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# **GATE TRIP REPORT**

## **NOVEMBER 30 – DECEMBER 8, 2008**

**GREATER ACCESS TO TRADE EXPANSION (GATE) PROJECT  
UNDER THE WOMEN IN DEVELOPMENT IQC**

**CONTRACT NO. GEW-I-00-02-00018-00, Task Order No. 02**

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# INTRODUCTION

The Greater Access to Trade Expansion (GATE) Program Manager traveled to Kenya from November 30 – December 8, 2008 to follow-up with two USAID/Kenya implementing partners on work conducted by GATE between May and November 2008. The GATE Program Manager also participated in the East Africa Gender and Economic Growth Workshop hosted in Nairobi, Kenya during the same time period. This trip report discusses the meetings with the Kenya Dairy Sector Competitiveness Program (KDSCP) and the Kenya Civil Society Strengthening Program (KCSSP). The details of the East Africa Workshop can be found in the GATE Workshop Report December 3-4, 2008.

## TASK 1. MEETING WITH KENYA DAIRY SECTOR COMPETITIVENESS PROGRAM

Since May, GATE has been providing online technical assistance to the KDSCP. The GATE team reviewed and provided gender-related comments on the first annual work plan and worked with KDSCP to gather gender-related data thru the INGIA-VC process.\* KDSCP solicited additional assistance from the GATE project to address gender issues in the program's monitoring and evaluation plan. The chief question was whether to examine gender impacts separately from the program's M&E plan or integrate it into the existing plan.

After reviewing the advances the project has already made in terms of the design of the baseline assessment and survey tools, it was decided that sufficient attention was already paid to collecting sex-disaggregated data to permit gender issues to be addressed in an integrated fashion. The GATE team discussed ways to sharpen its existing tools and surveys to better capture gender issues and sex-disaggregated data instead of helping design new tools. The next section highlights the main issues discussed.

## DISCUSSION

### **Integrating gender into the Organizational Capacity Assessment Tool (OCAT)**

Since the producer organization or cooperative is the focal point for receiving assistance, both men and women should have equal access to participating in and receiving assistance that will be delivered thru these organizations in order to enhance the ability to improve the quality of milk being produced. Therefore the GATE team recommends that Gender Equity be considered a fifth performance area in the OCAT. This will make visible the participation in and access to producer associations of women in the dairy sector. The Gender Equity performance area would include two indices. The first would indicate the extent to which the producer organization has achieved equality of participation of men and women by tracking the number of men and women in each association. The second would indicate the extent to which leadership is open to both

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\* The INGIA-VC process is a methodology developed by the GATE project to address gender issues in value chain development activities.

men and women by tracking the number of women in leadership positions in producer associations.

### **Consistency and clarity of definitions and terminology in the M&E plan**

GATE and KDSCP spent a lot of time discussing the various terms used in the M&E Plan to better understand how the program is targeting women and men, whether or not the program will be unintentionally excluding women, and how to monitor its impact. It was noted during this conversation that the survey tools and plan use many terms interchangeably creating confusion for the reader. For example, currently producer and farmer are being used interchangeably.

GATE and KDSCP also discussed the definitions being used to identify the different participants in the program. This can have implications if the beneficiaries are defined in ways that exclude women from participating in the program. For example, if the dairy farmer is defined as a member of the producer association or cooperative the participation of men and women in the program will be directly linked to their ability to become a member of the cooperative or association. In some cases, members are land owners, a requirement that excludes many women who are active managers of the day to day operations of dairy farms but not land owners.

The baseline survey makes a brief distinction between the owner and manager of the firm, which may have important consequences for women. As understood by GATE, the owner is defined as the producer or farmer of the dairy farm; the member of the cooperative. The manager is defined as the person tasked with the daily operations of the enterprise. The baseline survey assessment however does not include sufficient data to understand how the program will deal with these two categories. This is important because of gender differences in ownership and management of dairy farms. As an example, the data indicates that 22 percent of owners of dairy enterprises are women. However, almost 40 percent of managers of dairy enterprises are women indicating that many more women are involved in the day to day operations of dairy farming than would be assumed by just looking at ownership. Moreover if interventions are designed to target owners of dairy farms, who are often the member of the cooperative, this will result in the delivery of technical services to the exclusion of managers of dairy farms and women.

GATE did not review in detail the performance indicator table to understand the definitions being used by KDSCP in the M&E plan but would like to review it in order to understand how the project's working definitions of beneficiaries and participants in the program can include or exclude women.

KDSCP should be more consistent in the terminology it uses to identify its beneficiaries. It is recommended that the Program consider choosing one term and use it consistently so that readers and program implementers understand clearly who KDSCP is targeting.

### **Baseline data and gender assessment**

As designed, the plan currently requires a level of sex-disaggregated data that the GATE team feels will be sufficient for collecting data relevant to serve as the starting point for identifying gender-related constraints and opportunities. It is recommended that a gender assessment be conducted to more accurately identify these gender-related constraints and opportunities.

The USAID KDSCP Baseline Assessment Report developed in November 2008 contains data that may reveal some gender-based differences in participation and productivity of men and women in the dairy sector. In discussing the baseline report, KDSCP revealed that additional sex-disaggregated data is available. GATE recommended that the baseline assessment report analyze the productivity data at the firm level to show differences by sex. This will then be used to develop a targeted scope of work (SOW) for a gender assessment. GATE will help KDSCP develop and review the SOW for this work. The gender assessment will aim to address the following gender-related issues raised by the current data:

1. Gender differences in productivity and the factors leading to these differences;
2. Gender differences in control and decision-making over assets (e.g. cows) and by-product (e.g. milk);
3. Define difference between owner and manager of dairy enterprise; and
4. Assess participation of women in cooperative and productive associations.

Additional issues may arise from further review of the baseline assessment.

## **RECOMMENDATIONS**

Based on the discussion, GATE makes the following recommendations for next steps:

- KDSCP modify the OCAT to include an indicator that measures the extent to which producer associations are gender equitable.
- KDSCP revise terminology used in M&E tools for consistency and clarity.
- KDSCP will send GATE the performance indicator table.
- KDSCP reformulate some of the tables in the baseline assessment to better illustrate the gender differences by region and sex in dairy farm productivity. These will serve as the basis for designing a gender assessment to investigate how gender issues will impact program objectives and identify programmatic recommendations.
- GATE review the focus group discussion list of questions to identify additional questions that might be considered for collecting data on gender relations and dairy production. It will also make recommendations for modifying existing questions.
- GATE recommends a gender assessment be conducted using the data collected in the baseline survey to understand the gender-based constraints and opportunities that may arise in program implementation.

## **TASK 2. MEET WITH KENYA CIVIL SOCIETY STRENGTHENING PROGRAM**

Between May and November 2008, GATE provided online assistance to KCSSP by reviewing the value chain research being conducted in three sectors under this program. Several of the KCSSP grantees are developing income-generating activities based on natural products or services. Part of the process for the development of these activities was to conduct a value chain analysis of the sector in which they are working. Studies were conducted of the following sectors: eco-tourism, honey and cape chestnut.

As set forth in the Gender Action Plans developed during the GATE Gender and Economic Workshop in September 2007 and later updated in May 2008, GATE provided assistance in different ways to examine gender issues within these three sectors. GATE provided comments on the scope of work developed for the eco-tourism and cape chestnut sectors, and reviewed all three value chain reports to provide recommendations on how to better integrate gender into value chain research and identify potential gender issues in implementation of the projects.

## **DISCUSSION**

The purpose of the meeting was to ascertain the extent to which GATE's comments were helpful to KCSSP and grantees. The comments sent to KCSSP by GATE were shared with the grantees and lead researchers responsible for the value chain analyses of the three sectors. In some cases the gender-related comments were considered important and relevant, but the general feeling was that addressing the issues raised by GATE was not always within the scope of work for the lead researcher or grantee. Even in the case where gender was included in the scope of work for the research (cape chestnut), the researcher expressed the need to have more time, money and expertise in order to be able to address the issues adequately.

PACT expressed a certain amount of discomfort in the way gender was brought forward as an issue that KCSSP needed to address. It was not done in a way that permitted the project to meaningfully consider the implications of integrating gender in the implementation and operation of the program or to equip partners with the ability to address it fully.

One challenge in the process was the involvement of different staff members in the various GATE trainings and meetings. While this permitted a greater number of staff members to become familiar with gender issues, it meant also that the information that was delivered or tentative commitments agreed to in each meeting or training were not necessarily shared across the program and with all key actors. PACT recently hired a Program Officer among whose responsibilities will be to serve as the gender focal point for PACT activities. The Program Officer attended the GATE East Africa Workshop.

PACT suggested that in future program design that USAID explicitly express its interest that programs address gender issues from the beginning of the project to avoid the challenge in trying to draw more attention to it mid-stream in implementation. This would give PACT the ability to design a project in which gender issues are integrated into the operations and implementation of the project. For example, PACT could add a gender mainstreaming activity to its capacity building workshops it delivers to all grantees.

## **RECOMMENDATIONS**

GATE does not recommend continuing further assistance to KCSSP. By reviewing the value chain analyses, it has completed its commitments as indicated in the Gender Action Plans from September 2007 and May 2008.

## **TASK 3. ASSESS FUTURE ASSISTANCE TO USAID/KENYA**

During the GATE debrief held on Friday December 5 to discuss the outcome of the East Africa Workshop, the USAID/Kenya Agriculture, Business and Environment (ABEO) team and the GATE project discussed the scope for future GATE assistance over the upcoming months. As already indicated, the GATE team will continue to provide targeted technical assistance to the KDSCP. In addition, the need to focus on better reporting on gender-related issues was repeated.

Several Cognizant Technical Officers (CTOs) expressed that quarterly reports still did not indicate any improvement among implementing partners' activities in addressing gender issues. Although at first it was assumed that partners were not making any changes, GATE suggested that perhaps partners did not know how they were meant to report on such issues. CTOs acknowledged that some partners are doing a better job reporting on gender issues, notably the Kenya Horticulture Development Program, the Kenya Dairy Sector Competitiveness Program and the Kitengela Conservation Program.

GATE and the ABEO team therefore agreed to address this lack of reporting over the next period of assistance. GATE will review a sample of performance monitoring plans and quarterly reports and make some recommendations for how partners can begin to better monitor and report program impacts on gender issues. A suggestion was also made that GATE participate in the ABEO monitoring and evaluation workshop that will be held in the spring of 2009.

All other activities included in the GATE/Kenya Country Action Plan have been completed. GATE will focus its remaining assistance on the activities outlined in this report and targeted to the KDSCP and ABEO team.