

Gender Mainstreaming in Value Chain Development

Practical guidelines and tools

Corporate Network Agriculture SNV
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Introduction

SNV is dedicated to a society in which all people enjoy the freedom to pursue their own sustainable development. We contribute to this by “supporting local actors to strengthen their performance to effectively realise poverty reduction and good governance.”¹ In stimulating good governance, SNV pays particular attention to gender equity, social inclusion of marginalised groups and sustainability. **Gender mainstreaming** has become an area of expertise within SNV through years of practice and experience. SNV developed a “*Gender Self-Assessment Tool*”(GSA) to monitor its performances in mainstreaming gender. The Gender Self-Assessment Tool is a methodology for SNV programmes that focuses on improving the organisation’s performance with respect to gender equity and women’s empowerment. “*Mainstreaming Gender into SNV’s Corporate Standards: a Preliminary Guide*”, was a first initiative to capitalise on SNV knowledge and experience in mainstreaming gender in advisory services. This guide seeks to deepen this capitalisation in the area and focuses specifically on **gender mainstreaming in value chain development**.

I. Background

In most parts of the world, women are overwhelmingly more disadvantaged than men are. They face discrimination and their status is very low. This is due to numerous reasons, which all fall under the denominator of gender inequality. These inequalities are not only a threat to women’s basic human rights, but pose also a serious threat to the social and economic development of societies. Gender mainstreaming is a strategy to lift these inequalities. Gender mainstreaming is understood as the “the integration of a gender perspective and gender analysis into all stages of design, implementation and monitoring of projects, programs, policies or planning at all level (local, regional, national)” and is essential to achieve sustainable results in SNV’s work.

Gender mainstreaming is not a matter of acting upon the latest fashion in development cooperation, but it is about creating and assuring gender justice.

Gender justice contributes to:

- Wealth creation for women and men in smallholder households
 - Gender inequalities at the household level like lack of property rights, lack of access to education and unequal division of labour constrain women’s ability to earn an income. Women face also inequalities in access to markets due to simple discrimination, social restrictions on women’s mobility, lack of rights to market places and so on. On top of that, in many societies gender norms constrain men’s ability to work more productively and save more, since money is spent on alcohol, a second (or third ...) wife and excessive luxurious articles.
- Profits for enterprise higher up the chain
 - Gender inequality is often materialised in the ‘weakest link’ of the value chain and has a negative impact on the possibilities for upgrading quality, pushing production, good marketing and effective decision-making.
- National economic growth
 - Gender inequality at the household level and the value chain level affects economic growth on a national level. All the inequalities add up and together form a huge bottleneck for further development.

1 Strategy 2007-2015: ‘Local impact – Global presence’

Gender equality does not mean sameness, or that men and women will become identical. It means that men and women enjoy the same status, that they have equal conditions (equal access to opportunities) for realising their full human rights and potential to contribute to national, political, economic, social and cultural development (equal participation) and to benefit from the results (equal benefits). It encompasses equality of rights, equal value, equal status, equal access to resources and benefits and equal participation in decision making to voice their needs and to claim this equality.

Gender equity is the process of being fair to men and women. Equity leads to equality. To ensure fairness, special measures must often be available to compensate for historical and social disadvantages that prevent women and men from operating on a level playing field. These measures are called affirmative actions.

Equity of Outcomes is the situation where gender equality and women's empowerment are combined, meaning that gender inequality and discrimination are no longer a cause of gender difference. Any gender difference can be attributed to free and realisable individual differences in choice rather than gender inequality or discrimination. "In a gender equitable society, men and women continue to make different choices, but gender biases cease to influence those choices" (Mayou L. and Mackie G., 2008). For instance, a woman may choose to stay at home to look after her children, but this is an equitable outcome only if she has a real choice. This choice includes equal opportunity to well-paid work, family-friendly working practices that do not lead to further discrimination in employment and promotion, anxiety-free childcare, and male family members playing an equal role in unpaid household work.

II. Purpose

To understand the purpose of this manual, one should understand first why gender is to be integrated into value chain analysis and facilitation.

Women and men are likely to be involved at different stages of the chain. Those areas where women are involved are often less visible, but may constitute critical links at which change and/or upgrading should occur in order to bring about development of the chain (home working, putting out, temporary work, etc.). Addressing those stages in the chain is therefore indispensable in developing the chain. Next to this, mainstreaming gender in the value chain leads to positive effects on poverty reduction, as women tend to spend more of their income on health and education services. Generally speaking, mainstreaming gender in every intervention area leads to the inclusive and sustainable development of societies. Last, but not least, VCD facilitation can have reverse effects on power relations and income distribution within the value chain between men and women if gender is not taken appropriately into account. Relations of inequality and exclusion do not contribute to sustainable value chains.

Gender mainstreaming is a way of ensuring that women's economic and social rights are systematically taken into account and enforced in all spheres of activity (policy making, programming, planning, implementing and monitoring/evaluation), at all levels (local, national, regional) and that appropriate financial and human resources are earmarked for this purpose.

This manual is aimed at SNV advisors and Local Capacity Builders (LCBs) who work on economic development and VCD issues. It should be considered as a working, practical guide. In the end, this manual should help you to **make your facilitation in VCD more gender sensitive and achieve greater results on gender equality objectives in agricultural and economic development.**

“In nations (...) with low gender and social inclusion indicators, it is not sufficient to target men and women in the same ways or even to the same degrees in pursuit of equitable pro-poor development objectives. Women and men have unique needs. They are not a homogenous group. Equality does not always mean treating men and women the same.”
(Gender and Social Inclusion in the Tea Sector, SNV Asia, 2009)

The central questions underlying this manual are:

- Is the way you – a SNV advisor or LCB – facilitate value chain development, gender sensitive?
- How can you design actions that will benefit women and men in an equal way?
- How do gender sensitive value chain interventions contribute to poverty alleviation?

III. Content and structure

This manual is divided in three main chapters and one section comprising a toolkit.

Volume 1: Basic Concepts

This section contains the main concepts and definitions relating to gender and VCD. It also outlines the methodology and conceptual framework of the manual.

Volume 2: Gender Sensitive Mapping and Value Chain Analysis

This part introduces a gender perspective into value chain analysis in a systemic way. The analysis looks at gender roles, gender-differentiated access to resources and control over benefits, and women’s capacity to influence institutional factors in order to reach greater equality at the macro, meso and micro levels.

Volume 3: Strategic Planning: Gender Sensitive Objectives in Value Chain Development

Options for gender equality objectives, aspects of gender performance to improve and possible gender sensitive capacity development services linked to value chain development products are presented.

Annex: A Set of Services and Tools (please refer to the CD/ online address)

These services and tools should help conduct the analysis more into depth, on issues such as access to information, distribution of gender roles and responsibilities at the household level, etc.

Basic Concepts

This part contains the main concepts and definitions relating to gender and VCD. It also outlines the methodology and conceptual framework of the manual.

I. Value Chain Concepts

Value chain

"A value chain is a supply chain – a series of activities to transform natural resources, raw materials and components into a finished product - where the actors actively seek to support each other so they can increase their efficiency and competitiveness. They invest time, effort and money, and build relationships with other actors to reach a common goal of satisfying consumer needs – so they can increase their profits."²

Value Chain Development Facilitation

VCD facilitation is a strategic choice for fostering and complementing local economic development. According to SNV's Economic Development Strategy, the overall goal of VCD facilitation is "*to promote sustainable economic growth and equity through the facilitation of systemic change*".

SNV VCD Service

A service is a package of approaches, methodologies, tools and expertise that SNV offers to its clients. Services combine SNV's expertise in general *capacity development* services and *governance for empowerment* with specific thematic and sector knowledge. SNV conceptualised six VCD facilitation services that can be implemented in VCD facilitation. It speaks for itself that those services do not stand alone but that they are interconnected and influence each other. When facilitating value chain development, SNV uses different combinations of these VCD facilitation services depending on the context and the local priorities.



2 KIT, Faida MaLi and IIRR. 2006. Chain empowerment: Supporting African farmers to develop markets.

SNV services in VCD Facilitation

Effective Public Policy Management (EPPM): This is about facilitating processes of design, implementation, and evaluation of public policies under an analytical framework for effectiveness and inclusion of all actors in the value chain.

Marketing Intelligence (MI): This product is about promoting access to market information (input market and consumer markets) in an interactive manner along the segments of the value chain, capturing market signals (trends, requirements, standards, new technologies and products, etc.) and fostering pro-active reactions.

Multi-Stakeholder Processes (MSP): This involves establishing efficient and equitable linkages for the economically active poor along the value chain. MSP facilitates and brokers pro-poor deals between actors in the chain (producers, processors, traders, etc.) and promotes “meaningful dialogue” focusing on impacts and economic performance, strategic planning (cooperative implementation or action), collective monitoring and mutual learning.

Value Chain Financing (VCF): Value chain financing seeks to analyse the key segment actors various financial needs (products and services) and looks for the financial instruments best suited to service that segments of the chain. The emphasis is on improving the access to and the quality of financial products for mainly small-scale farmers.

Group Strengthening (GS): This is about facilitating the growth and graduation of informal businesses to the formal sector and by doing so strengthening the legitimacy, credibility and viability of the “economically active poor”.

Strengthening Value Chain Service Providers (SSP): Here the goal is to develop the capacities of services providers so that they are able to provide effective and efficient services to mainly chain actors (producer organisations), as well as secondary actors such as local government, chambers of agriculture, trade and industry, private sector foundations, knowledge centers and research and academic institutions.



II. Gender Concepts

Gender roles

Gender refers to the social construction of identity as a male or female. It is about the roles assigned to men and women respectively according to cultural norms and traditions. Most often, gender roles are not based on biological or physical imperatives but rather **result from stereotypes and presumptions about what men and women can and should do**. Gender roles include women and men's tasks and responsibilities, rights and duties within a particular social, economical, political and cultural context.

Gender roles assigned to men and women have an impact on their respective access to resources and the power to decide over the benefits of using those resources. They have an impact on women and men's differentiated roles and participation in the value chain and their respective control over decisions that affect the management of the chain as well as the use of benefits generated by the activity.

Why are women concentrated in low-paid jobs in factories? (Tea sector, Nepal)

Factories in the tea sector in Nepal appear to have a diverse workforce, although there are clear gender roles. Women work in low-paid, repetitive labour-intensive tasks, while men hold leadership positions. Factory owners and farmers admitted that women are not often offered higher paying jobs in the factory or on the tea estate, so their access to more lucrative employment is limited. This is the same for lower castes. Most factory and garden supervisors and managers are upper-caste males although there are exceptions. Factories say this is because women and lower castes are illiterate and cannot keep the records required of a supervisor.

Gendered access to resources and gendered control over benefits

Men and women do not have the same access to or control over productive resources or benefits accruing from them. This gender-based inequality can have implications for the design and implementation of development interventions. In undertaking gender analysis, planners therefore need to obtain information about the gender-based patterns of access to and control over resources and benefits in the given community. The resources and benefits profile is a tool to help identify these gender-based patterns (see annex, tool 4 and 5).

Access to resources means the possibility of using specific resources, whether they are natural, economic, productive, political, social, or related to time and space, including healthcare services, education, information, etc.

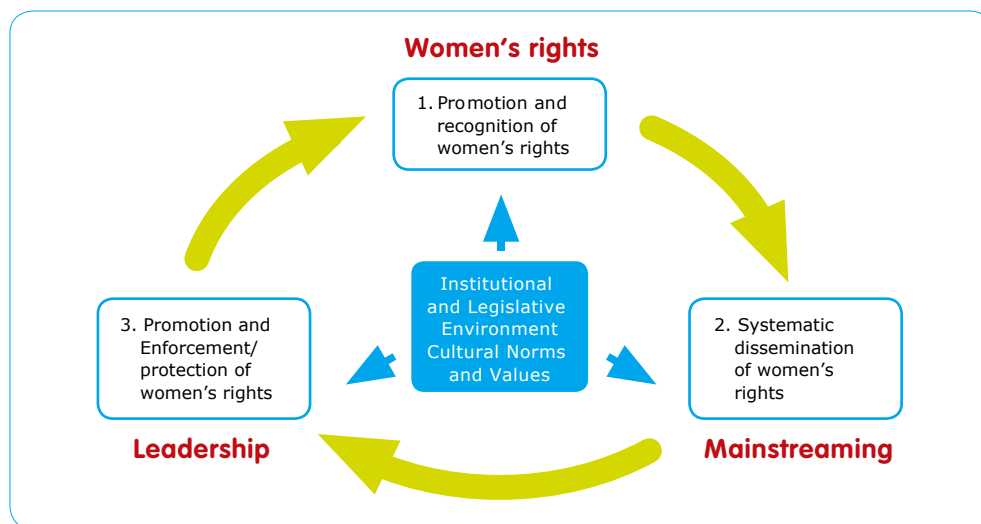
Control over benefits means the possibility for men and women to access benefits accruing from use of resources and to benefit from outcomes (material resources/advantages) generated by the activity/development intervention. They can include income, employment, skills, political power, status, etc.

Gendered differentiation in influencing enabling factors and decisions

The capacity to influence decisions, participate and voice one's needs and aspirations requires a blend of gender equality strategies that need to be developed and implemented. These involve the promotion, dissemination and enforcement of women's economic and social rights, mainstreaming of a gender perspective into laws, regulations, policies and planning at all levels through the empowerment of men and women collectively and individually and the development of leadership. The promotion, dissemination and enforcement of women's rights are instrumental in ensuring that women have equal access to opportunities, resources and benefits, and

in establishing a non-discriminatory environment free of gender stereotypes. See also tool 6 in the annex - Identifying decision-making processes. Interrelations between these goals/strategies are explained below³:

Empowerment is about both men and women gaining control over their lives by acquiring skills and abilities that enable them to make decisions, determine choices and influence economic, social and political orientations of their communities. The overall goal of empowerment should be a greater access to and control over public services and to the benefits of economic growth. Empowerment is both a process and an outcome. (Source: Canadian International Development Agency, 1994)



Developing women’s leadership and fostering new role models of successful women’s entrepreneurship to improve their influence on value chain development: the Case of Alimata Traoré, member of AOPP in Mali

As the Manager of women’s promotion activities for the Sikasso (southern Mali) branch of AOPP (Association of Professional Farmers’ Organisations), Alimata Traoré participated in SNV’s 2007/2008 training session: “Farmer leadership to improve incomes in cotton producing areas”. Her main constraint was a lack of vision and managerial skills. Following the training, she worked with her coach to define the following vision for herself: “To promote the production, processing and marketing of locally processed products by rural women”. She then organised and conducted a replication of the leadership training for thirty members of rural women’s associations. She set up a women’s farmer organisation named COFERSA (the Convergence of Rural Women for Food Security). In June 2009, COFERSA had already helped the women’s cooperatives from Sikasso directly supply 87kg of shea butter and 50kg of soumbala (a condiment widely used in West Africa) to their counterparts in Kayes and Gao, reducing the influence of middlemen and increasing the incomes of rural women’s cooperatives. COFERSA plans to involve at least 300 women in the yearly production of 500 tonnes of shea butter, 200 tonnes of soumbala and 100 tonnes of piment (a spicy chili paste). These products will be produced and processed locally. Mrs Traore’s goal is to market them not only in Mali, but also in other West-African countries, Europe and the United States. This could lead to a 45% increase in income for each woman in the cooperatives allowing them to invest in education, health services, and caring for their own and their family’s nutritional needs.

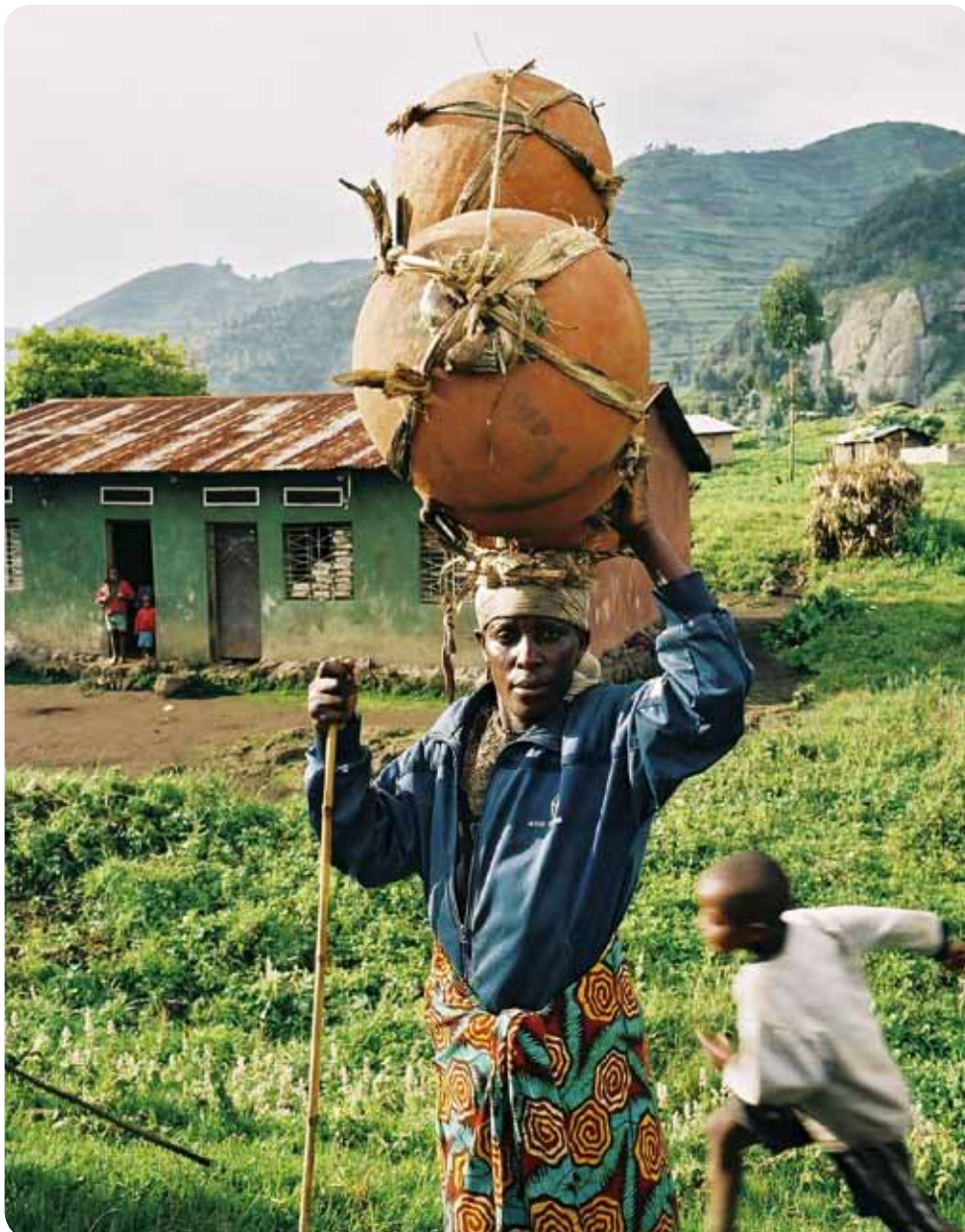
3 SNV Corporate Standards, SNV, 2008

III. Conceptual Framework and Methodology

This chapter describes the conceptual framework and methodology used in this manual for mainstreaming gender in VCD Facilitation.

Conceptual framework

The conceptual framework refers to the different perspectives through which gender issues are analysed. One entry point is the gender empowerment grid that tackles four areas in which gender inequalities come to the fore. The VCD grid starts from the six services SNV offers and the macro-meso-micro grid looks at different levels of client systems in which SNV operates. The combination of those three 'lenses' are required to get a complete overview of gender issues hindering the development of value chains.



(i) Gender Empowerment grid

Focuses on areas of analysis and corresponding gender equality objectives and strategies:

- A. Gender roles/equal opportunities/women's empowerment
- B. Gendered differentiation in access to resources/rights
- C. Gendered differentiation in control over benefits/leadership
- D. Gendered differentiation in influence on enabling factors/mainstreaming

(ii) Value Chain Development grid

Focuses on the six SNV VCD facilitation services:

- 1. Effective Public Policy Management (EPPM)
- 2. Market Intelligence (MI)
- 3. Multi-Stakeholder Processes (MSP)
- 4. Value Chain Financing (VCF)
- 5. Group Strengthening (GS)
- 6. Strengthening Value Chain Service Providers (SSP)

(iii) Macro-meso-micro grid

- Macro level: cultural, policy and regulatory environment
- Meso level: delivering pro-poor development services
- Micro level: outreach and impacts at household level

Methodology

Those grids will be used as framework to perform the three Gender Mainstreaming Steps⁴, being (i) gender sensitive analysis and strategic planning; (ii) implementation and (iii) gender sensitive monitoring and assessment.

(i) Gender Sensitive Analysis and Strategic Planning

Gender-based analysis focuses on understanding the difference in gender (men and women's) roles, activities, needs and interests in a given context. It involves the use of disaggregated, quantitative and qualitative data by gender and knowledge of gender theories. Gender analysis helps identify gender-based differences in access to resources and control over benefits and to predict how different members of households, groups and societies will participate in and be affected by planned development interventions. It helps in asking the right questions to point out the differences between men and women, but also seeks to investigate the root causes that perpetuate gender inequality and discrimination and to draw relevant conclusions that can inform action.⁵



4 Mainstreaming Gender into SNV's Corporate Standards : a Preliminary Guide, SNV, June 2008

5 Ibid.

The gender empowerment grid will be used on the macro-meso-micro grid to perform an in depth-analysis:

	A. Gender roles	B. Gendered access to resources	C. Gendered control over benefits	D: Gendered influence on enabling factors
Macro level				
Meso level				
Micro level				

After a gender sensitive analysis, strategic planning is performed in a participative way. This consists of formulating gender equality goals and the intervention logic with expected results at outcome and impact levels. In this manual, objectives are proposed departing from the different VCD products SNV offers to its clients.

	Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances	Gender sensitive capacity development services
1. Effective Public Policy Management				
2. Market Intelligence				
3. Multi-Stakeholder Processes				
4. Value Chain Financing				
5. Group Strengthening				
6. Strengthening Value Chain Service Providers				

This framework will be applied both with a systemic and macro perspective (value chain analysis as a whole) and with a more focused perspective at the meso (organisational level) and micro (household level).

(ii) Implementation, (iii) Monitoring and Assessment

The second and third steps consist of progressing towards the achievement of gender equality goals at impact and outcome levels, which will be monitored and assessed through gender sensitive indicators and a gender sensitive reporting strategy. Gender sensitive indicators have the function of pointing out how far and in what ways advisory services have achieved outcomes related to gender equality. Gender sensitive indicators measure gender-related changes in society over time. It often requires the use of sex-disaggregated data to compare women’s situation as compared to men’s.⁶

These steps are integral part of the project, programme and policy cycles. This process also implies the full and equitable participation of both women and men not only in the design, but also in implementation and monitoring.

This manual focuses on the first step, namely Gender Sensitive Analysis and Strategic Planning. To give a comprehensive overview, following table summarises the steps for gender-based analysis, planning, implementation and monitoring and related tools.

6 "The How and Why of Gender Sensitive Indicators, a Project Level Handbook", CIDA, 1997

Steps in the Analysis/Planning/
Monitoring & Assessment Phase

Gender Grid/Points
of Attention

Corresponding Tools

Methodology

MACRO LEVEL (Strategic Cycle)

<p>Gender-based Analysis/ Factor Analysis</p> <ul style="list-style-type: none"> • Do an inventory of information available and missing information • Collect sex-disaggregated quantitative and qualitative data related to men's and women's situation in the sector/ value chain • Identify gaps and discriminations in legislations and policies • Identify key actors working on gender equality issues • Identify key gender issues using the gender grid <p>Gender Sensitive Intervention Logic of Formulation of Options</p> <ul style="list-style-type: none"> • Identify options for interventions/ define "enabling environment performances" • Design generic gender sensitive results chain <p>Gender Sensitive monitoring and evaluation of the results chain</p> <ul style="list-style-type: none"> • Design gender sensitive monitoring/ assessment strategies and evaluation of results chain with gender sensitive indicators • This analysis can either be performed by advisors or outsourced to Gender equality experts 	<p>Institutional environment analysis with a gender perspective: Constraints and opportunities</p>	<ul style="list-style-type: none"> • See checklist Chapter 2 • Tool 8: Stakeholder Mapping • Tool 7: Constraints and Opportunity Profile 	<ul style="list-style-type: none"> • Desk study, review of literature • Participative Stakeholder workshops VCA⁷ • This is a checklist of points of attention to have a clear picture of the overall environment. It implies consulting national or donor's reports on women's situations. Useful sources of information are: <ul style="list-style-type: none"> - Database of government legislation - Database of government documents - Database of government commissioned research - Data base of donor funded technical assistance - Database of Civil society organisations activities • Ex of Reports/Documents: <ul style="list-style-type: none"> • National Poverty Reduction Strategies • National Reports on Women's situation (Beijing + 5, 10, 15 reports, CEDAW⁸ reports) • Relevant sector policies • CSO or Donor Reports • National Action Plan for Gender Equality • National Policy on Gender Equality, UNDP and UNIFEM reports
<p>Institutional Environment and gender roles analysis in the VC</p> <p>Role analysis in different segments of the value chain</p> <p>Gender discriminations and gaps</p>	<p>Institutional Environment and gendered access to/ control over resources</p> <p>Access to market information</p> <p>How do regulations and policies determine gendered access to/control over resources</p>	<ul style="list-style-type: none"> • See checklist Chapter 2 • Tool 8: Stakeholder Mapping • See checklist Chapter 2 	<ul style="list-style-type: none"> • Desk study, review and analysis of literature • Participative stakeholder workshops to add quantitative information to the preliminary Map • Reports mentioned above • National social and economic surveys/National Statistical Offices

7 See Mayoux L. and Mackie G. (2008), section on Drawing a Preliminary Map, p. 29
 8 Convention on the Elimination of all Forms of Discrimination Against Women

Steps in the Analysis/Planning/ Monitoring & Assessment Phase	Gender Grid/Points of Attention	Corresponding Tools	Methodology
	Institutional environment and gendered control over benefits	<ul style="list-style-type: none"> See checklist Chapter 2 	<ul style="list-style-type: none"> See documents mentioned above related to specific sector/ value chain Individual interviews with key informants (Ministry for Promotion of Gender Equality, Ministry of Labour, Agriculture, donors, gender mainstreaming mechanisms at all levels Research centres and organisations specialising on gender equality issues, chambers of agriculture/commerce, etc.)
	Institutional environment and gendered influence on enabling factors Women and men's capacities to influence legislation and policies related to the sector/value chain	<ul style="list-style-type: none"> See checklist Chapter 2 	<ul style="list-style-type: none"> Interview with key informants from following institutions: <ul style="list-style-type: none"> Ministry for the Promotion of Gender Equality/gender mainstreaming mechanisms at all levels Women's rights organisations and platforms Organisations and platforms involved in design and review of National Poverty Reduction Strategy/Reports on CEDAW, Beijing + 5
MESO LEVEL (Client Cycle)			
Gender-based Analysis/Actor and Client Analysis <ul style="list-style-type: none"> Do an inventory of information available and missing information Collect sex-disaggregated quantitative and qualitative data related to institutions and organisations in this sector/value chain in specific region/ area of intervention Identify key actors working on gender equality issues at meso level Identify gender gaps/discriminations in producer/processor/marketer/user organisations/financial institutions/BDS Identify key gender issues using the gender grid 	Analysis of women's positioning and role within organisations/ groups	<ul style="list-style-type: none"> See checklist Chapter 2 Tool 8: Stakeholder Mapping 	<ul style="list-style-type: none"> Data provided by governments, Unions of Cooperatives, Trade Unions, Business and Employment Associations Survey with targeted organisations/clients/LCBs (using the gender audit methodology)
Assess women's collective access to and control over resources, services and assets	<ul style="list-style-type: none"> See checklist Volume 2 Tool 4: Access to and Control of Natural Resources, Productive Resources and Services Tool 5: Identification of access to information Tool 9: Gender Audit Tool 10: Challenge and Solution Tree, Road Maps 	<ul style="list-style-type: none"> Surveys/Gender audits with client organisations (economic groups, BDS, financial institutions) Individual interviews with female/male leaders of economic groups Focus groups with female/male members of groups Participative workshops 	
Gender Control over benefits : Analyse gender power relations within organisations	<ul style="list-style-type: none"> See checklist Chapter 2 	<ul style="list-style-type: none"> Individual interviews with female/male leaders of groups Focus groups with female/male members of groups 	

Steps in the Analysis/Planning/ Monitoring & Assessment Phase	Gender Grid/Points of Attention	Corresponding Tools	Methodology
<p>Gender Sensitive Intervention Logic of Formulation of Options</p> <ul style="list-style-type: none"> Identify options for interventions Define Actors/Clients specific local performances Design gender sensitive specific results chain <p>Gender Sensitive Local Performances monitoring</p> <p>Design gender sensitive monitoring/assessment strategies and evaluation of results chain with gender sensitive indicators</p> <p>This analysis should be performed by SNV advisors, with assistance of gender expertise if needed</p>	<p>Gendered influence on enabling factors: Analyse women and men's capacities to influence decision making within organisations in the sector/VC</p>	<ul style="list-style-type: none"> See checklist Chapter 2 	<ul style="list-style-type: none"> SNV Gender Self Assessment Tool Individual interviews with female/male leaders of groups Focus groups with female/male members of groups
MICRO LEVEL (Assignment Cycle)			
<p>This part of the analysis is performed both for planning and evaluation purposes at IMPACT level</p> <p>Gender-based Analysis</p> <ul style="list-style-type: none"> Do an inventory of information available and missing information Collect sex-disaggregated quantitative and qualitative baseline data related to men's and women's situation in the sector/VC at household level Identify gaps and discriminations at household level Identify key gender issues at household level using the gender grid <p>Gender Sensitive Intervention Logic of Formulation of Options</p> <ul style="list-style-type: none"> Use data to design specific local performances and enabling environment performances to develop with client <p>Gender Sensitive Impact Evaluation</p> <ul style="list-style-type: none"> Use baseline data to monitor/assess progress at IMPACT level (PIE) This analysis should be performed by clients/LCBs with the assistance of SNV advisors 	<p>Impacts and Gender Roles: Sexual division of labour at household level (productive, reproductive, community roles)</p> <p>Impacts and Gendered Access to Resources and Entitlements</p> <p>Impacts and Gendered Control over Benefits</p> <p>Impacts and Gendered Influence on Power Dynamics within the Household</p>	<ul style="list-style-type: none"> Checklist Chapter 2 Tool 1: Technical Itinerary Tool 2: Agricultural, Cultural Calendars Tool 3: Identification of Reproductive Roles Tool 10: Challenge and Solution Trees, Road Maps Tool 4: Access To/Control Over Resources Tool 5: Identification of Access to Information Tool 6: Identification of Decision-making Processes Tool 6: Identification of Decision-making Processes 	<ul style="list-style-type: none"> Focus groups with female/male farmers/collectors/processors/marketers Individual interview male/female Focus groups with female/male farmers/collectors/processors/marketers Individual interview male/female Focus groups with female/male farmers/collectors/processors/marketers Individual interview male/female Focus groups with female/male farmers/collectors/processors/marketers Individual interview male/female

Gender Sensitive Mapping and Value Chain Analysis

This part introduces a gender perspective into value chain analysis in a systemic way. The analysis looks at gender roles, gender differentiated access to resources and control over benefits and women's capacity to influence institutional factors in order to reach greater equality at the macro, meso and micro levels.

This chapter focuses on the gender sensitive analysis of value chains and what steps to take to come to a firm base from which gender sensitive planning in VCD facilitation can be pursued.

I. Analysing the chain with a gender perspective

Analysing the chain with a gender perspective consists of facilitating the collection of sex-disaggregated quantitative and qualitative data at the macro, meso and micro levels using both a gender and a VCD perspective. The purpose is to identify and facilitate discussions on gaps, discriminations and key gender issues, keeping in mind the multiple dimensions on which gender inequalities and opportunities operate: economic, psychological, social, political and at different levels: individual, household, community, market, institutional national, international and so on. Proposed points of attention in this section should be used as a checklist to go through in order to understand a specific context. According to the results of the analysis, key gender issues are identified and appropriate options for action are selected for the 6 VCD services. This is what Volume 3 of this Manual (Strategic planning) is about.

Participatory drawing of the chain map

Value chain analysis starts with drawing a preliminary map of the chain, while at the same time integrating gender issues. The map is elaborated in a participative way, with the stakeholders involved and evidence shared from the analysis of existing research using:

- Main functions and activities in the chain
- Broad geographical spread
- Main operational categories or stakeholders involved
- Size of each element in terms of number of people involved **disaggregated by sex** (where are women and men located in the chain?)
- Idea of the relative **share of value contributed** and taken by actors at that stage
- Idea of where the powerful actors are

VCD facilitation requires collaboration between different stakeholders. Participative methods for mapping and analysis will help different stakeholders identify and prioritise their various goals. It is important to analyse how far these are similar or potentially in conflict. The following aspects must be looked at when designing the process:

- What methodology will be used?
- Will the collection of information be participative?
- With what tools?
- Who will be involved in the mapping process?

This process should help identify relevant actors, partners and clients involved in the VCD facilitation process. But most of all, this exercise is useful to raise awareness amongst the different stakeholders that they act in a complex system with mutual influences that can be positive or negative.

The preliminary mapping should shed light on the following aspects:

- For each level (macro, meso, micro), what are the institutions, organisations and individuals involved?
- What is their level of awareness of gender equality issues?
- Which ones are advocates of gender equality issues?
- What are the interactions between them and with other organisations working in the sector?
- What actors have the potential to work towards the achievement of gender equality goals/impacts in the value chain?
- What financial and technical partners have a strong commitment to and dedicate resources to gender equality issues?

Once the map is drawn, an in-depth analysis on each level (macro, meso, micro) is done.

Value chain analysis on macro level

An analysis of the overall cultural setting, the values and norms and the institutional environment needs special attention before heading towards a gendered value chain analysis on macro level.

Regarding **the overall cultural setting, values and norms**, the following aspects should be looked at:

- What is the cultural, ethnic context in which we work? What religion or ideology is dominating the society?
- What are the norms and values regarding women's roles and responsibilities?
 - What are the stereotypes, perceptions and values regarding women's economic contributions?
 - How do they affect sexual division of labour?
 - What is society's willingness to accept new gender roles/responsibilities?



Gender and Social Inclusion in the Tea Sector in Nepal: the importance of enforcing labour laws to improve women's working conditions in factories

"The governance and human resource management within factories in the tea sector in Nepal is not in compliance with government legislations regarding maternity and sick leave: Factory workers and owners reported that there were no options or provisions for women when they became pregnant. Women just quit at some point during their pregnancy."

Norms and values regarding gender roles will explain/influence the **regulations and legislation** around key issues such as labour, access to resources (inheritance law, etc), market demand (local, national, international) and whether they are in favour of greater gender equality:

- How is the overall legislative and regulatory environment relating to women's status and economic rights (labour law, inheritance and property, personal and family code)?
 - What is the influence of customary law, religious law and substantive law? Which one is applied? In what cases?
 - What is the impact of these regulations/legislations on women's freedom of choice, access to resources and to benefits?
 - Are provisions in laws relating to women's rights known and enforced?
- Concerning public institutions:
 - Are they gender sensitive/aware?
 - Are they aware of women's specific needs and interests?
 - Do they have gender mainstreaming (gender-based analysis, implementation, assessment) capacities and resources (human, financial)?
- Has the government made commitments to address gender equality issues in this value chain/sector?
 - Is there a policy document (e.g. national, regional or local policy/plan for gender equality) that expressly states the government's commitment to gender equality?
 - Does this policy expressly outline how and by whom gender mainstreaming is to be undertaken (this delineates lines of accountability and responsibility)?
 - Are these commitments reflected in sector policies in forestry/agriculture/rural development or in the framework of trade liberalisation and export promotion policies?
 - Do agricultural sector policies and programs take into consideration women's specific needs and interests? Do they consider the potentially differential impact on men and women?

With the answers to those questions in mind, an in-depth macro analysis can be facilitated using the gender grid as framework. **The macro level** deals with the overall institutional environment and interrelations between actors throughout the chain and analyses whether these are conducive to the development of pro-poor, equitable, inclusive and responsive value chains. The gender grid helps to identify and discuss with stakeholders key gender issues or discrimination/gaps related to gender roles determined by cultural norms and values in a particular context/society and the way they influence access to/control over resources and benefits in the legislative framework and national policies and plans that govern the value chain. These are indicative and very general in the following tables and will vary according to a specific context. Underlying causes of discrimination and gaps must be identified and gender equality objectives/performances to improve determined thereafter.

Gender grid	Check list
<p>Gender roles looks at sexual division of labour within the chain: where in the chain are women and men active ("vertical integration")?</p>	<ul style="list-style-type: none"> • What is the proportion of men and women working in this specific sector/value chain by activity (supply, production, processing, transportation, trade)? • Are they part of the formal or the informal economy? • What are the functional as well as sexual divisions of labour and roles within the different segments of the value chain (production, processing, trading and marketing, consumers, etc.) according to gender roles? • Are there any segments where the presence of women is more important? Are women involved in stages where value added is generated? Where is actual income earned? • What is the visibility and value granted to women's role? What are the perceptions by women themselves, men and the community? What is the nature of women's work? Is it a temporary/casual type of work? Are women only used as unpaid labour?
<p>Gendered access to resources looks at how resources are shared/distributed according to laws/regulations and norms and values</p>	<ul style="list-style-type: none"> • What are men's and women's entitlements? What are the characteristics and factors that mediate men's and women's access to and control over different types of resources (natural, productive and services)? • What is women's access to information on production, organisations and services available? Through what means of communication? Are these adapted? • What are their capabilities to use these resources? • Who owns the land/trees/harvest, etc? • Is information more difficult to obtain for women producers in "feminine" and mixed value chains? For women in other segments of the value chain? • If yes, why? What are the main constraints faced by women in different segments of the value chain? (women's lower level of instruction, more marginalised and lesser access to networks, project, programs, less visible within segments of the value chain, less control over information? etc.) • Any specific information on market segments relevant for gender issues? (e.g. increase product offer to low income consumers in order to improve quality of life such as nutrition) • How can poor groups and other stakeholders obtain information about services in the sector, or market information?
<p>Gendered control over benefits looks at women's and men's roles in the management of the chain ("horizontal integration") and the power dynamics</p>	<ul style="list-style-type: none"> • Are there any uneven power relationships? Any gender-related discriminations/exclusions? • How is power distributed within production and exchange relationships across the value chain? • Are benefits distributed/concentrated in one segment of the chain? • Who decides? Who controls benefits? • What are the disempowering dynamics? • What are the entitlement capabilities of men and women throughout the value chain? Is there any uneven distribution of these capabilities? • What choices/alternatives do women have regarding chain activities management? • What is the ability of producers (male/female) to influence the price? What are the opportunities for negotiation (voice, participation, inclusiveness) (indebtedness, sub-optimal contracting)? Who signs the contract for the sale of the product? • Do women in different segments of the value chain earn more income following the intervention? • Are women's roles changing? Do they take leadership positions? Do they sign contracts? • What is women's own perception of change? Did they gain more self confidence, credibility? • Can these changes be interpreted as empowerment?

Gender grid	Check list
<p>Gendered influence on enabling factors wants to determine how women/men leaders can influence policy-making and legislations to promote their economic rights and make the overall environment more conducive to gender equality</p>	<ul style="list-style-type: none"> • What is women's ability to influence decisions/policies/ programs at all levels? • Do they have access to specific spaces of power (invited or claimed spaces), and places of power (municipal council, parliament, etc.)? Do they have the opportunity to speak? Are women's voices heard? Are they listened to? Which women's voices? • Are women in specific segments of this value chain/sector/ activity organised? • Do they build strategic alliances with institutions working on gender issues such as women's rights organisations and platforms? • Are institutions working on women's and gender issues in this sector, as well as women producers' or farmers' associations involved in decision-making at national policy and planning levels?

Value chain analysis on meso level: Gender sensitivity of specific local performances

The meso level focuses on institutions and organisations and their delivery systems and investigates whether they reflect gender equality principles in their structure, in their culture, in the services they provide and in the way these services are provided (producer groups, BDS, etc.). At all time the key gender issues related to gender roles and the way they affect access for women and men to opportunities and resources, control over benefits and capacity to influence decisions and the overall institutional/organisational environment have to be kept in mind.



9 Within organisations, above all in rural organisations, one generally assumes that the entire family is affiliated. However, more often than not, only the men are members. Through the organisation, they are better informed and have more opportunity and ability to carry out negotiations. These include terms of sale, processing possibilities, project requests.

10 Example: The financial services commonly offered include lines of credit to support different links of a production chain. The requirements to take out a loan, such as a guarantee through a property title deed or the presentation of an identity card, often make this inaccessible to women, as property titles usually do not carry their names and oftentimes they do not have identity cards. When women are not sufficiently informed about the loans that their husbands have taken out, they cannot control the way in which these are used. (Cordaid Gender Manual)

Gender Grid	Check list
<p>Gender roles - analysis of women’s positioning within organisations (producers, users, processors) of VC (internal governance)</p>	<ul style="list-style-type: none"> • What is women’s role and positioning within these organisations? • Do they face specific constraints (representation in decision-making instances, power to influence decisions, etc.)?
<p>Gendered access to resources wants to understand women’s specific needs in terms of access to resources</p>	<ul style="list-style-type: none"> • Access to land, water and technologies • Access to information and education • Access to and responsiveness of value chain development services: <ul style="list-style-type: none"> - What is women’s access to business development services⁹? - Do female producer groups have the same access to BDS? If not, why? - Are technological innovations and investments for instance specifically addressed at men, or also at women? Are they adapted to women’s needs (physical strength and daily schedules)? - Are women-specific BDS needed to support female producers? - Are BDS adapted to female producer’s specific needs (daily schedules, lower educational levels, etc.)? - Is childcare available? - Do service providers know how to perform gender mainstreaming to better analyse/understand and address these constraints? Are they attentive to delivering gender sensitive services? In their approach? - Do they apply institutional/organisational gender mainstreaming? - Employment in BDS: does it foster employment of women? Are employment opportunities equitable? How are working conditions? • Access to and responsiveness of financial services: <ul style="list-style-type: none"> - Do women who concentrate in specific segments of value chains face particular constraints in accessing financial services? What are these constraints¹⁰? - What are their specific needs? (investment and cash flow needs/social pressure to face school fees and food items) - Are financial services adapted to their needs? What are the most suitable financial products? - Are there any institutions (private or public sector) which specialise in facilitating women’s access to financial services?
<p>Gendered control over benefits looks at power relations within groups/ associations, whether they are inclusive and how costs and benefits are shared</p>	<ul style="list-style-type: none"> • Are women members of producer groups? • Do they take part in meetings? Do they have the right to voice their needs and vote? • Do they have the right to access social and financial benefits offered by the organisation? • Do they have the opportunity to be elected to governing bodies and if so, are they elected and to what degree? • Are there any special measures in the Articles of Association such as quotas to guarantee their participation in decision-making?
<p>Gendered influence on enabling factors looks at the "empowerment side of groups and associations in terms of access to arenas where decisions that affect their lives are made"¹¹</p>	<ul style="list-style-type: none"> • What are female leaders’ capacities to influence collectively decision making about sector services and value chain development? • How can those who do not have access to resources and services claim to be included? • In what "claimed or invited" spaces and places?

11 G4E cross cutting perspectives Asia Regional Sector Strategies, by Lucia Nass, Regional Governance Advisor, for RMT+ June 2009



The importance of having gender sensitive/inclusive practices to foster women's participation in cooperatives: Example of the tea sector in Nepal

There appears to be a lack of understanding about cooperative practices and participation by female members. According to one member of the Farmer Federations "it is difficult to get women to be active because they are *too busy with the household or childcare.*" None of the cooperatives talked about organising meetings at times appropriate to women, shifting the meeting venue closer, or allowing children to be brought to the meetings. Some of the women interviewed had never read the Cooperative Act and many could not explain the cooperative's governance arrangements and management practices.

Value chain analysis on micro level: Outreach and Impacts

The **micro level** helps identify major constraints faced by women at the household level, which will have repercussions on the meso and macro levels.¹²

Gender Grid	Check list
Gender roles	<ul style="list-style-type: none"> • What is the sexual division of labour within the household (socially determined gender roles): <ul style="list-style-type: none"> - What are men's and women's reproductive roles? - What tasks are performed by men and women? • How much <i>time and energy</i> are spent? • How does it relate to women and men's other roles (reproductive/community¹²)? • How does the work performed in the value chain add to their work burden?
Gendered access to resources	<ul style="list-style-type: none"> • What is women's and men's access to resources in order to perform tasks? • Are there any specific constraints faced by women in particular? • See Tool 4 on differentiated access to resources.
Gendered control over benefits	<ul style="list-style-type: none"> • Do women/men benefit equally at the household level? Who earns income? Who decides on the use of the income? Who decides on family budget allocation? What is women's decision-making power on spending of the household budget? • Are other types of benefits generated (financial, visibility, credibility, better access to information and social networks)?
Gendered influence on power dynamics within the household	<ul style="list-style-type: none"> • How is women's contribution perceived at household level? • Are gender roles changing? If yes, is women's changing role/ increased income valued within the household? Within the community? Does it have an impact on her decision-making and negotiating power? • Do women attend /participate in more meetings at community level? Do they speak up? • For what purpose is additional income generated by the intervention spent? • What are the changes in men's behaviours/attitudes? Do men still take their responsibilities within the household? Do they get involved in household chores and childrearing to support their wives?

¹² The **gendered division of labour** refers to the socially determined ideas and practices which define what roles and activities are considered as appropriate for men and women.

The Harvard Framework distinguishes three roles/types of activities :

Reproductive role: comprises bearing and raising children, caring for other family members, household management tasks, home based production.

Productive role: includes paid work in the labour market, market production, work in the informal sector, subsistence agriculture... or any sort of remunerated work or activity undertaken in anticipation of profit.

Role in the community: any activity that is undertaken in the interest of the community, such as volunteer work in associations, or in more traditional societies, the organisation of social events such as funerals, weddings, christenings, etc. "Gender and Development - Concepts and Definitions", by Hazel Reeves and Sally Baden, February 2000, in *Bridge - Development and Gender Report n°55*

Analysing gender roles at the household level through focus groups with community leaders in Jumla, Nepal - IFAD-SNV inclusive business vegetable seed project: Gender and Governance Analysis, by Kristie Druzca

While women do the lion's share of the agricultural and household work they are reluctant to ask their husbands for assistance with 'their' work out of respect for their husband. However, if the agriculture is for sale, as opposed to own consumption, then men are more willing to assist women with some agricultural work. Women are very devoted to agricultural farming but the problem is all the benefits go to the men. This is typical across the board: if anyone has work that needs doing they ask women to do it but give all rewards to men. This makes it very difficult for women to get ahead.

Women's ability to participate in development projects is limited by their caring roles, low educational attainment and workload. Women have very little spare time to attend meetings or training. If men do not share the workload with women, then women will remain unequal. Women need some additional support compared to men because men already know a lot more than women do. Women pick things up more slowly and are reluctant to ask questions. They get discouraged by this and often give up.

If women were more organised and networked then they would learn more and be able to participate in more development projects. It is difficult for women to do things independently but as a group they are more trusted. They also feel more confident interacting with other women.

Empowering women at the household level through the acquisition of negotiation and bargaining skills in the Nepal tea sector

Women work triple roles as paid employees (productive), caring (household chores, firewood collection) and reproductive (childcare, maternity). Learning to negotiate ways to have these duties more evenly distributed (where feasible) among household members would go some way to increasing women's life expectancy. *Bargaining and negotiations* skills are key entry points for *women's empowerment*. Women often lack experience in negotiating favourable outcomes, especially associated with their caring responsibilities.

Developing time and labour saving options to reduce women's workload - IFAD-SNV inclusive business vegetable seed project

A number of women cited manure making as a labour intensive task that they are 100% responsible for producing. It would be advantageous to implement alternative, quicker processes for making fertiliser. Some time management activities may also be beneficial to reducing women's workload.

There are a number of labour-saving techniques and products that can be promoted. The women don't know where to go to buy a harvest machine or how much they should pay. Benefits of labour-saving items should be discussed with the women's husbands and mothers-in-law so they are allowed to buy them.



Strategic Planning: Gender Sensitive Objectives in Value Chain Development

Options for gender equality objectives, gender performances to improve and possible gender sensitive capacity development services linked to value chain development products to deliver are presented.

Following the gender-based participative analysis of value chains at macro, meso and micro levels, windows of opportunity to empower women in value chains must be identified. SNV's interventions concentrate on the macro (enabling environment) and the meso (local performances) levels to have an impact on the micro/household level.

There are interactions between all these levels. Changes at the micro level in favour of greater gender equality will in turn have an impact on the meso and macro levels, as individuals will influence organisations and the delivery of gender sensitive services and the overall institutional and regulatory environment. Changes at the macro level will have an impact on institutions and organisations to make them more responsive, inclusive, equitable and accountable at all levels.

The challenge here will be to conciliate economic and gender objectives, which can sometimes be in contradiction (profit and economic growth/equitable distribution of benefits and social cohesion). This has to be put in relation with SNV's mission statement, principles of G4E and the SNV's Economic development Strategy.

The envisioned impact of mainstreaming gender in value chain development is **women's empowerment**. This empowerment is related to:

Empowerment is defined as "the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes". The central dimensions of empowerment are participation and voice. (SNV-WCA Taskforce Governance and Empowerment, GFE and Gender: Principles, Leading Questions and Indicators, March 2009)

- **Equitable access** to social, economic, material, human **resources and opportunities** within the household and throughout different segments of the value chain through:
 - Improved competitiveness;
 - Better products and improved market outcomes; and
 - Fair access to capital and financial services.
- **Equitable control over benefits** at household level and within value chains through raised productivity and wages or increased income, employment and production and women's ability to benefit from and decide.
- **Agency**¹³: Equitable and participative management of the value chain through improved voice and participation of actors and sharing of power.

¹³ Agency is defined as the ability to define one's goal and act upon it.

Think about following issues while envisaging women's empowerment in value chains:

- Is it about improving employment opportunities and working conditions of men and women?
- Is it about improving women's market access?
- Is it about increasing incomes of low-paid women at different stages in the chain?
- Is it about strengthening women's voice and bargaining power within enterprises and households?
- Are there issues affecting particular stakeholders in the chain, such as gender equality issues and discrimination? Is there a specific production process or marketing chain where women are particularly present?
- Who will be the main intended beneficiaries or stakeholders? Small or micro-entrepreneurs, male/female farmers, employees from factories?
- How can interventions improve the situation/position of women and how can they be supported to make a more effective economic contribution?
- ...

The analysis of the value chain permits us to determine what combination of VCD facilitation services is most appropriate to offer in the given context of the value chain situation (See VCD Manual). Based on the analysis done, gender-related performances will be identified for each VCD key challenge, keeping in mind the points of attention. The latter comprise a non-exhaustive checklist¹⁴ that you should go through in order to understand a specific context and, according to results or the analysis, select the appropriate options. Hereby the exercise through the checklists in the analysis part (Chapter 2) is translated to each of the six VCD services.

The following tables formulate gender specific objectives for each VCD service. They sum up the gender-based analysis of value chains in relation to each VCD facilitation service, as well as the strategic planning process that will lead to the formulation of gender sensitive performances to improve (outcomes) at meso and macro levels.

¹⁴ You can still enrich this checklist with examples from your own experience and practice.

I. Effective Public Policy Management (EPPM)

Points of attention in the analysis

- What are the norms and values regarding women's roles and responsibilities?
- What is the legislative and regulatory environment regarding women's economic rights and status?
- What is the level of gender mainstreaming into public institutions and policy development?
- How are resources shared/ distributed according to laws?
- Who owns productive assets such as land, trees, equipment, etc.
- Are women in specific segments of this value chain/sector organised?
- Did they build strategic alliances with organisations involved in gender equality issues and the promotion of women's rights?
- What is their ability to promote their economic rights and to influence institutional (laws and regulations) and overall environment (norms and values) that determine sexual division of labour, access to resources and control over benefits within the value chain and at household level?
- What is their ability to influence decisions in policy development, planning and programming at all levels?
- Do they undertake advocacy/lobbying campaigns/actions?
- ...

Possible formulation of gender equality objectives and performances

EPPM mainly is situated on macro level.

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gender roles Gender stereotypes, cultural norms and values impede women from performing certain tasks/having access to or control over resources. These factors determine women's status and economic rights and women's access to and control over resources: e.g, disparity of land access is one of the major causes for social and gender inequalities in rural areas, and consequently jeopardises, rural food security as well as the wellbeing of individuals and families.</p>	<ul style="list-style-type: none"> • Create a non discriminatory and equitable legislative and regulatory environment through systematic gender mainstreaming and the promotion of women's economic and social rights in legislations and regulations, policy formulation, planning and programming that govern the value chain at all levels (labour market, trade regulations, property legislation) • Ensure women's access to productive resources and opportunities through more equitable laws • Foster institutional and organisational strengthening of female economic groups and their networking with strategic partners/organisations working for the promotion of women's economic and social rights 	<ul style="list-style-type: none"> • Improved gender mainstreaming into economic development plans, policies and programmes at all levels • Improved institutional and organisational gender mainstreaming in public institutions • Improved integration of women's economic and social rights in laws that regulate access to resources and women's status (mobility, violence against women, etc.) • Improved leadership to promote women's rights and gender equality issues

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gendered access to resources Women don't have access to or face constraints in accessing property, credit, etc., because of discriminatory laws/practices. When particular resources such as trees or land turn into profitable capital, tensions can arise around ownership and access.</p>	<ul style="list-style-type: none"> • Ensure women's access to productive resources/assets and opportunities through more equitable/non discriminatory laws and regulations and affirmative actions 	<ul style="list-style-type: none"> • Improved gender sensitive regulations and laws that regulate access to resources (inheritance, property, etc.)
<p>Gendered control over benefits Insufficient representation and participation of women in decision-making at all levels (household, community and fora). Insufficient access to spaces and places of power (platforms, municipal councils, parliament, etc.)</p>	<ul style="list-style-type: none"> • Ensure inclusion/representation/participation of female producer/marketers/processors in fora and ensure that women's voices can be heard in VC stakeholder platforms/meetings 	<ul style="list-style-type: none"> • Improved representation and quality participation of female producer/marketers/processors in stakeholder platform meetings at all levels • Improved gender sensitive business agreements in terms of packaging and handling technologies, schedules and working conditions • Improved bottom-up organisation and representation of female producer/marketer/workers and institutionalisation of their participation in platforms/fora
<p>Gendered influence on enabling factors Cultural norms and gender stereotypes hinder women's access to decision-making places and spaces. Additional constraints to be addressed include:</p> <ul style="list-style-type: none"> • Lack of leadership and representative/legitimate organisations • Insufficient networking/communication between organisations working for the promotion of women's rights and economic groups <p>In order to foster changes in the institutional and regulatory environment, women's organisations in the sector/value chain need to be organised and linked with actors which can influence the gender equality agenda.</p>	<ul style="list-style-type: none"> • Change mentalities in favour of women's leadership • Develop women's skills (leadership, advocacy-lobbying) and increase their voice in policy-making processes • Promote women's economic rights • Foster institutional and organisational development/strengthening of female producers Unions/Federations and their strategic linkages/networking with organisations/institutions working for the promotion of women's rights 	<ul style="list-style-type: none"> • Improved enabling environment free of gender stereotypes • Improved leadership to promote women's rights and gender equality issues • Improved knowledge and awareness about women's rights

Types of gender sensitive capacity development services delivered by SNV

<p>Diagnosis and learning</p>	<ul style="list-style-type: none"> • Facilitate participative gender-based analysis/diagnosis of poor communities’ needs related to VC development • Facilitate participative gender audit of public institutions at all levels • Facilitate awareness raising on gender issues addressed to specific target groups (male producers/leaders/politicians, etc.)/facilitating the design of collective positive/affirmative actions when necessary • Transfer methodology and know how for gender accountable monitoring of impact of inclusive policies and programs
<p>Organisation strengthening</p>	<ul style="list-style-type: none"> • Strengthen government institutions in gender mainstreaming in policies and programmes related to economic development
<p>Inter-organisation strengthening and networking</p>	<ul style="list-style-type: none"> • Improve women’s organisations representation and participation to public consultations between local governments
<p>Institutional Change</p>	<ul style="list-style-type: none"> • Facilitating advocacy and lobbying for the promotion of women’s specific needs and interests/rights into development policies, programs and plans at all levels



II. Market intelligence (MI)

Points of attention in the analysis

- What is women's access to market information?
- Do they face specific constraints?
- ...

The importance of market intelligence to meet quality requirements and improve competitiveness: the case of shea butter in Burkina Faso

Shea butter quality constitutes the main challenge to its marketing on the international market. Most buyers therefore prefer to buy the nuts, and then produce and promote the shea butter themselves. This hampers local populations ability to position themselves on the (international) market and benefit from this sub-sector. The instable quality of female producer groups' shea butter is due to the fact that processing techniques are not implemented by all members and do not meet the technical requirements of the international buyers. A number of factors can explain this:

- Quality requirements/standards for exports are not known;
- Insufficient technical skills on processing techniques
- Lack of equipment



Possible formulation of gender equality objectives and performances

MI mainly is situated on **macro level**.

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gendered access to resources Women don't have access to or face constraints in accessing property, credit, etc., because of discriminatory laws/practices. When particular resources such as trees or land turn into profitable capital, tensions can arise around ownership and access.</p>	<ul style="list-style-type: none"> • Ensure women's access to productive resources/assets and opportunities through more equitable/non discriminatory laws and regulations and affirmative actions 	<ul style="list-style-type: none"> • Improved gender sensitive regulations and laws that regulate access to resources (inheritance, property, etc.)
<p>One of the biggest barriers for women in improving quantity and quality of their production and access to markets is lack of timely and appropriate information, market information in particular. This is due to a number of factors at individual level, such as their lower educational level, lower awareness of the operating environment in general, daily schedules, their relative isolation and restricted mobility outside the home because of norms of "female respectability", but also linked to the overall environment such as gender-blind information systems and insufficient opportunities to share information on good practices, successful experiences, etc., in information networks and meetings.</p>	<ul style="list-style-type: none"> • Understand men's and women's access to information on market needs and requirements • Understand constraints faced by women producers to access markets and find solutions tailored to their needs • Improve women's access to supply and market information 	<ul style="list-style-type: none"> • Improved gender sensitive or adapted information systems (mechanisms and content) • Improved access for women producers to market information through networks • Improved access to knowledge, successful experiences and good practices for women in VC

Types of gender sensitive capacity development services delivered by SNV

Diagnosis and learning	<ul style="list-style-type: none"> • Facilitating participative gender-based analysis of access to information (systems, mechanisms, infra-structures and institutions) • Facilitating collective gender sensitive impact assessment, collection and promotion of good practices in access to markets and knowledge management
Organisation strengthening	<ul style="list-style-type: none"> • Establishment of gender sensitive services in the analysis, management, packaging, dissemination of information and the design of delivery channels
Inter-organisation strengthening and networking	<ul style="list-style-type: none"> • Ensure women's participation/representation in multi-stakeholder discussions around market intelligence information • Organising exchange and study tours
Institutional Change	<ul style="list-style-type: none"> • Fostering advocacy and lobbying on gender mainstreaming into policies/strategies on issues regarding market information (in particular the issue of access to information for women and related constraints)

III. Multi-Stakeholder Processes (MSP)

Points of attention in the analysis

- Sexual division of labour within the value chain according to gender roles: Portion of men and women working in a specific sector by activity (supply, production, processing, transportation, trade)
- Are they part of the formal or the informal economy?
- Do women concentrate in production, processing, trading and marketing?
- Are women involved in stages where value added is generated?

Analysis of power and governance within the chain

- How is power distributed within production and exchange relationships across the value chain?
- Are benefits concentrated in one segment of the chain?
- Who decides and who controls benefits?
- What roles do women play in the management of the value chain?

Possible formulation of gender equality objectives and performances

MSP mainly is situated on **macro level**.

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gender roles There is a risk that women will concentrate in labour intensive and low value added activities/low paying jobs. This is due to a number of reasons: low educational level, lack of access to / control over resources (land, capital); lack of information on market requirements, traditional gender roles, etc.</p>	<ul style="list-style-type: none"> • Improve women’s access to resources and opportunities throughout different segments of the value chain 	<ul style="list-style-type: none"> • Improved bottom up organisation and representation of female producer/marketer/workers and institutionalisation of their participation in policy, strategy and program formulation
<p>Gendered control over benefits Mapping of the value chains reveal that women can be less visible (ancillary activities, temporary work, home-working, unpaid family workers, etc.) and have little power/control over the chain management. Women who concentrate in certain activities/ segments of the value chain have insufficient access to multi-stakeholder meetings or processes. They are under-represented in economic groups and face constraints in accessing “spaces and places” of power at all levels (platforms, municipal councils, parliament, etc.). This is due to a number of reasons linked to gender roles and stereotypes such as lower educational level, lack of confidence, limited voice in community and family, etc. Insufficient representation and participation of women in decision-making at all levels (household, community and fora) Insufficient access to spaces and places of power (platforms, municipal councils, parliament, etc.).</p>	<ul style="list-style-type: none"> • Ensure inclusion/representation/ participation of female producer/ marketers/processors in fora and ensure that women’s voices can be heard in VC stakeholder platforms/meetings and taken into account 	<ul style="list-style-type: none"> • Improved representation and quality participation of female producer/marketers/processors in stakeholder platform meetings at all levels • Improved gender sensitive business agreements in terms of packaging and handling technologies, schedules and working conditions • Improved bottom-up organisation and representation of female producer/marketer/workers and institutionalisation of their participation in platforms/fora

Types of gender sensitive capacity development services delivered by SNV

<p>Diagnosis and learning</p>	<ul style="list-style-type: none"> • Facilitating participative gender-based analysis of women’s positioning in the value chain, collective access to resources, gendered distribution of power within the chain • Fostering the design of incentives/affirmative positive actions when necessary/awareness raising on gender issues addressed to specific target groups (male producers/leaders/politicians, etc) • Facilitating collective gender sensitive impact assessment, collection and promotion of good practices
<p>Organisation strengthening</p>	<ul style="list-style-type: none"> • Facilitating the establishment of federations of female producer groups to improve bargaining and negotiation power
<p>Inter-organisation strengthening and networking</p>	<ul style="list-style-type: none"> • Developing leadership, strengthening negotiation and bargaining skills of women producer/processor/marketer groups • Developing networking capacities and strategic alliances with women’s organisations from different backgrounds (women’s rights platforms and associations, the media, unions, etc.)
<p>Institutional Change</p>	<ul style="list-style-type: none"> • Fostering legalisation and formalisation of women’s groups • Facilitating collective affirmative/positive actions to improve women’s participation/representation in decision-making spaces and places



IV. Value Chain Financing (VCF)

Points of attention in the analysis

- Do women have access to responsive financial services?

Possible formulation of gender equality objectives and performances

VCF mainly is situated on the **meso level**.



Gender-sensitive financing products: the case of the shea inventory program in Ghana

SNV focused on developing and nurturing long-term, effective and mutually beneficial trading relationships between the market chain leaders and well organised producer groups by linking AAK (a Swedish-Danish food ingredients company specialising in oils and fats) to womens' groups in the Upper West Region of Ghana.

Poverty levels force shea nut producers to sell off their produce to intermediaries and well-established market women in July in order to pay for school fees and food items. They are not able to meet buyer needs in terms of quality and quantity.

Both SNV and AAK believed that by pre-financing the women to stockpile their nuts, their immediate needs for cash would be met and they would be able to stockpile the nuts they had collected, which they could then sell for a better price later. By this, they would benefit more for the same amount of labour. With this in mind, SNV developed an innovative and cost-efficient nut procurement model dubbed "*the Shea nut Inventory Programme*". By bypassing the intermediary buyers/traders and established local suppliers, the value chain system achieved a bigger impact on the economy of the producers of the shea nuts. At the same time the company could benefit by gaining a faithful group of suppliers that could be sensitised on the very important issue of quality, quantity, timeliness of delivery and basic contracting principles.

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gendered access to resources Women face constraints in accessing resources in general and credit in particular because of discriminatory laws and non-responsive financial services. The requirements to take out loans such as a guarantee through a property title or the presentation of an identity card make it inaccessible to women (property titles do not carry the names of women and they often do not have identity cards). Because of their situation and condition, women have specific needs in terms of cash flow, repayment schedules, collaterals, etc. Gender sensitive financial services should be developed to meet these particular needs, as well as other needs more related to their reproductive role and social vulnerability, such as obtaining loans to purchase improved domestic technology to reduce the burden of reproductive work, consumption, pensions, housing loans and saving facilities.</p>	<ul style="list-style-type: none"> • Understand women’s particular constraints in accessing credit • Develop financial products specifically tailored to women’s specific needs • Facilitate sustainable business linkages between service providers and their clients 	<ul style="list-style-type: none"> • Increased women outreach for a better access to finance and the value of the money disbursed • Improved gender-sensitive financial instruments offered by financial institutions (based on women’s collective assets)

Types of gender sensitive capacity development services delivered by SNV

Diagnosis and learning	<ul style="list-style-type: none"> • Facilitating participative gender-based analysis of women’s specific needs/constraints in accessing credit (cash flow needs, reimbursement calendar, collaterals...) • Facilitating collective awareness raising on gender issues related to access to finance and addressed to specific target groups (male producers/leaders/politicians, etc.), and facilitating the design of affirmative positive actions when necessary • Facilitating collective gender sensitive impact assessment, collection and promotion of good practices related to financing women’s economic activities
Organisation strengthening	<ul style="list-style-type: none"> • Fostering the development and marketing of pro-poor/gender sensitive financing products and services
Inter-organisation strengthening and networking	<ul style="list-style-type: none"> • Capacity development of women’s groups in negotiation/ bargaining of financial instruments and services • Financial management training for women
Institutional change	<ul style="list-style-type: none"> • Develop women’s leadership, advocacy and lobbying to influence legislations/regulations on women’s access to credit (access to collateral, identity card, etc)

V. Group Strengthening (GS)

Points of attention in the analysis

- Analysis of women’s representation and positioning within different organisations (producers, processors, marketers, etc.): number of members of producer groups disaggregated by sex and position held
- Will the activity be conducted with mixed groups or with specific female/male groups?
- What is women’s roles and positioning within mixed organisations?
- What are the specific constraints encountered by female producers?
- Do female producers/processors/marketers have collective access to productive assets? (land, water, technologies and equipments, inputs)
- Do they have access to information on production techniques/technologies to improve productivity?
- Are technologies developed adapted to women’s physical strength?
- Power relations within groups/organisations:
 - Are they inclusive?
 - How are costs and benefits shared?
- Empowerment of groups and associations in terms of access to arenas where decisions that affect their lives are made
- What are female leaders/groups capacities to influence decision making about sector services and value chain development?

Possible formulation of gender equality objectives and performances

GS mainly is situated on the **meso level**.

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gender roles Exclusively feminine producer organisations will most likely be concentrated in domestic/marginal VCs; they will face specific constraints in obtaining high added value for their activity (lack of market information, exclusion from management of the chains and decision-making, production more oriented towards self-consumption and local markets). Women who are members of mixed groups/cooperatives will face specific constraints regarding their involvement and participation such as lack of time (household chores and childcare) lack of understanding/information about cooperatives governance arrangements and management practices, norms and values around gender roles, etc.</p>	<ul style="list-style-type: none"> • Understand women producer/ marketer/processor groups/ SMEs/enterprises’ particular constraints in obtaining high added value for their activity/ goods • Strengthen female producer groups according to specific technical and managerial needs • Understand female members of groups/cooperatives constraints in participating actively in meetings/decisions • Make organisations more inclusive and make sure that they explicitly encourage the participation of women as members who hold that title and have a right to voice and vote 	<ul style="list-style-type: none"> • Improved use of market information on quantity and quality of raw and processed material and to productive resources for female producer groups • Improved efficient use of appropriate technologies adapted to female producer groups • Improved use of complementary services & technologies that reduce women’s workload (multi-functional platforms, daycare services, etc.)

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gendered access to resources In most cases, women have access to resources but do not “own” them or decide on their use: there is a risk that they will invest a lot of time and energy in one activity but not benefit from income/ advantages generated or that the resource will be taken over by those who control their use, usually men. One of the biggest barriers for women in improving quantity/ quality of their production is lack of information. Women have special needs regarding BDS, mainly because of their situation/condition: lower educational level, lack of self confidence, lower awareness on the operating environment of agriculture in general, daily schedules, etc.</p>	<ul style="list-style-type: none"> • Facilitate sustainable business linkages between service providers and their clients • Understand women’s specific business development needs and organisational and business discriminatory practices 	<ul style="list-style-type: none"> • Improved gender sensitive business development services offering specifically targeted to women’s needs and adapted to their situation/condition
<p>Gendered control over benefits Insufficient representation and participation of female members in mixed producer groups/federations/unions with a risk of not benefiting from services and advantages offered (training, access to market information, networking, involvement in consultations between stakeholders, etc.).</p>	<ul style="list-style-type: none"> • Make organisations more inclusive and make sure that they explicitly encourage the participation of women as members who hold that title and have a right to voice and vote 	<ul style="list-style-type: none"> • Improved institutional & organisational gender policies and practices into mixed producer groups/federations/unions
<p>Gendered influence on enabling factors Lack of vision and managerial skills, self-confidence. Consequently, gender sensitive business development services have to be developed and affirmative action put in place in order to improve women’s representation and participation in mixed economic groups /unions and federations to allow them to benefit from advantages and services offered within these organisations, while increasing their influence on these services.</p>	<ul style="list-style-type: none"> • Develop women’s leadership and bargaining power to improve their influence of value chain development and services 	<ul style="list-style-type: none"> • Improved leadership for female producers’ economic rights and interests within the organisation

Types of gender sensitive capacity development services delivered by SNV

<p>Diagnosis and learning</p>	<ul style="list-style-type: none"> • Facilitate participative gender-based analysis of female and mixed economic groups to identify female members’ specific needs and interests through focus groups, participative workshops, individual surveys • Facilitate awareness raising on gender issues addressed to specific target groups (male producers/leaders/politicians, etc.) and facilitating the design of affirmative positive actions when necessary • Facilitate collective gender sensitive impact assessment, collection and promotion of good practices related to women entrepreneurship and women’s participation in economic groups
<p>Organisation strengthening</p>	<ul style="list-style-type: none"> • Female producer group technical and managerial strengthening through training and coaching (empowerment through capacity building) • Leadership training for women leaders • Self-assertiveness and confidence building through meetings, workshops, etc., to share information
<p>Inter-organisation strengthening and networking</p>	<ul style="list-style-type: none"> • Organisational strengthening of female producer/processor groups into unions/federations
<p>Institutional change</p>	<ul style="list-style-type: none"> • Develop advocacy-lobbying and negotiation skills of female economic groups to improve bargaining power • Training/awareness raising on women’s rights to male and female target groups



VI. Strengthening Value Chain Service Providers (SSP)

Points of attention in the analysis

- Do women have access to responsive business development services?
- ...

Possible formulation of gender equality objectives and performances

SSP mainly is situated on the **meso level**.

Key Gender Equality Issues	Gender Equality Objectives	Examples of targeted performances
<p>Gendered access to resources Women have specific needs regarding business development services because of their situation and condition. BDS are not necessarily adapted nor have the capacities to understand these needs and deliver gender sensitive services.</p>	<ul style="list-style-type: none"> • Understand organisational and business discriminatory practices • Improve gender mainstreaming within BDS and foster gender sensitive service delivery 	<ul style="list-style-type: none"> • Improved gender sensitive BDS offering specifically targeted to women's needs and adapted to women's realities and conditions • Improved delivery of gender sensitive and responsive BDS services

Types of gender sensitive capacity development services delivered by SNV

<p>Diagnosis and learning</p>	<ul style="list-style-type: none"> • Facilitate participative gender-based analysis of women's specific business development needs/constraints in accessing responsive BDS (through focus groups and individual interviews addressed to male/female producers; male/female community leaders, etc.) • Facilitate participative gender/social audits of business development services • Develop awareness raising on gender issues to specific target groups and foster the design of collective affirmative positive actions when necessary • Facilitate collective gender accountable impact assessment, collection and promotion of good practices related to gender sensitive BDS offering and delivery
<p>Organisation strengthening</p>	<ul style="list-style-type: none"> • Support institutional and organisational gender mainstreaming into BDS through gender training, coaching, workshops
<p>Inter-organisation strengthening and networking</p>	<ul style="list-style-type: none"> • Foster promotion of women's economic and social rights and gender sensitive value chain services in platforms gathering VC stakeholders (foster fair and gender sensitive business services)
<p>Institutional change</p>	<ul style="list-style-type: none"> • Facilitate collective advocacy-lobbying to foster compliance of BDS with labour laws and regulations related to women's rights



The importance of fostering group strengthening in order to ensure better access to information, BDS and bargaining/negotiation power: lessons learned from the tea sector in Nepal

Group formation enables disempowered groups to access the resources and relations needed to access markets. Cooperatives are beneficial in many respects:

- They provide more income for farmers by increasing their bargaining power and helping them secure better prices and transportation for their products;
- They can offer more services to members, such as training through collaboration with chambers of commerce, other businesses and NGOs;
- They allow greater access to market information, improve networking and information dissemination;
- Finally, cooperatives allow producers to be more involved in consultations between stakeholders.

There is also a need for capacity-building support to federations who represent farmers' needs, and offer more bargaining and lobbying power at policy level. SNV could capitalise on formed cooperatives for greater development gains. SNV's clients could assist in organising more formal networking opportunities for cooperatives where lessons learnt, challenges and market information is shared. Organisations such as NGOs that discuss how to address discrimination through affirmative action and how this reduces household and community poverty or discuss development losses due to domestic violence could be invited to these meeting and promote the advantages of inclusive cooperative formation to maximise development gains.

VII. Impact on micro level

Points of attention in the analysis

- Sexual division of labour at household level (reproductive, productive, community roles)
- Impact on women's workload
- Who does what and where?
- Are tasks performed by men and women valued equally?
- Are there differences between men and women in the amount of time spent on tasks related to production, processing and marketing of products?
- Individual access to resources (information, assets, financial and BDS)
- What are the different equipments/tools/inputs /skills needed by men and women in the value chain to perform their tasks? Who decides on the use of these resources?
- Decision-making power over benefits generated by VC: Do women benefit from income generated by the activity? Are they empowered?
- Are women and men's roles changing?
- Is women's participation and voice at household and community levels improving?

Key Gender Equality Issues	Gender Equality Objectives	Results/Impact	Impact Indicator
<p>Gender Roles within the value chain Women's ability to participate in development interventions is limited by their caring roles, low educational attainment, insufficient technical skills and burden of unpaid work in the household.</p> <p>Women have very little spare time to attend meetings or training.</p> <p>They lack self-confidence and self-esteem, are not used to taking up "non-traditional roles" because of norms and stereotypes. Conflict in the household may arise because men do not accept women's economic role.</p> <p>Women of all ages face sexual harassment.</p>	<ul style="list-style-type: none"> • Understand specific constraints faced by female producers linked to their gender roles and design capacity development services tailored to their needs • Undertake awareness raising among specific target groups (leaders, men, etc) to change mentalities/perceptions about women's roles 	<ul style="list-style-type: none"> • Improved production (quantity and quality) at individual level through training and equipment tailored to female producer needs • Improved employment opportunities and conditions • Improved access to labour- and time-saving technologies/schemes • Improved perception of women's positive and valuable roles and contribution at household and community level 	<ul style="list-style-type: none"> • Average quantity produced by each female producer involved in the VC • Average income earned by each female producer • Number of women employed in compliance with national or value chain standards

Key Gender Equality Issues	Gender Equality Objectives	Results/Impact	Impact Indicator
<p>Gendered access to and control over resources and opportunities <i>Individual access to resources/property:</i> are women empowered when investing time and energy cultivating land or trees which are not their property? Do they <i>individually</i> have access to responsive and inclusive financial services and BDS? "It is difficult for women to do things independently".</p>	<ul style="list-style-type: none"> • Improve women's access to opportunities, resources and responsive gender sensitive services 	<ul style="list-style-type: none"> • Improved access to resources and BDS through group creation/strengthening 	<ul style="list-style-type: none"> • % of women from the community who are members of economic groups within the value chain
<p>Gendered control over benefits Control over benefits is crucial at household level since women tend to reinvest gains in social expenditures (school, health, nutrition), having a greater impact on improved livelihoods.</p>	<ul style="list-style-type: none"> • Improve women's control over benefits and income generated by the activity at household level (empowerment: ability to make choices) 	<ul style="list-style-type: none"> • Improved negotiation and bargaining power of women at household level • Improved control over benefits/incomes generated at household level 	<ul style="list-style-type: none"> • Time dedicated to female producer's economic activity/productive role • Use of income for household related expenditures
<p>Gendered influence on enabling factors Women lack negotiation and bargaining skills to influence decision making and distribution of duties and responsibilities at household level. Cultural norms/values and practices don't allow women to speak up openly or take leading roles/positions.</p>	<ul style="list-style-type: none"> • Foster more equitable gender distribution of responsibilities and duties at household level • Improve women's voice and participation at household/community level 	<ul style="list-style-type: none"> • Improved negotiation and bargaining power of women at household level • Improved perception of life choices and confidence • Improved perception of women's positive and valuable roles and contributions by men/community 	<ul style="list-style-type: none"> • More equitable sharing of responsibilities/duties at household level: men help their wives in their productive activities and household chores • Number of women participating in meetings at community level

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