



Global Donor Platform
for Rural Development

Women's Economic Empowerment and Agribusiness: Opportunities for the gender transformative agenda¹

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Executive summary

The economic empowerment of rural women and the achievement of gender equality is central to ensuring economic growth and sustainable development. In rural economies, women account for a significant proportion of the agricultural workforce in many countries and play a major role as smallholders, wage labourers and value chain actors. Evidence demonstrates that greater attention to identifying and addressing the differing constraints, needs and priorities of rural women and men in the design and delivery of services or labour recruitment results in improved productivity and higher rates of economic growth. Moreover, with women over-represented among those living at the bottom of wealth pyramid, there is further justification for gender-differentiated approaches on the grounds of poverty reduction.

Many gender mainstreaming initiatives focus on the economic aspects of women's empowerment – ensuring they have access to inputs and technical advice, and have a voice in decision-making bodies – which contribute to short-term productivity gains. However, for benefits to be sustainable in the longer term, women want not only be able to work productively, but they also need to be motivated by having a voice in how the income they generate is spent. They want the quality of their lives to be improved, to reduce the time they spend on unpaid domestic and care work, and to be free from gender-based violence.

There is growing recognition that the standard approaches to addressing women's economic empowerment (WEE) have not been enough; more needs to be done – and to be done differently - to achieving lasting benefits for improving the quality of life for rural women and their families. This involves moving beyond treating the symptoms of gender inequality, such as unequal access to resources and benefits, to addressing the underlying causes which are deeply rooted in gender norms, attitudes and behaviours, power relations and social institutions.

There is a knowledge gap on the extent to which donor-supported agribusiness initiatives engage with the gender transformative agenda. The Global Donor Platform for Rural Development commissioned a study focusing on WEE in agribusiness initiatives, under the gender work stream to enhance the inclusiveness of agribusiness portfolio.

A methodology for analysing agribusiness projects from a gender perspective was developed to review gender-related initiatives at the field level and in project management using a four-point scale. Ten agencies were contacted to participate in the study and eight responded; from those eight, 27 projects were contacted and 16 completed the questionnaire. The main analysis has three parts: identifying which domains of gender inequality are more typically addressed at the field level; examining the gender-responsiveness of project management; and comparing the findings between projects and the relationship between project management and field-level initiatives.

The study identified three main external drivers of the more innovative and transformative gender agendas: the project context; the commitment from the donor to addressing gender issues in agribusiness and value chain development, underpinned by technical support; and accreditation for fair trade and decent work. The main internal drivers include: the presence of a gender strategy linked to budget allocations; skills within the project staff to deliver on gender equality; an understanding - and commitment - among the private sector partners and other service providers of the economic, as well as the social, benefits of WEE; a monitoring system which tracks the more nuanced dimensions of women's empowerment; and an enabling environment which ensures that procedures, services, training and outreach are designed and delivered in a gender-sensitive manner.

The study concluded with two sets of recommendations:

- At the agency level: to use the methodology to review the agency agribusiness portfolio to establish current performance on gender-related activities at the field level and in project management, and identify future areas for action; to introduce some of the more innovative field-level gender transformative approaches into the design of new projects or the implementation of ongoing projects, track their impact and identify opportunities to take the successful ones to scale and share lessons learned; and to strengthen the gender-responsiveness of project management to create an enabling environment for WEE.
- Regarding the methodology: broaden the use of the methodology to include project design and implementation support; adapt it for estimating the project spend on addressing gender inequalities; extend the project management dimensions to include staffing and human resource issues on gender equality; and expand the methodology to include more backward and forward linkages, for example, linking back to agency policies or forward to impacts.

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1. Introduction

Background

The economic empowerment of rural women and the achievement of gender equality is central to ensuring economic growth and sustainable development. This is clearly recognised in the Sustainable Development Goals which emphasise the relevance of promoting gender equality across all dimensions of development, in addition to the standalone goal on gender equality and women's empowerment. It is also recognised as a major thread in the rural transformation agenda.²

In rural economies, women account for a significant proportion of the agricultural workforce in many countries and play a major role as smallholders, wage labourers and value chain actors. Their contribution will rise in regions characterised by the strong outflow of male migrants and the shift into non-farm employment, which will result in the further feminisation of the agricultural sector³.

Recognising and taking account of the differences between women and men in terms of their resources, time availability and technical expertise makes good business sense. Evidence demonstrates that greater attention to identifying and addressing the differing constraints, needs and priorities of rural women and men, as well as differences between younger and older women and men, in the design and delivery of services or labour recruitment results in improved productivity and higher rates of economic growth⁴. Moreover, with women over-represented among those living at the bottom of wealth pyramid – especially households headed by women – there is further justification for gender-differentiated approaches on the grounds of poverty reduction.

Many gender mainstreaming initiatives focus on the economic aspects of women's empowerment – ensuring they have access to inputs and technical advice, and have a voice in decision-making bodies – which contribute to short-term productivity gains. However, for benefits to be sustainable in the longer term, women want not only be able to work productively, but they also need to be motivated by having a voice in how the income they generate is spent. They want the quality of their lives to be improved, to reduce the time they spend on unpaid domestic and care work, and to be free from gender-based violence. (See a definition of women's economic empowerment (WEE) in Box 1).

Box 1: Definition of Women's Economic Empowerment

“Effective economic empowerment for women occurs when women enjoy their rights to control and benefit from resources, assets, income and their own time, and when they have the ability to manage risk and improve their economic status and wellbeing. However, for WEE to translate into holistic empowerment, women must also have the autonomy and self-belief to make changes in their own lives, including having the agency and power to organise and influence decision-making while enjoying freedom from violence and equal rights to men”.

Central to this understanding of WEE is the recognition of the need to address underlying structural barriers (such as women's weak and unequal access to land and other productive resources, and their heavy and unequal responsibility for unpaid care work) in order to achieve and sustain effective economic empowerment of women.

Source: Oxfam International (forthcoming) Conceptual Framework on Women's Economic Empowerment in Agriculture

² Barrett J (2016) Implications of Agenda 2030 for rural development, Paper prepared for Global Donor Platform for Rural Development

³ Slavchevska V., Kaaria S. and Taivalmaa S.L. (2016) Feminization of agriculture in the context of rural transformations: What is the evidence? World Bank Group Agriculture, Working Paper

⁴ UN Women, UNDP, UNEP and the World Bank Group (2015) The cost of the gender gap in agricultural productivity

There is growing recognition that the standard approaches to addressing WEE have not been enough; more needs to be done – and to be done differently - to achieving lasting benefits for improving the quality of life for rural women and their families. This involves moving beyond treating the symptoms of gender inequality, such as unequal access to resources and benefits, to addressing the underlying causes which are deeply rooted in gender norms, attitudes and behaviours, power relations and social institutions⁵.

There is a plethora of excellent documents on how to mainstream gender into the design and delivery of agribusiness and value chain projects (see Bibliography in Annex 1). However, there is a knowledge gap on the extent to which donor-supported agribusiness initiatives engage with the gender transformative agenda.

Objectives of study

The Global Donor Platform for Rural Development⁶ commissioned a study focusing on WEE in agribusiness initiatives, under the gender work stream to enhance the inclusiveness of agribusiness portfolio⁷. The purpose of the study is fourfold:

- to better understand the different approaches donors use to address gender inequalities and promote WEE within the agribusiness initiatives they support;
- to assess, based on existing evidence, which approaches are most effective at delivering on WEE, including those which address the underlying causes/structural barriers to WEE;
- to identify key success factors and practical lessons learnt from existing best practice on WEE in agribusiness; and
- to propose focus areas and approaches for future donor engagement in agribusiness that are most likely to deliver on WEE and, in particular, gender transformative approaches on addressing structural barriers to WEE.

Structure of report

The study was shaped by key research questions presented in the Terms of Reference (TORs); the links between specific questions and the text are noted. Additional sections were included on project management and the relationship between project management and field-level initiatives as a key driver of gender-responsiveness.

A methodology for analysing agribusiness projects from a gender perspective was developed and is presented in section 2, together with the study methodology. The main analysis has three parts: identifying which domains of gender inequality are more typically addressed at the field level, the gaps and impacts (section 3); examining the gender-responsiveness of project management (section 4); and comparing the findings between projects and the relationship between project

⁵ Hillenbrand E, Karim N, Mohanraj P and Wu D (2015) Measuring gender-transformative change, A review of literature and promising practices, CARE USA for WorldFish and the CGIAR Research Program on Aquatic Agricultural Systems

⁶ The Platform is a network of 38 bilateral and multilateral donors, international financing institutions, intergovernmental organizations and development agencies which share a common vision that agriculture, rural development and food security are central to poverty reduction, and a conviction that sustainable and efficient development requires a coordinated global approach. The Platform provides a forum to exchange knowledge, build consensus and formulate joint approaches around critical or emerging issues. <http://www.donorplatform.org>

⁷ Woodhill J (2016) Inclusive agribusiness: The state of play, Background Working Paper, Global Donor Platform for Rural Development

management and field-level initiatives (section 5). The key lessons learned are presented in section 6 and key recommendations in section 7.

Thanks are due to the gender specialists/gender focal points at the agency and project level contributions for their detailed inputs to the study and to the Platform contact points (see list in Annex 2).

2. WEE typology and study methodology

This section reviews presents the methodology developed for examining the extent to which WEE is promoted in agribusiness/value chain activities and provides an overview of the study methodology.

Typology of WEE

The draft typology presented in the Terms of Reference (TORs) was reviewed and was found to be unwieldy because it wrapped many different aspects of WEE of a business/project into one gender rating (see Annex 3). The proposed methodology unpacks a business/project into five management-level dimensions and eight field-level domains, and reviews gender-related initiatives using a four-point scale. The benefit of this disaggregated approach is that it enables a more detailed understanding of which elements of gender inequality are typically being addressed by businesses/projects and links initiatives at the field level to project management.

Gender rating

The four-point gender rating has been adapted from the original typology⁸ and has parallels with other approaches⁹:

- **Gender blind or neutral (do nothing):** Activities that do not include any specific interventions or mechanisms to promote women's inclusion or empowerment;
- **Gender equity (do a little):** Activities that engage with women's inclusion to level the playing field in the pursuit of productivity and efficiency;
- **Gender equality (do a lot):** Activities specifically designed to broaden and deepen women's inclusion and empowerment by taking into account (but not seeking to change) structural barriers; and
- **Gender transformative (do something different):** Activities specifically designed to transform gendered power dynamics by addressing the social norms and structural barriers to women's inclusion and empowerment.

⁸ Gender blind corresponds with Type 1, Gender equity with Types 2 and 3, Gender empowerment with Type 4, and Gender transformation with Type 5.

⁹ There are some parallels between this approach and the strategies identified in KIT, Agri-ProFocus and IIRR (2012) *Challenging the chains to change: gender equality in agricultural value chain development*, Amsterdam: KIT Publishers, Royal Tropical Institute. Three of the strategies are: mitigating resistance by building on tradition, creating space for women, organising for change; the book also notes gender-responsible business, and standards, certificates and labels. This rating system also ties in with the gender strategies of development projects which either reach, benefit or empower women, as described by Theis and Meinzen-Dick (IFPRI blog, 16 December 2016).

Gender transformative approaches are about doing things differently in order to fully empower women in many different ways, as described in Box 1. They are not the last point along a continuum from the gender equity and equality approaches - with their technical, non-political agendas - but are a departure from the norm. Nevertheless, the boundaries are to some extent fluid. Whether an activity is promoting gender equality or is gender transformative partly depends on context; thus in some cultural settings, training women as role models may be about opening up opportunities to other women in non-traditional areas through example (promoting gender equality), whereas in more orthodox settings this would be considered to be transformative. The ratings can also be fine-tuned to reflect different characteristics of women, based on their age, family life cycle, household demographics, education, socio-economic status, location and infrastructure, as well as the cultural context. For project management to be transformative, a project will aim to transform gender power imbalances in everything it does, from planning activities to monitoring outcomes.

Domains of gender inequality at the field level¹⁰

There are eight principal domains of gender inequality in agribusiness to be addressed at the field level, which tie in with the principles for responsible investment in agriculture and food systems, developed by the Committee on World Food Security (see Box 2):

- *Access to and control over resources and services:* these activities focus on enabling women to become more productive in their on-farm or off-farm agri-business activities through accessing: inputs, land tenure arrangements, asset ownership and financial services;
- *Skills and knowledge:* these activities develop and strengthen women's technical, business and entrepreneurship skills through training, events, access to extension services and information;
- *Access to markets and employment opportunities:* these activities create opportunities for women to deepen or broaden their engagement with the value chain and develop new livelihood opportunities;
- *Workloads:* these activities include technologies and practices that reduce women's workload or change the traditional division of labour between women and men in various contexts: home, farm, off-farm and the community, and include public infrastructure such as roads and water supplies;
- *Voice and representation:* these activities strengthen women's voice, participation and representation in decision-making in income-generating groups, producer organisations, community bodies and stakeholder platforms;
- *Decision-making in household, including access to and control over benefits:* these activities strengthen women's voice in their home and ensure they share in the benefits of their work, particularly at the household level;
- *Well-being and quality of life:* these activities contribute to improving women's quality of life by working on norms and practices, engaging with men and boys, developing positive behaviours, providing services and developing life skills; and

¹⁰ The eight domains loosely match the seven drivers of WEE noted in UN Secretary General's High Level Panel Report on WEE (2016) Leave no one behind. The drivers are: tackling adverse norms and promoting positive role models; ensuring legal protection and reforming discriminatory laws and regulations; recognising, reducing and redistributing unpaid work and care; building assets – digital, financial and property; changing business culture and practices; improving public sector practices in employment and procurement; strengthening visibility, collective voice and representation.

- *Policy engagement*: these activities engage in dialogue with government to create an enabling policy and institutional environment for gender equality and women's empowerment.

Box 2: Principle 3 to foster gender equality and women's empowerment

- i) Ensuring that all people are treated fairly, recognizing their respective situations, needs, constraints, and the vital role played by women;
 - ii) Eliminating all measures and practices that discriminate or violate rights on the basis of gender;
 - iii) Advancing women's equal tenure rights, and their equal access to and control over productive land, natural resources, inputs, productive tools; and promoting access to extension, advisory, and financial services, education, training, markets, and information;
 - iv) Adopting innovative and/or proactive approaches, measures, and processes to enhance women's meaningful participation in partnerships, decision-making, leadership roles, and the equitable sharing of benefits.
- Source: Committee on World Food Security (2014) Principles for responsible investment in agriculture and food systems

Dimensions of gender-responsiveness in project management

There are five dimensions of project management which underpin the design and delivery of gender-responsive field level activities:

- *Gender strategy*: the presence and implementation of a strategy with a theory of change or results chain that describes how – and the extent to which - women will be empowered; strategy links with annual work plans and budgets, underpinned by detailed studies of the agribusiness sector from a gender perspective;
- *Staff*: the capacity of project staff to identify and address gender issues in their areas of responsibility, as well as a gender specialist or gender focal point;
- *M&E*: the extent to which the M&E system captures and analyses the outcomes and impacts of project activities on gender equality and women's empowerment through indicators, case studies, sex-disaggregated data and links the findings to management decision-making;
- *Partners*: the commitment and capacity of partners to identify and address gender issues in the services they provide to agribusiness initiatives; and
- *Procedures*: the extent to which procedures and conditionalities attached to participation are adapted and delivered from gender perspective.

Study methodology

Based on a review of literature and project documents, a questionnaire was developed to be completed at project level. The questionnaire collected information on field-level initiatives, evidence of impacts, project management approaches and lessons learned. It was circulated to the Platform contact points and gender specialists/gender focal points either at the agency and/or project level. Ten agencies were contacted and eight participated in the study. From those eight agencies, 27 projects were contacted and 16 completed the questionnaire. The projects ranged from large loans to governments with values of up to US\$ 90 million to small grants of US\$ 0.3 million. Further details of the projects, their value and objectives is presented in Annex 2.

The individual field-level activities of a project were classified by domain and by level of gender responsiveness using the gender rating. A project's response for each domain was scored depending on whether it was considered to be promoting gender equity (score = 1), gender equality (score = 2) or gender transformative (score = 3); with 0.5 intervals used on occasions¹¹. Similarly, the five dimensions of project management were reviewed and scored using the gender rating to reflect the extent to which they were creating an enabling environment to be gender-responsive.

3. Analysis of field-level initiatives

This section reviews field-level initiatives to address the different domains of gender inequality. The analysis identifies which domains are more typically addressed at the field level¹², the gaps¹³ and impacts¹⁴. The classification of field-level activities by domain and level of gender responsiveness are presented in Annex 4 and the detailed results of the scoring by project¹⁵ in Annex 5.

An overview of the results per domain is presented in Figure 1. It is interesting to note the difference in levels of gender-responsiveness between the first five domains which focus on the technical/operational aspects of agribusiness and value chain development and the final three domains which, by their very nature, are more transformative. The most popular field-level initiatives¹⁶ were developing women's skills and knowledge, and strengthening women's voice and representation; all projects were active in these two areas. Activities promoting access to resources and services and to markets and employment were also popular. Initiatives to reduce workloads and support technologies received moderate support. In contrast, project initiatives in the final three domains tended to extremes: the majority did nothing but, for those that did something, their approaches tended to be transformative. The eight domains are discussed in detail below, supported by project examples.

¹¹ Please note that the scoring is subjective, based on the information provided; hence, there may be some omissions or misinterpretations.

¹² Addresses TORs research question 2: Amongst the initiatives that do address WEE, what are the most common types of WEE interventions (activities, mechanisms) found in each of the relevant categories, i.e., Types 2-5 in the typology?

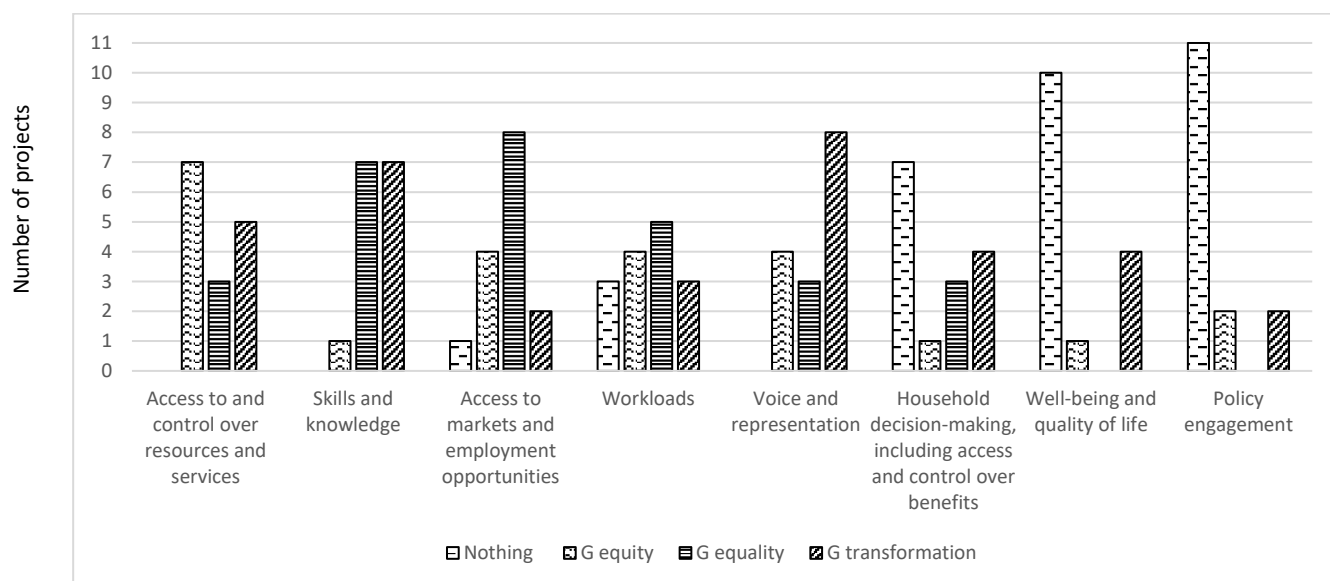
¹³ Addresses TORs research question 4: What have been the key achievements and gaps of these initiatives in terms of addressing WEE? In particular, to what extent have these initiatives been effective at addressing underlying structural barriers to WEE?

¹⁴ Addresses TORs research question 5: What (if any) impacts have WEE interventions taken by these initiatives had on the business (e.g., enhanced productivity, commercial sustainability?). What (if any) broader development impacts have these interventions achieved (e.g., improved incomes for households, benefits for local community)?

¹⁵ From the total of 16 projects, Ethiopia and Mozambique were excluded from this analysis because they referred to a specific initiative within a much larger programme; and Pakistan had two sub-projects operating in different sectors so each was treated as an individual project.

¹⁶ The scores of 15 projects for each domain were aggregated, giving a maximum of 45 points per domain (15 projects x 3 points). See Annex 4 for details.

Figure 1: Gender-responsiveness of field-level initiatives (by number of projects)



Domain I: Access to and control over resources and services

All projects promoted access to inputs and services. However, the degree to which these initiatives contributed to WEE varied and the initiatives can be grouped according to the level of gender responsiveness. Project-specific examples are presented in the box below.

- *Gender equity*: Increasing women’s access to inputs is mainly about enhancing women’s efficiency as smallholders or workers. This was usually achieved by distributing inputs through grassroots organisations, cooperatives, pass-on schemes, business service centers and outgrower arrangements.
- *Gender equality*: Enabling women to have access to financial services plays an important role in their economic empowerment. Most projects had a financial services component, ranging from input supplier credit or group financing through to tailor-made products and competitive grants. These were often accompanied by training in financial literacy, business management and technical skills. Outreach was enhanced by the recruitment of women loans officers. One project targeted younger entrepreneurs. In addition, two projects used more innovative ways to facilitate women’s access to inputs through rural promoters, financial incentives to sell inputs to women and conditions imposed by aggregators.
- *Gender transformative*: Two projects specifically promoted women’s access to land, the most fundamental asset in agricultural production.

Access to resources and services

Access to inputs

Ghana I: Outgrowers' scheme: Farmers are linked to partner aggregators who provide inputs and other support services to farmers on credit and bought back at harvest time. This has been important for women who would otherwise lack credit to buy inputs; they also benefit from an assured market. Indeed, some aggregators ensure that their inputs and services go to women before men to help them overcome some of the challenges they face in accessing these items; women also have higher pay back rates.

Nigeria: Fertiliser distribution network: The project works with fertiliser companies, wholesale distributors and rural promoters to develop a distribution network to reach smallholder farmers with quality and affordable fertiliser. In order to expand the network to include more women and overcome the socio-cultural norms which restrict women's mobility, rural women promoters have been trained and financial incentives are provided to encourage all rural promoters to sell to women farmers. In turn, women promoters have also been empowered because they are now running more successful fertiliser retailing businesses.

Access to land

Ghana I: Individual partner aggregators working with women outgrowers are using various innovative ways of getting women access to productive land and ensuring long tenure security. For example, through negotiations with chiefs and land owners, they are acquiring blocks of land to distribute to women; or they make it mandatory for male outgrowers to release land to their wives to also join the outgrower scheme.

Senegal: The project supported the process of increasing access to land for women within households and the community. Women community leaders played a significant role during these negotiations. With increased security regarding their access to land, women's engagement in agricultural production has significantly strengthened, accessing inputs and training to make their land productive and to markets to sell their produce.

Financial services

Bangladesh: Traditionally poor women rarely access financial services so finance through micro-finance institutions plays an important role in WEE. Women account for 85% of borrowers for micro-enterprise loans. An initiative to provide start-up loan capital for new entrepreneurs will have provision to give preference for qualifying women.

Cambodia: To support the adoption of improved practices for chicken rearing, the best performing trainees received small investment grants; in addition to performance-based selection criteria, women-headed households with many children and poor households were prioritised. They were trained in business skills and prepared visual business plans.

Kyrgyzstan: Competitive grants are available to women's groups ranging from US\$ 10,000 for milk processing (in partnership with milk processing plants), to US\$ 50,000 for wool processing and felt-making, and US\$ 3,000 for milk processing by-product groups with solar dryers.

Moldova: The project offers access to financial services at different levels:

- Small and medium-sized enterprise financing including enterprises with bigger production, export and employment capacity for indirect job creation for women (24% businesses were women-led and women received 28% value of loans disbursed)
- Financing members of Savings and Credit Associations through microloans: women's access was enhanced through supporting both on- and off-farm activities opens up the types of eligible investments, a simple application procedure and no collateral requirement up to a certain amount; supported by post-investment training and capacity development (women accounted for 38% loan recipients and received 36% of value of microloans disbursed).
- Young entrepreneur financing - to encourage women: promoting on and off-farm activities which opens up types of eligible investments for women; extending the age of women applicants up to 40 years (35 years for men); and an active information campaign to disseminate information about financing option to rural women; women received 32% value of loans disbursed).

Pakistan (dairy/meat): Women loan officers were hired to visit villages to enable women to access financial services; they were reluctant to travel long distances to banks frequently. The women receive tailor-made financial product (loan + savings + insurance) coupled with training on financial literacy, business management and animal husbandry.

Domain II: Skills and knowledge

Strengthening women's technical and business skills and knowledge is central to developing economically-viable and sustainable businesses and enabling women to compete in the market place. All projects were active in this area, either enhancing the productivity of existing enterprises or empowering women to develop new enterprises or business/entrepreneurship skills. Training was

usually provided to groups but some projects used on-the-job training, coaching and mentoring. Women role models were seen to play an instrumental role in bringing about change in more traditional contexts. Accessing financial services was often complemented by business skills training.

- *Gender equity*: Strengthening technical skills in activities that women already perform and improving their access to information about markets, weather and cultivation practices;
- *Gender equality*: Developing skills in a wide range of areas: technical skills in new crop and livestock enterprises; farming as a business including financial literacy, record keeping, pricing; entrepreneurship and business skills including micro-enterprise management; specialized skills in standards; and negotiation skills for market engagement;
- *Gender transformative*: Women acting as role models as leaders in extension groups, supervisors in processing enterprises, as well in in the formal sector as extension agents, finance officers, vets and trainers.

Skills and knowledge

Ethiopia: High-performing businesswomen were trained as mentors to provide mentoring services in business skills to other agribusiness women. The intervention led to the formation of a national networking forum of women in agribusiness; annual conferences and networking builds confidence and develops new opportunities.

Ghana I: Women processors and traders were attached to business growth mentors to develop their skills, operate in a network, and establish linkages with farmers to supply them with raw materials.

Ghana II: Women were selected to participate in three rings methodology as lead farmers and hosts for demonstration plots. They were trained in gender issues, business-related trainings and agronomic techniques. This developed their role as leaders and community organisers, and ensured more women participated in workshops and training; they became knowledge catalysers on yam production. Lead farmers select 20 farmers to form their circle who then disseminate to wider community.

Kenya/Rwanda: Business service centres with a coordinator were established in cooperatives to provide women entrepreneurs and producers with expertise, information, mentoring and linkages to service providers.

Liberia: A specialised artisan workshop was equipped and one woman and five men were trained to manufacture and repair improved labour-saving tools and equipment for crop production.

Moldova: The training for young entrepreneurs included a starter pack of knowledge on how to start a business and initial operational procedures. Young people with low confidence were targeted. Training and guidance was provided at: the pre-financing stage (women accounted for 31% trainees); post-financing activity-specific training to ensure proper assimilation of technologies (women accounted for 18% trainees); and business plan support (women accounted for 38% beneficiaries).

Mozambique: The trainer of training activities develop both the 'hard skills' (agronomy and basic business skills) and the 'soft skills' (non-cognitive entrepreneurial skills to help women farmers to stay motivated and overcome any psychological challenges associated with starting and running a cash crop business). This approach was based on evidence from Malawi demonstrating that developing the non-cognitive skills was correlated to the adoption of a cash crop, particularly in patrilocal communities where women are at a relative social disadvantage.

Nigeria: Training was provided in group formation, leadership and negotiation skills for women rice parboiler groups to strengthen their position with male rice traders through trading in groups; this has resulted in fairer prices and less cheating.

Pakistan (dairy/meat): Female role models were instrumental in bringing about change. Women do not generally purchase inputs but that changes if they are buying from a woman. Women farmers were comfortable buying silage and receiving information from woman entrepreneur selling silage.

Pakistan (horticulture): In order to hire women as labourers, the wife of the owner of a date processing facility and a permanent women staff were trained. In the factory, they train seasonal staff on factory processing. They also offer on-farm training on better packaging which enable women farmers to earn a price premium. The fact that the owner's wife works on the factory floor set an example to other men in the community who would have otherwise objected to their wives working outside the home.

Domain III: Access to markets and employment opportunities

This domain is also central to the agribusiness-led development agenda. Gaining access to markets is crucial for the smallholder sector to flourish and capitalise on the gains in productivity made through improved access to inputs and services, and strengthened technical and entrepreneurial skills.

- *Gender equity*: Improving physical access to markets through the provision of infrastructure, such as farm-to-market roads, transport facilities, market structures and storage facilities;
- *Gender equality*: Repositioning crops which are traditionally used solely for home consumption into marketable produce; adding value through post-harvest management, processing and storage; introducing new crops; creating markets for crops and livestock products; and strengthening market linkages through contracts and middlemen/aggregators.
- *Gender transformative*: Sensitising men, boys and leaders as a strategy for supporting women's economic engagement.

New employment opportunities may arise in new areas or associated to other project initiatives, such as women running fertiliser distribution businesses or women's groups operating power tiller hire services.

Access to markets and employment opportunities

Markets

Ghana I: Women are linked to markets through aggregators who provide markets for their produce. Some aggregators sign contracts with women-only farmer groups because they are productive and reliable with regard to repaying input credit. One aggregator makes it conditional for men enrol their wives before they can supply him.

Kenya/Rwanda: Value chain linkages were established through (i) a share-fair of service providers and producers, and (ii) business service centres providing links to suppliers and service providers.

Nigeria: Men and boys, religious and community leaders are sensitised about WEE as a key strategy for women's engagement.

Employment

DRC: The private company originally envisaged an outgrower scheme, with each woman being allocated 0.25 ha to plant geranium and keep the profits. However, the women opted to avoid risk and be paid as day labourers and work in groups on the company's farm. There are about 240 workers, of whom 80% are women. Men do heavy tasks – such as composting, land preparation and distilling - while women do work that is more dexterous. One woman is a supervisor (plus 2 men); she was promoted based on merit and motivation and received on the job training.

Pakistan (horticulture): One business was keen to hire women to process dates because they are better at date pitting than men. A separate facility for women workers was established close to the community and offered part-time shifts and flexible hours. Moreover, in order to hire women as labourers, the business owner's wife was trained as supervisor (as noted in skills section above).

Domain IV: Workloads

Smallholder agriculture is characterised by labour-intensive tasks and the limited use of improved technologies, which together compromise the productivity of the sector. At the household level, reducing and redistributing the time spent by women on unpaid care and domestic work is key to improving their opportunities to participate in productive activities. Many of the initiatives introduced equipment or hire services for productivity gains, often accompanied by a drive to improve quality and add value. In one project, reducing the workload associated with crop processing enabled women to produce for the market.

- *Gender equity*: Equipment or services to improve existing tasks, such as ploughing and harrowing or improved sickles;
- *Gender equality*: Equipment to reduce workloads associated with production (drip irrigation, hydroponic fodder cultivation, weedicides) and improve processing (fish driers, milk processing, wool processing, solar driers); only two projects specifically focused on reducing the time spent on household tasks through, for example, promoting fuel-efficient stoves.
- *Gender transformative*: Working at the household level to analyse and redistribute household tasks among family members, or introducing a technology (power tillers) which gave women independence from traditional means of land preparation.

Private sector initiatives ensured the work hours accommodated women’s availability, such as working only in the mornings, offering flexible hours or part-time employment. Attention was also paid to ensuring the work environment in micro-enterprises was safe and healthy for women and men.

Workloads

Bangladesh: To create and monitor safe and healthy work environment in micro-enterprises for women and men, guidelines were developed and monitored by partners.

Ghana I: Women were given priority to access ploughing and harrowing services so that they could complete planting their own land before working on their husband’s farm.

Kenya: Specific attention was paid to addressing women’s time poverty and workload by promoting roof water catchment harvesting, biogas, energy-saving stoves, and technical support to women’s groups to establish mills for homemade food rations.

Kenya/Rwanda: Families were engaged in analysing the roles and responsibilities of different household members and redistributing household tasks to get more balanced workloads.

Liberia: Women largely undertake the most labour-demanding tasks, such as transplanting, weeding, harvesting, fermenting, drying, handling, transporting and processing. The burden was reduced through the local manufacture of improved tools (such as sickles) and labour-saving devices. Community women’s organisations were given oversight for rice-drying floors and solar driers for cocoa beans for use on a fee-paying basis. Women caretakers were trained in maintenance and linked to the blacksmith trainees for repair services.

Nigeria: Women lack access to mechanisation services (tractors) for land preparation. Power tillers were introduced for women’s cooperatives, with repayments made over a period of one year, to reduce costs and workload, as well as improving the efficiency of their land preparation activities. Power tillers were more suitable than tractors because of the small size of women’s plots.

Nigeria: Women traditionally sold only small quantities of acha because of the drudgery and labour required for manual processing. By linking them to a private sector operator with mechanised processing services (pay fee for service) for processing acha, it opened up a new market and also produced higher-quality acha which resulted in higher market prices.

Domain V: Voice and representation

Self-help groups, informal and formal groups, women-only and mixed groups all play a vital role in the development of the agricultural sector. Groups are not only vehicles for accessing services and inputs, and developing skills, but also for redressing the balance of power and strengthening the bargaining position of small value chain actors. Consequently, this was a very active area of project engagement for WEE, with several adopting gender transformative approaches.

- *Gender equity*: Activities to strengthen grassroots organisations, producer groups and cooperatives through promoting women’s involvement in groups and cooperatives, and providing training in group formation, organisational management and inclusive management for board members;
- *Gender equality*: Activities to empower these organisations include legal recognition, supporting women as leaders and leadership training, and improving the governance

structure for value chains by creating and strengthening linkages between farmers, buyers and other stakeholders at various levels to develop closer relationships, understand each other's constraints and develop more trust; and strengthening women's voice in other arenas, such as meetings to select micro-projects to benefit households and the community;

- *Gender transformative*: Supporting women in non-traditional executive positions such as an outgrowers' association, pasture committees, dairy commercialisation area committees and apex organisations, infrastructure committees and rural economic platforms; and establishing a committee to monitor compliance with labour rights in a private sector enterprise.

Voice and representation

DRC: The Company established an outgrowers' association with workers' committee and social committee; women hold both president and vice president positions. The workers' committee monitors compliance with labour rights while the social committee manages the social fund. This social framework played a key role in obtaining Fair for Life Social and Fair Trade certification by the Swiss Institute for Market ecology in 2014. Both private companies (one in DRC producing essential oils and one in France buying the oils) were committed to social dimensions. They make additional payments based on kg oil exported into a social fund (receiving 25% of the additional payment) and bonuses to workers (75% of additional payment).

Ghana I: Women were supported to work in groups for peer learning, networking, gaining access to information and training. Working together, also enabled to get a voice in the market to negotiate prices.

Pakistan - Women growing apricots have their own street-level organisations, which help them to negotiate rates with buyers collectively, pool their savings, and give loans to members on an interest basis.

Domain VI: Decision-making at household, including access to and control over benefits

This domain refers to specific initiatives by projects to strengthen women's voice in household decision-making, rather than that being as an outcome of other initiatives; the latter aspect is reviewed under impacts. Addressing gender inequalities at the household level lies at the heart of gender transformative approaches. There are two principle entry points: (i) engaging with the household as a unit to identify and address gender inequalities that play out at the household level; and (ii) working with leaders and champions to stimulate positive behavioural change in the broader community towards WEE.

Decision-making at the household level

Cambodia: Community events and trainings are used as opportunities to enhance men's recognition of women's roles in contributing to household productivity and income, which are often undervalued.

Ghana I: Champions of change at the community level (such as chiefs) are engaged to facilitate behaviour change and increase women's decision-making power over productive resources; for example, to use the increased incomes to support education, health and other needs of household members.

Ghana II: Women and men were trained on gender empowerment, including economic empowerment, health, group dynamics, gender equality principles and gender-based violence. The sessions on sharing experiences increased farmers' awareness about gender imbalances and analysed how to tackle the daily situations they face which prolong this imbalance. They now understand that both women and men can contribute to women's empowerment.

Kenya: Staff were trained on transformative household methodologies to address gender inequalities at the household level through joint visioning and decision-making. They have been piloted in several IFAD-supported initiatives and some methodologies – such as the Gender Action Learning System - include specific links with value chain development.

Kenya/Rwanda: Farming was discussed as a family businesses, including the implications of income generation activities on women's workloads and how they can be addressed by facilitating access to technologies and services. Family members were engaged in analysing their roles and responsibilities, including workloads and managing the benefits generated.

Pakistan (dairy/meat): A household perspective was adopted for empowerment. For example, women were encouraged to attend sessions on silage and alfalfa hay because, although they don't purchase these inputs, they may influence men in their decision-making process.

Domain VII: Well-being and quality of life

Only five projects had specific initiatives to improve women's well-being, rather than improvements in well-being resulting as an outcome or impact of other project activities; the latter are discussed below. Gender transformative initiatives ranged from: discussing a wide range of social issues at microfinance meetings; discussing human rights, democracy and children's rights; developing skills in conflict prevention; adult literacy classes for women, to health service provision and the establishment of a social fund for workers to cover school fees and health care. At the gender equity level, one project (Senegal) provided nutrition training for women and girls.

Well-being

Bangladesh: Social issues (health, sanitation, education, dowry, child marriage) are discussed by microcredit officers with women at weekly meetings.

DRC: The social fund (to which both private companies contribute to per kg oil) covers school fees for workers' children and pays for a health centre and a qualified nurse. Workers also have paid holidays and sick pay. Workers can buy food crops and eggs from the farm shop at reduced prices.

Ghana II: In response to participatory decision-making and women's interest in health training, the Ministry of Gender, Children and Social Protection organised training with local nurse on breast cancer screening and other basic health education.

Liberia: Social cohesion was promoted by developing skills in conflict prevention and support for community-based peace committees including women. Each training workshop included topics on human rights, gender equality, democracy and children's rights, especially in the Fairtrade workshops. Adult literacy training for women was accompanied by the distribution of solar lanterns. Not only were they free of fumes, women used the phone-charging function to earn extra income and repay for the lamps in instalments.

Domain VIII: Policy dialogue

A few projects have engaged with government to create an enabling policy environment for gender equality and women's empowerment, including Kyrgyzstan and Kenya/Rwanda (for the dairy sector). Moldova attempted to work with UN Women on a national policy for rural women but were prevented by different working modalities. In addition, initiatives to build the capacity of partners and procedures to strengthen outreach (as noted in the project management domains in section 4) contribute to strengthening an enabling institutional environment.

Evidence of impacts

Most projects are ongoing and, whilst undergo regular monitoring, have not yet been subject to rigorous impact assessments on WEE. Hence the impacts noted here are based on qualitative evidence.

The main drivers of empowerment are women's group membership and networking, their access to financial services and engagement in economic activities outside the home, and women's ability to generate their own income, underpinned by a greater understanding in households and the community about the importance and benefits of addressing gender inequalities. The impacts on WEE include:

- improvements in women's status in the home, receiving greater recognition, and gaining more voice and self-confidence;
- having more control over how household income is spent, especially regarding education, health and nutrition and investing in their own business; and
- changed mindsets and behaviour among men (for example, donating land to women, reallocating household tasks or reduced domestic violence).

Impacts

Bangladesh: Accessing financial services and participating in microfinance meetings, strengthens women's status in household and society. Women become empowered economically as a result of self-employment, access to and control over productive and household assets; they also become more self-confident. This is changing local traditional mind-sets towards women.

Cambodia: Women do most of the work raising chickens and are chiefly responsible for selling and managing the income from sales. This has gained them additional respect in their families and has reduced domestic tension/violence.

DRC: Women – mostly heading their own households - have well-paid employment (their pay is 100% above regional average once bonuses are included). They can care for their children (education, health) and some households are buying solar energy panels. Coupled with increased incomes, there is also a positive impact on nutrition. This differs from the baseline which found that many could not meet food, health and schooling needs.

Ghana I: When women earn higher incomes, they gain recognition at the household level because they are in position to provide support e.g. health, education, feeding, etc. of children and other household members. Through participating in groups, women also get to know their rights better and become more assertive. This strengthens their voice at the household level.

Ghana II: Gender empowerment training increased men's understanding of benefits of inclusion and empowerment. Three men committed to donating at least one acre to women for yam production; this is significant because access to land is a main source of income inequality and the land available is limited.

Great Lakes: Women's engagement in cooperative membership and economic activities resulted in sharing of household responsibilities (such as child care) in order to facilitate economic opportunities for women.

Kenya: The income from milk sales was predominantly used for activities that met women's priorities, namely education, food and clothing, and purchase of agricultural inputs. As a result of the project, women are more empowered to make decisions in the household without fear of being judged poorly by others, and are playing a more public role in decision-making at the community level.

Kenya/Rwanda: Some women are managing cows that use to be supervised by husbands. Women are now investing their profits in their business.

Liberia: Traditionally women were not expected to speak in front of the community. Women's literacy classes developed their basic reading, writing and counting skills and provided a safe forum to develop their self-confidence to participate more actively in social and economic activities.

Moldova - Young entrepreneur financing empowers young women to take lead responsibility in a business, generate an income for the family and participate in decision making.

Pakistan (dairy/meat): Women experience increased respect in the household when they control the inflow of finances to household take up formal employment outside the house for the first time. They become more vocal when they are a part of a network or group of borrowers. With increased income and greater control over livestock (ownership of resources), women also gain more respect in their family.

Pakistan (horticulture): As result of extension outreach through women agents, women farmers switched from kitchen gardening to commercial farming (onions) and earned income for first time, which they spent on their children's education which was their priority. Women growing apricots receive income, retain it and make financial decisions themselves.

4. Analysis of project management

This section reviews the gender-responsiveness of the five dimensions of project management. The classifications by dimension and level of gender responsiveness are presented in Annex 6 and the detailed results of the scoring per project¹⁷ in Annex 7.

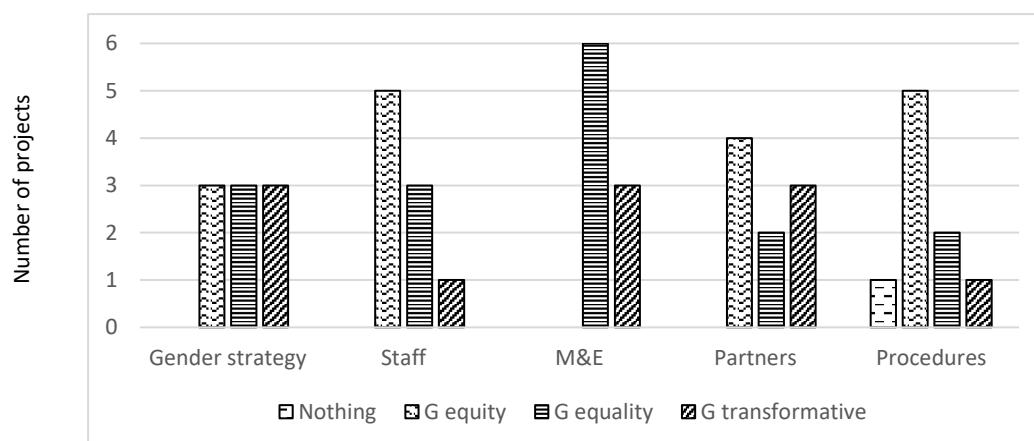
An overview of the results per dimension is presented in Figure 2. M&E had the strongest gender perspective¹⁸, with seven projects operating at the level of gender equality and two using gender

¹⁷ Note that five projects were excluded from this analysis because of insufficient information on these aspects of project management (Cambodia, DRC, Great Lakes, Kenya and Liberia).

¹⁸ The scores of nine projects were aggregated for each dimension, with a maximum of 27 points (9 projects x 3 points). See Annex 6 for details.

transformative approaches. The second strongest dimension was the presence of a gender strategy and the allocation of funds to support gender mainstreaming activities. The most innovative dimension was regarding partners. The five dimensions are discussed in more detail below, including examples of more innovation approaches.

Figure 2: Gender-responsiveness of project management domains (by number of projects)



Dimension I: Gender strategy, targets, fund allocation and background studies

Most projects had a gender strategy, ranging from a basic gender matrix to strategies following the five domains of the Women’s Empowerment in Agriculture Index (Ghana I). They were used to guide implementation, usually accompanied by resource allocation, and underpinned by a gender analysis of the project context. Some projects (Ghana I, Nigeria, Pakistan) also used the strategy to leverage private sector partners to ensure women benefit from the goods and services they provide. Some projects (Ghana I, Pakistan) had specific GEWE funds in addition to regular budget allocations to support initiatives which really should be covered by the private sector but the latter are not really sure of benefits - or the business dimension - of doing so.

WEE core to Market Development Facility, Pakistan

The commitment to WEE is embedded within the project life-cycle and the work modality (rather than one-off), beginning with strategic design, analysis, partnership design and results measurement for evidenced-based decision making, reporting and communication. Funding is allocated as part of all activities. In addition, dedicated DFAT Gender Equality Funds for WEE boost the Facility’s work by allowing for additional dedicated work streams and learning. Women’s roles in specific value chains are well understood and WEE is fully integrated into the Facility’s regional sector growth strategies.

Many projects screened potential value chains from a gender perspective in order to: (i) understand the roles, challenges and priorities of women and men at different points along a value chain, and (ii) identify potential entry points for WEE.

Many projects set targets for women as a percentage of beneficiaries, typically ranging from 10 – 30%. In many contexts, this did not result in a fundamental change in the way in which a project was delivered. It is possible to reach a project-level target by including events where it is relatively easy to enable women to attend, such as community meetings or demonstrations. However, the nature of benefit is unequal; for example, attendance at an open day is very different from accessing a loan.

To be useful, targets must be set for each project intervention and component heads must be accountable for their achievement. To be transformative, targets must go beyond what would be relatively to achieve and need to really challenge the system. Hence, the requirement to deliver on a target of 50% in Nigeria resulted in pushing the project to think through things and do things differently.

Targets and gender strategy in Propcom, Nigeria

The project design set a target of 50% of smallholder farmers were to be women (250,000 women) and individual interventions had to work out how they were to contribute to target. The project was operational from 2011 but initially struggled to meet this target. As a consequence, in 2015 there was a significant shift in commitment and approach to WEE in order to meet the programme targets. The project now has an overall WEE strategy which was developed through a consultative process and a gender and WEE manager; conducts a thorough market analysis with a gender lens; and specific funds are allocated to support WEE.

Nevertheless, in some contexts smaller targets can also be challenging. In Kyrgyzstan, for example, the target of 30% challenged the local mentality to ensure women's voice was heard in community decision-making bodies where otherwise their participation would be extremely low. In contrast, in Bangladesh, the target of women accounting for 70% of financial services for micro-enterprises was achievable because the microfinance sector is already a dynamic sector for WEE.

Dimension II: Staff

Most projects had either a full-time gender specialist in the project management team or a gender focal point who performs any gender-related functions in addition to another set of responsibilities. The main roles of the gender specialist are to oversee the implementation of the gender strategy, provide staff capacity building, and support colleagues in mainstreaming gender considerations into their operations, including knowledge management, M&E indicators and results measurement. In Senegal, the gender specialist also had responsibility for youth, targeting and social issues.

It is important that all staff are not only trained in understanding and addressing gender issues but are also responsible for delivering on the gender strategy. In Pakistan, gender responsibilities are embedded throughout the project team while in Moldova, responsibility for mainstreaming gender was included in the TORs of all key project staff.

Responsibility for WEE in Market Development Facility, Pakistan

Gender responsibilities are embedded in multiple points in the country team of 25-30 staff: the WEE anchor fosters WEE strategy amongst the team; dedicated WEE results measurement specialist, and coordinators who are also highly trained in WEE. This approach is more complex in design and required ongoing staff training – not just on the strategy but also regarding specific activities – but this approach has proved more effective than having a single team member responsible for gender. The WEE anchors, in collaboration with the results management team and with guidance from WEE-results management manager, supports the process of ensuring that considerations are made on WEE in strategies and partnership design, and the monitoring and results measurement system captures WEE work.

Dimension III: M&E indicators, sex-disaggregated data and analysis

The M&E system needs to generate credible, evidence-based data on what does and doesn't work for WEE in the project area. Almost all projects collected and analysed sex-disaggregated data and many included a gender perspective within other studies. Specific gender case studies - often highlighting success stories and lessons learned – were produced for partners and other stakeholders to improve on delivering on GEWE/WEE in their programmes. In Ghana I, the reporting

template with partners included gender tracking. Participatory approaches to data collection – as used in Ghana II - provided insights into women’s and men’s differentiated investment models and decision-making processes, needs and preferences - which were useful for providing differentiated support to different demographic and social groups within the main group of women cocoa farmers.

The approach to mainstreaming gender in the M&E system was often piecemeal. However, Nigeria developed a specific WEE results measurement framework and Pakistan noted that developing an embedded WEE within the measurement system was a significant point of learning for the programme and contributed to improved design.

WEE in M&E

Market Development Facility, Pakistan: WEE is embedded within the results management system with indicators (both qualitative and quantitative) and questions to be included for monitoring the impact of partnerships on WEE. A range of tools (focus group discussions, in-depth interviews, etc.) are used to collect information, assess the impact and capture sufficient information to the degree of depth and analysis required for lessons to be drawn and improvements to the design to be made. All studies include a gender dimension as it is part of the results chain, from baseline to impact to special studies (such as a study on the household level analysis of poverty and gender dynamics). In addition to the regular monitoring of activities and their impacts, the project tries to understand the roles of women and how much influence women have on decisions around household expenditures and farm-related activities.

Propcom, Nigeria: In addition to each programme intervention capturing results and impact, a generic WEE results and measurement framework has been developed to help track progress of women beneficiaries in the two expected WEE outcomes: increased incomes and decision-making capacity. Eleven indicators are used to assess these empowerment changes, covering accessing finance, information and markets; group membership and leadership roles outside the home; record keeping; employing labour, acquiring physical assets and making savings; decision-making over income earned; and incidences of harassment. All indicators have both quantitative and qualitative dimensions.

Dimension IV: Partners

The most common way to engage with partners on addressing gender was to develop their capacity to understand and address gender issues, while a few required partners to demonstrate some commitment to addressing issues. A few, however, engaged with partners around the business case for WEE.

Engagement with partners on WEE

Ghana I: The gender strategy serves as a guide to implementing gender initiatives at the partner and ultimately beneficiary levels to support women in accessing resources and services; partners have to demonstrate some commitment to addressing gender in their proposals, including the number of women and men they expect to reach; all reporting templates with partners include gender tracking; partners receive training of trainers in WEE who then train women and men farmers; they hire women as extension agents or gender-sensitive men; they publish case studies on WEE; partners and other facilitators (e.g. NGOs) share experiences and commercial gains from greater engagement with women at project and community meetings.

Nigeria: The gender strategy is used to leverage private sector partners to invest in making sure women are able to benefit from goods and services they provide. Where possible the project works with partners with the potential to create systemic change for WEE at scale.

Pakistan: Engagement with partners is based on business incentives to work with WEE rather than targets. MDF looks for genuine commercial incentives, along with commercially viable business models. MDF draws on its own data to inform business partners of what it is missing (for example, elements of the supply chain that are women-led but it does not realise or its women consumer base that it does not fully understand - and provides data to help them build commercially viable cases. Businesses then amend their approach when they understand how the gender perspective impacts their business, and this results in more impactful outcomes.

Dimension V: Procedures for accessing project services

This is about initial entry points to project services in general; any initiatives about specific components are reported in the field level activities. The intention was to determine whether a project does anything specific to improve outreach to women through adapting procedures. The most popular way was to recruit women or gender-sensitive men as extension agents, paravets, rural promoters etc; this has many advantages in terms of outreach. Many paid attention to ensure the location, timing, materials, language and trainer of training events matched women's availability and skills levels. In Ghana I, some partners provide buses to transport to demonstration sites.

Others initiatives included information campaigns, outreach events, ensured gender-sensitive messages were used in the media, ensured equal access for women and men to user-friendly procedures and documents. In Kyrgyzstan, meetings were held with the local councils to promote support for the project and WEE, and among stakeholders to discuss women's role in livestock development and recognise the importance of their involvement. In Kenya/ Rwanda, the project engaged with key stakeholders at all levels from the national government and county administrations through to cooperatives and stakeholders at the field level to create an enabling environment for the project.

Women in outreach

Women in an outreach role can overcome social barriers and ensure a greater uptake in project activities by women in more challenging gender socio-cultural contexts. They are often in a better position to reach other women with knowledge, information, goods and services,. Nigeria encourages private sector partners to recruit female outreach officers, rural promoters, village vaccinators etc. but noted that their technical and financial capacity is sometimes limited, especially if they have to run an enterprise, for example selling fertiliser, feed finishing technology. Consequently, in Pakistan it was noted that strong male trainers can develop a better rapport with women than weak female trainers. Similarly in Ghana I, gender-sensitive men are recruited when capable and willing women are not available. It also important to ensure that this approach is commercially viable in order to be sustainable and attention needs to be paid to women's security (for example, in Pakistan women extension workers attend training with their male counterparts).

5. Comparative analysis of project performance

This section conducts a comparative analysis of project performance¹⁹ based on the data presented in sections 3 and 4. It is important to remember that the data are based on subjective interpretations of the information provided; hence there may be data gaps or errors in interpretation. However, the main purpose of this section is demonstrate how the methodology may be used for analyzing the findings from a project perspective. The specific questions addressed are:

- How do individual projects perform across the domains of gender inequality?
- How do individual projects perform across the management dimensions?
- Is there any correlation between project management and field-level initiatives?

¹⁹ Addresses TORs research question 3: What is the range of business models represented across the different WEE good practice initiatives? From an analysis of these initiatives, what types of business models/structures (if any) appear to be more or less conducive for WEE? NB: It will be important to make a distinction between initiatives that are incidentally inclusive (i.e., they have transactional relationships with smallholders, workers, etc. because they need to) versus those that were designed to prioritise inclusivity (e.g., they purposefully prioritise sourcing from women smallholders with terms of trade that have fair sharing of risks and benefits, even if those smallholders don't have the negotiating power to demand those terms).

Performance of individual projects at the field level

The analysis builds on the distinction noted in section 3 between projects addressing gender inequalities in operational aspects and those tackling the more fundamental gender transformative approaches. Table 1 places each project according to whether its engagement is strong or weak from the gender perspective with respect to: (i) field-level operations (domains I to V) and (ii) transformative activities (domains VI to VIII)²⁰. Overall, seven projects are strong on operations and five are strong on the transformational aspects. Two projects are strong in both areas and three are weak in both areas. The use of these data for inter-project comparisons is demonstrated in Box 3.

Table 1: Project performance in field-level initiatives by operational and transformative domains

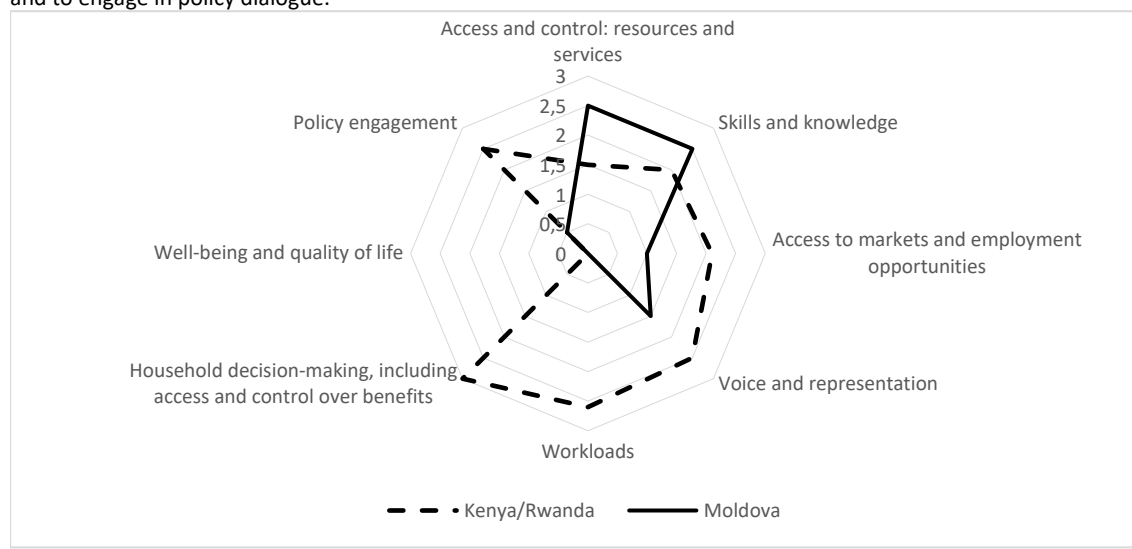
Transformative domains (VI to VIII)	Operational domains (I to V)			Total number of projects by transformative domains
	Stronger (score = over 10)	Average (score = 9 to 10)	Weaker (score = less than 9)	
Stronger (3 and over)	Kenya/Rwanda Ghana I	Liberia	Ghana II DRC	5
Weaker (less than 3)	Senegal Bangladesh Kyrgyzstan Pakistan (horticulture) Nigeria	Great Lakes Kenya	Cambodia Pakistan (dairy/meat) Moldova	10
Total number of projects by operational domain	7	3	5	

Drivers for strong operational aspects would appear to be large investments, often loans (such as Bangladesh, Kyrgyzstan and Senegal), where economic considerations take precedence. With regard to adopting more transformative approaches: small grants create the space and freedom to innovate (DRC, Ghana II, Kenya/Rwanda and Liberia); while fairtrade/social certification drives the social agenda (DRC, Ghana II and Liberia). The evidence, however, is inconclusive: there are some small grants which are not transformative (Cambodia, Great Lakes) and some loans which are weaker on the operational aspects (Moldova). Moreover, within one project (Pakistan) the outcomes are different depending on the sector and location: private sector engagement on gender issues proved to be more receptive among small horticultural businesses located in the remote parts of the country than the larger enterprises in the dairy/meat sector located in the central region.

²⁰ A project's score for each domain was aggregated for domains I to V to produce a maximum score of 15, and for domains VI to VIII to produce a maximum score of 9. With a total maximum potential score of 24, the range achieved was 8 though to 16.

Box 3: Comparison of gender-related activities at the field level in two projects

Taking the two extremes (Kenya/Rwanda and Moldova) as an example, the data are plotted on an octagon; the larger the area, the more gender transformative are the field-level activities. This demonstrates that Moldova has addressed gender issues largely from an efficiency perspective in two operational domains (access to resources and services, and skills and knowledge) but little attempt has been made to empower women beyond their basic economic roles. In contrast, Kenya/Rwanda has been more gender transformative and introduced several activities to broaden the livelihood opportunities for women to access markets, to strengthen their voice both outside and inside the home, to redistribute responsibilities for unpaid care and domestic work among household members, and to engage in policy dialogue.



Performance of individual projects in project management

Overall, the project management aspects are strong, so any distinction between stronger and weaker responses of project management to support gender initiatives is relative (Table 2)²¹. All five projects with the stronger response are large-scale initiatives (supported by DFAT, DFID and IFAD), whereas two of those with weaker management responses are grant-funded (supported by FAO and ITC). This would suggest that larger investments which are implemented over several years pay more attention to management structures, whereas arrangements for the implementation of smaller grants may be more *ad hoc*. Again, the results are inconclusive because IFAD-supported initiatives in Bangladesh and Moldova had weaker responses. Context may be an explanatory factor: in Moldova, the gender inequalities are considered to be less severe than all other countries participating in the study²²; hence the perceived urgency to address gender issues may be less. The use of these data for inter-project management comparisons is demonstrated in Box 4.

Table 2: Project performance in gender-responsiveness of project management

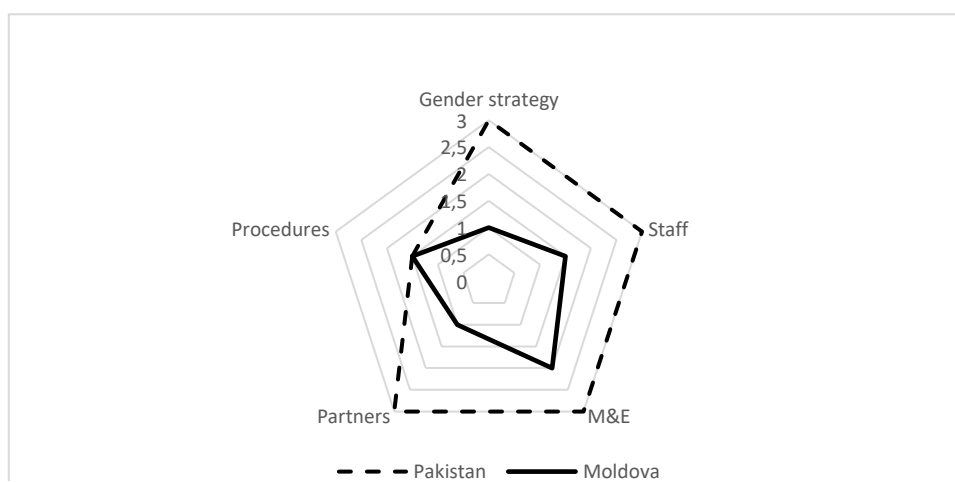
Stronger (score = 9 and over)	Weaker (score = less than 9)
Pakistan	Bangladesh
Nigeria	Ghana II
Ghana I	Kenya/Rwanda
Senegal	Moldova
Kyrgyzstan	

²¹ A project’s score for each dimension was aggregated to produce a maximum score of 15 points (5 dimensions x 3 points); actual scores ranged from 7 to 13.5. See Annex 6.

²² Reference was made to country results for UNDP’s Gender Development Index and Gender Inequality Index, and OECD’s Social Institutions and Gender Index.

Box 4: Comparison of gender-related activities in project management in two projects

The data for the two extremes (Pakistan and Moldova) are plotted on an octagon; the larger the area, the more gender transformative are the project management initiatives. Pakistan has a very comprehensive approach at the management level, with gender embedded in the project lifecycle, responsibility for delivering on gender embedded throughout the staffing and results management system, supported by gender specialist and ongoing training. Engagement with partners is based on the business incentives to work with WEE. In contrast, Moldova (based on the information provided) has a basic gender action matrix, a gender focal point and another staff with some expertise in gender, collects and analyses sex-disaggregated data which is linked to the annual work plan and budget, and information and outreach campaigns.



Comparative analysis between field level and project management initiatives

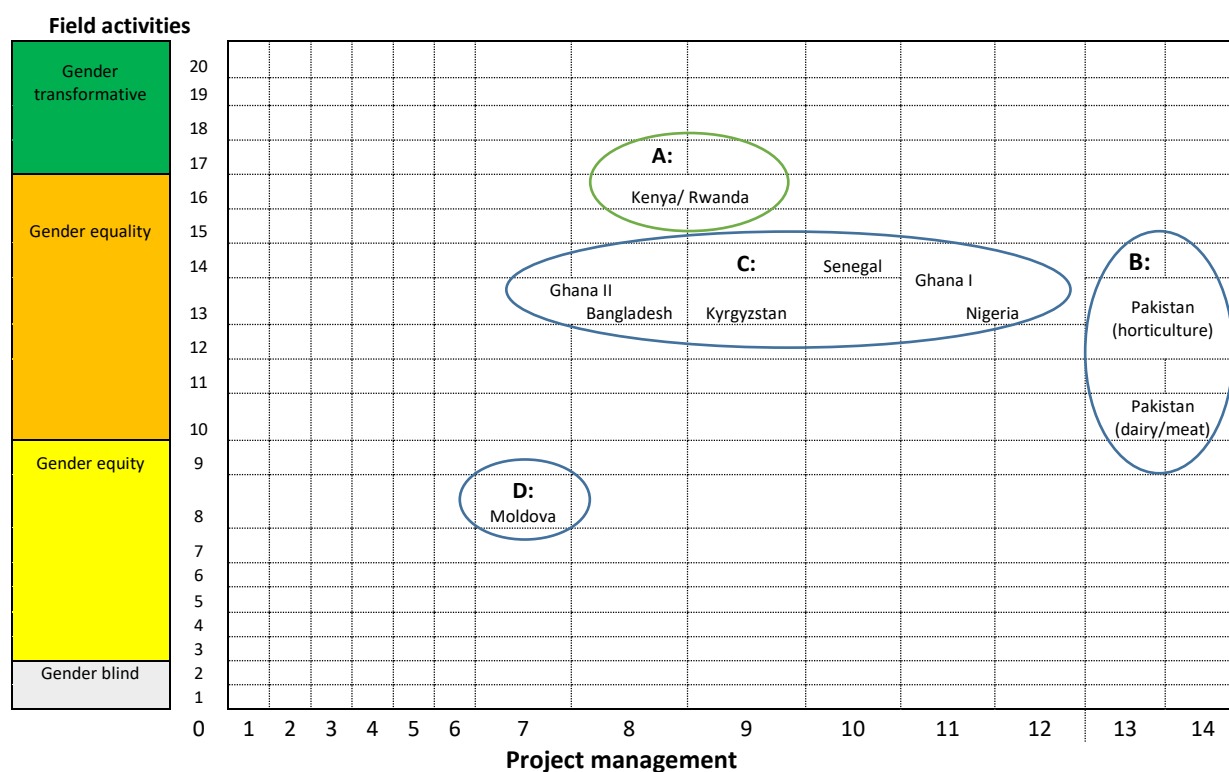
The final analysis correlates project scores at the field level with the project management scores. The results fall into four clusters (Figure 3):

- A High performance at the field level (high level of promoting gender equality), supported by average project management: Kenya/Rwanda
- B Solid performer at the field level (gender equality), supported by high level of project management: Pakistan
- C Solid performance at the field level (gender equality), supported by average (variable) project management: several projects
- D Weak performance in terms of both field-level initiatives (gender equity) and project management: Moldova.

Thus, it may be surmised that the weak project management capacity to address gender in Moldova is reflected in weaker outcomes at the field level (rated as gender equity). In contrast, the more robust gender-responsive management systems in Ghana I, Nigeria, Pakistan and Senegal result in a wider range of gender initiatives at the field level (rated as gender equality).

However, while it would appear that the management system largely drives field-level activities, this is not always the case. For example, the same strong project management approach in Pakistan generated two different field-level responses, reflecting the importance of context. In contrast, the Kenya/Rwanda grant produced very interesting field-level initiatives but was not underpinned by a sophisticated project management system.

Figure 3: Correlation between project management initiatives and gender activities at the field level



Another driver may be the commitment of the donor agency to addressing gender issues, backed by specific thematic support. Thus DFAT²³, DFID²⁴ and FAO²⁵ have strong guidance to support WEE in agribusiness initiatives whereas IFAD, for example, has a corporate policy on gender and technical guidance on value chains²⁶ but project-level interpretations with regard to WEE are more variable.

By the nature of the study, all projects participating in the survey set out to take positive steps to include women, albeit to varying degrees. Consequently, it is not possible to comment on accidental inclusivity. The only exception may be the private sector project in DRC which was based in a remote area where poor women heading households was the norm. Although the project was relatively weak on empowering women on the operational side, the project was strong on the social aspects of empowerment, partly driven by the certification process.

²³ DFAT (2015) Gender equality and women’s economic empowerment in agriculture, Operational guidance note

²⁴ DFID (2012) M4P and women’s economic empowerment, Phase 2: Guidelines for incorporating WEE into M4P programmes

²⁵ FAO (2016) Developing gender-sensitive value chains, A guiding framework

²⁶ IFAD (2012) Policy on gender equality and women’s empowerment; IFAD (2014) Value chain toolkit (teaser and how to do notes)

6. Lessons learned

This section highlights some of the key success factors, practical lessons learned and challenges associated with promoting more gender-responsive agribusiness initiatives and addressing the structural barriers to gender equality.²⁷

Key success factors

Based on the analysis presented in section 5, the main external drivers of the more innovative and transformative gender agendas are:

- The project context – how urgent is the need to address gender issues: are gender inequalities widely recognized as an essential priority, central to the national development process?
- The commitment from the donor to addressing gender issues in agribusiness and value chain development, underpinned by technical support; and
- Accreditation for fair trade and decent work, which provides impetus to address the more transformative social aspects of WEE.

The main internal drivers which support a project's actions to transform gender power imbalances in everything it does, from planning activities to monitoring outcomes, include:

- The presence of a gender strategy setting out a coherent theory of change or pathways for WEE, with gender equality at the centre of the project based on the business case (rather than a piecemeal response), and linked to budget allocations;
- Skills within the project staff to deliver on gender equality, especially when all staff are accountable for delivering on WEE and their capacity is strengthened and supported by a gender expert;
- An understanding - and commitment - among the private sector partners and other service providers of the economic, as well as the social, benefits of promoting gender equality and women's empowerment;
- A monitoring system which tracks the more nuanced dimensions of women's empowerment, beyond women merely being participants or beneficiaries in project activities; and
- An enabling environment which ensures that procedures, services, training, materials and outreach are designed and delivered in a gender-sensitive manner.

Generic lessons on good practices in the five project management dimensions are presented in Annex 8, based on the analysis presented in section 4 and Annex 6.

²⁷ Addresses TORs research question 6: From an analysis of these initiatives, what are the key success factors and practical lessons for achieving positive impacts on WEE (including specific approaches or methodologies, specific business models, contextual factors)? In particular, what are key success factors and practical lessons for effectively addressing underlying structural barriers to WEE?

Lessons learned at the field-level

The main initiatives to promote gender equality or gender transformative approaches are listed below, drawing on the information presented in section 3 and Annex 4. These initiatives are often provided as:

- *complementary interventions*: for example, interventions building women's skills in leadership, negotiation and business, or access to financial services underpinned by training in business skills; and
- *graduated services offering livelihood development pathways*: for example, financial products progressing from informal loans through group borrowing, to micro-lending, to formal bank loans; support for organisations ranging from informal self-help groups through to legally-registered cooperatives and apex bodies; enterprise development moving from small-scale informal low value businesses to medium-sized agribusinesses with value addition; and value chain development building on existing gender roles to meet less resistance and then expanding women's role, by adding value to their existing activities or developing activities in another part of value chain.

The most common initiatives to promote gender equality in the different domains are:

- Access to and control over resources and services: providing a range of financial services and products which meet women's needs;
- Skills and knowledge: providing training and coaching and mentoring services to develop women's technical skills for new crops/enterprises, farming as a business, entrepreneurship and negotiating skills;
- Access to markets and employment opportunities: creating employment opportunities for women in new roles, adding value to traditional and new products, establishing linkages and contracts with buyers, and developing new markets;
- Workloads: introducing equipment to improve the productivity and quality of production, and to reduce domestic workloads; and ensuring a safe and healthy working environment;
- Voice and representation: ensuring legal recognition for organisations, training women as leaders and women holding leadership positions in producer organisations, and strengthening women's a voice in improved governance structures for value chains.

The most common gender transformative approaches which tackle the underlying or structural causes of gender inequality and move towards transforming power relations are:

- Access to and control over resources and services: strengthening women's access to and ownership of land, which also enables them to access a wider range of financial services;
- Skills and knowledge: supporting women as role models as to break through barriers, demonstrate by example, change mindsets and provide inspiration to other women;
- Access to markets and employment opportunities: creating new spaces and support for women's economic engagement by sensitising men and boys, religious and community leaders as strategy for engagement;
- Workloads: redistributing household tasks among household members or providing technologies which give women independence from traditional gender roles;
- Voice and representation: encouraging women to step up to lead in non-traditional executive positions and to gain a national voice through networking forums;

- Decision-making in household, including access to and control over benefits: adopting a household perspective for empowerment by engaging household members in analyzing and addressing gender inequalities in roles, responsibilities, decision-making and sharing benefits; stimulating behavior change through household methodologies, engaging champions of change at the community level and sensitising men about the importance and benefits of WEE;
- Well-being and quality of life: developing women's self-confidence and independence through adult literacy classes and discussing social issues; developing women's and men's skills in conflict prevention; and, for employees, creating a social fund for school fees and health services, as well as providing paid holidays and sick pay;
- Policy engagement: supporting government to develop gender-sensitive sectoral policies through capacity building and dialogue.

Challenges around WEE and agribusiness initiatives

Four specific challenges emerged:

- *Finding appropriate entry points to engage with women:* In cultural settings where women have limited freedom of movement and opportunities for market engagement, one of the biggest challenges is reaching women. One approach which is less likely to meet resistance from men is to start where women are already active in the value chain. However, it is also important to ensure women do not get stuck in that niche by either expanding that role (for example, through value addition) or enabling them to move into another part of the existing value chain or into a new value chain.
- *Facilitating a mindset shift towards WEE in agribusiness:* To achieve sustainable development impacts, WEE needs to be at the heart of all agribusiness initiatives. It can be an eye-opener for many to understand that gender inequalities are a major contributor to value chain inefficiencies. Projects need to work with dynamic and far-sighted staff, private sector partners and service providers who are willing to change their view of the world and foster that perception among others.
- *Supporting investments in public goods:* Even when the private sector is committed to WEE, it is often necessary for projects to assume responsibility for supporting the soft aspects of WEE where the business benefits are not immediately evident. This could include activities that drill down to changing behaviors which lie at the root of gender inequalities (such as community sensitisation or household methodologies) or additional capacity building for women to enable them to fully benefit from the market.
- *Going to scale:* While small grants are useful with innovate on gender transformative approaches, the challenge is how to go to scale and get them into mainstream development initiatives.

7. Recommendations

This section concludes the study by outlining some key practical recommendations for the donor members of the Platform.²⁸ The recommendations fall into two groups: use of the methodology at the agency level and further developments of the methodology.

Agency level

- Use the methodology to review the agency agribusiness portfolio to establish current performance on gender-related activities at the field level and in project management, and identify future areas for action;
- Place gender considerations at the centre of project design: WEE should be seen to be fundamental to the successful outcome and long-term sustainability of agribusiness initiatives;
- Introduce some of the more innovative field-level gender transformative approaches into the design of new projects or the implementation of ongoing projects; track their impact and look for opportunities to take the successful ones to scale;
- Strengthen the gender-responsiveness of project management to create an enabling environment for WEE; and
- Share good practices and experiences on WEE.

Methodology

- Broaden the use of the methodology to include project design and implementation support to highlight progress on WEE, identify gaps and introduce remedial measures;
- Adapt the methodology for estimating the project spend on addressing gender inequalities²⁹ by recording the value of the different initiatives in each of the eight domains of gender equality and the level of gender-responsiveness;
- Extend the project management dimensions to include staffing and human resource issues on gender equality, such as gender balance in staff composition at all levels and workplace policies regarding parental leave, flexible work hours, childcare etc.; and
- Expand the methodology to include backward and forward linkages; for example, linking agency policies and training to the gender-responsiveness of field-level initiatives, or from different field-level initiatives to impacts.

²⁸ Addresses TORs research question 7: What are key practical recommendations for donor members of the Platform? If relevant, what are specific recommendations for different types of donor institutions and for different departments/functions within these institutions?

²⁹ This would address TORs research question 1: What proportion of agribusiness initiatives supported by the target funds fall into each of the categories outlined in the typology? (a) by number of projects, and (b) by spend? It proved to be unrealistic to conduct such an analysis during the study. Most agencies do not cluster their support to agribusiness initiatives under one umbrella and a partial analysis of any agency's work would be meaningless.

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Annex 2: List of projects participating in study and contact points

Agency	Country and project	Dates and value	Objective	Contacts
Department of Foreign Affairs and Trade (DFAT), Australia	Pakistan: Market Development Facility (dairy/meat and horticulture)	2013 – 2017 AUD 48 million covering 5 countries	To stimulate investment, business innovation and regulatory reform in order to create additional jobs and increase the income of poor women and men in rural and urban areas in Indo-Pacific region	Amna Awan, Pakistan team WEE anchor Victoria Carter, Facility WEE Results Measurement Manager (Fiji)
Department for International Development (DFID), UK	Ghana I: Market Development for Northern Ghana	2013 – 2018 £14.3 million	To stimulate economic growth and reduce poverty in Northern Savannah ecological zone	Theresa Baveng, Gender and Social Issues Specialist
	Nigeria: Propcom Mai-karfi	2011 – 2017 £27 million	To increase the incomes of poor men and women in 19 states in northern Nigeria by stimulating sustainable, pro-poor growth in selected rural markets	Halima Ahmed, Gender and Women's Economic Empowerment Manager
European Union (EU)	Cambodia: Community Livestock Market Development Project (implemented by Czech NGO)	2013 – 2016 Euro 4 million	To contribute to poverty reduction of vulnerable rural households by strengthening civil society organisations and private sector capacity to sustainably promote, facilitate and support women's economic empowerment and inclusion in decision-making as well as engaging youth	Maria Ketting, Head of Sector Policy Planning on Rural Development Food Security and Nutrition
	Liberia: Improved food security in Foya District through value chain approach (implemented by GIZ)	2012 – 2014 Euro 1.7 million	To improve food security for poorest and most vulnerable and help achieve the first MDG through promotion of the value chain approach	Maria Ketting, Head of Sector Policy Planning on Rural Development Food Security and Nutrition
Food and Agriculture Organization of the United Nations (FAO)	Great Lakes: Improvement of food security project in cross border districts of Great Lakes region	2006 –	To enhance living standards of rural households by promoting agricultural commercialisation (Burundi, DRC, Rwanda, Uganda)	Cristina Scarpocchi, Programme Officer and Value Chain Specialist
	Kenya and Rwanda: Enabling women to benefit more equally from dairy value chain	2015 – 2017 US\$ 3.8 million covering 8 countries	To enable women to benefit more equally from agri-food value chains through adopting holistic approach	Alejandra Safa, Gender and Development Consultant
Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany	Democratic Republic of Congo (DRC): Developing production of organic essential oils in Ituri	2012 – 2015 Total: Euro 0.3 million	To create income-generating opportunities in economically-disadvantaged region through partnership (under develoPPP.de)	Andra Kiggen, M&E Officer Annika Powitz, Project Manager
International Fund for Agricultural Development (IFAD)	Bangladesh: Promoting Agricultural Commercialization and Enterprise Project	2015 – 2020 US\$ 92.5 million	To enhance livelihoods of moderate and extreme poor men and women through existing and new micro-enterprises and creating new wage employment opportunities	Mahmuda Morshed, Deputy Manager, PKSF and Gender Focal Point for PACE
	Kenya: Smallholder Dairy Commercialization Programme	2005 – 2018 US\$ 39 million	To increase income of poor rural households that depend substantially on production and trade of dairy and dairy related products for their livelihoods	Elizabeth Ssendiwala, Regional Gender and Youth coordinator, East and Southern Africa
	Kyrgyzstan: Livestock and Market Development Project	2013 – 2019 US\$ 65 million	To improve livestock productivity and enhance climate resilience	Baktygul Dzhumaeva, Gender and Poverty Specialist
	Moldova: Inclusive Rural Economic and Climate Resilience Programme	2014 - 2020 US\$ 26 million	To enable poor rural people to raise their incomes and strengthen their resilience by increasing investments in the rural economy and strengthening climate adaptive capacity	Igor Spivacenco, M&E Specialist
	Senegal: Agricultural	2010 – 2016	To improve the incomes and livelihoods of	Khadidja Doucoure,

	Value Chains Project	US\$ 30 million	poor farm families in Senegal's groundnut basin by integrating farmers into profitable value chains	Regional Gender Coordinator, West and Central Africa
International Trade Centre (ITC)	Ghana II: Improving competitiveness of women in yam value chain	2014 – 2016 USD 0.9 million	income diversification and addressing food security of farmers dependent on seasonal income from cocoa production	Herman Manson, Senior Office of Agribusiness Sabrina Herzog, International Consultant
World Bank	Ethiopia: Women Agribusiness Leaders Network	2014 – 2017	To increase business performance and community leadership of businesswomen under Agricultural Growth Programme	Nikita Arora, Impact Evaluation Field Coordinator
	Mozambique: Enhancing Women's Market Access in Agribusiness	2017 – 2019 US\$ 0.7 million	Training intervention in Integrated Growth Poles Project	Joao Montalvao, Economist

Platform/study focal points

DFAT Julie Delforce

DFID Emmanuelle Beguin, Nicolienne Oudwater, Cecilia Blaustein (AgDevCo Smallholder Development Unit)

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IFAD Christa Ketting, Anja Rabezanahary

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Annex 3: Original typology

<p>Type 1: Business-as-usual business models that do not include any specific interventions or mechanisms to promote women’s inclusion or empowerment at all</p>
<p>Type 2: Business-as-usual business models with marginal elements that promote women’s inclusion E.g., Large-scale packhouse that provides crèche facilities for children of women workers; smallholder contract farming schemes that have a quota for women’s membership.</p>
<p>Type 3: Business-as-usual agribusiness models with substantial elements/modifications to promote women’s inclusion E.g., Smallholder contract farming scheme which allows non-land holders to be registered as contract farmers and proactively promotes women to become contract farmers in their own right; Smallholder contract farming scheme that establishes substantial quota for female representation in management structure and actively promotes this through awareness-raising, etc.</p>
<p>Type 4: Business models specifically designed to promote women’s inclusion and that <i>take into account (but do not seek to change) structural barriers to women’s inclusion and empowerment</i> E.g., Agribusiness models focused on crops (e.g., vegetables) and/or value chain stages (eg, processing) that are traditionally controlled by women; business ventures/models designed to be accessible to those with very low or no access to land and other capital</p>
<p>Type 5: Transformative business models specifically designed to promote women’s inclusion and empowerment and/or which include elements to <i>proactively challenge and change structural barriers to women’s inclusion and empowerment</i> Business models as per Type 4 which in addition have specific activities/elements that are aimed at reducing women’s structural barriers and/or strengthening their assets/position over time. E.g., agribusiness model focused on “women’s” crop which includes specific mechanisms to ensure that women retain control of production and income; projects which include specific awareness-raising activities to challenge gender norms around unpaid care work, violence against women; agri-business models which allocate productive land to landless women and/or allow landless women workers to gain increased/secure access to land over time.</p>

Annex 4: Gender-responsive initiatives at the field level

Domain	Gender equity	Gender equality	Gender transformative
I. Access to and control over resources and services	<ul style="list-style-type: none"> Access to inputs – Bangladesh, DRC (to workers), Ghana I (through aggregators), Ghana II (yams distributed to farmers through pass-on between three rings), Great Lakes (revolving fund through coops to buy inputs), Kenya/ Rwanda (through business service centres), Liberia (community seed bank), Nigeria (through agribusiness-outgrowers), Senegal (through grassroots organisations) 	<ul style="list-style-type: none"> Access to financial services and products – Bangladesh (micro-enterprises, start-up loan capital), Cambodia (small investment grants), Great Lakes (input supplier credit, group financing, trader credit, warehouse receipts), Kenya, Kenya/Rwanda (through business service centres), Kyrgyzstan (competitive grants for women’s groups), Moldova (savings and credit association, youth entrepreneur financing, SMEs), Pakistan (dairy/meat – tailor-made products), Nigeria (input credit), Senegal (through legal recognition of organisations) Innovative ways to promote inputs – Ghana I (links with aggregators), Nigeria (rural women promoters, financial incentives) 	<ul style="list-style-type: none"> Access to land – Ghana I (through aggregators), Senegal (through community)
II. Skills and knowledge	<ul style="list-style-type: none"> Technical training for existing crops/livestock – Bangladesh, Cambodia (farmers and vet assistants), Ghana I (good agricultural practices), Great Lakes, Kenya (training, field days, demonstrations, farmer-to-farmer, educational tours), Kenya/Rwanda, Kyrgyzstan, Nigeria (good agricultural practices), Pakistan (dairy/meat), Pakistan (horticulture) Access to information – Ghana I, Great Lakes (markets), Kenya/Rwanda (markets), Pakistan (horticulture – weather, cultivation) 	<ul style="list-style-type: none"> Technical training for new crops/livestock – DRC (workers – organic production and processing), Ghana II (yam), Great Lakes (processing), Kenya (dairy goats for resource poor women, feed mills for women’s groups), Nigeria (livestock feed finishing, poultry), Pakistan (dairy/meat - silage) Training in farming as a business – Ghana I, Ghana II (record keeping, pricing, accounting), Cambodia, Kenya/Rwanda, Liberia, Pakistan (dairy/meat – financial literacy, business management), Senegal (financial management) Entrepreneurship training/business skills – Bangladesh (micro-enterprise management, value chains, WEE), Ghana II (agro-processors - productivity gains through near nil-investments), Great Lakes, Kenya (through market-oriented dairy enterprise approach), Kenya/Rwanda (enterprise development and management, business exposure and value chain linkages), Kyrgyzstan (linked to competitive grants), Liberia, Moldova, Mozambique (non-cognitive entrepreneurial skills), Nigeria, Senegal Specialised training – Great Lakes (standards) Negotiating skills training for market engagement – Ghana II, Great Lakes, Nigeria Coaching and mentoring – Ethiopia, Ghana I (processors, traders attached to business growth mentors), Great Lakes (business skills), Kenya/Rwanda (on-the-job, business counselling through business service centres) 	<ul style="list-style-type: none"> Women role models instrumental in bringing about change: Ghana II (lead farmers - three rings methodology), Pakistan (dairy/meat – silage makers, vets, trainers, finance officers; horticulture – lead farmers, supervisors in processing enterprises) Women encouraged to become vet students - Kyrgyzstan
III. Access to markets and employment opportunities	<ul style="list-style-type: none"> Employment opportunities in traditional roles – DRC (workers), Kenya (milk processing, milk bars) Access to infrastructure, storage, transport facilities – Great Lakes, Kyrgyzstan (plus safe water points), Liberia, Moldova 	<ul style="list-style-type: none"> Employment opportunities in new roles – DRC (woman trained as supervisor), Kenya/Rwanda (women-led enterprises, generate employment opportunities for women), Liberia (blacksmithing), Nigeria (women power tiller groups, women fertiliser retailers), Pakistan (horticulture – separate date processing facility for women) Adding value for traditional and new products – Great Lakes (post-harvest management, processing), Ghana II (post-harvest management, processing), Kyrgyzstan (high quality traditional milk products, vegetables, wool and felt-making), Liberia (managing post-harvest labour saving devices), Pakistan (horticulture – switch from kitchen garden to commercial onion production), Senegal (processing and marketing of surplus, repositioning of food crops into market opportunities) Broker linkages/contracts - Bangladesh (embroidery, dress making), Cambodia (group sales), Ghana I (market aggregators), Ghana II (with private sector for yam seeds and yam), Kenya (group marketing), Nigeria (shea nuts), Pakistan (horticulture – onion bulbs and seeds) Developing market for value-added products – Ghana I (agribusiness events to showcase produce), Ghana II (from yam flour eg product line, website), Nigeria (higher-end urban market for poultry) 	<ul style="list-style-type: none"> Sensitise men and boys, religious and community leaders as strategy for supporting women’s economic engagement – Nigeria

IV. Workloads	<ul style="list-style-type: none"> • Work hours – DRC (mornings only to leave afternoons free), Pakistan (horticulture – flexible hours, part time work) • Equipment to improve existing tasks – Ghana I (ploughing and harrowing services), Liberia (improved sickles) 	<ul style="list-style-type: none"> • Equipment to improve productivity/ quality – Bangladesh (fish drier, goat perch, power loom, hydroponic fodder cultivation), Kenya/ Rwanda (milk processing), Kyrgyzstan (milk processing, wool processing, solar drying fruits and vegetables), Nigeria (crop processing), Liberia (rice-drying floors, solar cocoa driers), Pakistan (horticulture – solar driers, weedicides), Senegal (drip irrigation) • Different products with lower workload – Pakistan (dairy/meat - silage) • Household tasks – Cambodia (biogas digesters for fuel and light), Kenya (roofwater harvesting, biogas, energy-saving stoves, mills), Nigeria (fuel-efficient stoves), Senegal • Create and monitor safe and healthy work environment in micro-enterprises for women and men – Bangladesh 	<ul style="list-style-type: none"> • Engage family in analysing roles and responsibilities, redistribute household tasks – Kenya/ Rwanda • Power tillers for women’s groups - Nigeria
V. Voice and representation	<ul style="list-style-type: none"> • Strengthen grassroots organisations, producer groups and cooperatives – Bangladesh, Cambodia, Ghana I, Great Lakes (organisational management), Kenya, Kenya/Rwanda (training in group formation, inclusive management for board members), Pakistan • Promote women’s involvement in groups/cooperatives – Ghana I, Kenya (quotas, gender sensitive organisational development), Kenya/Rwanda 	<ul style="list-style-type: none"> • Legal recognition of women’s/farmers’ organisations – Great Lakes, Liberia (livestock farmers’ network groups), Senegal • Women as leaders – Cambodia, Kenya, Kenya/Rwanda (committee leaders and board members), Senegal (producers’ organisations) • Training women in leadership – Cambodia, Ghana I, Kenya/ Rwanda, Nigeria, Senegal • Improved governance structures for value chains – Ghana II (farmers and buyers), Great Lakes (horizontal between households, vertical between value chain actors), Kenya/ Rwanda (linkages among stakeholders at national, regional and local levels plus share fair to establish value chain linkages), Kyrgyzstan, Liberia (cooperatives), Pakistan (horticulture - street-level organisations for women growing apricots) • Participation in local governance – Cambodia (commune forums), Kyrgyzstan (meetings to select micro-projects beneficial for household and community) 	<ul style="list-style-type: none"> • Women in non-traditional executive positions – DRC (outgrowers’ association), Kenya (dairy commercialisation area committees, apex organisations), Kyrgyzstan (pasture committees), Liberia (community chairladies and infrastructure committees), Moldova (management of infrastructure committee), Senegal (rural economic platforms), • Businesswomen’s network forum - Ethiopia • Outgrowers’ association committee monitors compliance with labour rights - DRC
VI. Decision-making in household, including access to and control over benefits		<ul style="list-style-type: none"> • Awareness sessions for women on new crops - Pakistan (dairy/meat) 	<ul style="list-style-type: none"> • Engage family in analysing roles and responsibilities, managing benefits – Kenya (household methodologies), Kenya/ Rwanda • Adopt a household perspective for empowerment – Pakistan • Engage champions of change at community level to facilitate behaviour change and increase women’s decision-making power – Ghana I • Empowerment training for women and men – Ghana II • Sensitise men about importance of women’s roles - Cambodia • Training in women’s rights – Kenya/ Rwanda
VII. Well-being and quality of life	<ul style="list-style-type: none"> • Nutrition training for women and girls – Senegal 		<ul style="list-style-type: none"> • Social issues discussed at weekly meetings – Bangladesh • Health services – Ghana II • Social fund for workers, paid holidays, sick pay – DRC • Skills in conflict prevention – Liberia • Adult literacy training and lanterns – Liberia • Human rights, democracy, children’s rights discussed in FairTrade workshops - Liberia
VIII. Policy engagement	<ul style="list-style-type: none"> • Attempted to collaborate – Moldova 		<ul style="list-style-type: none"> • Engagement with government – Kenya/ Rwanda (training and inputs for gender-sensitive dairy policy), Kyrgyzstan (to facilitate favourable environment for WEE)

Annex 5: Field-level initiatives by project

	Bangladesh	Cambodia	DRC	Ghana I	Ghana II	Great Lakes	Kenya	Kenya/Rwanda	Kyrgyzstan	Liberia	Moldova	Nigeria	Pakistan (dairy/meat)	Pakistan (horticulture)	Senegal	Domain total
Access to and control over resources and services	2	1.5	1	3	1	2.5	1.5	1.5	2	1	2.5	2.5	2	1	3	28
Skills and knowledge	2.5	2	1	2.5	2.5	2	2	2	2	2	2.5	2.5	3	3	2	33.5
Access to markets and employment opportunities	2	1.5	1.5	2	2	2	1.5	2	2	2	1	3	0	2.5	2	27
Workloads	2.5	1	1	1	0	0	2	2.5	2	2	0	2.5	1.5	2	2	22
Voice and representation	1.5	2	3	2	1.5	2.5	2.5	2.5	2.5	2.5	1.5	2.5	1	2	3	32.5
Household decision-making	0	2	1	3	3	0	2	3	0	0	0	0	2.5	2	0	18.5
Well-being and quality of life	2.5	0	3	0	3	0	0	0	0	3	0	0	0	0	1	12.5
Policy engagement	0	0	0	0	0	0	0	2.5	2.5	0	0.5	0	0	0	1	6.5
Project total	13	10	11.5	13.5	13	9	11.5	16	13	12.5	8	13	10	12.5	14	

Annex 6: Initiatives to address gender equality in project management

Dimension	Gender equity	Gender equality	Gender transformation
I. Gender strategy, targets, budget, background studies	<ul style="list-style-type: none"> Basic gender action matrix – Moldova, Kyrgyzstan (under development) Gender strategy in design document - Bangladesh Target for women as percentage of beneficiaries – Ghana I (25%), Ghana II, Kyrgyzstan (30%), Moldova (by component: 30-40%), Senegal 	<ul style="list-style-type: none"> Gender strategy –Ghana I, Ghana II, Kenya/Rwanda, Nigeria, Senegal Funds allocated to support gender mainstreaming activities – Bangladesh, Ghana I, Ghana II, Kenya/Rwanda, Kyrgyzstan, Nigeria, Pakistan, Senegal Funds allocated to specific GEWE initiatives – Ghana I, Kyrgyzstan, Pakistan Value chains screened from gender perspective – Ghana I, Kenya/ Rwanda, Nigeria, Pakistan, Senegal 	<ul style="list-style-type: none"> WEE embedded in project life-cycle – Pakistan Gender strategy follows five domains of WEAI – Ghana 1 Target for women as percentage of beneficiaries – Bangladesh (by component: 50-70%), Nigeria (50%), Pakistan (60%)
II. Staff	<ul style="list-style-type: none"> Gender focal point – M&E officer (Moldova, Kyrgyzstan), deputy project manager (Bangladesh), Kenya/ Rwanda 	<ul style="list-style-type: none"> Gender specialist – Ghana I, Kyrgyzstan, Nigeria, Senegal Project staff trained on gender issues – Ghana II, Nigeria, Senegal Other staff also have gender expertise – knowledge management and communications (Moldova), value chain consultants (Kenya/Rwanda) Responsibility for mainstreaming gender in ToRs of key project staff – Moldova Lead technical unit in HQ – Kenya/ Rwanda 	<ul style="list-style-type: none"> Gender responsibilities embedded throughout staffing, supported by WEE anchor and ongoing training - Pakistan
III. M&E indicators, sex-disaggregated data and analysis		<ul style="list-style-type: none"> SDD collected and analysed to support gender interventions – Bangladesh, Ghana I, Kenya/Rwanda, Kyrgyzstan, Moldova (linked to AWPB), Nigeria, Pakistan, Senegal Studies (including baselines) include a gender dimension – Bangladesh, Kenya/ Rwanda, Ghana II, Pakistan, Senegal Specific gender case studies – Bangladesh, Ghana I, Kyrgyzstan, Moldova, Nigeria, Pakistan Reporting templates with partners include gender tracking – Ghana I Participatory M&E – Ghana II 	<ul style="list-style-type: none"> WEE measurement framework to capture overall trends for 11 key empowerment indicators for women beneficiaries – Nigeria WEE embedded in results management system; also look specifically at women’s roles in decision-making - Pakistan
IV. Partners	<ul style="list-style-type: none"> Partners offer equal access to project services - Moldova 	<ul style="list-style-type: none"> Partners to demonstrate some commitment to addressing gender issues - Ghana I, Senegal Partners trained on gender – Bangladesh, Kenya/Rwanda, Ghana I, Ghana II, Nigeria, Senegal Partners publish case studies on WEE – Bangladesh, Ghana I Partners and other facilitators (eg NGOs) share experiences and commercial gains from greater engagement with women – Ghana I Guiding framework developed to support partners – Kenya/ Rwanda 	<ul style="list-style-type: none"> Gender strategy used to identify appropriate/leverage partners – Ghana I, Nigeria Engagement with partners based on business incentives to work with WEE – Pakistan
V. Procedures for accessing project services	<ul style="list-style-type: none"> Procedures/documents friendly to both women and men; equal opportunities to access services – Ghana I, Kyrgyzstan, Moldova, Senegal Attention to location, timing, materials language and trainer of training/other events – Ghana II, Kenya/ Pakistan, Rwanda, Senegal 	<ul style="list-style-type: none"> Information campaigns, outreach events, gender-sensitive messages used in media (eg radio) to promote WEE – Ghana I, Kyrgyzstan, Moldova, Senegal Meetings with national government/local administrations/ other stakeholders to promote support for project and WEE – Kenya/Rwanda, Kyrgyzstan Recruit women or gender-sensitive men in outreach role – Bangladesh, Ghana I, Kenya/Rwanda, Kyrgyzstan, Nigeria, Pakistan, Senegal 	

Annex 7: Project management results by dimension

Domain	Bangladesh	Ghana I	Ghana II	Kenya/Rwanda	Kyrgyzstan	Moldova	Nigeria	Pakistan	Senegal	Domain total
I. Gender strategy	2	2.5	2	2	1.5	1	2.5	3	2	18.5
II. Staff	1	2	1.5	1.5	1.5	1.5	2	3	2	16
III. M&E	2	2	2.5	2	2	2	3	3	2	20
IV. Partners	1.5	2.5	1.5	2	1.5	1	2.5	3	2	17.5
V. Procedures	1.5	2	0	1	2.5	1.5	1.5	1.5	2	13.5
Project total	8	11	7.5	8.5	9	7	11.5	13.5	10	

Annex 8: Good practices to ensure gender-responsive project management

Good practices on gender strategies and targets

- Set clear objectives for what a project will deliver on WEE;
- Develop a gender strategy in a participatory manner to ensure the engagement and understanding of all project staff;
- Base the strategy on a gender analysis of the project context;
- Develop a coherent theory of change or results chain on WEE to explain the linkages between the proposed project activities/interventions and outputs, and the expected outcomes and impacts; introduce additional interventions to fill any gaps;
- Allocate funds to support strategy implementation as part of the regular budget; it may also be necessary to have dedicated GEWE funds to support activities;
- Set targets for women's participation in each component which go beyond the status quo (that is, what might be achievable without much effort - in most contexts this would be more than 30%);
- Ensure each component head is accountable for delivering on the target and develops and reports on a plan for outreach, introducing remedial activities if required.

Good practices on staff

- Hire a full-time gender specialist for project management team who is responsible for operationalising the gender strategy and supporting colleagues on implementation;
- As an alternative to a full-time gender specialist, appoint a gender focal point from among the existing staff and ensure they have sufficient time allocated to perform these duties as part of their normal workload (not in addition) and opportunities for capacity building;
- Ensure key/all project staff are responsible for delivering on the gender strategy in their respective areas of work (as specified in their terms of reference), with technical support from the gender specialist;
- Ensure the project director has overall responsibility for delivering on the gender strategy, as specified in the terms of reference;
- Develop staff skills in identifying, delivering, reporting and analysing GEWE interventions.

Good practices on M&E

- Monitoring should capture various dimensions of empowerment – that is, more than just women being counted as beneficiaries as a result of attending training or being recruited as lead farmers, but benefits being reaped at the household level and women's lives within it;
- Collect and analyse both quantitative and qualitative sex-disaggregated data to capture the full story on WEE;
- Ensure all studies have a gender dimension;
- Undertake specific studies to explore gender issues in more detail;
- Produce case studies, publications and other media to share lessons and experiences from successes and failures.

Good practices on partners

- Develop partner capacity in identifying and addressing gender inequalities and promoting WEE;
- Enable private sector and other partners to understand the business case for WEE, as it relates to their own area of work;
- Make partners accountable for delivering and reporting on gender targets;
- Encourage partners to share their experiences and advocate for WEE in relevant fora.

Good practices on procedures

- Hire empowered women or gender-sensitive men in outreach roles;
- Ensure project documentation is provided in local languages, taking account of literacy levels;
- Provide project information and services through media which women can access;
- Ensure the timing and locations of project-related meetings are convenient for women;
- Ensure the conditions attached to project participation are not onerous on women, especially in terms of their impact on women's time or registration documents.