organizations' managing their negative impacts on the communities, such as environmental damage, population displacement, and use of natural resources.

Organizations also have the ability to distribute their positive impacts more equally among women and men in their communities through employment, contracting, charitable contributions, and investments. This tool provides tips on how to let the wider community benefit from your business.

#### *What do you gain from using it?*

An increased developmental impact can improve a companies' image and stimulate a more sustainable way of production, by:

- developing a more inclusive recruitment pool within the community
- building loyalty with local customers
- avoiding litigation and disruption to their operations

#### *Who applies this tool and for whom?*

This tool provides a checklist of possible actions to be taken by the management of a company. The checklist can also be used for lobby to encourage the management to address gender equality in the relations between a company and the community.

#### *How does it work?*

#### **Step 1 Implementation and Practice**

The following provides a range of examples of community initiatives and activities that organizations can engage in as part of an organization-wide gender approach and community engagement strategy.

#### **Women's empowerment:**

- Ensure that women have representation on governance and decision-making bodies such as committees that engage with the local community and that make decisions on community investment projects.
- Consult with the organization's internal women's network (if one exists) to gather "intelligence" from female employees on gender issues in the community and approaches to resolving them.
- Set up a process in which women in the community are consulted to ensure that their voices are heard (in some cases it may be useful to consult with women separately).

- Consult with women during the scoping process of community projects and ensure their representation in helping identify and select community initiatives funded by the organization and in decision-making and governance structures, so they can participate in determining how funds get spent, on which communities, and on what types of initiatives.
- Support the establishment of an (external) women's community consultative council, if deemed useful.

### Community Initiatives:

- Connect the diversity official of the organization (if one exists) with the staff that design and implement community initiatives. The diversity official may be able to bring a unique gender perspective to the community programs.
- Find out if there are any existing public-sector-supported initiatives with a gender focus that might be of interest to the organization. Consider whether such initiatives might be worth leveraging in a tripartite (private sector, community and government) arrangement.
- Ensure that any partnerships (whether public or private) fit with the organization's values on gender.
- Work closely with local governments and communities on policies and practices that promote gender equality and the empowerment of women.
- Consider employee volunteering as mechanism to help better understand and address gender issues in the local community.
- Support the provision of educational information about domestic violence to the local community.

### Building Women's Capacity:

- In order to enable women's effective participation in local community programs throughout design and implementation stages, identify women's learning needs in the community and help ensure that these needs are addressed.
- Provide career information and training programs designed for the local community that are accessible by and targeted to both women and men.
- Consider establishing programs to encourage women to enter non-traditional fields related to the organization.

### Social impact assessment

- Ensure that gender-differentiated impacts on local communities are taken into account during an environmental and social impact assessment process and that gender-disaggregated data are included in the baseline information obtained.

Step 2 Measurement

Figure 49: Suggested Measures of Gender-Equality Performance and the Community (Source: GRI & IFC, 2009)

Organizational objective	Measurement		
	Basic	Moderate	Advanced
Contribute to the well-being of women and men in the affected communities	Initiatives, including donations and grants to address equality in the community	Management approach to the consultation of local women in devising community engagement/ investment programs	
	Management approach to determining community engagement/ investment activities, including policy and criteria	Total number of community engagement/ investment programs targeting women	Total number of direct beneficiaries of community engagement/ investment programs, broken down by gender
		Management approach including gender impact assessments to addressing gender-related community impacts	Total monetary value of community engagement/ investment programs, broken down by gender of the beneficiaries

Green = qualitative performance measurement examples  
Lime = quantitative performance measurement examples

Step 3 Reporting

Report regularly on achievements made. Management and reporting of sustainability issues, including gender, are typically considered the domain of large organizations but are increasingly being embraced by SMEs within the global supply chain.

An emerging trend is that these smaller, but no less important, organizations are writing their own sustainability reports and getting them certified by assurance providers. In 2007 over 80 reports were published by SMEs in the global supply chain.

One approach gathering gender information on the supply chain is for larger organizations to work with and support their suppliers in producing sustainability reports containing gender information.

Larger organizations could include in their own sustainability reports information on initiatives they have in place to support suppliers in implementing gender-equality policies and programs and in reporting on these activities.

Quote:

“... The opportunity to discuss the question of gender in reporting is quite timely in Brazil because Brazilian companies are much more interested today than 10 years ago on how they dialogue with the society on what they are doing...” -  
Thereza Lobo, Comunitas, Brazil (Taken from IFC/GRI report, see in Credits below)

### Credits

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## 5.4 Business development and financial services

This tool is still under development. It will be shared on the online platform of Gender in Value Chains at <http://genderinvaluechains.ning.com>.

## 5.5 Certified chains

This tool is still under development. It will be shared on the online platform of Gender in Value Chains at <http://genderinvaluechains.ning.com>.

## 5.6 Enabling environment

### Tool 5.6a

#### Gender Organizational Scan of a partner organization

Among organizations working in gender and VCD facilitation, some are not direct implementers, but work through partner organizations; either because they are donors and play a monitoring and support role, or because building capacities of local partners is their way of working. One crucial phase while selecting implementing organizations is determining how sensitive to gender equality issues/ perspective they are. This is also important while working with partner organizations on value chain development.

#### *Why use this tool?*

This tool, made up of different tables (see Annex 1) that comprise checklists regarding specific themes, can be used to conduct a quick “assessment” or organizational scan of future partner organizations to determine how far they are involved in gender mainstreaming at different levels:

- In their vision and mission statement
- In their organizational structure and culture
- In their interactions with other organizations involved in gender equality and the way they communicate on gender issues
- In their operations and implementation of their interventions with target populations
- In the way the services are delivered and whether these services are responsive to both women and men’s needs and situations.

#### *The tables can be used to:*

- Select partners (one can decide not to work with a specific partner who is not gender-sensitive)
- Discuss a shared vision on gender equality goals
- Identify partners’ capacity gaps in gender mainstreaming and plan action to fill these gaps
- Design gender-sensitive or specific interventions
- Draft Memorandum of understanding taking into consideration the gender perspective and defining clear results in terms of gender equality (outputs and outcomes)

#### *What do you gain from using it?*

The tool allows organizations seeking to build partnerships with “implementing” organizations to have a quick overview of the way they mainstream gender at organizational and operational levels. It helps them obtain a common vision of what are the key elements of gender mainstreaming and define capacity building objectives in gender

mainstreaming for the partner organizations, but also orients them towards concrete gender-sensitive interventions in VCD.

*Who applies this tool and for whom?*

Development organizations providing financial and capacity building support to partners or “implementing” organizations.

*How does it work?*

At the basis of the tool are tables to discuss the gender sensitivity of an organization from different perspectives:

- I. Organizational development
- II. Institutional development
- III. Does the client apply gender mainstreaming in its operations (activities, programs, outputs)?
- IV. Does the client deliver gender-sensitive services?

### Step 1

Organize a meeting with the (future) partner organization and explain the purpose of the tool and the process, but also relating it to the importance of gender equality for your own organization and its mission.

### Step 2

Go through the checklists of each table with the partner organization and check the answer yes/ no. Ask the organization to explain the answer.

### Step 3

After going through each table, at the end of the table, you can draw conclusions, for instance you could decide not to work with this partner, because it is not gender-sensitive enough, or to develop capacity development actions to fill in identified gaps (training, mentoring, etc.)

### Step 4

Develop a gender-sensitive MoU in which you define your expectations of the partner organization.

### Credits

‘Conduct a Gender Audit of Client/ Partner Organization’ (Source: SNV, Engendered version of Corporate standards and triple A (analysis, action, assessment), 2009)



**Annex 1 Tool 5.6a****Gender organizational scan of a Client/ Partner Organization**

	Issue	Response		Actions to be undertaken
	<b>I Organizational Development</b>			
	<i>Vision and mission</i>			
1.	Does the organization have a clear mission statement acknowledging the existence of gender gaps/discrimination	No	Yes	
2.	Does the organization have a gender strategy specifying gender equality goals/objectives?	No	Yes	
3.	Does the organization provide gender training to its members?	No	Yes	
4.	Does the organization have specific gender expertise?	No	Yes	
5.	Does it have a special budget to undertake gender related activities?	No	Yes	
6.	Does the organization have mechanisms to share good practices/lessons learned on gender issues?	No	Yes	
	<i>Structure and organizational culture</i>			
7.	Is there gender balance in the overall gender composition of staff and within different hierarchical levels of the organization?	No	Yes	
8.	Are men and women (including target groups) granted the same participation in decision-making?	No	Yes	
9.	Is management committed to a balanced male and female representation at all levels of the organization?	No	Yes	
10.	Do recruitment procedures facilitate the hiring of women?	No	Yes	
11.	Do working arrangements of the organization take into account men and women's responsibilities outside the workplace? (taking care of children or the elderly, etc.)	No	Yes	
12.	Does the organization value gender-sensitive behavior?	No	Yes	
13.	Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)	No	Yes	
	Conclusions to be drawn:			
	Does the organization need capacity building on any of these aspects to reach expected outcomes and to contribute to envisioned impact?			



	Issue	Response		Actions to be undertaken
	<b>II Institutional Development</b>			<b>Specify in the activity and result/indicator</b>
1.	Does the organization work with gender-sensitive/specific organizations?	No	Yes	If yes, of what type/nature?
2.	Is it a member of forums, roundtables on gender issues	No	Yes	If yes, which one(s)
3.	Does it communicate on gender issues with the following medium:	No	Yes	
3.1	Publications on gender issues (articles, case studies, etc.)	No	Yes	If yes, which one(s)
3.2	Awareness campaigns	No	Yes	
4	Does it have a capacity to mobilize funds to implement actions in favor of GE?	No	Yes	
5	Does it have an influence on Policy making at national level?	No	Yes	
6	Does it have an influence on regulatory frameworks at local, national levels?	No	Yes	
	Conclusion to be drawn:			
	Does the organization need capacity building on any of these aspects to reach expected outcomes and to contribute to envisioned impact?	Design a gender-sensitive MOU/assignment agreement: Determine output (types of advisory services in gender) and specific "deliverables" that will demonstrate client's skills/capacities in reaching enhanced gender equality Specify client's performances/outcomes needed to significantly contribute to envisioned impact Specify the client's plausible contribution to envisaged gender equality goals/ impacts		

### III Does the client apply gender mainstreaming in its operations (activities, programs, outputs)?

Issue		Response		Actions to be determined
<i>Gender mainstreaming in specific sector/sub-sector</i>		<i>Specify sub-sector:</i>		
1.	Was there a gender-based analysis conducted in the area of intervention of the C/P	No	Yes	
2.	Was gender-sensitive strategic planning conducted with formulation of options?	No	Yes	
3.	Were there any gender equality goals/targets identified?	No	Yes	
4.	Were there any gender specific or gender integrated interventions carried out?	No	Yes	
5.	Were gender-sensitive indicators developed and integrated to a gender-sensitive monitoring/evaluation framework and reporting strategy?	No	Yes	
Conclusions to be drawn:				
Does the organization need capacity building on any of these aspects to reach expected outcomes and to contribute to envisioned impact?				

### IV Does the client deliver gender-sensitive services?

Issue	Response		Actions to be determined by SNV
What is the target group of the activity?	men	women	If women are not part of the target group:
Were women and men consulted?	Yes	No	If women were not consulted:
Will they participate equally in the activity? If not, is there a particular reason?	Yes	No	
Do activities undertaken answer women and men's specific needs and interests?	Yes	No	
Were they designed following a gender-based analysis?	Yes	No	
Do the take into consideration women and men's roles, responsibilities and needs?	Yes	No	
Their different access to resources?	Yes	No	
Are there special measures to answer women's specific needs?	Yes	No	
Do activities reach women and men equally?	Yes	No	
Do activities have a negative impact on either women or men?	Yes	No	
Is women's contribution to the sector/sub-sector known, recognized and valued?	Yes	No	
Conclusions to be drawn:			
Does the organization need capacity building on any of these aspects to reach expected outcomes and to contribute to envisioned impact?			

## 6. Measuring

This chapter provides tools to measure the success of your intervention with a specific focus on gender issues. Lessons drawn from this measuring process can serve as an entry point in defining a new or adjusting the old upgrading strategy.

### Tool 6.1a

#### Cost and benefits of VC-upgrading strategy for men and women

##### *Why use this tool?*

Selecting a value chain development strategy bears the risk of having negative impact on some stakeholders, especially those who are hardly visible or have no voice. This matrix is a useful participatory assessment tool to determine quickly how a value chain development intervention will affect or is affecting men and women from the perspective of different stakeholders.

This analysis can be used in the planning phase of value chain intervention or for monitoring and evaluation.

##### *What do you gain from using it?*

- Assess the possible or actual costs and benefits of the value chain upgrading strategy for different actors in the value chain, considering relevant dimensions such as amount of work, income, social position or market position.
- Analyze costs and benefits differentiated by gender. Reflect on underlying causes and solutions for more gender-equitable outcomes and by doing so create awareness of the gender bias in VC strategy development.
- Create awareness of the interdependency of actors in a value chain; how the upgrading of one actor can affect the socio-economic conditions of other actors in their community and value chain.
- Plan actions to overcome negative impact and increase benefits.

##### *Who applies the tool and for whom?*

This is a tool for participatory multi-actor analysis to be used in workshops bringing together different chain actors; men and women producers, processors, retailers, etc. It is important to have a balanced audience of men and women.

##### *How does it work?*

#### Step 1 Preparing the workshop

- Design the matrix for analysis (as explained below). On the horizontal axis pertinent categories for the specific value chain are chosen, on the vertical axis the relevant actors are chosen. Differentiate between men and women. Community stands for all other actors not mentioned above (workers, consumers, etc.)
- When using this tool in the planning stage: design a participatory presentation of the chain upgrading strategy. For example, let the participants design a map or a role-play that will allow them to picture planned changes in technology, markets, horizontal and vertical linkages and the implications of these changes on people's life.

### Examples of categories in the matrix:

- *Time and work:* This refers to changes in workload and work quality, tasks and skills required (skilled versus unskilled, formal education, training) and labor capacity (do people need to be hired or can members of the household or the actual business do it?)
- *Income and control of resources:* This refers to changes in income and control of resources like land, animals, and credit.
- *Social position:* This refers to changes in social position and gender relations as a result of the value chain upgrading.
- *Market position:* This refers to changes in economic power position between value chain actors as a result of chain-upgrading strategy.

Categories in the matrix can be adapted to specific situation and needs. Other relevant categories can be health, food security, etc.

### Step 2 Carrying out the workshop with the participants

Duration: 2 - 3 hours.

Use the cost-benefit matrix for reporting. You can use different colors for positive and negative changes. See annex 1 for an example of a cost-benefit format.

The different workshop stages are:

1. Participatory presentation of the chain development strategy (when the instrument is used in the planning phase).
2. Explain the exercise to the participants and present the matrix on a poster on the wall, elucidating the different categories and actors.
3. Address the following questions and write up their answer in the matrix on the wall.

In the planning phase of the chain upgrading strategy:

- How will your future participation in the value chain change your work and the skills needed to do it? How will it affect your time use and the time you have for other activities?
- How will it change your income? How will it change the control of your income or other resources?
- How will it change your social and gender relations within the household and value chain?

In the monitoring and evaluation phase of the chain upgrading strategy:

- How did the upgrading of the value chain change your work, income and control of resources, social and gender relationship?

Some questions to deepen the discussion and come to proposal of action:

- Who is benefiting and who's is losing due to chain upgrading?
- Do we notice differences between changes in the lives of men and women? What are the causes?
- To what degree are these changes desired?
- How can the negative impact be minimized? How can obstacles or negative factors be dealt with?
- What actions can be taken to overcome negative impact?

Let the participants answer the questions in groups. Hand out a copy of the matrix on paper, which each group completes with initial help and monitoring from the facilitators.

The groups are formed corresponding to different links in the chain, or corresponding gender criteria (men and women in separate groups).

Each group presents its completed matrix in a plenary session. The facilitation helps to resume and highlight the most important positive and negative changes.

### Step 3 Systematizing the information

Information obtained in the workshop should be systematized. The results can be used to improve the chain upgrading strategy, to monitor it and/ or to assess its impacts.

### Recommendations for the process

We recommend the presence of two facilitators with the ability to dig further into the first answers given, ensuring that women's voices do not get overpowered.

The tool can also be used with one type of value chain actor. The different categories on the vertical axe can be: men, women, household and other actors/community.

### Credits

Adapted by Mieke Vanderschaeghe and Patricia Lindo from Gender Analysis Matrix in Rani Parker, 1993 "Another Point of View: A Manual on Gender Analysis Training for Grassroots Workers." UNIFEM.

### Example

This tool was used in a gender value chain analysis, in the planning phase of the upgrading strategy of the dairy chain in the western region of Nicaragua facilitated by The Millennium Challenge Account – Nicaragua (MCA-N).

The program start-up upgrading strategy was focused on improving income of dairy producers, by improving the production of type "A" cold milk for industrial processing plants; by investing in on-farm milking facilities and by organizing milk collection centers in different municipalities of the region.

The implementation of a cost-benefit matrix with milk producers and processors of the municipality of Villanueva (see annex 2 for the matrix), showed that the owners of artisanal milk processing plants, most of them women, identified the MCA-N strategy as a threat to their business. They analyzed that the milk collection centers developed by the MCA program would leave them with no milk to develop their productive activities. The workshop also promoted awareness among the producers of the risks of affecting traditional employment and generating economic crisis in the area.

Accordingly, this situation led to review the MCA-N strategy in order to include female processors and redirect resources to support these businesses. After executing a wider diagnosis on stakeholders of the artisanal milk processing link, new services were designed to support good manufacturing practices; support the development of new products and to support better access to markets.

*See annex 2 for the cost-benefit matrix of the dairy upgrading strategy in Villanueva.*

**Annex 1 Tool 6.1a:**  
Example format of a cost-benefit matrix

Actors	Work	Income	Social /Market Position
Male Producer			
Female Producer			
Male Processor			
Female Processor			
Community Men and Women			

Legend: Black colour is positive impact for the actor at stake, blue colour is negative impact.



**Annex 2 Tool 6.1a****Example of a cost-benefit matrix - dairy upgrading strategy in Villanueva**

Actors	Work	Income	Social /Market Position
<i>Male Producer</i>	One more worker is being hired on each beneficiary farm. With technical improvements to milking and cattle management, youth of farming families are getting interested in cattle farming.	Men have more opportunities to access the dairy VC program due to the amount of land they own and the size of their herds.  More income due to a rise in the price of milk.	Leaders of dairy farms do not want to sign contracts for selling quality milk to women processors. "They think it's more important to sell to the "La Vaquita" company. They are feeling themselves more important because they are doing business just between men" (women processors' words)
<i>Female Producer</i>		Wives of cattle owners no longer have access to milk for processing on their farm. Negative impact on their income.	Women may be affected in their control of income and decision-making in the household.
Actors	Work	Income	Social /Market Position
<i>Female Processor</i>	There will be more workload for female processors given that they have to buy milk in more distant communities. Cessation of commercial transactions between milk producers and traditional milk processors puts at risk the jobs of more than 40 cottage industries and a hundred retail sellers of dairy products.	"The women used to buy our milk, now there will be a negative impact on them." (Producers' words)	
<i>Community Men and Women</i>	The VC program gives a minimal support in relation to the number of cattle farms in the municipality.  Risk of jobs losses if only milk chain ending in industrial processing is supported, leaving out support to artisanal dairy products.	"There will be economic destabilization for the women, their families and the municipality. Isn't there a project to avoid this destabilization?" (producers' words)	

Legend: Black colour is positive impact for the actor at stake, blue colour is negative impact.

Source: workshop with producers and processors in Villanueva, Millennium Challenge Account Nicaragua, 2007



## Tool 6.2a

### Gender and Value Chain Empowerment Diamond

#### *Why use this tool?*

A gender-sensitive value chain intervention has to make progress on both value chain development and gender equality. This is a challenge, as gender and VCD specialists have their own way of measuring and judging progress of a VCD intervention. The tool presented here combines these two lenses and facilitates the dialogue between gender and VCD specialists in monitoring impact of a value chain intervention.

#### *What do you gain from using it?*

This is a tool to monitor the gender impact of a value chain development intervention. It combines value chain and gender thinking. Impact is measured on the one hand on value chain development: (1) value chain integration and (2) chain governance. On the other hand progress on gender equality is measured: (3) agency (women empowerment) and (4) structure (institutional change). It compares two moments in time, e.g. the present situation with the situation at the start of the project (see also the box below).

### Definitions

**The value chain axe;** the two extremes represent:

1. *Value chain integration:* The extent to which the activities of women add value, through e.g. increased productivity and/or higher quality of the product.
2. *Value chain governance:* The extent to which women farmers are involved in the management of the VC.

**The gender axe;** the two extremes represent:

1. *Agency:* The extent to which women farmers are empowered, become skilled, are self-conscious.
2. *Structure:* The extent to which structures at family, community and societal level become more favorable for gender equality. It also includes more immaterial matters as laws and norms and values, also: institutional change.

#### *Who applies the tool and for whom?*

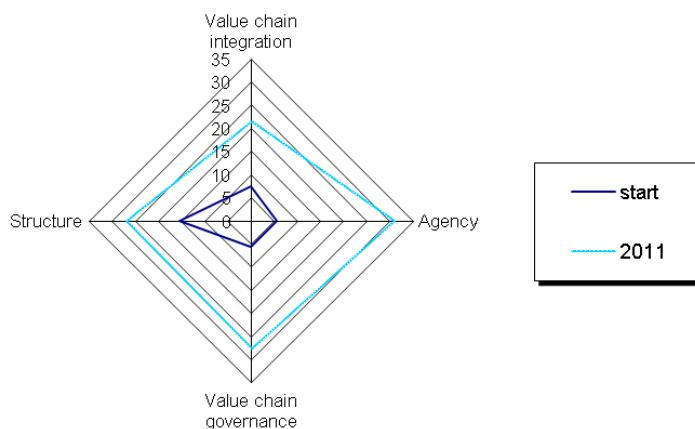
The tool is used by practitioners involved in VCD interventions.

#### *How does it work?*

Staff involved in the intervention are asked to score progress made on the 4 aspects mentioned above for two moments in time; e.g., the beginning of the project and the current situation. The scores are plotted in an Excel sheet.

The average scores result in a diamond with 4 axes. In annex 1 gives an example, the indicators and the scores in a project to involve women in the soya value chain in Ethiopia.

Figure 50: Gender and Value Chain Empowerment Diamond (Source: ICCO, 2010)



### How does it work?

**Step 1.** Ask practitioners to score the progress made on the 4 aspects for two (or more) moments in time, e.g. the beginning of the project and the current situation; preferably, this is done based on a group discussion. For this purpose for each aspect 4 indicators are formulated. (see Annex 1 for an example)

**Step 2.** The scores are integrated in an excel sheet (see downloads). The axes of the diamonds will automatically form a diamond.

**Step 3.** Organize a session with the practitioners to discuss the diamonds.

### Questions for reflection on the outcome of the survey:

Look at the scores for the 4 aspects: Value chain integration, Value chain governance, Agency and Structure.

- Why do you think they are high or low, which indicator has had a heavy weight in determining the score, how come?
- Discuss the differences in the scores.
- What strategy would your project have to develop further in order to contribute to gender equality?

### Credits

This tool is developed by ICCO, based on the conceptual framework developed during the writeshop on gender and value chains, which took place in Nairobi in November 2010. The writeshop process was guided by the Royal Tropical Institute (KIT) and the Kenyan branch of the Institute of Rural Reconstruction (IIRR), and is funded by a number of Dutch NGOs. The writeshop has resulted in the publication 'A woman's business', gender equity in agricultural value chain development, 2012.

## Annex 1 Tool 6.2a

### Women in the soya value chain in Ethiopia

Indicators for value chain development and gender empowerment	Average scores by 3 NGO staff	
	Start	Present
<b>Value chain integration</b>		
1. Women have increased their agricultural production in terms of e.g. quality, volume, costs efficiency and/or productivity.	1.5	6
2. Women add value to their produce through e.g. sorting and grading activities.	2	7.5
3. Women add value to their produce by packaging, trading and branding.	2	8
4. The integration of activities in the value chains has led to higher income for women	2	8.5
<b>Value chain governance</b>		
1. Women involved in producer organizations as members	0.5	8
2. Women involved in management of producer organization	1.5	6.5
3. Women involved in information management of chain	1.5	5.5
4. Women involved in network development of chain	2	6.5
<b>Agency</b>		
1. Value chain related skill development of women e.g. in agricultural production, processing, literacy/ numeracy etc.	1.5	8
2. Organizational skill development of women e.g. negotiation skills, leadership skills	2.5	7
3. Increased value chain related knowledge of women e.g. technical knowledge, market and network information	2.5	7
4. Increased ability to make choices, self-determination and self-confidence	3.5	9
<b>Structure</b>		
1. Equal say of man and woman in the household with regards to access to and control over resources	3	6.5
2. Equal say of man and woman in the household on consumption decisions (if relevant with regards to spending of own income)	3	7.5
3. Norms and value at community level favor women as economic actors equal to men	4	5.5
4. Formal laws, rules and regulations are favorable for gender equality in VC development	5.5	7.5

## Tool 6.2b

### Women's empowerment in agriculture index (adjusted/qualitative version)

#### *Why use this tool?*

This tool was developed to track the change in women's empowerment levels that occurs as a direct or indirect result of interventions in VCD.

- It is used for performance monitoring and impact evaluation.
- It focuses on the micro-/ household and community levels.
- It can be used to monitor empowerment of women and/ or men

#### *What do you gain from using it?*

The index is able to show in how which domains women are empowered and how a given project intervention has contributed to this empowerment.

#### *Who applies the tool and for whom?*

It is a useful tool for policymakers, development practitioners and academics seeking to inform efforts to increase women's empowerment.

#### *How does it work?*

The original Women's empowerment in agriculture index (WEAI) is developed by the Feed the Future program. It is an innovative tool composed of two sub-indexes: One measures the five domains for empowerment for women and the other measures gender parity in empowerment within the household. The WEAI is thus an aggregate index that shows the degree to which women are empowered in their households and communities and the degree of inequality between women and men within the household. The WEAI is based on a sophisticated, quantities data collection and analysis.

The here presented tool is a more qualitative method built on the logic of the WEAI. For those interested in the full-fledged method we refer to the reading material under 'credits'.

The five domains are agricultural production, resources, income, leadership and time and they comprise 10 indicators. Each domain is weighted equally, as are each of the indicators within a domain. A woman is considered empowered if she has adequate achievements in four of the five domains. In annex we provide a questionnaire to assist in scoring on the 5 domains.

#### *The five domains of empowerment are built on the following definitions:*

- **Agricultural production:** sole or joint decision-making over food and cash-crop farming, livestock and fisheries as well as autonomy in agricultural production.
- **Resources:** ownership, access to and decision-making power over productive resources such as land, livestock, agricultural equipment, consumer durables and credit.
- **Income:** sole or joint control over income and expenditures.
- **Leadership:** membership in economic or social groups and comfort in speaking in public.
- **Time:** Allocation of time to productive and domestic tasks and satisfaction with the available time for leisure activities.

### Step 1

Familiarize yourself with the WEAI (see under Credits).

### Step 2

Use the questionnaire as presented in Annex 1 (if need be, a version contextualized by yourself) to collect data on the empowerment of women (and men) in the five domains. You can use a variety of methods to do so: individual interviews, focus group interviews, desk study, workshop methods etc. Fill out the scores in the green cells of the questionnaire table.

### Step 3

Copy these scores to the excel sheet provided.

### Step 4

Analyze the presentation which is generated by the excel sheet.

### Credits

This tool is based on an approach developed by WEAI to track the change in women's empowerment levels that occurs as direct or indirect result under the Feed the Future, the US government's global hunger and food security initiative. The Index partners are Feed the Future, USAID, the International Food Policy Research Institute (IFPRI) and the Oxford Poverty and Human Development Initiative (OPHI).

### Guiding questions to inform indicators under the 5 domains of the Women's Empowerment in Agriculture Index (WEAI)

Use the scores ranging from 0- 4 to assess the performance and involvement of men, women, in the following reproductive, productive and community activities: 0= Never participates, 1= Rarely participates, 2= Fairly participates, 3= Often participates 4= Very much participates



Figure 51: Guiding questions to inform indicators under the 5 domains of the Women's Empowerment in Agriculture Index (WEAI) (Source: Adjusted/ qualitative version by Angelica Senders and Jacqueline Terrillon, 2012)

		Male	Female
<b>1.</b>	<b>Production: Input in productive decisions/autonomy in production</b>		
	Who makes the decisions on the following		
	What variety to plant?		
	What crop to grow?		
	What acreage to allocate?		
	Allocation to food crops vs. cash crops		
	Adoption of new technologies/practices		
	Distribution of tasks/labor		
	Purchase of inputs/equipment		
	Application of chemical/fertilizers		
	Where to sell		
	Who to sell to		
	What price to sell		
	<i>Based on the above, given an average score for this domain</i>		
<b>2.</b>	<b>Resources: Ownership of assets and access to services (financial and BDS)</b>		
	How is the distribution of ownership of assets and access to services (financial and Business Development Services)?		
	Who owns Land		
	Who owns Farm equipment		
	Who owns Cattle, Goats, sheep, Piggery, Poultry		
	Who owns Means of transport: bicycle, motorcycle, car		
	Who decides on sale or transfer of these assets?		
	Who has access to following financial services		
	Who has access to SACCOs (saving and credit cooperatives)		
	Who has access to Group lending		
	Who has access to Commercial banks		
	Who has access to the following business development services (BDS)		
	Who has access to Extension services		
	Who has access to Farmer field schools		
	Who has access to Demonstration plots		
	Who has access to Trainings (management, leadership, etc.)		
	<i>Based on the above, given an average score for this domain</i>		

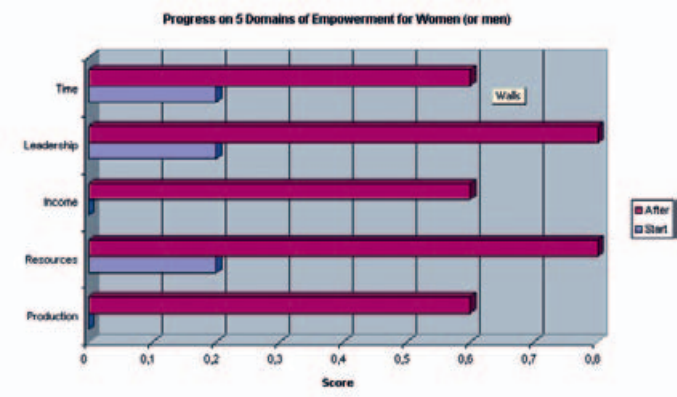


		Male	Female
<b>3. Income: Control over use of income</b>			
	Who decides on expenditures related to:		
	Food		
	Education/children's school fees		
	Home improvement		
	Health care		
	Clothing		
	Household utensils		
	Energy (fuel, electricity, other)		
	Water		
	Leisure		
	<i>Based on the above, given an average score for this domain</i>		
<b>4. Leadership: Membership in socioeconomic groups and comfort in speaking in public</b>			
	Who is involved in Farmer organizations, cooperatives, committees as leaders and as members?		
	Who is member of these organizations?		
	Who holds leadership positions		
	Who takes part in multi-stakeholder platforms?		
	Who is involved in meetings at sub-county, district level?		
	<i>Based on the above, given an average score for this domain</i>		
<b>5. Time: Allocation time to productive &amp; reproductive tasks</b>			
	What tasks do you perform in agricultural production?		
	Land clearing		
	Planting crops		
	Harvesting		
	Carrying produce from field to home		
	Processing		
	Storing		
	Tilling the land		
	Weeding		
	Marketing the crops		
	<b>Allocation of time to reproductive tasks</b>		
	Fetching water		
	Taking care of the young ones		
	Collecting fire wood		



	Male	Female
Cooking		
Housekeeping		
Courtyard sweeping		
Washing the dishes		
Washing the clothes		
Bathing the children		
Preparing the beds		
Others (specify)		
Allocation of time to community work		
Building schools and health centers		
Attending workshops and seminars		
Cleaning wells		
Road maintenance		
Attending community meetings		
Do you have time for leisure activities?		
<b>Based on the above, given an average score in this domain (valued from an empowerment perspective)</b>		

Figure 52: Progress on 5 Domains of Empowerment for Women (or men) (Source: Women’s Empowerment in Agriculture Index (WEAI), Adjusted/ qualitative version by Angelica Senders and Jacqueline Terrillon, 2012)





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## Gender in value chains

# Practical toolkit to integrate a gender perspective in agricultural value chain development

Women play crucial roles in agricultural value chains. However, their contribution often remains invisible. For producers and other chain actors and supporters, this can lead to inefficient chains. In consequence, business opportunities may suffer and profits will be lower and/ or unequally distributed. Moreover, existing gender inequities will be perpetuated.

In short: fighting poverty becomes hard if you remain 'gender-blind'.

This toolkit intends to motivate and help you as a practitioner in integrating a gender perspective in agricultural value chain interventions and programs. It follows the logic of the value chain development project cycle, structuring practical tools for all stages accordingly.

In this booklet, you will find two types of tools:

1. Those that support data-collection and research to gain insight into gender constraints, opportunities and strategies within value chains; and
2. Tools guiding the facilitation of participatory processes in order to involve male and female value chain actors at different stages.

The tools are selected from existing manuals. This includes material from USAID, GIZ, ILO, Oxfam, SNV and other organisations linked to the Agri-ProFocus 'Gender in Value Chains Network'.

### Design your own gender integration process!

This toolkit is not a blueprint guideline. Rather, you are presented with a range of tools to choose from and to customize your intervention.

We strongly believe in the concept of 'open knowledge'. To facilitate customization, we have made the tools not only 'available' and 'accessible', but also 'adjustable'. We provide them in Word and Excel documents that can be downloaded from the Agri-ProFocus online platform at <http://genderinvaluechains.com>.

We encourage you to use and adjust the tools and to share your experiences and adjustments in the network.

*The toolkit was developed by Angelica Senders of Fair & Sustainable Advisory Services, Anna Lentink of Triodos Facet and Mieke Vanderschaeghe, independent consultant, with support of Roel Snelder of Agri-ProFocus.*

