

Guidelines to Integrate a Gender Perspective in Value Chain Development Interventions by the CGIAR Research Program on Roots Tubers and Bananas



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Introduction and Background

Gender mainstreaming is regarded as one of the key strategies to increase efficiency as well as gender-equitable outcomes in value chain development interventions. ECOSOC, (1997) defines gender mainstreaming as “a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality” (). As part of CGIAR Research Program on Roots, Tubers and Bananas, the International Potato Center (CIP), Bioversity International, the International Center for Tropical Agriculture (CIAT) and the International Institute for Tropical Agriculture (IITA) are increasingly implementing and experimenting with approaches, tools and materials to address gender mainstreaming and improve the gender-responsiveness and effectiveness of value chain interventions.

Various approaches and practices including the Participatory Market Chain Approach and the 5 Capitals methodologies¹ have been developed and used by the different centers. Innovative ways have also been used to adapt these approaches to regional and country contexts. Relevant experiences and results have been obtained and systematized and/or diffused. However, no attempt has yet been made to look at all the approaches in a holistic manner, to systematically analyze them and draw lessons learnt, to ensure

gender integration in value chain analysis and development as well as to develop gender-sensitive monitoring and evaluation.

As part of the process towards development of guidelines/minimum standards, RTB organized a workshop entitled 'Engendering Value Chain Development Methodologies: South-to-South Sharing of Lessons Learned' in Entebbe, Uganda. Participants were drawn from Africa and Latin America. Lessons shared at the workshop are used as the basis for the development of these guidelines on gender-responsive VC development. This guide is developed for use by NARS, NGOs, biophysical and social scientists, as well technicians working with and within the CGIAR Research Program on Roots, Tubers and Bananas (RTB) wanting to improve gender mainstreaming into value chain interventions and programs.

Objectives of the guide

These minimum standards are expected to guide researchers working within RTB to design gender-responsive, efficient and inclusive VC interventions that meet both men's and women's needs and interests.

Content and Structure

The first section will address **WHAT** data and information need to be collected, compiled and processed at the different stages of Value Chain Development in order to develop a robust intelligence on gender issues (constraints and opportunities) in a value chain system.

The second section provides guidance on **HOW** research teams should collect socio-economic data and information on the value chain of interest.

The third section focuses on how to provide **SYSTEMATIC** budget and support for gender mainstreaming, thus creating an enabling environment.

Finally, appendices provide definitions of main gender concepts, examples of how a VCD methodology such as the PMCA can become gender-responsive, and a set of tools to perform gender-based analysis, planning, and M&E of value chain interventions.

¹ The participatory market chain approach (PMCA) is a systematic research and development process which aims to stimulate market chain innovations by involving different stakeholders within a well-structured and demand-oriented process. It is organized around 3 phases with specific objectives each (Bernet T., Thiele G., and Zschocke T., 2012, PMCA User Guide. 2Nd Edition. CIP, Lima, Peru.
5 capitals is the application of an asset-based approach to poverty reduction which aims at understanding smallholders' capacity to participate in and benefit from VC development by assessing changes in five assets: natural, social, human, physical and financial capitals (RTB Gender in Value Chains Workshop Report, March 2014, Entebbe, Uganda.



WHAT data and information to collect and process

Gender Mainstreaming

Gender mainstreaming in a value chain is not a one-off event; rather, care has to be taken to ensure that gender considerations are taken at each stage of the VC development process. This includes value chain selection, collection of baseline information, planning, and design, as well as monitoring and evaluation. It cuts across the VCD facilitation cycle, as illustrated in Figure 1.

Gender mainstreaming in value chain interventions comprises collection of sex-disaggregated data and gender-based analysis to understand gender inequalities. Identified gender inequalities will be addressed through planning of gender-sensitive interventions aiming at addressing women's and men's needs and interests or mitigating possible negative impacts. During planning, appropriate gender indicators need to be identified, which will be monitored through a gender-sensitive monitoring and evaluation system to assess progress towards achievement of improved gender equality or impact of VCD interventions on men and women.

Gender-sensitive selection of a value chain

Selecting a value chain or a sub-sector on the basis of superficial observations bears the risk of choosing a sector with little potential for either upgrading or achieving gender objectives. A participatory process is required to ensure that the choice is based on a balance of the needs and interests of a variety of stakeholders. The gender-sensitive selection of a value chain is made by using and balancing a set of criteria to measure growth potential and gender equality potential. It is carried out through a three-step process comprising information gathering on potential value chains; participatory workshop for gender-sensitive value chain selection; and drafting of a final report with

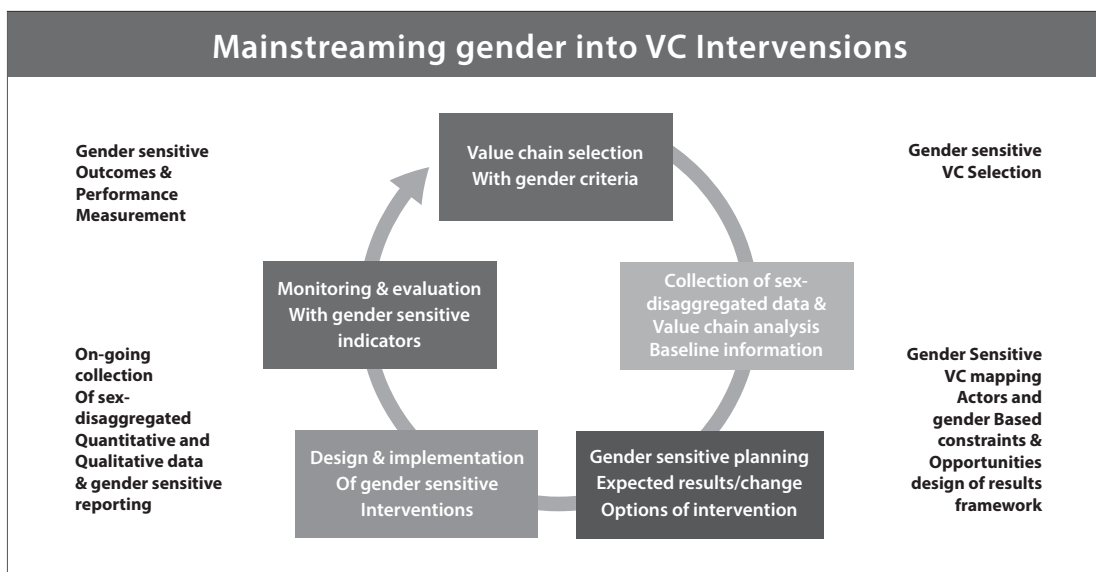


Figure 1: Gender-responsive phases of a value chain intervention. Source Agriprofocus

Suggested tools:

Gender-sensitive selection of a value chain (APF toolkit) <http://genderinvaluechains.ning.com/page/tool-2-1-gender-sensitive-selection-of-a-value-chain>

the selection, incorporating comments of various stakeholders. Gender equality selection criteria could include “high share of women employed in the value chain, value chain offering new opportunities for women entrepreneurs, etc.”

Gender- based analysis of value chains: the foundation for gender mainstreaming

Once the value chain has been selected with gender-sensitive criteria, the overall context needs to be analyzed and understood with a gender perspective. Gender-based analysis focuses on understanding the difference in gender roles, activities, needs and interests of both men and women. It involves the collection and analysis of sex-disag-

gregated quantitative and qualitative data. Information pertaining to men and women should always be analyzed in a sex-disaggregated manner to identify gender inequalities and analyze gender issues. It helps identify gender-based differences in access to and control over resources/assets and benefits.

Gender-based analysis is also used to predict how different actors along the value chain will participate in and be affected by value chain development interventions. Men and women may have access to different resources and networks, and they may have different needs and, therefore, may be impacted differently by development interventions. These differential impacts, if any, need to be understood to develop mitigation strategies where they are needed to ensure that the intervention does no harm to men or women.

2. Mainstreaming gender into SNV's corporate standards: A Preliminary Guide, June 2001

Gender-based analysis helps ask the right research questions to point out the differences and similarities between men and women. Asking the right questions will help you to investigate and understand the root causes of – and factors that perpetuate – gender inequality and discrimination in order to draw relevant conclusions that can inform planning and action.² Equally, research issues should look at men and women separately to capture potential impact on each as well as their different perspectives. It should be context-specific and take into consideration cultural norms, behaviors and habits, and gender stereotypes in a particular setting; questions should be adapted to the context. Depending on the context, it may also be important to explore other differences such as those based on race, ethnicity, religious affiliation, etc., if these affect the ability of different men and women to benefit from the intervention.

Gender-based analysis should collect and analyze data from three levels:

1. Micro: household dynamics throughout the chain,
2. Meso: organizations and institutions at each value chain segment,
3. Macro: institutional setting and overall environment.

Micro: The micro-level analysis helps understand stakeholders' capacities to participate in and benefit from VCD interventions by identifying major constraints faced by male and female actors at the household level and by assessing outreach and impacts following a VCD intervention.

- Collect sex-disaggregated information for intra-household gender analysis through focus

groups with farmers or individual interviews.

- Collect sex-disaggregated information on asset endowments, vulnerability, and livelihood strategies at baseline and monitor these throughout the duration of the project to identify changes in asset endowment for men and women pertaining to the 5 capitals (natural, social, human, physical and financial).
- Collect and analyze data on gender division of labor, income generation, distribution and spending, and decision-making.³
- Conduct an in-depth analysis of access to and control of tangible assets (productive resources such as input, land, equipment, finance) and intangible assets (skills, market information, access to networks and organizations, etc.) by men and women within the household.

The micro-level tools gather information at household level along the value chain. Tools at the micro level will help you identify opportunities and constraints that men and women actors within households have when participating in a given value chain. Some tools can be used at baseline in order to inform your design and identify what you need to do to ensure that both men and women benefit from the value chain. You can also use some micro-level tools to collect data during monitoring to ensure that your intervention is addressing men's and women's needs and that both are benefiting. Since many value chain interventions within Roots, Tubers and Bananas and other CRPs within RTB work closely with farmers and communities, micro-level tools are the most common tools that are used to understand what is happening at the household level to ensure that interventions do no harm, to ensure efficiency and, in some cases, when interveners want to ensure that their interventions transform existing gender relations.

Suggested micro-level tools:

Gender-based constraints analysis and planning tool (http://agriprofocus.com/upload/3_Value_Chain_Analysis1415203320.pdf see also description of tools in Appendix 3)
 The intra-household gender analysis (micro level) http://agriprofocus.com/upload/3_Value_Chain_Analysis1415203320.pdf

³ The household is considered as a single unit (black box); it needs to be deconstructed to consider the different producers within the household.

whether organizations and institutions reflect gender equality principles in their structure, their organizational culture, in the type of services provided and in the way these services are provided. It can also look at women's positioning within these organizations and specific constraints they face (representation in decision-making positions, capacity to influence, etc.).

- Assess how value chain supporters (research institutions, financial services, business development services, and producer organs) integrate a gender perspective within their internal mechanisms (gender balance in composition of staff or membership base, women in leadership positions and their ability to influence decisions) and gender-responsiveness of services offered.

Private Sector companies and gender awareness

In one case in Malawi, women who belonged to a potato association felt that they had been able to benefit more from selling their potato to a private company. They mentioned that before they started selling to the private company they felt 'oppressed when marketing ...potato' because the vendors who came to buy from them gave them very low prices. However, some women did not think that the involvement of private company had benefited them. For example, they mentioned that the private companies paid money for potato sales into the group's bank account. However, in many cases when the money was paid to groups, men (as household heads) would receive the money from group-marketed produce on behalf of their households. In many cases women never saw the money and were afraid to ask their husbands about it. In many villages potato groups were dominated by men.

One private sector company that intended to start trading with farmers (linked to a project by the International Potato Center) indicated that it did not have expertise on gender issues and mostly signed contracts with household heads (who were mostly men) or groups. They did not know how the groups operated or whether women were group members as they did not deal directly with farmers. Although they had already started signing some contracts, they did not know how many of those contracts were with men and how many with women.

There could be an opportunity to explore the use of ICT (mobile money services) to ensure that women are paid directly for the crops that they themselves sell, instead of the money being paid to the household head (when it is paid through the group).

Researchers may be able to get this information using appropriate tools and work with companies to develop appropriate products.

Suggested meso-level tools:

Analysing services from a gender perspective

The gender context analysis (meso-level / organizational) tool <http://genderinvaluechains.ning.com/page/tool-3-1-data-collection-for-value-chain-analysis-at-macro-meso-a> (APF toolkit)

- Carry out qualitative interviews with representatives of institutions (i.e. farmers' organization leaders, chief of local governmental institution, university researcher supporting the VC, financial institutions, etc.).
- Facilitate focus groups with actors along the chain to assess gender-responsiveness of services.

Meso-level tools gather information at the chain supporters (meso) level to evaluate how they take into consideration gender aspects. This is an important aspect of value chains because chain supporters may have gender-blind approaches that may prevent women from benefiting from value chains. Therefore, there is great need to understand what happens at the level of chain and to work with them where possible to influence their policies and approaches to ensure that both men and women benefit.

Macro: The macro-level analysis focuses on 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 macro level can look at the overall cultural setting, values and norms and how they influence regulations and legislations (labor law, inheritance law, etc.) and determine whether these are in favor or not of greater gender equality.⁴

- Collect information on chain actors, their proportion by sex for each segment of the value chain,
- Understand actors' respective gender roles and time-use by performing male/female activity profiles,
- Identify main chain supporters and opportunities for gender equality and constraints in the service delivery,
- Identify constraints and opportunities as perceived by the various chain actors in the environment for women's empowerment and improved gender equality.


Information collected at the macro level helps obtain an overview of value chain activities and linkages between actors and bottlenecks from a gender perspective.

Suggested macro-level tools:

Gender-sensitive value chain mapping <http://genderinvaluechains.ning.com/page/tool-3-2a-making-a-gender-sensitive-value-chain-map> (APF toolkit)

Data collection for value chain analysis at macro-meso and micro levels <http://genderinvaluechains.ning.com/page/tool-3-1-data-collection-for-value-chain-analysis-at-macro-meso-a> (APF toolkit)

⁴ For more information on macro, meso, micro VC analysis, see Terrillon Jacqueline, 2010, "Gender mainstreaming in value chain development – practical guidelines and tools", Corporate Network Agriculture, SNV 2010.



From gender-based analysis to planning: an example from the banana beverages research carried out with chain actors in Uganda

What were the research questions?

- How are men and women involved in the value chain as direct actors?
- What are the livelihood implications of engaging in the banana beverages VC for different actors involved? (constraints and opportunities).
- How does raw material production and choice of processing technology affect operations along the value chain? (gendered choice and availability of technology).
- How does the trade and retail chain affect operations along the whole VC? (men's and women's different bargaining power).

Who was interviewed?

- Processors (The person who is mostly responsible for processing could be a man or woman).
- Rural Producers (male and female).
- Retailers (Segmentation of value chains – with men dominating urban markets, women rural).
- Two Key Informant interviews for different value chain actors.

What kind of sex-disaggregated data was collected?

- For each activity who is involved? Men, women, young men or young women?
- Gender Division of labor: who does what?
- How much time does it take – How many hours per batch?
- Is hired labour used? What kind?
- Who makes decisions on use of assets? Of technology? Of income?
- What are the drinking habits of men and of women?

Example of finding from study that can be used for value chain upgrading:

- Processing of banana is labor-intensive and performed mainly by women.
- Laborsaving technologies need to be developed and introduced.

Research carried out by Anne Rietveld and Suzan Ajambo from Biodiversity International Centre

By collecting data at those three levels, the main gender-based constraints that affect the functioning of the value chain will be identified and corrective actions can be planned. Ideally, projects should be looking at all three levels in order to adopt a systemic approach to value chain interventions and achieve maximum impact. Gender inequalities and opportunities, as well as bottlenecks along the value chain, operate at different levels and are closely interrelated. In practice, projects may focus on the level they are in a better position to influence, depending on their mission and their objectives. For an example of macro-meso-micro gender-based analysis, please see Appendix 4.

Planning and implementation of strategies to address gender inequalities in VCD

Below are examples of strategies that can be carried out to address gender-based constraints unveiled during analysis:

- Capacity-building of chain actors in seed multiplication, good agronomic practices, financial literacy, developing own financial/business plans to propel innovation.
- Development of labor- and time-saving technologies in all stages of the production, post-harvest handling and processing to alleviate women's heavy burden and improve productivity.
- Introduction of varieties that meet both men's and women's preferences and meet the market demand.
- Communication for behavioral change to influence consumers' habits and change mentalities (example of OFSP considered as a poor man's crop).
- Sensitization of both men and women and youth in the value chain- to address gender-based constraints e.g. the likelihood for women to get over-burdened with work as a result of a chain upgrading strategy, and for men to understand the rationale of affirmative actions geared towards women.
- Collective action (access to inputs, bulking, marketing) which can contribute to improving access to services (BDS, market information, etc.).
- Development of responsive financial products

and services that meet the needs of chain actors.

- Institutionalization of gender and development of gender-responsive policies to guide operations in farmer groups, such as including women in group membership and leadership, not only to empower women, but also to help achieve organizational goals.
- Put in place mechanisms to involve the most vulnerable farmers (e.g. women and youth) who are not involved in groups and work in isolation.
- Use the findings of gender-sensitive interventions to inform policy: marry the technical aspects of projects with gender considerations.
- While implementing support interventions such as trainings, field days, demonstration plots, and participatory variety selection:
 - Specifically invite women and capture their perspectives.
 - Keep attendance lists disaggregated by sex.
 - Hold events in locations and at times that take into consideration their needs and limitations (workload and domestic chores, limited mobility, lower literacy levels).

Please see Appendices 3 and 4 for examples on 1) how the PMCA methodology was made more gender-responsive in East and Central Africa by CIP within the AIS-OFSP project and 2) an example of gender-based analysis, planning and monitoring at micro, meso, and macro levels.

For examples of gender-sensitive value chain upgrading strategies, see KIT, Agri-Profocus and IIRR, 2012 "Challenging Chains to Change": Gender Equity in Agricultural Value Chain Development," KIT Publishers, Royal Tropical Institute, Amsterdam.

Monitoring and evaluation and performance measurement

Gender-sensitive monitoring and evaluation consists of measuring progress towards achievement of gender equality goals at outcome and impact levels with the use of gender-sensitive indicators and a gender-sensitive reporting strategy. Gender-sensitive indicators have the function of pointing how far and in what ways value chain interventions have achieved outcomes related to gender equality. Gender-sensitive M&E is essential for effectiveness

and efficiency purposes, to assess whether gender equality goals have been achieved and how it affects positively value chain performance.

It requires the use of sex-disaggregated qualitative and quantitative data collected at the outset of an intervention and at various points in time during and after the intervention. There is a need to plan for M&E, including the baseline and endline. Gender-sensitive indicators and methodologies to assess change also need to be developed. Good practices and lessons learned need to be captured

throughout the value chain upgrading intervention or project lifespan.

For documentation purposes:

- Capture testimonies on effects of interventions or challenges. This can be done through the use of traditional research methods, as well as by capturing most significant change stories using different tools and technologies including video-cameras.
- Compare women and men target population with a control group of peasant communities.⁵

Suggested tools and documents

Risk and benefit analysis tool <http://genderinvaluechains.ning.com/page/tool-5-1a-costs-and-benefits-of-vc-upgrading-strategy-for-men-and> (APF toolkit)

Women's Empowerment in Agriculture <http://genderinvaluechains.ning.com/page/tool-5-1c-comparison-of-the-five-dimensions-of-men-s-and-women-s-> (APF toolkit)

"The Most Significant Change Technique (MSC): A Guide to its Use" by Davies, Rick and Dart, Jess, April 2005, available at <http://www.mande.co.uk/docs/MSCGuide.htm>

⁵ Agricultural Innovation System Intervention known as Papa Andina Initiative, involving an innovation process to support the native potato market chain known as COGEPAN (Management Consortium of Native Potatoes) in the Central Andes of Peru – 220 male and female potato producers were involved.



HOW to carry-out research for diagnosis and evaluation purposes in a gender-sensitive way

Composition of research team and required skills:

- Before carrying out research (diagnostic or evaluation), it is important to build capacities of research teams to undertake gender-based analysis and research⁶. This could be through training and planning workshops in which the rationale for mainstreaming gender, basic gender concepts, gender activity profiles and actor mapping of the value chain from a gender perspective, and main constraints faced by male/female actors would be underscored. This will hopefully also lead to behavioral change in terms of appreciation of the need to integrate gender into research.
- Avoid having only junior staff carrying out the interviews and ensure gender balance in the research teams. Women facilitators or interviewers frequently have better access to women study participants, and in many contexts women feel more comfortable opening up to other (mature) women than to men.
- Give researchers tips related to how to ensure that they identify the right respondent who will give them the information they need on decision making over issues such as labor division, marketing, etc.

⁶ Experiences from the banana beverages value chain diagnostic by Susan Ajambo and Anne Rietveld, Bioversity International

Develop research questions and methodology for data collection:

- Develop research questions: what do you want to find out? What data do you need to collect for each node of the value chain regarding actors, relationships between actors, and bottlenecks? (See example of questions in the discussion of micro, macro and meso-level tools).
- Where possible, develop the research questions in collaboration with the participants
- Choose/develop tools to collect both qualitative and quantitative data: questionnaires, checklists, tables.
- Identify actors to be consulted: ensure (as much as possible) equal participation of male and female participants and key informants.
- The youth perspective should also be captured in all the tools and a specific column /space to illustrate young men's and young girls' participation in value chain activities and specific constraints faced.
- Choose methodology: individual interviews or focus groups; use gender-disaggregated questions.

How to carry-out research:

- When interviews are carried out, both the head of the household and the dependant should be consulted.
- Carry-out single-sex focus group discussions to capture both men's and women's perspectives and share findings in plenary. Sharing both women's and men's perspectives in plenary can create awareness in each group on their respective concerns and challenges. It is also a way of validating collected information.
- Have women researchers lead female focus group discussions and men lead male focus group discussions.

- Small groups (10 to 15 participants) allow for dynamic interaction among participants.
- Hold meetings and focus groups in good conditions: location is important, planning research time that does not inconvenience women, considering length of time, providing a break with beverages, and when possible, child care facilities to allow women's participation, etc.
- Working in partnerships (local leaders and other NGOs) proves very important, especially during community mobilization and community entry.

How to analyze and plan:

Perform data analysis and reporting plans:

- Organize data on gender roles and responsibilities.
- Identify areas of gender inequalities to identify gender-based constraints.
- Identify consequences of gender-based constraints.
- Develop gender-sensitive indicators to measure impact of interventions. Gender-sensitive indicators could relate to decision making about marketing and control of income.
- Decide on the way forward: to engage in the activity or not.

Challenges:

- Capturing the perspective and working with individual farmers, especially those not involved in groups, can be challenging. However, there needs to be a concerted effort to reach them since in some cases the poorest farmers that we may wish to benefit from our interventions may not be part of groups. In some cases there may also be barriers for women to participate in farmer groups. However, by working with local NGOs as well as other community structures and extension officers, it is possible to reach farmers who may not be group members in order ensure that our interventions also meet their needs.

Tools / for more information:

Practical tips for conducting gender-responsive data collection (Biodiversity International) Doss, Cheryl; Kieran, Caitlin; CGIAR Research Program on Policies, Institutions and Markets; "Minimum Standards for Collecting Sex-Disaggregated Data for Gender Analysis: a Guide for CGIAR Researchers".



Internal mechanisms to mainstream gender in VCD interventions

Build capacities and gender awareness of staff and research teams:

- Provide gender training and coaching to both researchers and partners in the field in gender mainstreaming in value chains for successful chain upgrading.
- Involve gender focal points in reviewing tools and proposals for gender content.
- Build accountability by integrating gender into individual work plans and performance appraisal of staff.

Formulate clear gender equality goals embedded in programs:

- Make explicit the project's social development objectives (not only limited to gender but also pro-poor VC development) to ensure enabling conditions for achieving gender equity goals.
- Integrate gender into program action plans.
- Produce gender science outputs for projects to encourage analysis of collected data.
- Develop gender-sensitive monitoring and evaluation tools for research projects.
- Facilitate communication on and dissemination of good practices among project collaborators to reach greater gender equality (communication plan).

Budget for gender research and be flexible in implementation:

- Ensure that gender activities within the intervention/project are well budgeted for the gender specialists working in the project to have access to those funds. There may be a need to make this explicit in Project Partnership Agreements.
- Allow flexibility in project design and budgeting to enable additional (gender) expertise to be engaged.
- Ensure that existing methodologies are suffi-

ciently flexible to adapt and incorporate gender focus and tools.

Build an enabling overall context/environment:

- An enabling political context that supports women's advancement and inclusion into the development process can facilitate the successful integration of gender in value chains. Therefore, although working at intervention level, project implementers should also engage closely with policymakers. Projects should disseminate baseline and cause-effect analysis of gender constraints, to inform policy change.



Appendix 1:

Gender concepts and definitions

Empowerment: Empowerment refers to people - both women and men - taking control over their lives: setting their own agendas, gaining skills (or having their own skills and knowledge recognized), increasing self-confidence, solving problems, and developing self-reliance. Empowerment is both a process and an outcome (UN-INSTRAW, n.d.). When referring to women, empowerment requires an expansion in their ability to make strategic life choices in a context where this was previously denied to them (Kabeer, 2001). Empowerment is a key ingredient towards achieving gender equality.

Gender roles: Social construction of identity as males or females. Roles assigned according to cultural norms and traditions. Results from assumptions and stereotypes about what men and women should do.

Social justice: The fair distribution of opportunities, assets/resources, and benefits among all members of a society, men and women.

Gender Mainstreaming: ECOSOC (1997) defined gender mainstreaming as the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's, as well as men's, concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender equality: Gender equality refers to equal opportunities and outcomes for women and men. It involves the removal of discriminations and structural inequalities in access to resources, opportunities and services, and the promotion of equal rights. Equality does not mean that women should be the same as men, but rather that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality may be measured in terms of whether there is equality of opportunity or equality of result (USAID, 2008; CIDA, 2010).

Gender equity: Gender equity relates to fairness, rather than necessarily equal treatment. The concept recognizes that women and men have different needs and social power, and that these differences should be identified and addressed in a manner that rectifies the imbalance between the sexes. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages (FHI 360, 2012).

Access to resources: The possibility of using specific resources, whether they are natural, economic, productive, political, social, or related to time and space, as well as the access related to health care services, education, information, etc.

Control over benefits: The possibility for men and women to access benefits accruing from use of resources, and their respective possibility to benefit from outcomes (material resources/advantages) generated by the activity/development intervention. They can include income, employment, skills, political power, status, etc.

Practical needs: Refer to basic Welfare. Practical needs are immediate and critical for living conditions. When practical needs are met basic needs are met, living conditions are improved. However focus is on meeting basic needs without necessarily challenging women's status/position.

Strategic gender interests: Are longer term and linked to institutional change. Interventions that challenge the existing gender labor division, to alleviate the burden of domestic labor, take measures against domestic violence, and address rights issues. The aim is to transform existing relationships of unequal power between men and women and change the position/status of women.

Gender-blind interventions ignore or fail to address the gender dimension in any given project or research (as opposed to gender sensitive or gender neutral) (European Commission, 1998). A gender-blind perspective ignores gender biases that exist in society (ILO, 2007). The intervention will usually not understand or know who is doing what and lacks information on men's and women's roles. It usually uses gender-blind terms which may result in girls and women becoming invisible in development activities, leading to research results that privilege male needs, interests and priorities. An outcome of gender-blind value chain interventions may be a bias towards the interest of male value chain actors.

Gender analysis: A gender analysis can be described as a study of the differences in conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc. between women and men, and their assigned gender roles (European Commission, 1998). A gender analysis involves the collection and examination of information about the different roles of women/girls and men/boys (including the gender division of labor), experiences, capacities, needs, constraints and priorities of men and women in a given socio-economic group, as well as identifying the opportunities and strategies for change (Care Bangladesh, 2005).

Gender-sensitive indicators: They have the function of pointing out how far and in what ways interventions have achieved outcomes related to gender equality. They measure gender-related changes in society over time. It often requires the use of sex-disaggregated data to compare women's situation with men's.

Appendix 2:

Making the PMCA gender-responsive, experiences from CIP in Eastern Africa

A good example of gender mainstreaming in value chain approaches is the process of making the PMCA gender-responsive during its recent application in Kenya, Tanzania and Uganda. CIP and a consortium of partners were implementing the “Scaling up Technologies in Orange Fleshed Sweet Potato (OFSP)” project using the Agricultural Innovation System (AIS) to address food and nutrition security in Eastern and Central Africa.

In 2012, when the AgriProFocus-GVC coaching trajectory was being implemented in Uganda, the CIP team joined in with the aim to integrate a gender lens into the PMCA, considered as a good VC approach but more “silent” on the gender equity perspective. Procedures included (i) identifying and selecting tools for making the PMCA more gender-responsive (ii) hands-on utilization of the tools by the CIP team with support from the coach (iii) training of the country teams in use of the tools (iii) application of the tools with the market chain actors, communication for behavioral change, and gender-sensitive business planning.

Main achievements at organizational level (CIP):

- PMCA training guide revised with a gender focus.

Two tools from the PMCA methodology integrating a gender perspective:

- Gender-responsive SWOT analysis.
- Gender-responsive business plan.

Introduction of two new tools to the process:

- Gender-sensitive value chain mapping.
- Analysis of gender-based constraints and opportunities.

Benefits of gender coaching to the project team:

- At first, male partners were not too interested in gender coaching/training but then realized it added value to their work.

The main achievements at target population level that resulted from the process were:

- Gender-responsive loan products developed that spurred seed and processed products businesses.
- BDS provided by larger processor to small-scale women processor – skills developed.
- Social entrepreneur supported market access for smaller women groups.
- Innovations benefiting women and men launched.
- Development of multiple market opportunities and business plans with a gender focus.



Appendix 3:

Tools to perform gender-based analysis, planning and monitoring and evaluation in VC intervention

1. The gender-sensitive mapping tool (APPLICATION in PMCA phase 1)

The gender-sensitive mapping tool looks at four main domains of analysis:

- Identification of chain actors by sex, for each node of the value chain.
- Activity mapping to make women's contributions in each node of the value chain visible and valued.
- Identification of chain supporters and opportunities for gender equality and constraints in the service delivery.
- Identification of constraints and opportunities in the environment: is the environment enabling or disabling for women's empowerment and gender equality?

Strengths:

- This tool is empowering for women actors when applied, e.g. in Phase 1 final event of PMCA.
- It helps understand power relations and governance along the chain.
- It shows where women and vulnerable groups lie along the chain.
- It is heavily dependent on good facilitation skills.
- There is also another way of looking at the gender-sensitive mapping, by looking at how specific bottlenecks along the value chain affect both men and women differently (see box below).

Precautions:

- Needs preparation: obtaining information on who the actors are, the proportion of men/women, their roles, the support services and the overall environment.

In Northern Uganda, there was a blockage which affected sweetpotato vine production as it cannot be grown throughout the year because of the drought. Through the gender-sensitive mapping exercise, implementing teams realized that because of women's roles as food providers, they were not able to meet households' food needs during drought and this generated domestic violence, as husbands came back home and found empty plates. There is thus need to focus on gender-based blockages as opposed to general ones.

2. The gender-based constraints analysis and planning tool (APPLICATION in PMCA phase 1 (analysis) and for monitoring, post intervention with PMCA.)

The gender-based constraints analysis and planning tool aims to provide insights of constraints faced by different gender groups in accessing resources to undertake their activities in different nodes of the value chains.

Strengths:

- Practical and informative, and it assists in generating gender-sensitive business plans (sections pertaining to actors, critical factors and strategies).

Weaknesses:

- The tool needs to be made more visual and interactive.
- It takes time to facilitate.
- When unveiling the constraints in accessing some resources such as training, it is necessary to deepen the analysis on skills gaps in business.

3. The Risk-Benefit Analysis tool (APPLICATION in PMCA phase 2)

Assesses the possible or actual costs and benefits of the value chain upgrading strategy for different actors in the value chain. The analysis considers relevant dimensions such as amount of work, income, social position or market position; and analyzes costs and benefits differentiated by gender.

The risk-benefit analysis tool can be used as an ex-ante evaluation tool to assess foreseen impact of an intervention on gender categories and at community level. Where the negative impact is likely to be high, mitigating strategies need to be developed or decisions made to modify the value chain upgrading strategy.

Strengths: Captures trade-offs and options for mitigation, is actor-focused.

Weaknesses: Does not capture environmental risks, nor women's perceptions on men and vice-versa.

4. The gender context analysis (meso-level/ organizational) tool (APPLICATION in PMCA phase 1)

The gender context analysis (meso-level) is used to carry-out qualitative interviews for institution representatives (i.e. farmers' organization leaders, chief of local governmental institution, university researcher supporting the VC, etc.) supporting value chains.

- Captures their point of view on gender dynamics and gender constraints in access to and benefits from VC opportunities.
- Assists in identifying the specific gender context in the sector and identifying competencies and skills of the support organizations. Important to interview the right person: the CEO/gender and VCD specialist. Good to start PMCA research activities (scoping).

5. The intra-household gender analysis (micro level) tool (APPLICATION in PMCA phase 1)

The intra-household gender analysis (micro level) is used for focus groups with farmers, to collect sex-disaggregated information on intra-household dynamics.

- Collects information on gender roles, workload, decision-making dynamics on roles and expenditures, gender-differentiated benefits from participating in the value chain and barriers to entry by gender, and minimum assets needed to engage in the VC.

6. The Women's Empowerment in Agriculture (WEA) tool

The Women's Empowerment in Agriculture (WEA) tool looks at changes in empowerment levels. The original Women's Empowerment in Agriculture Index (WEAI) was developed by Feed the Future Initiative. It is an aggregative index measuring five domains of empowerment for both men and women in the community and in the household. It indicates the degree of gender parity in the household and is based on a sophisticated and quantitative methodology of data collection performed at household level with survey questionnaires. The five domains of empowerment are:

- Agricultural production
- Resources

- Income
- Leadership
- Time and leisure

This tool is used as a qualitative measurement by development practitioners to highlight and facilitate discussion on the different aspects of women's empowerment. Participants go through a table with questions pertaining to the five domains and, based on the answers, give scores to each domain. The tool can be used with focus groups of target populations to assess impact of an intervention on the five domains.

- **Strengths:** It covers important domains of empowerment and could measure change over empowerment after carrying out an intervention.
- **Weaknesses:** Answers could be biased if used in focus groups.

Note: For more information and examples on tools 1, 2, 3 and 6, please consult AgriProFocus, 2013, "Practical toolkit to integrate a gender perspective in agricultural value chain development", also available online at genderinvaluechains.ning.com

Appendix 4:

Example of gender-based analysis and planning at macro, meso and micro levels

Macro-level analysis		
Gender-based constraints/ inequalities arising from gender-based analysis	Strategies/interventions to address gender-based constraints	Expected outcomes
<p>Cultural norms have an influence on regulations and legislations: according to inheritance law, men are the owners of property and thus have decision-making power over its use and the use of resources; this conditions women's access to resources, including credit from formal financial institutions.</p>	<ul style="list-style-type: none"> ■ Carry out advocacy campaigns to influence policies and legislations on women's ownership of land. ■ Sensitize leaders of opinion, institutions, etc. on the importance of reforming inheritance laws and on women's rights. ■ Inform and train women on economic rights. 	<ul style="list-style-type: none"> ■ Policies and legislations that regulate access to resources are more equitable (inheritance, etc.).
Meso-level analysis ⁷		
Gender-based constraints/ inequalities arising from gender-based analysis	Strategies/interventions to address gender-based constraints	Expected outcomes
<p>Financial institutions have established agricultural loan services but they tend to be for large-scale operations and fail to meet the needs of the small-scale farmers, traders and producers.</p> <p>For instance, orange fleshed sweet potato is normally produced seasonally on a small scale by women farmers.</p> <p>Financial services products attract high interest rates; have short repayment periods and the banks lack the capacity to reach the small-scale farmers, who are</p>	<ul style="list-style-type: none"> ■ Invite formal financial institutions for a consultative meeting at the community level to share the different agribusiness products they offer and analyze whether they meet small-scale farmers' and in particular women's needs. ■ Identify informal local financial institutions that can develop services and products more suitable to the needs of small-scale actors, in particular, women. ■ Examples: Siaya SEED SACCO developed specific OFSP products to support start-up or expansion of 	<ul style="list-style-type: none"> ■ Responsive financial services have been developed by an informal, local financial institution and as a result, small-scale actors have an improved access to loans to expand or start up their businesses.

⁷ Examples are extracted from a learning case for promoting market development for OFSP in East and Central Africa – How a pioneering OFSP loan product helps the OFSP business expand in SIAYA, CIP with the support of ASARECA, 2013. Available at <https://www.dropbox.com/sh/azjft5ecrnxcfg4/AABdToKLQwWb3oWKL8VpyG8a?dl=0>

<p>also often put off by the bureaucracy.</p> <p>Terms and conditions are unrealistic, especially for single/female-headed households: availability of collateral, guarantees from husbands or other third parties for single women, operate a bank account, etc.</p> <p>Because of lack of financial capital, small-scale chain actors are unable to start up or expand their enterprises. This renders them vulnerable to shocks (e.g. adverse weather, delay in deliveries) and may lead to their exit in such chains.</p>	<p>processing as well as OFSP root and seed production.</p> <ul style="list-style-type: none"> ■ The product addresses collateral and women's issues by encouraging group guarantees, savings, and the enterprise as security for the loans. The loans were also re-aligned to fit in with the sweetpotato production and marketing cycle. 	
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Micro-level analysis

Gender-based constraints/ inequalities arising from gender based analysis	Strategies/interventions to address gender-based constraints	Expected outcomes
<p>«Small-scale farmers, traders and processors including women and young people want to start or expand their OFSP enterprises but they face numerous challenges that stop them from accessing financial and credit services, including low literacy, fear of financial institutions and debt.»</p> <p>Example : Mrs Lidy Owino, a processor who wanted to access additional funds to buy more equipment to expand her business (a refrigerator for perishable products, an oven for baking OFSP products and a sealing machine for packaging), has not had the motivation to apply for loans as she feels she does not meet the qualifications.</p>	<ul style="list-style-type: none"> ■ Siaya SEED SACCO provided trainings on savings, group trust building, credit management, and follow up visits. ■ The PMCA facilitators also linked Lidy to other SP (Technoserve) that enabled her to access some of these services. 	<p>Mrs Jenipher Sidha, from Sinani Village of Ugunja Sub County applied for a capital loan with Siaya SEED SACCO. She established an acre for production of roots and is expecting to harvest by mid-October 2013.</p> <p>A transporters' youth group known as Ugunja Rawade based in Nzoia Market of Ugunja Sub - county are processing their loan with Siaya SEED SACCO to invest in production of OFSP roots so as to diversify their income source and improve on household food security.</p> <p>Mrs Lidy Owino, the processor, who had previously failed to be eligible for a loan from the mainstream institutions, is currently saving with Siaya SEED SACCO for 21 days so as to qualify for a loan. She will be able to buy more equipment to expand her business.</p>

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