



Development & Training Services, Inc.

*Empowering People. Creating Impact.*

October 27, 2008

Mr. Edward Lijewski  
Office of Women in Development  
U.S. Agency for International Development  
Ronald Reagan Building  
1300 Pennsylvania Ave. N.W.  
Washington, DC 20523

**Subject: Contract No. GEW-I-00-02-00018-00, Task Order No. 02  
Submission of Project Deliverable**

Dear Ed:

Pursuant to GATE's Annual Work Plan: Year Four, Section E. Schedule of Deliverables, please find enclosed the following for submission.

<b>DELIVERABLE TYPE</b>	<b>DELIVERABLE TITLE</b>
3. Meeting, Conference, Site visit report	GATE Kenya Trip Report, September 7-27, 2008

Sincerely,

A handwritten signature in cursive script that reads "Peter Davis".

Peter Davis  
GATE Project Director



**USAID** | **KENYA**  
FROM THE AMERICAN PEOPLE

# **GATE TRIP REPORT**

## **SEPTEMBER 7-27, 2008**

### **INTEGRATING GENDER IN AGRICULTURAL VALUE CHAINS (INGIA-VC) IN KENYA**

**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**

October 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by Deborah Rubin (Cultural Practice LLC) and Cristina Manfre and Kara Nichols Barrett (dTS Inc) for Development & Training Services, Inc. (dTS Inc).

**DISCLAIMER:**

The authors' views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

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## INTRODUCTION

The Greater Access to Trade Expansion (GATE) training team traveled to Kenya from September 7 to 27, 2008. The purpose of the trip was to conduct training on integrating gender into value chain programs for the staff of three USAID/Kenya agriculture programs: the newly initiated Kenya Dairy Sector Competiveness Program (KDSCP) implemented by Land O'Lakes, the Kenya Maize Development Program (KMDP) implemented by ACDI/VOCA, and the Kenya Horticulture Development Program (KHDP) implemented by Fintrac, Inc. The scope of the assignment included the following tasks:

- 1) Develop appropriate training materials for understanding key value chain and gender concepts, a framework for gender analysis, and a process for integrating gender into value chain activities carried out by the Kenya programs; and,
- 2) Conduct training for staff members in the three USAID funded programs.

Following an assessment visit to Kenya in October 2006, the GATE project developed an initial Country Action Plan (CAP) and identified several tasks to be completed throughout the project performance period. GATE/Kenya CAP activities included: 1) conducting a gender and value chain analysis of one emerging sector in agriculture, or similar activity; 2) carrying out a gender assessment of enterprises based on natural products and services; and, 3) providing technical assistance and training to USAID/Kenya Agriculture, Business, and Environment (ABEO) staff and partners on gender mainstreaming in economic growth programs. As of September 2008, GATE/Kenya has completed the gender assessment of enterprises based on natural products and services, and delivered the gender training.\* GATE continues to provide targeted technical assistance to USAID/Kenya and partners by reviewing scopes of work (SOW), performance monitoring plans (PMP), work plans and research efforts.

As agreed to by GATE and USAID/Kenya, the integrating gender into agriculture value chain training, detailed in this report, serves as an alternative task to the original task recommended in the GATE/Kenya CAP to conduct a value chain analysis of one emerging sector. A companion report to this one contains a full set of the training materials.†

Formal preparation and planning for the training workshop began in May 2008. The GATE Training Team consisted of Deborah Rubin (Director, Cultural Practice LLC), Cristina Manfre (International Program Manager, dTS Inc.), and Kara Nichols Barrett (Research and Program Manager, dTS Inc.). See Annex A for a list of participants and facilitators at the training. A significant amount of logistical support, scheduling of interviews and organizing transportation was provided by the staff of the participating programs.

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\* See "Gender Training Materials: Integrating Gender into USAID/Kenya's Programs For Agriculture, Business, And The Environment," Available at [http://www.usaid.gov/our\\_work/cross-cutting\\_programs/wid/pubs/PDF-Final-Kenya-Training-Materials.pdf](http://www.usaid.gov/our_work/cross-cutting_programs/wid/pubs/PDF-Final-Kenya-Training-Materials.pdf). The gender assessment of enterprises based on natural products and services is available from dTS Inc. ([cmanfre@onlinedts.com](mailto:cmanfre@onlinedts.com)).

† "Gender Training Materials: Integrating Gender In Agricultural Value Chains (INGIA-VC) In Kenya"

# TASK 1. DEVELOP APPROPRIATE TRAINING MATERIALS

## A. BACKGROUND

In 2008, the GATE project developed the scope of work for a broad activity to address gender disparities in value chain development to be carried out in three countries: Albania, Peru and Kenya. The Kenya training is the first of the three planned country efforts to improve the capacity of both missions and implementing partners to systematically gather gender-related data for value chain assessments and to improve gender equity in agricultural value chains. The GATE team developed a targeted gender integration training program for three USAID-funded agriculture programs in Kenya as a pilot. GATE expects to test the training methodology in two other countries before developing a training manual for addressing gender issues in value chain development. The initial Kenya training effort will result in a replicable training methodology for implementing partners working in other agriculture sub-sectors.

The Kenya maize, dairy, and horticulture programs have adopted a value chain approach to their activities, targeting farm-level productivity and strengthening market linkages throughout the chain. While many of these programs have addressed gender challenges as they arise, a systematic approach to addressing gender issues in each sector has not been adopted. This activity is expected to contribute to USAID/Kenya's ability to provide tools to implementing partners for systematically integrating gender into value chains for existing and future activities.

The Kenya training is called "INGIA-VC" which is an acronym for "Integrating Gender in Agricultural Value Chains. "Ingia" translated into Swahili 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.

## B. DESIGN OF MATERIALS

The training team members were selected for their knowledge of gender and agricultural issues, Kenyan agriculture programs, the Kenyan context, and knowledge about agricultural value chains. Drawing on these areas of expertise, the team developed an innovative training program that combines classroom discussion with field-based data collection.

The training covered three primary areas of knowledge: 1) the theory and practice of agricultural value chains; 2) a framework for gender analysis; and, 3) a process for integrating gender into the value chain activities in the Kenya programs. Presenting basic concepts combined with a general framework, the training established a common body of knowledge among the participants, provided a common vocabulary and approach to gender integration, and demonstrated the process of applying the gender analysis framework to the current on-the-ground programs. The training also fostered an opportunity for team building across as well as within each program.

The purpose of the workshop was to identify and address gender constraints in agricultural value chain activities by:

- improving staff members' knowledge of gender analysis;
- developing staff members' skills in gender-relevant data collection; and,
- developing staff members' skills in applying gender analysis to activities.

The INGIA-VC training process took place over eight days in total, and consisted of five discrete parts:

- Introduction to value chains
- Introduction to gender analysis
- Application of gender analysis framework to program activities
- Field visits to collect data and test ideas
- Merging of framework and data:
  - Identify gender-based constraints
  - Design actions to reduce those gender-based constraints
  - Develop indicators to measure progress

The training materials built upon existing GATE training modules and others materials developed under the USAID Women in Development (WID) Indefinite Quantity Contract (IQC) Short-term Training and Technical Assistance (STTA) Task Order. For the initial two-day classroom sessions, new sections were created to address theory and concepts on value chains and to link the materials directly to the Kenyan maize, dairy, and horticulture programs. New materials and exercises were also developed, including an activity to map the gendered aspects of the program value chains, an exercise to use sex-disaggregated data to carry out a gender analysis, field interview techniques and principles of data collection, and questions on the gendered aspects of value chain operations for use in interviews with program participants in the field.

Two days of classroom instruction was followed with visits to various actors in each of the three commodity value chains. The value chain actors were each asked a set of questions related to gender relations according to their location in the chain: input supplier, producer, member or officer of a producer association, transporter/buyer, processor, or wholesaler.

The final session of the training encouraged the participants to reflect on their interview data and field experiences and to identify gender-based constraints that affect the operation of each node of the value chain specific to their program. The training concluded with a plenary session illustrating a process for developing solutions to the identified gender-based constraints.

### **C. DISCUSSION**

There were no difficulties in designing and refining the training materials. Background material on gender issues in Kenyan agriculture and on gender in value chain development is readily available.

Organizing the logistics of the combined classroom and field visits was more challenging. After discussions with program staff, it was agreed to base the workshop in Eldoret, a town in Kenya's Northern Rift Valley that is home to a very productive agricultural industry. Each of the programs had field operations located within a few hours drive of the town and could be reached by vehicle.

## **TASK 2: CONDUCTING THE TRAINING FOR KENYAN AGRICULTURAL PROGRAM STAFF MEMBERS**

### **A. BACKGROUND**

The initial classroom workshop sessions were held at the Eldoret Club in Eldoret, Kenya on September 15<sup>th</sup> and 16<sup>th</sup>. The classroom sessions were followed by field visits with each program team from the 16<sup>th</sup> to the 23<sup>rd</sup>, in and around Eldoret. The final day of the workshop was held at the Jacaranda Hotel in Nairobi on September 25<sup>th</sup>. The workshop agenda is shown in Annex B and the schedule of meetings throughout the trip is presented in Annex C.

Eight program staff attended the training including four men and four women. Each program is described briefly below:

- Kenya Dairy Sector Competitiveness Program (KDSCP) is a five-year dairy industry development initiative established in 2008 and implemented by Land O' Lakes. The initiative will assist dairy producers, processors and smallholder business organizations achieve KDSCP's goal of increasing household income from the sale of quality milk. The program has three main components: 1) Enhanced Capacity for Milk and Production Input Quality Certification and Market Promotion; 2) Dairy Smallholder Business Organization Development; and 3) Increased Availability of Dairy Business Development Services.
- Kenya Horticultural Development Program (KHDP), managed by Fintrac, Inc., was established in October 2003. The aim of the program is to sustain and increase smallholder sales and incomes through production and employment in the fresh and processed food sector in Kenya. It provides marketing, postharvest handling, processing and agronomic support for smallholders and allied agribusinesses. KHDP focuses on several strategic areas: EurepGAP and SPS compliance; new product development; domestic market crops; and, Kenya US-trade. The project targets six product categories in its current work plan: Passion Fruit (fresh and processed), chili products (fresh, processed and dried), vanilla and spices, smallholder flowers, tree crops for processing (cashew and mango) and local market vegetables (onions, carrots, cabbage, tomato and indigenous vegetables).
- Kenya Maize Development Program (KMDP) is a cooperative agreement established in 2002 and implemented by ACDI/VOCA in partnership with

three subgrantees: Cereal Growers Association (CGA), Farm Input Promotions Africa (FIPS) Africa, and Kenya Agricultural Commodity Exchange (KACE). The goal of KMDP is to increase rural household incomes by: 1) Increasing the productivity of maize in target areas; 2) Improving agricultural markets and trade; 3) Increasing access to business support services; and, 4) Improving the effectiveness of smallholder organizations. KMDP applies a value chain approach towards increasing efficiencies within the maize sub sector with a strong emphasis on strengthening private sector participation.

## **B. CLASSROOM SESSIONS**

The first three parts of the INGIA-VC training process were covered in the two days of classroom sessions in Eldoret. The training was introduced by Cristina Manfre (dTS Inc.). After reviewing the workshop purpose and process, the group held a short discussion in response to the statement, “The greatest gender inequalities in agriculture are at the household and farm level.” The group was divided in their opinions. Some agreed with the statement, as the gender inequalities present at the household and farm level shape the operations of the household and the socialization of its members. It is in the household, they said, that Kenyan boys learn they are not required to perform household chores and that they can claim a greater share of household resources, e.g., food and income. Further, girls learn subservient roles in the household. A larger proportion of the group, however, disagreed with the statement. Some respondents felt that while gender inequalities exist at the household and farm level, they were not necessarily the location of the ‘greatest’ inequalities. Respondents stated that institutional structures outside of the family, e.g., the schools, the financial sector, and the legal and regulatory system, were embedded with even greater gender inequalities that constrain increased productivity of agriculture. Examples of gender inequalities included difficulties in implementing land laws to benefit women’s access to agricultural land or the lack of financial services that offer credit to women as well as men. The discussion made clear that agricultural productivity is negatively affected by gender disparities present at all nodes of the value chain.

Cristina facilitated the first session on the background and key concepts of value chain development. Each program team (maize, dairy, and horticulture) then offered a short description of their programs and explained the basic value chain model used in their work.

The second and third sessions addressed the importance of gender in agricultural development, including a short discussion of the principles of gender integration in USAID programming given by Kara Nichols Barrett (dTS Inc.) It was followed by a presentation by Deborah Rubin (Cultural Practice LLC) on a framework for gender analysis in value chain development, looking at four key dimensions of gender relations: Access to Factors of Production and Enterprise Development, Knowledge and Beliefs, Practices and Participation, and Legal and Regulatory Institutions. The cross-cutting issue of power affects each of these four dimensions.<sup>‡</sup>

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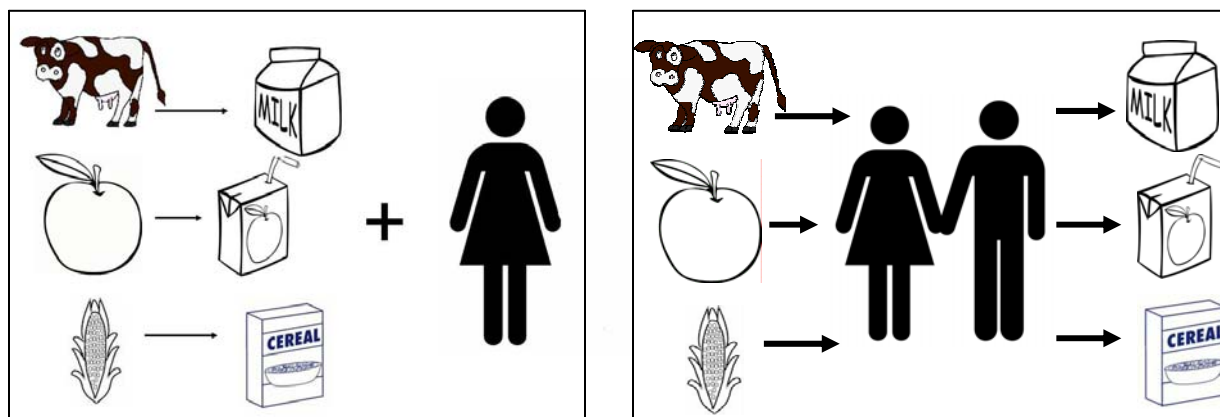
<sup>‡</sup> The presentation used in this training builds on and adapts the “Domains Framework for Gender Analysis” developed by Deborah Rubin and Deborah Caro of Cultural Practice LLC under USAID

For the remainder of the first day, the participants completed a set of exercises that included mapping the gender aspects of their program value chains by identifying the location, tasks, and proportion of men and women at each node of the chain. In this section, the participants were encouraged to view the integration of gender into value chain development not as a separate task but as a fundamental component essential for achieving program goals. This point was illustrated graphically as follows:

“Adding women”

vs.

“Gender Integration”



The participants also completed a worksheet to identify information about men and women related to their program based on their experiences and organized by the four dimensions in the analytical framework. Participants were asked to provide information about: men and women’s access to factors of production and enterprise development, men and women’s activities, beliefs about those activities, and institutions and laws that affect gender related beliefs and actions. Exploring these dimensions of gender relations helps to illuminate how gender differences may lead to constraints and/or opportunities that will affect the intended results of a development program.

On the second day, the training session started with presentations from each group. Each presenter first explained the information they organized on men’s and women’s activities within their value chains. They then offered a preliminary suggestion for the most important gender-based constraint affecting the achievement of program results. The intent of this exercise was to encourage the participants to recognize what they already knew about gendered patterns of involvement and what information they still needed in order to address key gender-based constraints.

After the group presentations, three additional sessions were held. The first one addressed constructing appropriate gender-sensitive indicators, moving beyond simply counting bodies to developing measures that assess gender inequalities. The session included an exercise based on sex-disaggregated yield data from another USAID/Kenya-funded project. Participants were asked to calculate the returns per tree

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contracts (the WID IQC and the Health Policy Initiative). The framework is a tool for exploring how gender shapes social life.

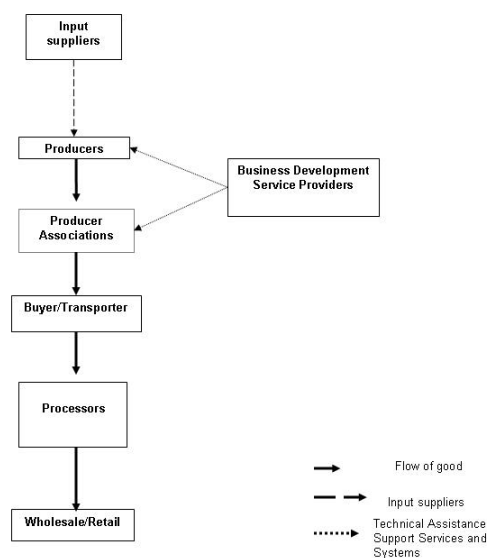
and compare them by the sex of the owner. The session illuminated the difference between collecting sex-disaggregated data for its own sake and collecting data that can be used to analyze gender relations and to identify gender-based constraints.

The final two sessions focused on the planned field visits, covering basic principles of interviewing and reviewing the list of interview questions. The training team developed questions for each node of the chain, organized by the four dimensions of the gender analysis framework. Each question elicited information about men's and women's activities and responsibilities along the value chain.

### C. THE FIELD VISITS

Equipped with concepts and a framework for gender analysis, participants tested their training in the field. Each program team (maize, dairy, and horticulture) organized a set of meetings with various actors in their commodity value chains including: input suppliers, producers, producer associations, transporters, processors, and wholesalers/retailers (see illustrative value chain diagram, following). The program team and the three facilitators participated in these meetings.

The interviews were conducted primarily in a mixture of English and Swahili, with translations provided as needed by team members. The duration of most interviews was slightly over one hour. The number of interviews completed per day ranged from three to six, depending upon the relative locations and the necessary travel time between sites.



The program teams used the prepared interview questions as a guide, but took initiative where appropriate to ask follow-up questions or to probe for details. The training facilitators also asked questions for clarification at the end of the interview session. The set of questions emphasized the social context in which the value chain operates and thus elicited different information than the program staff typically gathers. During the

field interviews program staff heard from both men and women and saw how the men and women interacted. Being in the field also helped the staff to link the information and analytical framework to their specific programs.

Program staff entered the field interviews not as experts, but as people wanting to listen to the experiences of others. They were forced to grapple with contradictory statements and to question the reasons for the disconnections, rather than to assume that they knew “the truth” of the situation.

#### **D. WRAP-UP SESSION: IDENTIFYING GENDER-BASED CONSTRAINTS AND DESIGNING SOLUTIONS**

The final workshop day provided an opportunity to apply the gender analysis framework with the field data in order to identify key gender-based constraints at each level of the chain. The morning presentation reviewed the field visits. Kara reiterated that the field visits had challenged peoples’ assumptions about gender. She noted that people held many contradictory stereotypes about gender that limited their willingness to think about removing or reducing gender inequalities, even where these positions affected agricultural productivity. For example, many respondents who were business people (e.g., input suppliers) stated that they believed women to be more creditworthy, but they frequently offered credit only to men. This limits women’s access to credit to buy inputs such as improved seeds and fertilizer. Many respondents also argued that women were incapable of doing “heavy” work, such as routinely lifting 90 kg bags of maize. At the same time, they acknowledged that women perform the bulk of farm labor, carry firewood and water, and generally perform a great deal of other physical work. Kara pointed out that technology can overcome physical constraints and that in the long-term discriminatory beliefs worked against productivity in the sector.

The group then worked in their program teams to identify the most important gender-based constraint at a single node of the value chain. They prepared short presentations to summarize the work they completed during the training, the information they collected during the field visits, and their conclusions. These presentations were given to the program Chiefs of Party, and several USAID Cognizant Technical Officers (CTOs), who joined the group in the afternoon of the final day of the workshop. The presentations are found in Annex D.

The final afternoon sessions were carried out in plenary. Deborah Rubin presented a process for how to develop actions to overcome gender-based constraints and to identify indicators that measure the success of such efforts. Although the sessions were too short to permit discussion of each node of the value chain, each group provided examples from their programs for discussion:

- KMDP raised concerns about the possible impact of the newly initiated Grain Warehouse Program on women’s control of harvest income. The system depends upon depositing proceeds from maize yields into a bank account controlled by the man as head of household. Program staff recognized two possible unintended negative consequences: 1) income diverted to unnecessary and unproductive expenses such as alcohol and 2) reduced amount of money allocated to women for use in the household.

The team resolved to further examine the details of the Grain Warehouse Program and to develop a range of possible alternatives, including a) requiring that participants in the program establish a joint family bank account; b) redesigning the “Farming as a Family Business” curricula to encourage farm and household budgeting skills; and/or c) requiring that some portion of the maize income be set aside for household expenses.

- KDSCP discussed the gendered aspects of producer association membership. Team members noted that membership in the association was typically based on formal land ownership, from which most women are excluded by custom and practice. They suggested working with the new, emerging animal registration program to determine if animals might be registered in women’s names and to allow animal registration to become the basis of producer association membership. Success of the effort would be measured by an increased number of women members, a percentage increase in the proportion of women members, as well as improvement in grades of cattle owned by members, disaggregated by sex.
- KHDP focused their discussion on married women’s relative lack of access to income from horticulture product sales, and the consequences of this for processors. In the case of African Birds’ Eye Chili, the team noted that men’s cooptation of harvest income led to a decrease in women’s production of the chilies. This negatively impacted both the quality and quantity of raw materials reaching the processor. The processor responded by creating incentives for women producers, providing sugar as part of the payment for materials. The team identified a need for the private sector, in this case the processor, to provide other incentives targeted to women producers.

The final session of the workshop, led by Cristina, reviewed the INGIA-VC process and encouraged participants to apply these skills to identify other gender-based constraints, to brainstorm possible solutions, and to effectively measure whether or not the gender objectives have been achieved. This analytical process helps participants to follow a logical, systematic approach to gender analysis in a way that links directly to program goals.

## **E. DISCUSSION OF THE TRAINING PROCESS**

The training presented here was significantly different from other gender mainstreaming training efforts, including earlier trainings carried out under the GATE project. In contrast to the more typical awareness raising and management-focused curricula, this training used an innovative set of activities to take people through a structured analytical process tailored to the programs’ needs. It linked classroom instruction with the reality of conditions in the field, teaching basic interview techniques for gender-oriented data collection.

The training challenged many assumptions. The facilitators assumed that the workshop participants were very knowledgeable about men’s and women’s activities in their programs. It became clear, however, that program staff held many preconceptions

about men and women and did not have credible, detailed knowledge about men's and women's access to important assets or the decision-making processes related to agriculture. In the future, the training should require more preparatory work on the part of the participants to collect sex-disaggregated data on gender within the value chain prior to the start of the workshop.

Overall, as evidenced by the positive feedback and the results noted above, the organization of the training worked very well. Starting with an introduction to value chain concepts and practice allowed the participants to feel comfortable working with a topic with which they had different levels of expertise. It set a common base of understanding.

By the end of the workshop, as revealed in the final session, the participants had learned to distinguish general constraints (e.g., poor roads) from the gender-based constraints (e.g., women's relative lack of access to and use of bicycles, or alternative means of transport). They also learned to directly link gender-based constraints to the achievement of program objectives.

## **F. EVALUATIONS**

At the end of the training, the participants completed an evaluation form. Most of the answers were provided anonymously; participants filled out their evaluations and returned them to the training team at the end of the final day's session. A few people chose to provide their responses by email. The responses were extremely positive (see Annex E for the full listing of responses).

For each group of related topics, the following two questions were asked: 1) How did the session or activity improve your understanding of the topic? 2) What would you have done differently?

Respondents commented very favorably about the content, the level of knowledge of the facilitators, and the structure of the training. Several acknowledged that their previous work on value chains had not addressed gender issues and that they now saw that addressing gender inequalities as central to their work and necessary to achieve their program objectives. Participants appreciated the insights learned from the field visits. Several respondents suggested that even more time could have been spent to take their understanding to a more sophisticated level.

## **RECOMMENDATIONS**

To ensure that the knowledge and skills acquired in the INGIA-VC training are maintained and used to the benefit of the USAID/Kenya agricultural value chain programs, the GATE team makes the following recommendations:

1. Initiate quarterly or twice annual opportunities for programs to report on gender issues that they are identifying in their activities.
2. Develop a systematic effort to track progress on reducing gender disparities in control and access to key agricultural assets (e.g., land, animals, credit, extension and marketing information) and agricultural productivity.

3. Require that competency to address gender issues be included as part of the evaluation requirements of any new agricultural procurements (e.g., gender expertise as a job requirement of key personnel; consultation with women's groups; and links with gender experts in agriculture).
4. Require that new RFPs conduct baseline surveys on key gender disparities in the value chain.
5. Establish competency within USAID/Kenya either in-house or via local consultant expertise to ensure that future program workplans, SOWs, and other program documents include attention to gender after the GATE project closes in September 2009.

## ANNEX A: LIST OF TRAINING PARTICIPANTS AND FACILITATORS

Name	Title	Program/Organization
<b>Kenya Dairy Sector Competitiveness Program</b>		
Nancy Amayo	Grants Coordinator and Gender Specialist	KDSCP/Land O'Lakes
Daniel Diang'a	Monitoring and Evaluation Specialist	KDSCP/Land O'Lakes
Mary Munene	Value Chain Coordinator	KDSCP/Land O'Lakes
<b>Kenya Horticulture Development Program</b>		
Geoffrey Nyamota	Senior Agronomist, Rift Valley and Western Provinces	KHDP/Fintrac
Tabitha Runyora	Market Analyst	KHDP/Fintrac
<b>Kenya Maize Development Program</b>		
Desmond Boi	Monitoring and Evaluation Specialist	KMDP/ACDI/VOCA
Lydia Mbevi Nderitu	Project Officer Marketing	KMDP/ACDI/VOCA
Sebastian Wanjala Oggema	Deputy Program Director	KMDP/ACDI/VOCA
<b>Facilitators</b>		
Kara Nichols Barrett	Research and Program Manager	GATE/dTS, Inc.
Cristina Manfre	International Program Manager	GATE/dTS, Inc.
Deborah Rubin	Director	Cultural Practice LLC

## ANNEX B: WORKSHOP AGENDA FOR USAID/KENYA TRAINING

### INTEGRATING GENDER IN AGRICULTURAL VALUE CHAINS (INGIA-VC) IN KENYA

**DAY ONE: SEPTEMBER 15, 2008**

**ELDORET, KENYA**

Time	Topic – Activity
8:30 AM – 9:00 AM	Session One: Welcome and Introductions <ul style="list-style-type: none"> <li>• GATE Project Team Facilitators</li> <li>• GATE Project</li> <li>• Workshop Programs and Participants</li> <li>• Workshop Objectives</li> <li>• Workshop Purpose</li> <li>• Workshop Process</li> </ul>
9:00 AM – 9:15 AM	Vote with Your Feet Exercise
9:15 AM – 10:30 AM	Session Two: Value Chain Development <ul style="list-style-type: none"> <li>• Theory and Concepts</li> </ul>
10:30 AM – 10:45 AM	Coffee Break
10:45 AM – 11:30 AM	Session Two Continued: Value Chain Development <ul style="list-style-type: none"> <li>• Mapping Program Value Chains</li> </ul>
11:30 AM – 12:30 PM	Session Three: Gender Issues in Agricultural Activities <ul style="list-style-type: none"> <li>• Key Gender Concepts</li> <li>• Gender Integration in USAID Programming</li> <li>• Goals of Improving Gender Integration in Agriculture</li> </ul>
12:30 PM – 1:30 PM	Lunch
1:30 PM - 2:30 PM	Session Four: A Framework for Gender Analysis <ul style="list-style-type: none"> <li>• Four Dimensions of Gender Relations</li> <li>• Worksheet One</li> </ul>
2:30 PM – 3:30 PM	Session Five: Mapping the Gender Value Chain
3:30 PM – 3:45 PM	Coffee Break
3:45 PM – 5:00 PM	Session Six: Identifying Gender Constraints in Value Chain Development <ul style="list-style-type: none"> <li>• Worksheet Two</li> </ul>
5:00 PM – 5: 15 PM	Summary of the Day

**DAY TWO: SEPTEMBER 16, 2008  
ELDORET, KENYA**

Time	Topic – Activity
9:00 AM – 9:15 AM	Review of previous day
9:15 AM – 10:15 AM	Session Seven: Application of Gender Analysis to Kenya Value Chain Programs <ul style="list-style-type: none"> <li>• Reporting Out</li> </ul>
10:15 AM – 10:30 AM	Coffee Break
10:30 AM – 11:30 AM	Session Eight: Program Level Gender Indicators
11:30 AM – 12:00 PM	Session Nine: Data Collection Processes and Techniques
12:00 PM – 1:00 PM	Lunch
1:00 PM – 2:45 PM	Session Ten: Preparation for Site Visits
2:45 PM – 3:00 PM	Close

**FIELD VISITS: SEPTEMBER 17 THROUGH 23, 2008  
ELDORET, KENYA**

Kenya Horticulture Development Program (KHDP): September 17 and 18

Kenya Maize Development Program (KMDP): September 16 and 19

Kenya Dairy Sector Competitiveness Program (KDSCP): September 22 and 23

**IDENTIFYING CONSTRAINTS AND DESIGNING ACTIONS: SEPTEMBER 25, 2008  
JACARANDA HOTEL  
NAIROBI, KENYA**

Time	Topic
8:30 AM – 9:00 AM	Field Debates: What did the visits tell us?
9:00 AM – 11:00 AM	Session Eleven: Identifying Gender-based Constraints <ul style="list-style-type: none"> <li>• Small group work</li> </ul>
11:00 AM – 12:00 PM	Preparation of program comments
12:00 PM – 2:00 PM	Session Twelve: Integrating Gender in Value Chain Development Activities in Kenya: What Do We Know Now?  <i>Program Presentations to USAID/Kenya and Program Chiefs of Party</i> <ul style="list-style-type: none"> <li>• Kenya Horticulture Development Program</li> <li>• Kenya Maize Development Program</li> <li>• Kenya Dairy Sector Competitiveness Program</li> </ul>
2:00 PM – 3:00 PM	Lunch
3:00 PM – 4:30 PM	Session Thirteen: Designing Solutions: Actions and Indicators
4:30 PM	Evaluation: Reflections on Data Collection Process in the Field Visits Closing ceremonies

## ANNEX C: SCHEDULE OF VISITS, SEPTEMBER 8-27, 2008

Sept. 8	Arrival in Nairobi, Kenya
Sept. 9	Workshop preparation
Sept. 10	Briefing at USAID/Kenya: Alan Fleming, Chief, Agriculture, Business and Environment Office (ABEO) Beatrice Wamalwa, Program Management Specialist Harrigan Mukhongo, Business Organization Development Advisor (CTO for KHDP) Julius Kilungo, Project Management Specialist (CTO for KDSCP and KMDP) Charles Oluchina, Project Management Specialist, NRM
Sept. 11	Meeting with staff members of the KDSCP: Nancy Amayo, Grants Coordinator and Gender Specialist Daniel Diang'a, Monitoring and Evaluation Specialist Mary Munene, Value Chain Coordinator
Sept. 12	1. Meeting with staff members of the KMDP: Desmond Boi, Monitoring and Evaluation Specialist Lydia Mbevi Nderitu, Project Officer Marketing Sebastian Wanjala Oggema, Deputy Chief of Party 2. Meeting with staff members of the KHDP: Ben Kiragu, Deputy Director, Business Development Tabitha Runyora, Marketing Analyst Steve New, Chief of Party
Sept. 13	Travel to Eldoret
Sept. 14	Final preparations for workshop
Sept. 15-16	1. Workshop sessions at Eldoret Club, Eldoret Nancy Amayo, Grants Coordinator and Gender Specialist Daniel Diang'a, Monitoring and Evaluation Specialist Mary Munene, Value Chain Coordinator Desmond Boi, Monitoring and Evaluation Specialist Lydia Mbevi Nderitu, Project Officer Marketing Sebastian Wanjala Oggema, Deputy Chief of Party Tabitha Runyora, Marketing Analyst Geoffrey Nyamota, Senior Agronomist, Rift Valley and Western Provinces, KHDP 2. Interviews with Kenya Maize Development Program team and Dr. Mwangi Mwaniki Gitonga, Director, Lessos Veterinary Supplies Ltd. Beatrice Kiamboy, Owner and Manager, Maraba Investments Susan Chemweno, Owner and Manager
Sept. 17	Field Visits with KHDP team: Moses Korir, passion fruit transporter Mr. and Mrs. Chemboi, passion fruit farmers
Sept. 18	Field Visits with KHDP team: Mike Mupalia, Employee, 64 Chemicals, Eldoret Ziporah Simiyu, Chair, Good Neighbors NGO, Naitiri Margaret J. Komen, Regional Coordinator, Mace Foods, Ltd., Eldoret
Sept. 19	Field Visits with KMDP team: Officers of Kiboroa Community Farmers Group, Mt. Elgon Members of Kiboroa Community Farmers Group, Mt. Elgon Members of Women of Hope, Mt. Elgon Alfred Ouko, Logistics Manager, Unga Ltd., Eldoret
Sept. 20-21	Preparation for final workshop among team members
Sept. 22	Field Visits with KDSCP team:

	Officers of Kapendui Farmers' Cooperative Society, Ziwa Members of Kapendui Farmers' Cooperative Society, Ziwa Stephen Simiyu and Evalyne Chepkoskei, Input suppliers, Ziwa David San and John Kitera, Informal Milk Traders, Ziwa Purity Nkirote, Artificial Insemination Service Provider, Ziwa
Sept. 23	Field Visits with KDSCP team: Issac Rutu, Manager, Brookside Dairy, Eldoret David Wahuru, Manager, Special Duties, Brookside Dairy, Eldoret Mr. Muhammed, Milk Transporter Margaret Karubia, Former Milk Producer Moses Wamendo, Former Milk Producer David Wangila, Processed Milk Wholesaler, Brookside Dairy Agent
Sept. 24	Travel to Nairobi
Sept. 25	Final Day of Workshop at Jacaranda Hotel, Nairobi: Nancy Amayo, Grants Coordinator and Gender Specialist, KDSCP Daniel Diang'a, Monitoring and Evaluation Specialist, KDSCP Mary Munene, Value Chain Coordinator, KDSCP Mukumbu Mulinge, Chief of Party, KDSCP Desmond Boi, Monitoring and Evaluation Specialist, KMDP Lydia Mbevi Nderitu, Project Officer Marketing, KMDP Steve Collins, Chief of Party, KMDP Tabitha Runyora, Marketing Analyst Geoffrey Nyamota, Senior Agronomist, Rift Valley and Western Provinces Steve New, Chief of Party, KHDP Ben Kiragu, Deputy Director, Business Development, KHDP Beatrice Wamalwa, USAID, Program Management Specialist Harrigan Mukhongo, USAID, Business Organization Development Advisor
Sept. 26	Debrief at USAID/Kenya: Alan Fleming, Chief, ABEO Beatrice Wamalwa, Program Management Specialist Harrigan Mukhongo, Business Organization Development Advisor Julius Kilungo, Project Management Specialist Nancy Gikori, Training person Steven Ndele, WID officer
Sept. 27	Depart Kenya







**WHAT INFORMATION IS STILL NEEDED?**

- What are the different avenues by which women are able to obtain land for their own use and/or under their control (e.g., inheritance, rental or lease, purchase, swap, other)?
- What are the possibilities for shifting men's use of farm resources towards greater benefit to the household?
- What are women farmer-friendly channels of communication for market and technical information?
- What are the impacts in the community of changes in training practices (50/50 M/W) and other efforts?
- What is the evidence that increased household income leads to increased household well-being?

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**KENYA HORTICULTURE DEVELOPMENT PROGRAM**

KHDP Training Participants:  
Tabitha Runyora and Geoffrey Nyamota

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### MAPPING THE VALUE CHAIN




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#### WHAT ARE THE MOST CRITICAL GENDER-BASED CONSTRAINTS YOU IDENTIFIED?

At the processing level...

- Social conditions restrict employment opportunities for women in senior management and technical positions in processing firms.
- Perceptions about appropriate work for men and women constrain opportunities in factory/processing positions.
- Married women lack access to the proceeds from high value horticulture crops (example African Bird's Eye chili).

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#### EVIDENCE OF THESE CONSTRAINTS

- Hired a man factory manager to oversee other men and women factory workers because "men will not listen to women managers."
- Women are 90% of casual laborers and men make up 10% of casual laborers.
- Married men collect proceeds from chili sales.
- "If you plant [chili], your husband will become promiscuous and leave you."

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## KENYA DAIRY SECTOR COMPETITIVENESS PROGRAM

KDSCP Training Participants:  
Daniel Diang'a, Nancy Amayo, and Mary Munene

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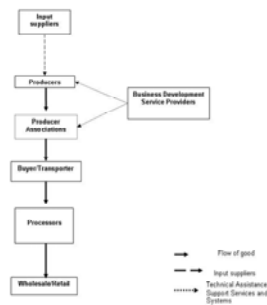
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## MAPPING THE VALUE CHAIN




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### WHAT IS THE MOST CRITICAL GENDER-BASED CONSTRAINTS YOU IDENTIFIED?

Node: Producer Association

Gender-Based Constraint 1: Women are constrained from membership because criteria based on land ownership.

Gender-Based Constraint 2: Women have limited access to farm income because proceeds distributed to the registered co-op member.

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**EVIDENCE OF THE CONSTRAINT**

- Participation Rates:
  - Men 90% of members
  - Women 10 % of members
  - No women members in leadership positions
  - “When a woman speaks she is able to reach where a man cannot reach.”
- Payment Distribution: Income from milk sales deposited in the registered member’s account.
  - “Morning milk goes to KCC, the proceed is for the Baba, evening milk “ni ya Mama.”

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**IMPACT OF CONSTRAINT**

- Lack of access to training and information lowers productivity and milk quality.
- Women do not receive full returns from increased household income.

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**WHAT INFORMATION IS STILL NEEDED?**

- Examine co-op regulations and constitutions
- Additional information on criteria for membership
- Possibility for joint membership
- Time and venues conducive for women’s participation in trainings

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## ANNEX E: EVALUATION OF TRAINING: INTEGRATING GENDER INTO AGRICULTURAL VALUE CHAINS (INGIA-VC)

Topic	How did the session or activity improve your understanding of the topic?	What would you have wanted to be done differently?
<p>DAY ONE SESSION TWO Value Chain Development</p>	<ul style="list-style-type: none"> <li>• The group work activity and the support from facilitators in understanding the concept was very helpful.</li> <li>• By giving the general overview of the whole chain and all the players whose activities were crucial in the chain</li> <li>• Had a clear understanding of the value chain development but not in relation to gender.</li> <li>• Had not thought of segregating actors in each node on the value chain by sex to see specific impact on gender. Broadened my thinking on value chains.</li> <li>• The role of both women and men in the various nodes of the maize value chain.</li> <li>• It was refreshing! Last had such a session in college.</li> </ul>	<ul style="list-style-type: none"> <li>• Done well</li> <li>• Done perfectly</li> <li>• I think it was well done.</li> </ul>
<p>DAY ONE SESSIONS THREE AND FOUR Gender Issues in Agricultural Activities and A Framework for Gender Analysis</p>	<ul style="list-style-type: none"> <li>• Same as above.</li> <li>• Helped broaden my scope while thinking of value chain analysis.</li> <li>• I had not heard about the various frameworks for gender analysis and now I can use different aspects of all the approaches to look into my program.</li> <li>• Got me thinking of how to integrate gender issues in agriculture programs.</li> <li>• The analytical framework and how they blend in with our programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Done well</li> <li>• Should have been allocated more time</li> <li>• Nothing. It was well done.</li> <li>• More discussions on the various frameworks.</li> </ul>

	<ul style="list-style-type: none"> <li>• It was an eye opener. The session helped me appreciate some of the comments raised in our year 1 work plan (especially the gender comments).</li> </ul>	
<b>Topic</b>	<b>How did the session or activity improve your understanding of the topic?</b>	<b>What would you have wanted to be done differently?</b>
<p>DAY ONE and TWO SESSIONS FIVE, SIX, AND SEVEN Integrating Gender Issues into Value Chain Development</p>	<ul style="list-style-type: none"> <li>• That it is not an extra job to address gender but makes our work easier.</li> <li>• This helped in reflecting on what we already knew from experience in working in the project, think out of the box, and categorize the issues into five specific dimensions for ease of the analysis.</li> <li>• This was an eye opener on how to integrate gender issues into value chain development in order to achieve my program objectives.</li> <li>• Got me thinking of how to integrate gender issues in agriculture programs.</li> <li>• Gender issues are actually part and parcel (integral) in our value chain work. This was a complete perception change.</li> <li>• Same comments as above, “It was an eye opener. The session helped me appreciate some of the comments raised in our year 1 work plan (especially the gender comments).”</li> </ul>	<ul style="list-style-type: none"> <li>• No.</li> <li>• The complexity of the issues at hand required more time for better results.</li> <li>• More time was required.</li> <li>• All was great.</li> </ul>

<b>Topic</b>	<b>How did the session or activity improve your understanding of the topic?</b>	<b>What would you have wanted to be done differently?</b>
Field Visits	<ul style="list-style-type: none"> <li>• This gave me an opportunity to conduct interviews with the guidance of the GATE team. It also gave me an opportunity of learning how to follow up the responses obtained to make them clearer while integrating gender.</li> <li>• Got some clarity on beliefs and perceptions.</li> <li>• Time was too short to get a proper assessment of whole sector. Since however this should act as a guide, we can continue to probe further.</li> <li>• The fact that all players in value chain were catered for in the tools.</li> <li>• I particularly liked the open ended questions and appreciated the depth of answers generated by the questions asked.</li> </ul>	<ul style="list-style-type: none"> <li>• Done well.</li> <li>• Needed more time; Required more interviews with larger samples in different areas. Wellbeing probing should have been incorporated.</li> <li>• We would have identified an area with definite GBC and focus only on one area in detail. Maybe we should have asked women what their thoughts are regarding their time constraints.</li> <li>• Some key informant interviews would have been included.</li> <li>• I would have liked for us to have targeted the nodes where gender constraints have clear</li> </ul>

		impacts on our program.
<b>Topic</b>	<b>How did the session or activity improve your understanding of the topic?</b>	<b>What would you have wanted to be done differently?</b>
FINAL DAY Identifying Gender Constraints and Designing Actions	<ul style="list-style-type: none"> <li>• That one has to relate the objective to the constraint and the way forward.</li> <li>• The session helped in distinguishing between facts and beliefs so as to identify constraints, to look at how the constraint affects the program/project so as to come up with an opportunity which will aid in designing actions.</li> <li>• The session helped me to visualize how to design scopes of work for the facilitators that I will use.</li> <li>• Session very useful, especially in application.</li> <li>• The indicator development section was great and quite a useful bit.</li> <li>• It helped clarify how we could improve reporting of the gender related indicators or to include gender related indicators in our framework.</li> </ul>	<ul style="list-style-type: none"> <li>• May be more time be spent on the designing of the actions.</li> <li>• Time allocated to be more</li> <li>• It was well done.</li> <li>• More time. Session was too short.</li> <li>• We could have taken only one project and exhaustively considered actions.</li> <li>• We could have benefited from a break-out session – have one facilitator per group. That would have generated more [ideas?].</li> </ul>

If more training opportunities could be made available to you on this general topic, are there specific areas that you would want to have addressed?

- Actual value chain development, analysis and how to address specific gender constraints.
- Yes, Identifying gender constraints and designing actions
- How to measure impact of engendered value chains

- Gender-based constraints and the interventions.
- A session on lessons learned/case studies on integrating gender in value chains would be very helpful.

Please include additional comments below or on the back of this page. Thank you.

- Overall the sessions were very thought provoking.
- The levels of knowledge and mastery of content was great among the three facilitators.
- It was very helpful. Some bit of follow up from your side to find out how we are doing and to offer additional support will be invaluable! People tend to forget.