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SUMMARY

PROMOTING GENDER EQUITABLE OPPORTUNITIES
IN AGRICULTURAL VALUE CHAINS

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Ray Witlin/The World Bank

INTRODUCTION

Gender issues fundamentally shape the totality of production, distribution, and consumption within an economy but have often been overlooked in value chain development. From production to processing to disposal, gendered patterns of behavior condition men's and women's jobs and tasks, the distribution of resources and benefits derived from income-generating activities in the chain, and the efficiency and competitiveness of value chains in the global market. Although most of the leading international donor agencies adopt value chain approaches as a strategy for enhancing economic growth and reducing poverty, until recently, few have considered how gender issues affect value chain development. To address this gap, the Greater Access to Trade Expansion (GATE) Project developed a participatory training program to enhance practitioners' understanding of how gender roles and relations impact value chains and program outcomes. During 2008–2009, the training program was pilot tested in Kenya and Tanzania.* These experiences informed the development of the "Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook." **

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* The East African trainings were titled Integrating Gender Issues in Agricultural Value Chains (INGIA VC). In Swahili, ingia means to enter, and one often enters a farm through a gate. Not only does the GATE project represent the entry point for integrating gender into agricultural value chains, but the training is the process by which attention to gender enters into the program operations. In Kenya, the training was attended by staff of the Kenya Maize Development Program (KMDP), the Kenya Dairy Sector Competitiveness Program (KDSCP), and the Kenya Horticultural Development Program (KHDP). In Tanzania, the training was attended by staff of the Smallholder Horticulture Outgrower Promotion (SHOP) Program and the Sustainable Environmental Management through Mariculture Activities (SEMMA) Program. The training reports are available at http://www.usaid.gov/our work/cross cutting programs/wid/.

** The Handbook is available on the USAID Office of Women in Development website, http://www.usaid.gov/our_work/cross-cutting_programs/wid/.

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The Handbook presents the "Integrating Gender Issues into Agricultural Value Chains" (INGIA-VC) approach. The INGIA-VC approach brings together concepts from different technical areas, specifically gender, agriculture, microenterprise development, and value chain development. The approach builds on a growing body of empirical evidence that addressing gender issues in value chains can improve program outcomes.* It helps practitioners to understand how gender issues can inform the design, implementation, and monitoring of USAID value chain programs. Specifically, practitioners learn:

- How gender issues affect agricultural value chains;
- A process for analyzing gender issues in agricultural value chains; and
- Strategies for addressing gender issues in agricultural value chains.

OBJECTIVES OF THE INGIA-VC APPROACH

The INGIA-VC approach presented in the Handbook aims to:

1. Enhance the competitiveness of agricultural value chains by reducing inefficiencies that originate from gender-based constraints;
2. Increase the opportunities for women at all levels of the chain; and
3. Improve the ability of USAID projects to meet their objectives.

THE HANDBOOK COMPONENTS

The Handbook covers conceptual and practical issues for addressing gender in agricultural value chains. It also includes a framework for analyzing gender issues and a process for integrating these issues into value chain development.

PART I. A FRAMEWORK FOR INTEGRATING GENDER ISSUES INTO VALUE CHAIN DEVELOPMENT

The INGIA-VC approach introduces the Gender Dimensions Framework (GDF) for analyzing gender issues. It describes gender issues and their relationship to agricultural value chains, illustrating how gender-based constraints affect the structure of and the relationships along the value chain.

The GDF describes a gender analysis approach that helps practitioners:

- Learn about and analyze the gender issues relevant to value chain development programs;
- Identify gender-based constraints that affect efforts to increase agricultural productivity, employment, and entrepreneurship and to strengthen horizontal and vertical linkages and the business enabling environment; and
- Learn about successful strategies to overcome these constraints.

* See Barrientos, "Gender, Flexibility and Global Value Chains"; Barrientos et al., "A Gendered Value Chain Approach;" Dolan and Sutherland, "Gender and Employment in the Kenya Horticulture Value Chain"; Mayoux and Mackie, "Making the Strongest Links: A Practical Guide to Mainstreaming Gender Analysis in Value Chain Development."

The framework offers a structured way to analyze gender relations within the household, the firm, the community, and the broader economy. It examines four intersecting dimensions of social life:

- Practices and Participation
- Access to Assets
- Beliefs and Perceptions
- Laws, Policies, and Institutions

Practices and Participation. Ideas about gender shape how people behave—from aspects of dress and personal appearance, to the division of labor within family enterprises, and to the education opportunities open to them and the kinds of jobs they take as a result. Ideas about gender influence who is allowed to travel to different locations by oneself or in groups, by foot or in a vehicle, and at what times they are allowed to be there. Gender roles influence participation in activities, meetings, political processes, services, and training courses.

In relation to agricultural value chains, the "practices and participation" dimension helps practitioners to learn:

- Where men and women cluster, their occupations, and the tasks they undertake, which illustrate the distribution of employment along the value chain; and
- Men's and women's types and levels of participation in institutions such as producer and trade associations, input suppliers, and business development service providers, which form horizontal and vertical linkages.

Access to Assets. Social relationships shape access to the resources that are necessary to be a fully active and productive (socially, economically, and politically) participant in society, including access to land, labor, capital, natural resources, education, employment, and information.

In agricultural value chains, access to assets, differentiated by women and men, determines:

- The educational and business skills opportunities available to men and women, which can facilitate access to employment along the value chain;
- Whether men and women are informed of and able to access technologies that support on-farm productivity; and
- Men and women's bargaining power in negotiating and managing vertical and horizontal relationships and in advocating for change in the business enabling environment.

Beliefs and Perceptions. All societies have belief systems that shape ideas about appropriate roles and responsibilities for men and women. Beliefs guide men's and women's socialization processes and shape general patterns of behavior. It is often expected for girls and boys to learn about different aspects of agricultural production and marketing practices. Social beliefs also shape economic opportunities available to men and women. For example, beliefs about the appropriateness of women in managerial roles may restrict women from decision-making positions. Further, beliefs shape men's and women's access to assets. A belief that sons should inherit land may override a law that requires equal inheritance rights indiscriminate of sex.

In agricultural value chains, beliefs and perceptions affect:

- The gendered division of labor in the household and on the farm, which facilitates or impedes on-farm productivity;
- Ideas about the appropriateness of employment opportunities for men and women; and
- Expectations about men's and women's behavior, which shape their interactions with institutions governing the business enabling environment.

Laws, Policies, and Institutions. Gender roles influence how people are regarded and treated by formal and informal laws, policies, and institutions. Gender affects rights to legal documents, ownership and inheritance, representation, and due process. Many formal laws and institutional practices outside of the home create barriers against women. Customary and statutory laws as well as institutional policies often formalize existing beliefs and practices—some of which are discriminatory—but laws can also be used to establish more egalitarian practices. Gender issues are often present or result from laws, policies, or institutions that govern access to land, employment, and credit.

In agricultural value chains, laws, policies, and institutions structure:

- Hiring and labor practices that can affect the level and characteristics of men's and women's employment; and
- How men and women, as producers and entrepreneurs, are treated under the existing business enabling environment.

The GDF helps illuminate specific areas of gender inequalities that might:

- Be created or exacerbated by existing value chain programs, and/or
- Create inefficiencies in chain operations or open opportunities for more gender equitable interactions between different actors along the chain.Using the GDF, practitioners learn to identify gender-based constraints (GbCs). GbCs refer to restrictions on men's or women's access to resources or opportunities that are based on their gender roles or responsibilities. They can limit men's and women's participation in social life, access to resources, time use, mobility, legal rights, or exercise of power.

PART II. A PROCESS FOR INTEGRATING GENDER ISSUES INTO AGRICULTURAL VALUE CHAINS

The INGIA-VC approach includes a five-phase process for identifying and evaluating GbCs within agricultural value chains, as well as tools and worksheets for implementing the process.

- Phase One. Mapping Gender Roles and Relations along the Value Chain
- Phase Two. Identifying Gender Inequalities and Gender-based Constraints
- Phase Three. Assessing the Consequences of Gender-based Constraints
- Phase Four. Taking Actions to Remove Gender-based Constraints
- Phase Five. Measuring Success of Actions

APPLYING THE INGIA-VC APPROACH: EXAMPLES FROM THE FIELD

Using the INGIA-VC approach, the GATE Project worked with several USAID-funded programs in Tanzania and Kenya to identify GbCs within the dairy, maize, horticulture, and seaweed value chains. The following are examples of the most significant GbCs identified through this process based on their potential impact on the efficiency of developing strong, competitive agricultural value chains.

GENDERED PATTERNS OF RESOURCE DISTRIBUTION AFFECT SUPPLY EFFICIENCY

In Eldoret, Kenya, Mace Foods processes African Bird's Eye (ABE) chili for sale in Kenyan and European markets. Smallholder farms provide Mace Foods with raw material. Women cultivate the chilies in small gardens, while men deliver the crop to the processing plant and collect payment. Shortly after the purchase of the first crop, decreasing supplies of ABE chili led Mace Foods to inquire about the on-farm production methods to assess any constraints. It found that married women farmers had abandoned chili production because they were not receiving returns for their labor; spouses were often retaining the proceeds and using them for personal expenses. Gendered patterns of household labor and resource distribution jeopardized Mace Foods' ability to meet consumer demand. To increase incentives for women to produce chili, Mace Foods, with the USAID Kenya Horticulture Development Program (KHDP), designed a payment system that included both cash and noncash rewards. Mace Foods distributed a pound of sugar, a desirable household commodity, along with the cash payments.

Curt Carnemark/The World Bank

GENDER PERCEPTIONS CREATE DISINCENTIVES TO BUILDING COLLABORATIVE MARKET RELATIONSHIPS

Mtazamo Vegetable Growers (MVG) is working with Kilimo Impact Tanzania (KIT) in Arusha, Tanzania, to provide high-value vegetables to Home Grown, a Kenya-based horticulture export company. MVG is an all-women producer group that leases land, acquires inputs, and accesses export markets through KIT. The MVG Executive Board has one employee, a manager whose tasks include overseeing the bank account, distributing payments, and monitoring input use. The relationship between the all-women executive board and KIT has been difficult for both parties. Interviews with the manager, a local association-building service provider, and the commercial farmer revealed a widely held perception that the women of the executive board lacked the capacity and were reluctant to fulfill their obligations as leaders of the board. However, the women expressed confidence in their ability to perform their functions if trained properly and uncertainty about the long-term sustainability of the arrangement with KIT. The interviews revealed conflicting perceptions about the production arrangement linking MVG and KIT. Miscommunication between the two parties created distrust. Moreover, the gender relations embedded in the arrangement clouded the ability to judge a proper course of action. The majority of the managers, project staff, and supervisors were men. While both parties were committed to maintaining the relationship in the long term, the perception of the women's lack of capacity held by the managers, supervisors, and project staff led them to believe that, in the future, mixed-sex groups would be more appropriate partners.

GENDER INEQUALITIES AFFECT THE DEFINITION OF ASSOCIATION OBJECTIVES

In Tanzania, villages along the coast near Pangani participated in the Sustainable Environmental Management and Mariculture Activity (SEMMA). One program objective was to strengthen producer associations of seaweed farmers. In several coastal villages, producers revealed that transporting harvested seaweed from the farms on the coastal seabeds to the shore was difficult: most women carried the loads, collected in bags on their heads. To assist in that task in one village, the association purchased two boats to collect the harvest directly at the farms, thereby only requiring women to carry the bags a few hundred feet. However, using the boat cost a fee of 50/=TShs per bag (about $0.25 in 2008). Also, because of maintenance issues, only one boat was working at a time, and it was insufficient to collect the harvest from all the producers' farms on a single day. The discussion around use of the boat revealed possible gender inequalities in the functioning of the organization. Although most of the association's members were women (who also constitute the majority of seaweed farmers in the village), the majority of the association officials were men. The larger seaweed farmers were also men, and they had preferential access to the boat. The question arose as to whether the group had a common purpose of supporting the production of all its members. Although women were contributing the larger portion of the membership dues, by virtue of their majority membership, it was not clear that their interests were being addressed. Association funds had been channeled toward purchase and repayment of the loans for the boats, which the women producers, given their smaller farms and lower levels of income, did not benefit from equally.

GENDER DIFFERENCES IN ACCESS TO ASSETS REDUCES EFFICIENT TRANSFER OF KNOWLEDGE

The Kapendui Farmers Cooperative Society in Ziwa, Kenya, brings together local farmers involved in dairy, maize, and wheat production. Since 1981, society members have been collecting, bulking, and selling their products. The society includes about 130 registered members. Until recently, membership was exclusively male; now there are 13 are women. The society provides other services to its members, including information about artificial insemination and training on improved farming and dairy techniques. To become a member, one must own land, which has generally meant that few women are registered members. The few women who are members head their own household. The society members openly recognize that most women manage the dairy farms: milking cows, collecting feed, and overseeing the health of the livestock. Yet, as a result of asset-based membership criteria, these women are excluded from receiving important updates that could improve the quantity and quality of their dairy cows. Some husbands give their spouses the authority to represent them in membership meetings or to attend trainings, but, generally, access to the services and benefits of the cooperative are reserved exclusively for the members themselves. As a result, women dairy managers must access knowledge about new technologies and inputs through other men, thereby reducing the effectiveness of the society.

CHARACTERISTICS OF GENDER EQUITABLE AND COMPETITIVE AGRICULTURAL VALUE CHAINS

The INGIA-VC approach rests on the premise that developing value chains and supporting gender equity are mutually supportive goals. Value chain programs, when designed with gender equitable principles, can encompass both competitiveness and gender equity to enhance poverty-reduction impacts. Value chain programs that support gender equity goals do the following:

1. Understand men's and women's roles and relations. Gender equitable and competitive value chain practitioners understand how men and women participate as economic actors along the value chain and use this information in the design and implementation of their programs. Well-informed practitioners are better able to anticipate and address gender-based constraints and seize opportunities to support gender equality.
2. Foster equitable participation. Gender equitable and competitive value chain practitioners create the conditions for both men and women to participate in value chain services and activities—from membership in associations to participation in training and public-private dialogues. Men, women, and youth should be invited to participate in project-sponsored activities.
3. Address the needs of women. Women are actively involved in agricultural value chains as unpaid household workers, wageworkers, entrepreneurs, and leaders. The constraints

facing them may differ from those of men. Gender equitable and competitive value chain practitioners recognize these differences and design activities that meet the needs of both men and women.

4. Support women's economic advancement. Gender equitable and competitive value chain practitioners consider how to empower women as lead entrepreneurs—setting an example for other women, contributing to upgrading, and leading systemic change in agricultural value chains.
5. Promote gender equitable market-driven solutions. The private sector can be a catalyst in promoting gender equality goals when it understands the business potential for doing so. Gender equitable and competitive value chain practitioners facilitate understanding of how addressing gender issues in value chain development is "smart business" and support the development of solutions that create equal opportunities for men and women.
6. Design equitable benefit-sharing mechanisms. Gender equitable and competitive value chain practitioners consider not only men's and women's participation in value chains but also how men and women will benefit from participation. They understand the gender issues in benefit-sharing mechanisms related to the distribution of profits, wages, and non-monetary compensation and ensure that men and women are adequately rewarded for their contributions to the value chain.
7. Include men in defining the "problem" and the solution. Gender equitable and competitive value chain practitioners include both men and women in identifying the gender issues that constrain their abilities to raise productivity and income and to expand their enterprises. Programs can bring both men and women to the table to clarify their roles in, for example, producer association governance or to define equitable criteria for hiring, promotion, and compensation within firms.


Edwin Huffman/The World Bank

CONCLUDING REMARKS

Today, women in developing countries are widely recognized as the face of farming, especially among smallholders. Research conducted over the past thirty years on gender issues in agriculture and natural resource management is being rediscovered. New research, on agricultural credit, land tenure security, managing risk, access to assets, and the agricultural policy environment is increasingly focused on how gender roles and relations affect these issues.

This is a critical moment. The world's wealthiest countries have recommitted to raising support for agricultural research and development to unprecedented levels. This is a moment of immense opportunity to use these investments to transform developing country food systems. It is important that resources are not simply targeted toward women who work on the farm and in the fields as laborers and small-scale farmers, but that creative approaches are adopted that work to remove gender-based barriers to accessing assets, to participation, in social beliefs, and in legislation throughout the value chain. Gender-equitable opportunities can be enhanced in business development services, in processing, packaging, transport, exporting, and in financing. The goal of gender-equitable agricultural transformation can be reached by providing needed resources, skills, and services to both men and women so that everyone can find increasingly better jobs and can start and maintain more successful businesses that make the agricultural sector more profitable and more productive.

Ray Witlin/The World Bank

The INGIA-VC process is one pathway towards these ambitious goals. As laid out in this handbook, the process uses a set of participatory and analytical tools to help development practitioners understand how gender roles and relations impact value chains and program outcomes. Using gender-related information, it builds a map of gender roles and relationships along the value chain. From there, key gender inequalities and gender-based constraints are identified, and possible actions to remove the constraints and ways to measure the success of those actions are considered.

Because the world is a dynamic place, changes in project activities may create new imbalances in the value chain, and new solutions will need to be sought. The step-by-step process laid out here aims to facilitate practitioners' ability to understand how current gender differences should be addressed in project design and then to consider what impact the activities will have on the status of women and men and the relative difference between them if the project is successful. It parallels the project cycle and therefore can easily be integrated into different moments of that cycle to enhance practitioners' ability to understand and program for changes. The goal is always to both reduce gender disparities and improve economic growth, finding the win-win solution.

ABOUT THE GREATER ACCESS TO TRADE EXPANSION (GATE) PROJECT

The Greater Access to Trade Expansion (GATE) Project is a five-year (September 2004–September 2009) United States Agency for International Development (USAID) Task Order (TO), funded by the Office of Women in Development (WID) and implemented by Development & Training Services, Inc. (dTS). GATE works with seven USAID Missions to better integrate gender considerations into economic growth and trade-related programs in order to help expand areas of opportunity and mitigate the adverse effects of economic and trade expansion for poor women and men. "Addressing Gender Issues in Global Value Chain Development" was implemented with technical support from Cultural Practice, LLC.

THE GATE PROJECT GENDER AND VALUE CHAIN RESOURCES

The GATE project developed a suite of resources to provide development practitioners with an understanding of and the tools for addressing gender issues in value chain analysis and development programs. These resources include the following:

- Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook
- Kenya Gender Training Materials: Integrating Gender in Agricultural Value Chains
- Tanzania Gender Training Materials: Integrating Gender in Agricultural Value Chains
- Gender and Pro-Poor Value Chain Analysis: Insights from the GATE Project Methodology and Case Studies
- A Pro-Poor Analysis of the Artichoke Sector in Peru (available in Spanish, with a summary in English)
- A Pro-Poor Analysis of the Shrimp Sector in Bangladesh

These are available on the USAID Office of Women in Development website, http://www.usaid.gov/our_work/cross-cutting_programs/wid/.

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