



USAID
FROM THE AMERICAN PEOPLE

A GUIDE TO INTEGRATING GENDER INTO AGRICULTURAL VALUE CHAINS¹

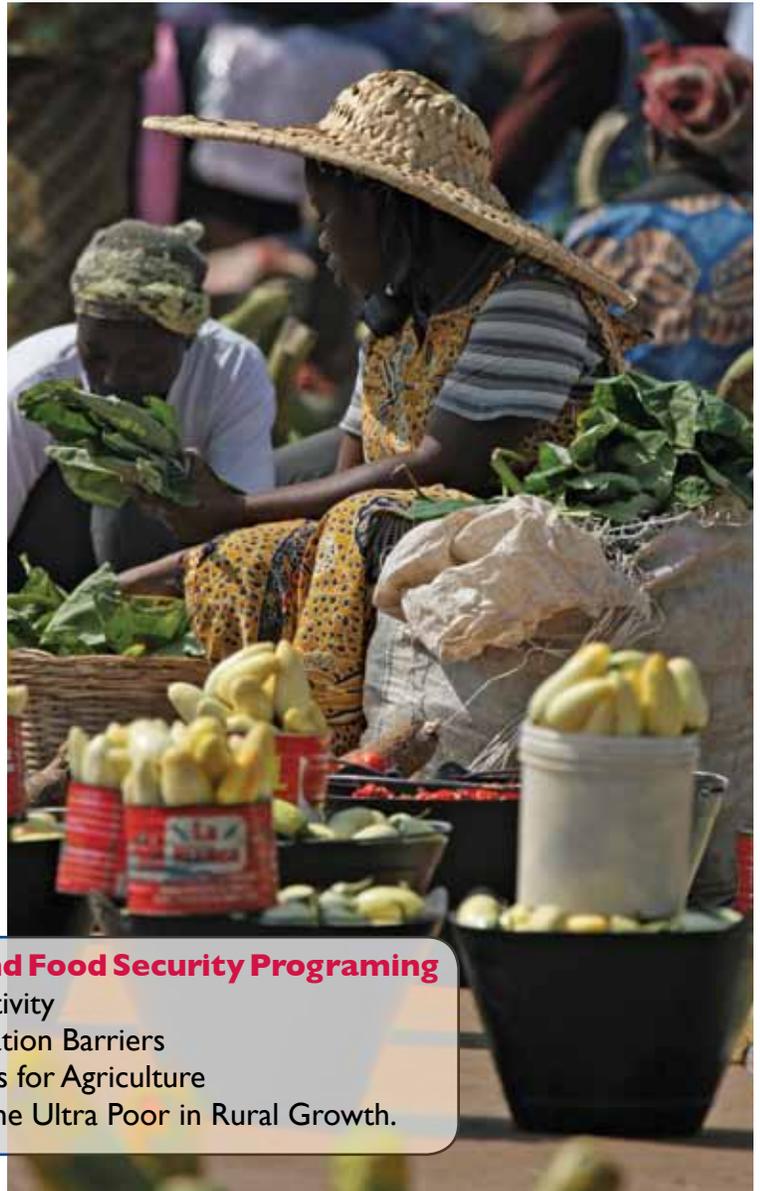
Based on *Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook*

Value chain development is at the core of USAID's agricultural programming. It is a key feature of new initiatives, and is a primary pathway for achieving the goal of increasing agricultural growth and expanding the staple food supply. The improved market-based coordination that is the hallmark of value chains reduces transaction costs and leads to increased agricultural productivity and economic growth.

Creating and sustaining competitive and equitably-oriented value chains that help small-scale farmers, especially women, will require explicitly examining gender issues and proactively integrating gender components into value chain analysis and development strategies.

Value chain programs, when designed with gender equitable principles, can foster both competitiveness and gender equity goals to enhance poverty-reduction impacts. The promise of this "win-win" solution is behind USAID's decision "[t]o increase the ability of women and those who are very poor to drive growth, [by] linking these groups to new opportunities throughout agriculture and market value chains."²

The "Promoting Gender Equitable Opportunities in Agricultural Value Chains" Handbook provides a phased process for integrating gender into agricultural value chains. Prepared under USAID's Office of Women in Development Greater Access to Trade Expansion (GATE) project, the handbook offers a straightforward methodology that guides practitioners through the steps needed to address the different types of gender issues that are embedded in how value chains work. This reference guide highlights the Integrating Gender into Agricultural Value Chains (INGIA-VC) process and its analytical framework that is described in greater detail in the Handbook.



Important Areas of Agricultural and Food Security Programing

- Increased Agricultural Productivity
- Reduced Trade and Transportation Barriers
- Sound Market Based Principles for Agriculture
- Accelerated Participation of the Ultra Poor in Rural Growth.

This publication was produced for review by the United States Agency for International Development. It was prepared for Juarez and Associates by Deborah Rubin and Cristina Manfre (Cultural Practice LLC) under prime contract #GEW-I-00-02-00020-00, Task Order No. 6. 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.

This evidence-based process starts with country and chain-specific data collection on gender relations (see figure page 4). It is built on three underlying assumptions:

I. VALUE CHAINS ARE EMBEDDED IN A SOCIAL CONTEXT

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.

- Households and Markets Interact in Ways that Affect Access to Land, Labor, and other Assets
- Social Institutions Reflect Social Norms, Leading to a Gender-differentiated Labor Force
- Legal Frameworks Embody Social Beliefs, e.g., inheritance laws and property rights that restrict people's ability to access and accumulate wealth according to gender categories



DEBORAH RUBIN

2. VALUE CHAIN DEVELOPMENT AFFECTS GENDER ROLES AND RELATIONS

Value chain programs seek to achieve systemic change in firms and across the chain in ways that promote upgrading and competitiveness. Change within agricultural value chains involves shifting production systems that draw on indigenous or local knowledge in favor of ones that depend on technical knowledge from input suppliers or buyers and meet consumer preferences. Marketing systems move from spot interactions to more dependent and predictable relationships governed by contractual arrangements. These shifts can provide small producers with important advantages through increased farm incomes, but also affect gender roles and relations. Change in gender relations can result from:

- New Technologies that Change Labor Patterns, Time Allocation, and Income Control
- Shifts to High-Value Crops that Alter Patterns of Control over Resources and Benefits
- Formalization of Ownership and Household Financial Management Practices



SUSAN JOHNSON

CHARACTERISTICS OF GENDER EQUITABLE AND COMPETITIVE AGRICULTURAL VALUE CHAINS

Value chain programs that support gender equity goals:

- Understand men's and women's roles and relationships.
- Foster equitable participation.
- Address the distinctive needs of women.
- Support women's economic advancement.
- Promote gender equitable market-driven solutions.
- Design equitable benefit-sharing mechanisms.
- Include men in defining the "problem" and the solution.



SUSAN JOHNSON

3. GENDER EQUITY AND VALUE CHAIN COMPETITIVENESS ARE MUTUALLY SUPPORTIVE GOALS

Compelling empirical evidence shows that gender equality is good for economic growth. Research finds correlations between gender equality and economic growth, both in comparisons across countries and over time and conclude that gender inequalities undermine nations' productivity and human capacity. Gender inequalities affect competitiveness by restraining productivity, growth, and output and indirectly hindering trade performance.³

Value chain programs designed with gender equitable principles can encompass both competitiveness and gender equity and lead to poverty reduction. This process helps programs achieve targets and supports USAID policy on gender integration. It identifies leverage points where value chain interventions generate positive gender outcomes and broader value chain outcomes.

A PROCESS FOR INTEGRATING GENDER ISSUES

PHASE FIVE: MEASURE SUCCESS

Well-designed gender-sensitive indicators can monitor changes in men's and women's status and the reduction in gender inequalities over time. Indicators should track changes in the sex-segmentation along the chain to reveal where activities have had success in creating new opportunities for value chain participants. Gender-sensitive indicators can avoid counting only bodies, and instead measure outcomes, such as the percentage increase in women's participation in association membership or leadership or women's proportion of increased sales and yields.

PHASE FOUR: ACT TO REMOVE GBCs

There is no single way of mitigating or removing GBCs and therefore the Handbook encourages a creative and iterative process for identifying actions. These should aim for strategic and market-driven solutions where interventions focused on the value chain can also generate positive gender outcomes or where gender interventions generate broader positive value chain outcomes. It is useful to work off of a continuum of different strategies, or approaches, to gender integration. The Gender Continuum⁴ identifies three different types of gender integration approaches that move from gender exploitative to accommodating to transformative.

PHASE THREE: ASSESS THE CONSEQUENCES OF GBCs

During this step, practitioners assess the relative importance of each identified GBC in terms of the achievement of project objectives, and on women's economic empowerment. This involves looking on different aspects of the program and to prioritize the constraints that need the most attention to affect the value chain are:

- Those that interfere with the achievement of the USAID-funded (or other) project objectives; and/or
- Those that inhibit women's economic advancement, e.g., where the constraints are related to their positions in producer associations or from expanding their enterprises; and/or
- Those that impair or restrict the efficiency and competitiveness of the value chain, or the ability of producers to maintain a steady supply of quality products.

PHASE FIVE:
MEASURING THE
SUCCESS OF ACTIONS

PHASE FOUR:
TAKING ACTIONS
TO REMOVE
GENDER-BASED
CONSTRAINTS

How will the
different
status of women
affect the
understanding

How will the
results of
affect women
men differently

PHASE
ASSESSING
CONSEQUENCES
OF GENDER-BASED
CONSTRAINTS

ISSUES INTO AGRICULTURAL VALUE CHAINS

PHASE ONE: MAP GENDER RELATIONS AND ROLES ALONG THE VALUE CHAIN

The first step in developing gender-equitable value chains is based on an accurate understanding of existing gender relations in a specific country context and for specific crops. It includes (1) mapping men's and women's participation and benefits along the chain and (2) identifying the factors that shape the gender patterns in value chain operations. Mapping the value chain entails the assembly and collection of relevant gender-related data (from primary and secondary sources), as well as the organization and presentation of that data. This mapping process includes both quantitative and qualitative data collection. The engendered quantitative mapping exercise helps practitioners determine labor allocation, returns, and ownership along the chain. The qualitative mapping exercise employs the Gender Dimensions Framework (GDF) to collect and organize data collection. The GDF complements the quantitative data by collecting data on the factors that shape outcomes for men and women along the chain.

PHASE ONE:
MAPPING GENDER
ROLES AND RELATIONS
ALONG THE VALUE CHAIN

Will the
roles and
women and
the work to be
taken?

Are anticipated
of the work
women and
differently?⁵

PHASE TWO:
MOVING FROM
GENDER
INEQUALITIES TO
GENDER-BASED
CONSTRAINTS

PHASE THREE:
ANALYSING THE
SEQUENCES OF
GENDER-BASED
CONSTRAINTS

Gender Dimensions Framework (GDF)

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

PHASE TWO: IDENTIFY GENDER-BASED CONSTRAINTS

Gender-based constraints (GBCs) are restrictions on men's or women's access to resources or opportunities that are based on their gender roles or responsibilities. The term includes both the factors (e.g., discriminatory land laws) and the measurable disparities that result (e.g., when women hold only a small fraction of land titles).

Phase Two uses the tools of gender analysis to identify gender-based constraints drawing on the information collected in Phase 1:

- Step 1. Identify conditions of gender disparity.
- Step 2. Identify the factors that cause the gender disparities.
- Step 3. Formulate a cause and effect hypothesis: the gender-based constraint statement (GBC statement).

Gender Analysis

Gender analysis is a methodology that both:

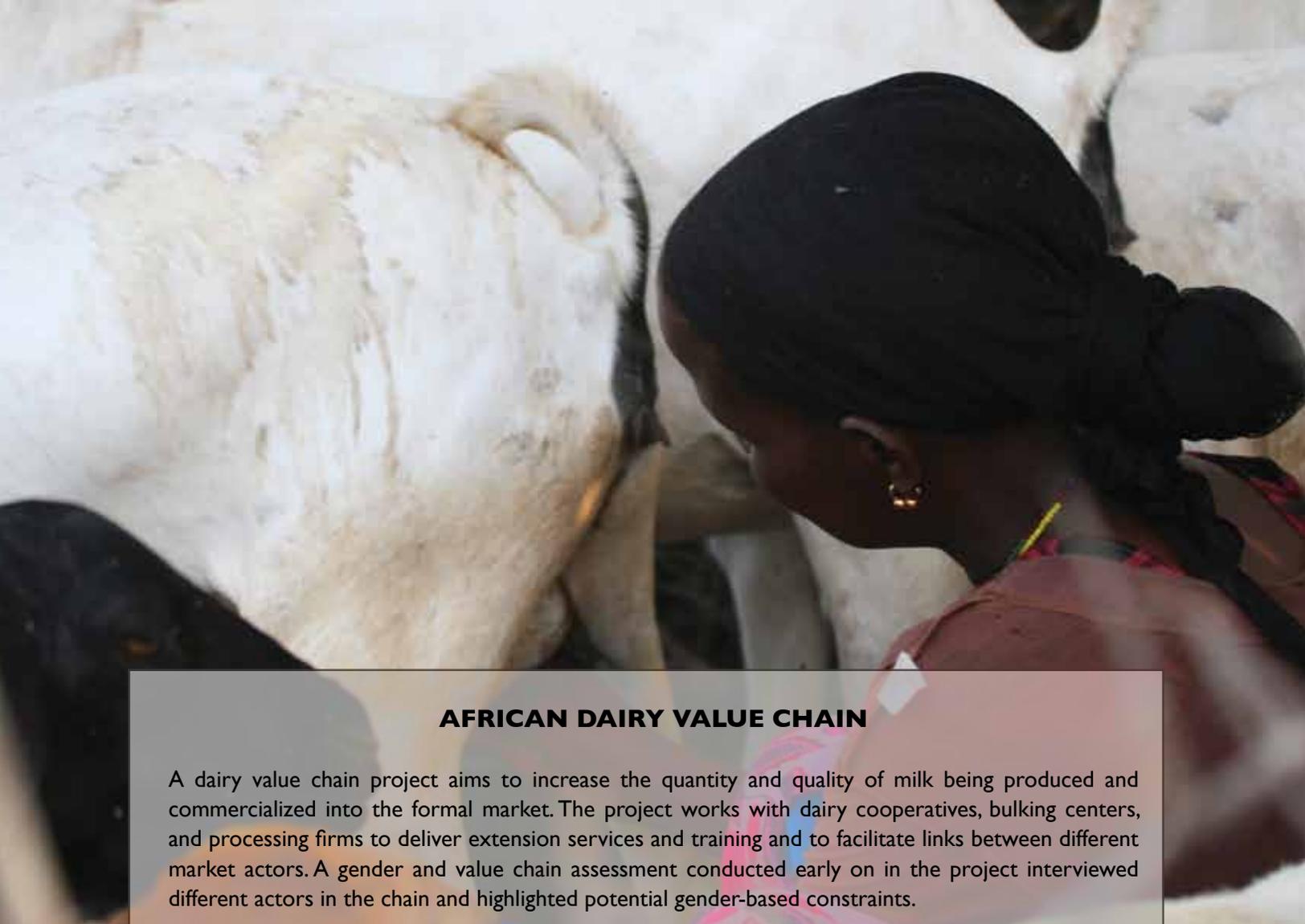
- describes existing gender relations in society, from households or firms to a larger scale of community, ethnic group, or nation, and
- organizes and interprets information about gender relations in a systematic way to clarify the importance of gender.

In the context of value chain efficiency and competitiveness, this phase guides practitioners to consider how GBCs act on the most immediate attention. Gender-based constraints that

are donor) program/project objectives, e.g., where the volume of sales;

that keeps women from participating in key leadership

the chain as a whole, e.g., where the constraint affects the



AFRICAN DAIRY VALUE CHAIN

A dairy value chain project aims to increase the quantity and quality of milk being produced and commercialized into the formal market. The project works with dairy cooperatives, bulking centers, and processing firms to deliver extension services and training and to facilitate links between different market actors. A gender and value chain assessment conducted early on in the project interviewed different actors in the chain and highlighted potential gender-based constraints.

• **Gender-based Constraint: Limitations on cooperative membership**

Membership criteria into dairy cooperatives limits women's participation, by insisting on a single membership for an entire family in the name of the head of the household or by requiring demonstration of legal land ownership. Even though women are the active managers of dairy production on the family farms, responsible for collecting forage and milking, their husbands are the legal association members. Delivering training exclusively to members risked overlooking a key actor in the dairy value chain.

Possible actions:

- Change cooperative membership criteria to allow individuals to join
- Expand training opportunities to members' families

• **Gender-based Opportunity: Earning income from evening milking**

Women have decision-making control over the evening milk which they either use for the household or sell into the informal market through traders. The income they receive from milk sales allows them to purchase food for the household and contribute to school fees. Disseminating information about proper milk handling to women would not only improve the quality of milk delivered to the formal chain, but also have the opportunity to improve the health benefits to the household.

Possible actions:

- Train women in proper milk handling
- Link women producers to cold storage facilities
- Organize women's groups or entrepreneurs to purchase and manage their own cooling tank

AFRICAN MAIZE VALUE CHAIN

A maize value chain program is focused on increasing farmer incomes by reducing inefficiencies in post-harvest handling and storage by facilitating links between producer associations, storage warehouses, and local banks. Farmers would be able to store a percentage of their harvest to wait for a better market price and then use the receipt for the stored crop as collateral for credit.

A gender and value chain assessment conducted mid-way through the project found that men farmers were pleased with their ability to secure higher market prices but women complained of an increase in household conflict over income and food resources. The assessment concluded by making the following observations:

- **Gender-based Constraint: Limited access to farm income.**

Women contribute a significant amount of unpaid labor in production and processing of maize. Previously, they participated in on-farm storage activities when maize was stored on-farm. Although men made the decisions over when to market maize and how to use maize income, women were able to negotiate with their husbands because they safeguarded the income from the harvest. When the program established farmer bank accounts, only men's names were put on the bank account which reduced women's knowledge of the amount of income received from maize sales and reduced their access to the income.

Possible action:

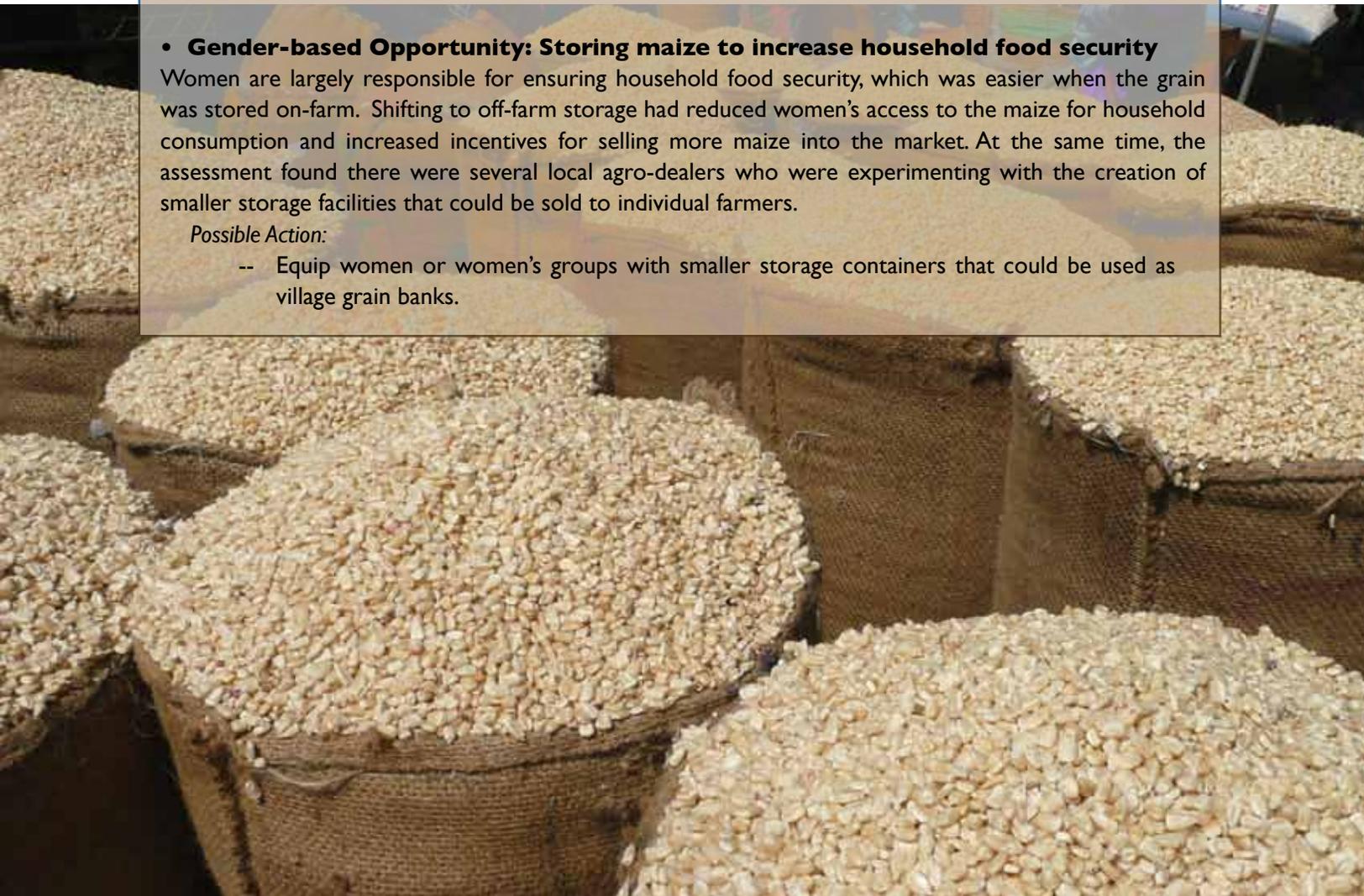
- Modify the links with local banks so that women could also access finance. For example, identify ways of working with the banks and a local cell phone company to design a mobile banking scheme that allows women to purchase household items in the village on credit through the use of the mobile phone.

- **Gender-based Opportunity: Storing maize to increase household food security**

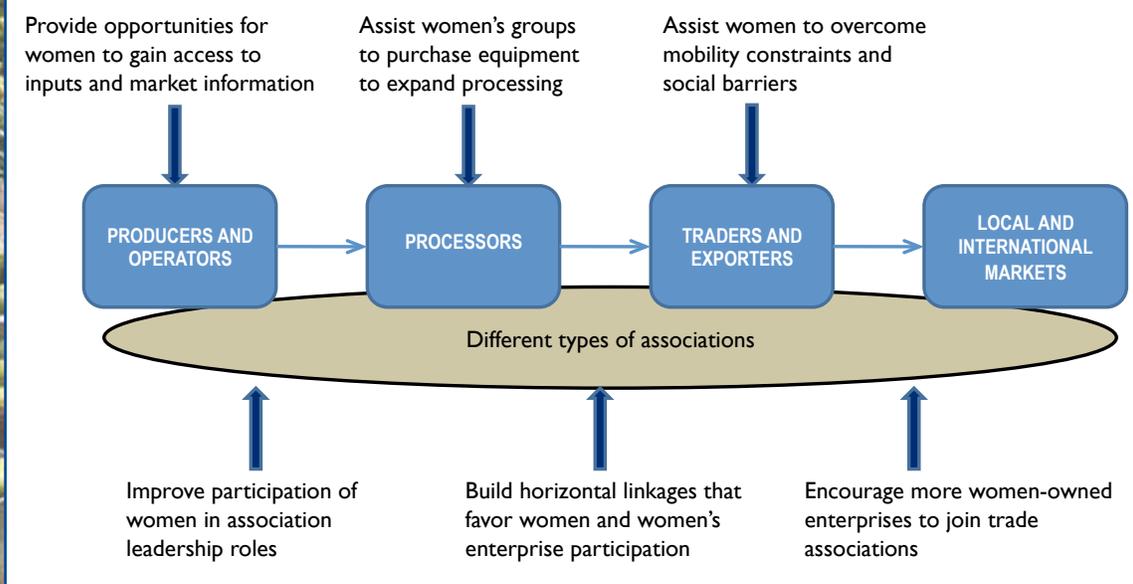
Women are largely responsible for ensuring household food security, which was easier when the grain was stored on-farm. Shifting to off-farm storage had reduced women's access to the maize for household consumption and increased incentives for selling more maize into the market. At the same time, the assessment found there were several local agro-dealers who were experimenting with the creation of smaller storage facilities that could be sold to individual farmers.

Possible Action:

- Equip women or women's groups with smaller storage containers that could be used as village grain banks.



Illustrative value chain and possible entry points for removing gender-based constraints



Footnotes

¹Deborah Rubin, Cristina Manfre, and Kara Nichols Barrett. 2009. *Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook*. Publication prepared under the 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. Washington, DC: United States Agency for International Development.

²Global Hunger and Food Security Initiative Consultation Document, September 28, 2009. Available at <http://www.state.gov/documents/organization/130164.pdf>.

³World Bank. 2001. *Engendering Development: Through Gender Equality in Rights, Resources, and Voice*. New York: Oxford University Press; World Bank. 2009. *Gender in Agriculture Sourcebook*. Washington, DC: World Bank, IFAD, and FAO.

⁴Deborah Caro. 2009. *A Manual for Integrating Gender into Reproductive Health and HIV Programs: From Commitment to Action*, (2nd ed.). Washington, DC: Population Reference Bureau for USAID and the IGWG.

⁵USAID. 2010. *Guide to Gender Integration and Analysis: Additional Help for Automated Directive System (ADS) Chapters 201 and 203*. Washington, DC: United States Agency for International Development.