

Annexes

Evaluation Study Gender and Value Chain Development

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Terms of Reference Evaluation Study Gender and Value Chain Development

Background

Development of value chains has become a key concept in international discussions on development in particular in relation to globalization and its relationship to poverty reduction. Together with the generally increased attention to private sector development the concept features prominently in the follow up to the recommendations of the Africa Commission established in 2007 by the previous Danish Prime Minister. At the same time, gender equality and women's empowerment also features high on the development policy agenda in Denmark. Ensuring that women and gender issues are taken into consideration in efforts to promote value chain work is vital if development efforts are to benefit both women and men – and if the development potential of both genders is to be realized.

Denmark has, together with Senegal, recently been appointed lead in the preparations for the up-coming UN meeting in September 2010 on the Millennium Development Goals and will – among other things – work to promote an increased consideration of private sector development into the overall debate on the MDGs.

Knowledge among practitioners and policy makers on how to deal with value chain work and gender issues is limited however and the Evaluation Department has therefore decided to commission a study which aims at summarizing existing knowledge on gender and value chain work. The overall purpose of the study is to examine which gender issues are important when and where in value chains – based on evaluation findings, relevant studies and peer reviewed research articles.

Focus will not only be on gender specific interventions, but will also include general work on value chains that may have included gender aspects (mainstreaming) as well as private sector development projects/programmes focusing on creating vertical linkages in the production process.

A number of relevant evaluations already identified include:

- Independent Evaluation of the InFocus Programme on Boosting Employment through Small Enterprise Development (SEED), (2003)
- Report on the ETI Impact Assessment: The ETI code of labour practice – Do workers really benefit? (2006)
- From behind the Veil – Access to markets for homebound women embroiderers in Pakistan, MEDA (July 2007)
- Promoting women’s entrepreneurship development based on good practice programmes: some experiences from the North to the South, SEED Working paper, No 9
- Effects of Management Training on Women Entrepreneurs in Viet Nam (2002)
- ILO Evaluation: Ensuring that working conditions in the textile and apparel sector in Cambodia comply with internationally-recognised core labour standards and the Cambodian labour law project
- The role of certification and producer support in promoting gender equality in cocoa production, Solidaridad and UTZ certified network in cooperation with Oxfam Novib, (February 2009)
- Enhancing Women’s access to markets: An overview of Donor Programs and Best Practices, USAID

Danida’s Evaluation Department has in recent years completed a number of evaluations which may also be of relevance for the Evaluation Study. These include the following: Private Sector Development Programme (2001/06); Mixed Credit Programme (2002/4); Business Sector Support Programme (2002/6) Private & Business Sector Development Interventions, Meta-Evaluation (2004/6) and Danish support to Financial Services in Tanzania (2009/4). In addi-

tion, two Evaluation Studies have been prepared: Public Private Partnership Programme (2008/5) and 'Synthesis of evaluations of microcredit' (2009/4).

Furthermore, a number of research papers which explore the relationship between value chains and gender might be useful, including:

- Gender, Flexibility and Global Value Chains, Stephanie Barrientos, IDS Bulletin Vol 32, No 3, 2001
- Gender in Value Chains Emerging Lessons and Questions, A working paper, A. Laven et al, AgriProFocus, March 2009
- Integrating Poverty, Gender and Environmental Concerns into Value Chain Analysis, A Conceptual Framework and Lessons for Action Research, S. Bolwig et al, DIIS Working Paper no 2008/16

Objective

The main objective of the Evaluation Study is to:

- Elaborate a synthesis of the main findings and recommendations based on a selected sample of evaluations, studies and research papers with focus on support to gender issues in value chain development and also covering value chain and private sector interventions that were not focused on gender but that have implications for gender issues.

Outputs

The consultants will provide the following outputs:

- An inception report which will contain a proposed typology/classification to be used in the evaluation study, a long list of relevant evaluations, research papers and other studies; and a proposed sample to be covered by the evaluation study. The inception report will also outline the basic elements of the methodological approach to be applied

in the assessment of the proposed sample. Based on comments received from EVAL a revised version of the inception report will be prepared.

- The final report will be an Evaluation Study of not more than 40 pages (excluding appendixes). The Study will be prepared in the format used by the Evaluation Department for Evaluation Studies. The final Evaluation Study will be published and made available on the Internet by the Evaluation Department of Danida. Based on comments from EVAL a revised version of the Final Report will be prepared.

Scope of work

- The assignment, which will be based on a desk review and not comprise collection of primary data, will at least include the following: Review existing typologies, classifications and concepts used in connection with support to gender and value chain work and propose a typology/classification to be used in the Evaluation Study.
- Identify relevant evaluations to be included in the long list. The identification will be based on i.a. DEREK, the websites of the various donors and NGOs and the Internet.
- Identify relevant research projects, which have aimed at assessing the effects of donor support to value chain development in developing countries. Main sources will be academic journals and the internet.
- Identify other studies of relevance for the Evaluation Study.
- Based on the long list of relevant evaluations, research papers and other studies develop, based on explicit criteria, a proposed sample to be assessed in more detail in the Evaluation Study.
- Develop a proposed methodological approach to be used in the assessment of the sample of evaluations, research papers and studies.
- Analyse the individual evaluations, research papers and other studies included in the sample. The analyses should at least contain an assessment of the methodological soundness and the main findings and conclusions.

- Prepare a synthesis of the assessed evaluations, research papers and other studies. The synthesis could deal with various dimensions such as geographical location of the intervention (for instance Africa/Asia), local context/institutional structure and capacity, type of instrument, intervention modality etc.).
- If possible identify recommendations to policy makers and practitioners on design, implementation and monitoring of up-coming work in the field of gender and value chain.

Management, timing and reporting

The Evaluation Study will be managed by EVAL and the team of consultants will report to EVAL. It will be considered to establish a Reference Group with officials from other departments of the Ministry of Foreign Affairs (in particular BFT and ERH) and selected resource persons from outside the Ministry.

The elaboration of the Evaluation Study will take place between December 2009 and April 2010, with the following milestones:

December 2009:	Inception period
5 th January 2010:	Submission of draft inception report
15 January 2010:	Comments to inception report by EVAL
25 th January 2010:	Revised inception report
15 th March 2010:	Submission of draft Evaluation Study
25 th March 2010:	Comments to draft Evaluation Study by EVAL
15 th April 2010:	Submission of final Evaluation Study.

Danida's Evaluation Department, 25 November 2009

Annex 2: Table of evaluations and assessments discussed in chapter 4

Table 4.1. Evaluations of gender outcomes of value chain interventions focused on compliance with sustainability standards

Value chain, location and intervention	Intervention objective/evaluation objective and method	Upgrading strategies employed	Gender outcomes	Comments
4.1.1 Fairtrade certified banana and coffee producers in Peru, Costa Rica and Ghana (Ruben et al., 2008)	No specific gender objective apart from the Fairtrade requirement on participation in producer organisations. The evaluation includes effects on household decision making and analyses a random sample of certified producers with control groups	Certification involves process and product upgrading as well as vertical coordination	The contribution of females to household income seems to decline, whereas the role of the male household head in key decision domains became reinforced. The authors suggest that the dynamics within households engaged in Fairtrade are more male dominated than those within non-Fairtrade households.	The Fairtrade households in the sample tend to be located in poorer areas (where women have less access to resources and education and have lower social status). In addition, the differences reported are not statistically significant. ¹
4.1.2. Fairtrade and organic certified cotton producers in West Africa. (Bassett, 2009)	No specific gender objective apart from the Fairtrade requirement on participation in producer organisations. The article investigates Fairtrade programmes in Mali and Burkina Faso. It includes a small section on the perceptions of women. The method employed is interviews but no details are given about number, selection process or interview method or content.	Product and process upgrading, vertical coordination – introduction of organic and Fairtrade cotton cultivation and marketing.	The author states that “Fairtrade cotton can increase women’s incomes and autonomy and promote greater gender equity”. This is mainly due to the fact that fairtrade cooperatives are perceived to be more transparent and democratic than non-fairtrade and hence women experience less discrimination.	However, the evidence cited seems to also show the opposite. Namely, that men are attracted by the greater returns of the Fairtrade or organic crop and may use their wives’ names to apply for certification. The limited access to land also limits women’s participation.
4.1.3. Fairtrade and organic certified coffee producers in Guatemala and Mexico (Lyon et al., 2009)	No specific gender objective apart from the Fairtrade requirement on participation in producer organisations. The research reported makes use of ethnographic, archival, and survey data. This study assesses the relation between Fairtrade-organic market participation and gender equity.	Organic and fairtrade certification. Access to new value chain strands. Product, process upgrading and strengthened producer organisations	First, organizational norms required by FLO encourage women to participate in village and regional organizations. Second, legal requirements of organic certification lead to increased registration of land to women. Third, increased fairtrade–organic prices and required payment procedures ensure women’s access to significantly higher coffee income.	As noted by the authors, Some impacts are largely unintended – e.g. organic procedural forms. They also note, requirements that work to women’s benefit may also create barriers to participation, excluding women with high family labour obligations or without sufficient

¹ This criticism is noted in Coles and Mitchell 2009.

				formal education.
4.1.4. Organic certified pineapple and coffee producers in Uganda (Bolwig and Odeke, 2007)	There are no specific gender objectives in organic standards. The paper examines the effects on household food security of certified organic export production through a gendered analysis. It also discusses how organic conversion affects men and women differently in respect of changes in the costs and benefits of farming. A total of 172 organic and 159 conventional farmers were interviewed in a formal household survey and nine focus group interviews were conducted with the organic farmers, separately for men and women.	Organic production was in both cases organised on a contract farming-type basis and both schemes have been supported by EPOPA (funded by SIDA). In the form of training, establishment of the internal control system, financial support to third party organic certification, and marketing.	Organic conversion has significantly increased women's labour effort in coffee production. The effect on male labour has been weaker. According to the authors, it is very likely that women's increased effort in coffee farming has occurred at the expense of their own income generating activities. Hence, while men have enjoyed an increase in the income they control (from coffee), women appear to have experienced the opposite.	
4.1.5. Organic certified smallholder farming of coffee, banana, cacao, vegetables, sugar cane and honey located in Argentina, Costa Rica, the Dominican Republic, El Salvador, Guatemala and Mexico. (IFAD, 2003)	There are no specific gender objectives in organic standards. The thematic evaluation looks amongst other things on the impact on women. The study analyzed seven cases of smallholder organic farming including document review and 238 interviews however selection criteria for informants is not described.	Three of the cases consisted of farmer organizations working with IFAD project.	The first two or three years after farmers start to produce organically – are the most difficult period for women farmers. This is because women farmers more often have little family labour available and therefore find it more difficult to cover the extra labour demands brought on by the need to carry out soil conservation measures (while paying for certification costs without yet being able to obtain certification). On the other hand, the study also finds that organic production has increased the hiring of labour during harvests, because, in most cases, the yields have been higher. Because the highest demand for women's labour for crops like coffee, cacao and vegetables is during the harvest, the authors conclude that women wage workers have benefited the most from organic production.	
4.1.6. Tea and coffee smallholder certification to UTZ, Rainforest Alliance and fairtrade in Uganda, Kenya and Ethiopia (Riisgaard et al.,	No specific gender objective apart from the Fairtrade requirement on participation in producer organisations. The study compared the perceived impacts of certification to Fairtrade, UTZ Certified and Rainforest Alliance standards, in relation to several areas one of which were	The study covered six different schemes (cooperatives and contract farming schemes) which had received different kinds of external support amongst others from SIDA. Assistance included training, establishment of internal con-	The results show positive impacts for women across all three standards although with differences as to what had improved. The Fairtrade certified case studies show improved female representation and participation in farmer organisations. One of the UTZ case studies also showed improvements in this	

2009)	gender relations. The main research method was qualitative, based on semi-structured gender segregated focus group discussions with scheme participants which were selected in cooperation with the schemes (thus non-randomly)	trol systems, financial support to third party organic certification and marketing.	area. The other UTZ case study, while less positive in this respect, reported impacts from training on empowerment. Finally the Rainforest Alliance certified group attributed improvements for women to increased interaction between female farmers.	
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Table 4.2 Evaluations of gender outcomes of generic value chain interventions

Value chain, location and intervention	Intervention objective/evaluation objective and method	Upgrading strategies employed	Gender outcomes	Comments
4.2.1. Upgrading of the fisheries sector in Vietnam (Asian Development Bank, 2001)	The project is targeted at both men and women but included some specific provisions to promote women's participation. The evaluation is external and use qualitative and participatory methods.	The project includes upgrading of 10 fishing ports; the establishment of environmental monitoring units and provision of loans to selected private sector borrowers to establish ice plants and cold storage facilities at the ports.	Some improvement in working conditions at the port was noticed. Modernization however is likely to reduce labour demand and remove the small economic niches in fish marketing and processing currently occupied by poor women. Furthermore women were unable to offer collateral for the loans offered.	Because the project design did not accurately capture women's roles in the fisheries sector and as a result not only fails to impact positively on women but also has negative impacts
4.2.2. Pro-poor aquaculture production in Bangladesh (Danida, 2009)	The intervention is aimed at both men and women but has specific targets for female participation and empowerment. The evaluation measure participants women's roles and decision-making, mobility and credit control compared with control groups. The evaluation looks at two similar interventions which nevertheless are implemented 10 years apart in different localities, one aiming at individuals, the other aimed at households.	The interventions supported pro-poor involvement in aquaculture production and included; group formation among pond operators; development of integrated sustainable aquaculture practices and production (training, technical advice, and awareness raising); establishment of credit delivery services; support to service providers (fish seed traders, harvesters, and net makers).	Have led to increased intra-HH interaction and mobility among those women who participated in the interventions compared to the group of non-participating women.	The selection of female extension trainers appears to have been important. Impacts were due mostly to increases in consciousness and self-confidence and practical changes from participation not due to the actual application of technical training, as despite equal participation levels as beneficiaries, restrictive gender roles prevented most of the women from using their training.
4.2.3. Pigs, pond aquaculture, and tile-making	The project focuses on both men and women but specifically mentions participation of women. The evaluation of	The project is strengthening all elements, except retail sales, of the produc-	All elements of the respective value chains appear to have benefited. The evaluation team observe a	The evaluation team finds that the fact that women are less mobile and more disad-

value chains in Cambodia (Miller and Amato, 2007)	gendered impact of the interventions is part of a more general impact analysis.	tion/marketing chain for pigs, pond aquaculture, and tile-making in four provinces.	gender reverse bias, with woman-run businesses disproportionately benefiting: “Project records indicate that some 24% of interest group participants are women. We believe this greatly understates their proportion as beneficiaries. Because they are less able to travel to meetings and more likely to communicate among themselves, they derive benefit disproportionate to their recorded participation numbers. Moreover, interviews with women project participants suggest that, because they were starting from a relatively more disadvantaged position with regard to business knowledge and skills, project facilitated TA (technical assistance) was all the more valuable.”	vantaged means that they benefit more from the same training as compared with men!
4.2.4. Upgrading the coffee and domestic animals sector in Nicaragua. “Apoyo de Asdi al Desarrollo de la agricultura en Nicaragua” (Fajardo, et al., 2005)	The project focuses on both women and men within the coffee and domestic animals sector in Nicaragua. The ‘ <i>Economía de patio</i> ’ program component is the only one specifically targeted at women and its objective is to increase gender equity and women’s access to resources by introducing vegetable growing both for commercial and household use. The evaluation measure general impacts including gender impacts. The method employed consisted of a workshop, group interviews, field visits and use of questionnaires. There are no details about selection process or numbers of interviewees.	In both coffee and livestock farming the upgrading strategies have been the following: - support to organizational processes such as strengthening cooperatives -Support to the process and transformation of production in order to add - Support to the producers to introduce products in the national and international markets (market access in the case of coffee by establishing contracts with foreign buyers). - Product diversification to other products in order to reduce dependency on coffee and livestock (the ‘ <i>Economía de patio</i> ’ component).	In general, coffee producers have increased their productivity and quality. Gender is not mentioned in relation to these impacts. In the ‘ <i>Economía de Patio</i> ’ component women have developed new abilities in the management of land, have incorporated new products in their diet as well as generated additional incomes by selling vegetables.	In general, the component of <i>Economía de patio</i> has had very positive results in increasing gender equity and improving the access of women to new resources. However, the program has also increased women’s workday. Women were not included in training on product upgrading. The reason for this according to the evaluation is not justified by the project.
4.2.5. Farm Forestry in Pakistan (funded by SDC) (Stuart and Rahat, 2008). The	Country evaluation of gender mainstreaming in 6 projects one of which use a value chain approach: Farm Forestry Support Project. The evaluation	Product and process upgrading, creation of horizontal and vertical linkages	The farm forestry project was found to have successfully reached out to women, and made a significant contribution to their socio-	The success of the farm forestry project in relation to gender outcomes was due to the design of new gender

evaluation is supported by an earlier external review of the Farm Forestry Support Project (Veer, et al., 2004).	is based on interviews and visits but the method is not described in detail.		economic development.	specific strategies as a result of an external midway evaluation.
4.2.6. Export anthurium flower production in Sri Lanka - an ILO funded project (Barlow, 2009)	<p>The project does not focus specifically on women but 70% of participant entrepreneurs are women.</p> <p>The ILO Enter-growth programmes (of which this project is part) in general supports approaches that are likely to benefit women and address gender imbalances.</p> <p>The external research reported evaluates the ongoing intervention. Gender impacts is a minor part but mentioned in relation to 'intangible poverty indicators'. The research is based on interviews including with non participant growers.</p>	<p>The intervention consisted of three parts: a) an analysis of opportunities and weaknesses in the local economy, and b) an analysis of the market requirements in the global value chain, and c) the follow-up activities to implement the proposals generated by the value chain development exercise. These interventions were focused on three main functions within the value chain; Marketing and Distribution, Production and Sourcing</p>	<p>Initial impacts experienced by more than 50% of interviewees included improved market linkages, improved skills, product quality and prices. No gender specific impacts recorded so far but the study finds 'potential' for improvement in the field of 'women empowerment' (decision making power and community participation).</p>	<p>It is concluded that this potential is mainly related to 'having' an anthurium business and being a member of a business association, not by the changes that have currently taken place in the business as a result of the project 'interventions'. This means that the various planned future interventions to increase the number of growers may especially empower potential future (female) growers.</p> <p>The value chain analysis and the resulting interventions do not mention or address gender specific constraints. The evaluation only relates to gender as part of what is named 'intangible poverty indicators'</p>

Table 4.3 Evaluations of gender outcomes of value chain interventions that target only women

Value chain, location and inter-	Intervention objective/evaluation objective and method	Upgrading strategies employed	Gender outcomes	Comments
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vention				
4.3.1. Handicraft production in Pakistan (funded by SDC) (Stuart and Rahat, 2008).	Country evaluation of gender mainstreaming in 6 projects one of which use a value chain approach: Karakorum Handicrafts Development Programme. The evaluation is based on interviews and visits but the method is not described in detail.	Product and process upgrading, creation of value chains, coordination, creating linkages.	The evaluation found that the handicraft project had changed women's and men's consciousness about possible roles and increased women's access to, and control over, resources.	
4.3.2. Women embroiders in Pakistan (USAID, 2007)	The intervention focus entirely on women. The impact analysis is internal and details quantitative and qualitative impacts including changes in gender roles and decision making. The methodology used is not explained.	The program is developing a network of women intermediaries that link isolated women embroiders to local value chains and provide an embedded package of services that help them meet the demand from contemporary local markets. The program also links the intermediaries to design services and to urban garment makers	Incomes had more than tripled on average. Women reported increased contributions to household decision making, increased self confidence and increased mobility. Changes in women's roles in society were noted due to training of women intermediaries	The assessment does not provide information on methodology employed nor on whether the changes in the roles and functions performed by women (both in the households and in the value chain) had caused any negative effects. The assessment only notes that in general, men seemed supportive of women's accomplishments.
4.3.3. Community – managed maize procurement in India (Subrahmanyam et al., 2006)	The maize component target women specifically and is part of a larger government programme covering many products (the Andhra Pradesh Rural Poverty Reduction Project). The study evaluates general impacts of the first year of the maize component based on survey material and focus groups. The findings of relevance to this report stems mainly from the 6 focus group discussions and a structured questionnaire administered to the Village Procurement Committees.	Localizing the value chain, bringing the market to the village level, and providing a “one-stop shop”; Creating an institutional mechanism for aggregation. Increasing transparency in transactions;	The study found that the intervention had increased the participation, leadership, and technical skills of women. Through the groups, women were taking on duties in the value chain that were previously in the men's domain e.g. negotiating with traders. The procurement centres also benefit the village as a whole and thus, participating women have garnered support from village elders and leaders.	The study does not mention whether the new role of women has caused any problems. It does not state who participated in the focus groups but seems information about experiences is only obtained at the level of the Village Procurement Committee.
4.3.4. Organizing Afghan Women to Generate Income from Poultry - USAID/FAO. (Fattori, n.d.)	The project which is aimed at women only, was assessed after 2 years of project implementation (it was a 3 year project). The method employed for the assessment is not discussed in detail but includes both quantitative and qualitative results including a survey of 534 village women. The evaluation does not discuss gender equality impacts but only measure success in terms of knowledge, production and capabilities and market access obtained.	Product and process upgrading. Horizontal (district Poultry Producer Groups) and vertical linkages (provincial centre which offers input supplies and marketing)	21,364 women trained in poultry husbandry techniques, and organized into a network that links poultry producers to urban markets. Increased income and improved food quality.	

<p>4.3.5. Vegetable and Fish production in Bangladesh (Naved, 2000)</p>	<p>Techniques used for data collection included key informant interviews, focus group discussion, case studies, trend analyses, impact flow, observation, historical profile, social maps, resource maps, Venn diagrams, and mobility maps. The study investigates whether income has been increased from implementation of new technology, and if so, who controls the additional income. Furthermore, the study compares outcomes between individual and group approaches</p>	<p>The study compares the intra-household impact of the implementation of modern agricultural technology across three different programmes one of which is the DANIDA funded MAEP project (see 2.4.). The interventions evaluated did not all employ a value chain approach (the evaluation looks only at the project components which are related to implementation of new technologies), but it is nevertheless relevant to mention here.</p>	<p>Using a trend analysis Naved argues that horizontal coordination has led to negotiations being held at a higher level than the household where women are backed by an organisation and men do not have direct access to the income. The success of the fish-farming initiative was determined by women's ability to retain control of the pond leases, fish-farming and income due to the group structure.</p>	
<p>4.3.6 Women Entrepreneurship Development in the Food Processing Sector in Tanzania (UNIDO, 1999)</p>	<p>Project is targeted at women only. The External midway evaluation evaluates whether the project is meeting its objectives and planned outputs. The method employed is interviews with trainers and participants. The women interviewed were selected by the project team. Number and method is unknown.</p>	<p>New methodologies, tools and techniques have been introduced in solar drying of dried fruits, vegetables and spices and the production of essential oils. Marketing has been introduced into the training</p>	<p>New technologies have been introduced. Women entrepreneurs have been trained and 70% have succeeded in starting their own business. These women however tended to be middle class not grass-root as intended. An association formed to provide bulk purchasing and marketing was not yet deemed sustainable</p>	<p>Neither project nor evaluation seems to think of gender specific problems and solutions</p>
<p>4.3.7 Small tea grower project in India – Traidcraft (Johnson, 2009)</p>	<p>The purpose of the project was to 'to empower small tea growers and tea workers to realise fairer terms of trade in the tea industry'. The Project did not directly address the issue of gender equality but the external evaluation does include gender equity effects.</p>	<p>Process upgrading, strengthening of horizontal linkages</p>	<p>According to the evaluation, an important issue that affects participation of women in the tea growing societies is the absence of land documents in their names. As a result of this condition, women have not been able to obtain membership or assume leadership roles in producer organisations. There are few exceptions to this; noteworthy is the case of the women's groups in Idukki in Kerala facilitated by the project.</p>	<p>27 out of 32 members of the Society had land rights in their own names and hence could obtain registration with the Tea Board. It took tremendous efforts from the part of two women from the village, to organise all the women and form the society. With very few women owning land, they had to gather members spread over a large area, bypassing village boundaries.</p>

Table 4.4. Evaluations of gender mainstreaming in value chain interventions

Intervention	Intervention objective/evaluation objective and method	Upgrading strategies employed	Outcomes	Comments
4.4.1. Assessment of the Greater Access to Trade Expansion (GATE) Project, (Lieberson and Ropic, 2009)	The objective of the intervention was to successfully integrate gender in the USAID missions Economic Growth programming. The evaluation looks at how the GATE approach has been disseminated amongst 7 USAID country missions. The method used entails document reviews, interviews and visits to three missions.	GATE provided training and technical assistance to USAID Missions to identify gender-based constraints in trade activities. GATE developed value chain analyses of gender-differentiated trade opportunities and assisted with new approaches and interventions to remove gender-based impediments.	GATE was deemed successful in 4 out of 7 countries.	1) USAID staff responds when senior management makes it clear that an issue is important and management intends to monitor performance. 2) The GATE approach of addressing gender through the more all-encompassing pro-poor approach holds greater appeal to trade economists.
4.4.2. SNV Nepal country programme evaluation (Thorntom et al., 2007)	Part of the external evaluation of the SNV Nepal country programme looks at gender equality mainstreaming in relation to the 'markets for the poor' (MAP) programme particularly the cardamom component. The evaluation is based mainly on documents and a few visits and interviews	Introduction of ne technology, improved product quality, improved market linkages	Gender equality in MAP was found to be addressed more at the level of beneficiary group than within the structures of the organisations. The evaluation recommends that partners are influenced to make gender equity considerations mandatory and to develop gendered budgets. Thus even though attempts to address gender equality were visible serious gaps were identified and a need to enhance the gender capacity of project personnel and partners.	At the general level of SNV Nepal, it was found that even though SNV has made an explicit commitment to ensure programme and policies are engendered, translation of gender in practice areas was found to depend on the level of comprehension and skills in responsible staff. Overall expertise was found to be limited to the dedicated gender and social inclusion advisers. Skill and understanding amongst other staff was found to be somewhat limited and the social inclusion and gender expertise was not drawn on effectively.

Annex 3: List of organisations

Organization	Work in relation to value chains and gender	Contacts (a non-exhaustive list of personnel working with gender and or value chain issues)	Sectors and Geographical focus of the gender work ²	Type of documents provided
Non-governmental Institutions (NGOs)				
Traidcraft	Support approaches to trade that promote a fair inclusion of poor people in developing countries. They have a fair trade trading company.	Contact with Geoffrey Bockett, International Director geoffb@traidcraft.co.uk Alex Gonzales http://www.traidcraft.co.uk/	Sectors: Special focus on tea, cotton and crafts. Countries: India and others.	Evaluations See for instance: Johnson, T. (2009), Sustainable Livelihood for Indian Small Tea Growers and workers , External Final Evaluation, Traidcraft Exchange.
Oxfam (Novib and GB)	Several Oxfam organizations like Oxfam GB and Novib employ a value chain approach in their trade related projects	Contact with Thies Reemer from Novib. Contacted Inez Smith http://www.oxfamnovib.nl http://www.oxfam.org.uk/	Sectors: Coffee, tea, cocoa, shrimps and palm oil. Countries: Kenya, India, Tropical Africa, Papua New Guinea, Ivory coast, Ghana and Bangladesh.	Background Literature Evaluations Experiences and lessons learned See for instance: Wach, H. (2009) Gender issues in small-scale production in value chain work of Oxfam Novib - A survey related to the commodities coffee, tea, cocoa, shrimps and palm oil, Oxfam Novib, Netherlands
ODI	The International Economic Development group of ODI employs a value chain approach in some of the programmes they fund e.g. the COPLA programme in Latin America and the action research projects on natural resource based value chains in Africa and Asia.	Contact with Jonathan Mitchell http://www.odi.org.uk	Sector: Agriculture, fisheries, tourism, incense sticks. Countries: Nicaragua, Guatemala, Tanzania, Vietnam, Mali, Philippines, India, Nepal, Senegal.	Background Literature Value Chain Manuals Experiences and Lessons learned See for instance: Coles, C. and J. Mitchell, (2009) Gender and agricultural value chains – a review of current knowledge and practice and their policy implications . ODI Paper for UN FAO SOFA 2010, ODI, UK

² The sectors and geographical focus listed here is not exhaustive but based on a long list of relevant evaluations and related project material. The long list was used to identify the short list of material analysed in this report and can be obtained by contacting the authors.

SNV	SNV programmes within inclusive business, agriculture, forestry and tourism all employ an explicit value chain approach	Checked all SNV evaluations. Marlene Roefs mroefs@snvworld.org Also had contact with their gender consultant Margriet Poel, www.snvworld.org	Sectors: Agriculture (vegetable, apples, oil), agriculture, forestry and tourism Countries: cross-country.	Background literature Value Chain Manuals Experiences and Lessons learned See for instance: SNV (2009), SNV Nepal's Participation in Agri-Pro Focus trajectory on gender in value chains , AgriProfocus, Unpublished
Women Working Worldwide	Works with an international network of women workers focusing on supporting the rights of women working in international production chains.	http://www.women-ww.org/	Sectors: clothing and horticulture Countries: Cross-country.	Experiences and Lessons learned See for instance: Mather, C. (2004), Garment Industry Supply Chains: A Resource for Worker Education and Solidarity , Women Working Worldwide. Manchester ³ .
ICCO	In several projects under their Fair Economic Development programme they employ a value chain approach for example in the projects related to providing producers with access to the international markets for tropical fruits, forest products and cotton.	Angelica Sender Angelica.Senders@ICCOenKerkinActie.nl Andre Vording Andre.Vording@iccoenkerkinactie.nl	Sectors: cocoa, Allan Balckia tree, coffee, palm oil, milk, tomatoes, cucumbers, cashew, Sesame. Countries: Ghana, Cote Ivory, Tanzania, Peru, Honduras, India, Tajikistan, Nicaragua, Ethiopia.	Background literature Experiences and Lessons learned See for instance Solidaridad and UTZ (2009), Cocoa and gender in Cote d'Ivoire, for the gender in value chains working group of AgriProFocus , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions, AgriProFocus working paper, ICCO.
Agri-pro focus	Members of the AgriProFocus learning forum on gender includes ICCO, Oxfam Novib, HIVOS, SNV, Cordaid, KIT, Solidaridad, CIDIN, Wageningen International, and Agriterra. The overarching goal for the forum is defined as: <i>Having value chains</i>	Angelica Sender Angelica.Senders@ICCOenKerkinActie.nl Roel Snelder / coordinator of the gender network. rsnelder@agriprofocus.nl	Sectors: Coffee, vegetables, cocoa, AllanBlackia trees. Countries: Peru, Guatemala, Colombia, Bolivia, Nicaragua, Republica Dominicana and Mexico, Uganda, Ethiopia, Ghana, Cote Ivory, Tanzania.	Value chain manuals Experiences and Lessons learned See for instance: Solidaridad and UTZ (2009), Cocoa and gender in Cote d'Ivoire, for the gender in value chains working group of AgriProFocus , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder,

³ This text belonged to the 'long list'.

	<i>work for women!</i>			(2009) Gender in Value Chains emerging lessons and questions, Agri-ProFocus working paper, ICCO.
International Potato Center (CIP)	CIP, located in Peru, has been conducting research on how to better integrate the poor in the potato chain. They are also analyzing gender in the context of the potato value chain in the Andes.	André Devaux Leader Papa Andina Initiative A.DEVAUX@CGIAR.ORG	Sectors : Potato Countries :Andean countries.	Value Chain Manuals See for instance : Bernet, T., G. Thiele and T. Zschocke, (2006), Participatory Market Chain Approach (PMCA): User guide , International Potato Center (CIP): Papa Andina, Lima.
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)	CATIE has carried out many projects and research on value chain commodities in Latin America such as cocoa and coffee. Furthermore, CATIE has recently published a gender and value chain toolbox in cooperation with RUTA and GTZ.	Contact with the value chain and evaluation departments. Thelma Gaitán, value chain specialist, tgaitan@catie.ac.cr	Sector: cocoa and coffee Country: cross-country	Value Chain Manuals See for instance: RUTA, CATIE and GTZ (2009), Cadenas de Valor con Enfoque de Género (Spanish). CATIE, GTZ y RUTA .
(Royal Tropic Institute) KIT	KIT has researched and conducted many projects on value chains, governance processes and on identifying more inclusive upgrading strategies for smallholders. Among its recent activities, KIT has promoted the integration of gender in value chains analysis and training.	Contact with the development department. Anna Laven, KIT Development Policy and Practice, a.laven@kit.nl Hugo Verkuijl, Senior consultant H.Verkuijl@kit.nl	Sectors: cocoa, agriculture and vegetables. Countries: West Africa, Ethiopia.	Value chain Manuals See for instance: KIT, Faida MaLi and IIRR and L. Peppelenbos (ed.) (2006), Chain Empowerment: Supporting African Farmers to Develop Markets , Royal Tropical Institute, Amsterdam; Faida Market Link, Arusha; and International Institute of Rural Reconstruction, Nairobi.
Markets for the Poor M4P	Located in Vietnam, Making Markets Work Better for the Poor (M4P) is an approach that aims to accelerate pro-poor growth by making markets function better and with greater fairness for the	Buddhika Samarasinghe, Project coordinator bud-dhika.samarasinghe@markets4poor.org	Sector: cross-sector Country: cross-country	Value chain Manuals See for instance: Van den Berg, M., M. Boomsma, I. Cucco, L. Cuna, N. Janssen, P. Moustier, L. Porta, T. Purcell, D. Smith and S. Van Wijk, (2004) Making Value Chains Work Better for the Poor . A Toolbook for

	poor men and women that participate in them. M4P focuses on changing the structure and characteristics of markets to increase participation by the poor on terms that are of benefit to them.			Practitioners of Value Chain Analysis. Making Markets work better for the poor, M4P, Hanoi:Vietnam
Multilateral Donors				
UNIDO	UNIDO's Industrial Policy & Private Sector Development Branch works amongst others to promote business partnerships and women Entrepreneurship	Manuela Boesenhofer All evaluations by their evaluation unit have been checked.	Sector: leather, clothing, food processing. Country: Uganda, Tanzania, Vietnam.	Evaluations Experiences and Lessons learned See for instance: Tensch R. and M. Marchich (2002), UNIDO Programmes Funded by Austria to Strengthen the Leather Sector in Uganda. Joint In-Depth Evaluation Mission , UNIDO, Uganda.
UNIFEM	UNIFEM works to implement Results-Based Initiatives (RBIs) to advance and measure the impacts of women's economic empowerment strengthening women's entrepreneurship and access to markets. Currently there are RBIs in six countries. Evaluations are scheduled to be ready by the end of 2010	Contacted with Caroline Horekens, Cross-Regional Programme Analyst caroline.horekens@unifem.org http://www.unifem.org	Sectors: cassava and handicrafts. Countries: Liberia, Cambodia and Laos.	Value Chain Manuals Experiences and Lessons learned See for instance: UNIFEM (2009), UNIFEM Results-Based Initiatives – Women's Economic Empowerment Works. We Can Prove It , UNIFEM, New York, US.
World Bank	The World bank has recently published a guide on Gender in Agriculture where a value chain approach has been included. The WB is currently carrying on evaluations on strengthening value chain participation of women and women producer as-	Eija Pehu (Agriculture and Rural Development Department) epehu@worldbank.org John Mackedon, Consultant, Agriculture and World Development (ARD) Gender in Development (GENRD)	Sectors: Agriculture. Countries: cross-country.	Background literature Value chain manuals Experiences and Lessons learned See for instance: World Bank, FAO, and IFAD (2009) Gender in agriculture sourcebook , The World Bank: Washington DC.

	sociations in Mali. The World Bank is also a co-funder of various value chain projects with a particular focus on gender.	jmackedon@worldbank.org		
IFAD	IFAD works on value chains and gender with special attention to agriculture and improving access to markets. Furthermore, IFAD has been co funder together with FAO of the <i>Gender in Agriculture sourcebook</i> published by the World Bank. IFAD is now carrying out an evaluation that will look specifically at gender and value chain and they expect to be finished in 2010.	Ilaria Firmian, Technical Advisor - Environment & NRM i.firmian@ifad.org Oanh Nguyen , Evaluation Unit o.nguyen@ifad.org Vineet Raswant, Value chain specialist v.raswant@ifad.org Annina Lubbock, Senior Technical Advisor, Gender and Household Food Security, IFAD a.lubbock@ifad.org	Sectors: cocoa, coffee, agriculture (banana, honey, sugar cane and fresh vegetables) and non-timber forest products. Countries: Argentina, Republica Dominicana, El Salvador, Costa Rica, Guatemala, Mexico, Philippines, Burkina Faso, India.	Value Chain Manuals Evaluations Experiences and Lessons learned See for instante: IFAD (2003), The Adoption of organic agriculture among small farmers in Latin America and the Caribbean, Thematic evaluation.
Bilateral Donors				
Danida	Particularly projects under the Private Sector Development Program have targeted value chains and in some cases had a specific gender focus.	Tue David Bak, Senior Adviser/Technical Advisory Services tuebak@um.dk Hans Henrik Madsen, Senior Adviser/ Technical Advisory Services hahmad@um.dk Jørn Olesen, Senior Adviser/Technical Advisory, jorole@um.dk Jørgen Georg Jensen, Technical Advisory Services, jojens@um.dk Warwick Thomson , B2B coordinator/private sector support and development, Uganda wartho@um.dk	Sectors: Aquaculture, agriculture. Countries: Africa, Asia and to a minor degree Latin America.	Evaluations Experiences and Lessons learned See for instance: Venegas, R. M., and J. V. Rojas (2009), Report of the learning mission of the 4th component of PREMACA , Danida office, Guatemala.

<p>USAID</p>	<p>USAID has been a main actor in various gender and value chain projects (e.g. manuals and state of the art knowledge). For instance, USAID has created the program GATE, where the main objective is to integrate women in value chains. USAID is currently planning an evaluation of the value chain programs which have focused on gender. The evaluations are scheduled to start in February 2010.</p>	<p>Dr Deborah Rubin, Director, Cultural Practice LLC drubin@culturalpractice.com</p> <p>Rekha Mehra, Director, Economic Development, International Center for Research on Women (ICRW) rmehra@icrw.org</p>	<p>Sectors: Tradecrafts, agriculture, clothing, aquaculture, manufacturing.</p> <p>Countries: Guatemala, Salvador, Honduras, Vietnam, Pakistan, Peru, Kenya, Bangladesh, Albania, Dominican Republic, Nigeria, South Africa.</p>	<p>Background literature Value Chain Manuals Evaluations Lessons learned</p> <p>See for instance: Gammage, S., N. Diamond and M. Packman (2005) Enhancing women's Access to Markets: an Overview of Donor Programs and Best Practices, Usaid, Washington.</p>
<p>Swiss Agency for Development and Cooperation (SDC)</p>	<p>SDC had some projects that employ a value chain approach when targeting.</p>	<p>Sohel Ibn Ali, Senior Programme Officer, Bangladesh sohel.ibn.ali@sdc.net</p> <p>Winny Fred Sumona Biswas, Senior Secretary winny.biswas@sdc.net</p> <p>Annemarie Sancar, DEZA SQA-Gender and Equity Office annemarie.sancar@deza.admin.ch</p> <p>Peter Tschumi, Responsible for the Network Employment and Income peter.tschumi@deza.admin.ch</p> <p>Roduner Daniel AGRIDEA - Developing Agriculture and Rural Areas, Daniel.Roduner@agridea.ch</p>	<p>Sectors: Natural resources, agriculture, handicrafts</p> <p>Countries: Ukraine, Pakistan.</p>	<p>Background literature Evaluations Experiences and Lessons learned</p> <p>See for instance: Stuart, R., S. K. Rahat, (2008), 'Independent Evaluation of SDC's Performance in Mainstreaming Gender Equality – Pakistan Country case study', SDC, Pakistan.</p>
<p>Swedish International Development</p>	<p>SIDA has several projects where an explicit value chain approach is used.</p>	<p>Susanne Westein, Head of the Gender department +46 8 6985446</p>	<p>Sectors: agriculture</p> <p>Countries: Nicaragua, Guatemala</p>	<p>Background literature Experiences and Lessons learned</p>

Agency (SIDA)	<p>The gender department is carrying out an evaluation on gender and value chains which will be finished in April 2010. The ongoing evaluations are taking place in Ethiopia and Kenya in the agricultural sectors.</p>	<p>Marie Aldehn Marie.aldehn@sida.se +46 8 698 5091</p> <p>Caroline, Evaluation Office +46 8 698 5439</p>		<p>See for instance: Fajardo, R., T. Ammour, R. Cruz, (2006), Asdi Support to the development of the agriculture in Nicaragua, FondeAgro Program, (Spanish), Sida.</p>
International Labour Organization (ILO)	<p>ILO has produced several of the manuals on value chain and gender mainstreaming. Evaluations have not been conducted yet in relation to the application of knowledge provided by the manuals. However, the institution is planning to carry out capacity building and perhaps some pilot activities in selected value chains in one or more of the countries in which their projects are being implemented (Cambodia, Lao PDR and Vietnam) in the first half of 2010.</p>	<p>Sarah Kitakule, ILO WED Eastern Africa mailto:kitakule@ilo.org</p> <p>Joni Simpson, Senior Specialist, Women and Youth Entrepreneurship Development simpson@ilo.org</p> <p>Annemarie Reerink, Chief Technical Advisor, Women's Entrepreneurship Development reerink@ilo.org</p> <p>Aminata Maiga, Regional WED Coordinator maiga@ilo.org</p> <p>Merten Sievers, Value Chain Development and Business Services Coordinator - SEED ILO Geneva sievers@ilo.org</p>	<p>Sectors: Horticulture.</p> <p>Countries: Sri-Lanka, Cambodia.</p>	<p>Value chain manuals Evaluations Experiences and Lessons learned</p> <p>See for instance: ILO-Enter Growth in Cooperation with University of Amsterdam (2007) Intervention Report VCD Exercise Enter-Growth Kurunegala - Promoting export anthurium flower production in the North Western Province.</p>
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	<p>GTZ has carried out extensive work on both value chains and gender. Some of the projects with a value chain focus have incorporated a gender perspective.</p>	<p>Value chain unit rural.development@gtz.de</p> <p>Judith Frickenstein, Programme Officer Programme Promoting Gender Equality and Women's Rights judith.frickenstein@gtz.de</p> <p>Dr. Lothar Diehl, GTZ Progr. Adviser, Ghana lo-</p>	<p>Sectors: Agriculture (Mango, Chilli, Guinea fowl, grasscutter, pineapple and citrus), aquaculture and cross-sector.</p> <p>Countries: Kenya, Ghana and cross-country.</p>	<p>Background literature Value chain manuals Evaluations Experiences and Lessons learned</p> <p>See for instance: GTZ (2009) Market oriented Agricultural Program, Programme Progress Report, January to December, 2008, GTZ, Ghana.</p>

		<p>thar.diehl@gtz.de</p> <p>Reimund Hoffmann GTZ Agricultural Sector Coordinator reimund.hoffmann@gtz.de</p> <p>Theresa Antoh, GTZ-MOAP Accra theresa.antoh@gtz.de</p>		
Department for International Development (DFID)	DFID counts with a large evaluation team, and some of their working papers and thematic evaluations touch upon gender equality and women empowerment in relation to markets.	<p>Evaluation Department ev-dept@dfid.gov.uk</p> <p>Wrote John Murray, Evaluation Department j-murray@dfid.gov.uk</p>	<p>Country: cross-country</p> <p>Sector: cross-sector</p>	<p>Evaluations and Impact assessments</p> <p>See for instance: Pinder C., (2005) Evaluation of DFID Development Assistance: Gender Equality and Women's Empowerment Phase II Thematic Evaluation: Enabling Environment for Growth and Investment. <i>DFID Working paper</i>, DFID: UK.</p>
Norwegian Agency for Development (NORAD)	NORAD has a defined gender strategy for developing countries and employs a value chain approach in some of the projects they fund. However, no evaluations have been done yet on value chain projects with a focus on gender.	<p>Evaluation Department +47 22240341</p> <p>Anne Kathrine Essén, Executive Officer Evaluation Departement, ane@norad.no</p> <p>Thora Holder, advisor on gender issues, (Thora.Holter@norad.no)</p>	<p>Sector: cross-sector</p> <p>Country: cross-country</p>	<p>Evaluations</p> <p>See for instance: Aasen, B., S. Bjerkreim, M. Haug, A. Sarwari, C. Rakordi, E. Mutale, S. A. Ponga, M. Sørvald, N. Alam, B. Mikkelsen (2005) Evaluation of the “strategy for women and gender equality in Development cooperation (1997-2005)”, Norad, Oslo, Norway.</p>
Experts consulted				
		<p>Dr Marina Prieto-Carron Senior Lecturer in Development Geography Department of Geography University of Portsmouth Buckingham Building Lion Terrace Portsmouth PO1 3HE tel/fax: +44(0)23 9284 2503/2512 marina.Prieto-Carron@port.ac.uk</p> <p>Dr Roldan Muradian</p>		

		Senior Research Fellow Tilburg University, Netherlands R.Muradian@maw.ru.nl		
		Wim Pelupessy Researcher, Development Studies Tilburg University, Netherlands pelupessy@uvt.nl		

Annex 4: Relevant case studies and other material

Relevant material for value chain interventions focused on complying with sustainability standards

Gender equality in the cocoa value chain

A joint publication by UTZ certified and Solidaridad (in cooperation with Oxfam Novib) investigates how to improve gender equality in the cocoa value chain via certification and producer support (Solidaridad and UTZ, 2009). Based on case studies, workshops and a gender-analysis of the UTZ code, a range of recommendations emerge. Some are aimed mostly at the certification bodies, while others are aimed more at the support offered by donors:

- **code development** (e.g. include gender specific criteria and enable women to voice their specific interest);
- **code implementation** (e.g. cooperation with local gender experts, adjusting organizational structures). Certification programmes should take into account that participation in certified value chains, especially those entailing higher quality demands, could increase the demand for pre and post-harvest labour, which is in large part conducted by women. These effects must be monitored and if this occurs, solutions must be found. Furthermore, to ensure equal opportunities for participation, gender specific barriers such as a lack of information, lack of access to resources, and lack of training will have to be removed;
- **auditing** (e.g. gender sensitization of auditors, collection of gender specific information);
- **producer support** (e.g. cooperation with local gender experts and NGOs, adjusting organizational structures, use of female trainers and tailored training programs, training of technical assistants, field representatives and auditors on gender issues, creating accessible credit schemes, informing about women's rights, especially land rights, take household dynamics into account, set conditions for partner organizations to deal with

gender issues and, include an awareness raising module on gender in the farmer training program for male farmers).

The study focus is on the UTZ Certified code and the cocoa sector. However the UTZ code in many aspects overlap with both organic, Fairtrade and Rainforest Alliance codes and the gender specific constraints identified for female cocoa farmers (e.g. limited access to cooperative membership and decision making bodies, to cocoa markets, to training and information, to land, and to credit) can be found in most other agricultural sectors. As a result, the recommendations listed are also useful for other 'sustainability' certification systems as well.

The Café Femenino label

An innovative approach to 'sustainable' value chains, although not yet systematically evaluated, is the development of women's brands, such as the 'Café Femenino' label - an organically grown coffee. The approach originates from Peru but by 2008 this programme was active in 8 countries: Peru, Brazil, Bolivia, Dominican Republic, Guatemala, Nicaragua, Mexico and Colombia (Oxfam Novib, 2009). The scope of the operation was to create a brand that would give higher value to coffee produced by women through 'specialty coffee' certifications, organic farming and Fairtrade marketing channels (IFAD/Manikowska, 2007 in World Bank, 2009). In Peru, Café Femenino was created to enable women coffee producers to control their share of benefits from coffee growing. By creating a 'women's only space' within an existing mixed gender producer organisation, women have generated their own micro company (trade mark for women) (Agriterria, 2008).

According to the World Bank (2009), the example from Peru illustrates the added value that an explicit gender focus can bring. Aside from increasing women participation in the coffee cooperatives and improving their technical capacity, the program has helped to strengthen women's self-esteem and leadership capacity. Thus, more women are part of the boards in the mixed gender organization and are also working as extension and administrative workers. Interestingly, the interest by women in managing the organization has sharply increased - a fact that

has been accompanied by a change in the attitude of men, who now accept and facilitate women's participation (IFAD/Manikowska, (2007) in the World Bank, 2009).

Organic banana producer associations in Perú

A report on a project supporting small producer associations conversion to organic production of bananas found that Fairtrade producer associations had a higher degree of training than conventional associations and that participation of women in the associations were higher (Reinoso, n.d.).

The intervention was addressed to the small producer associations of banana producers from the Chira Valley, Perú. The government started a program to promote and initiate banana producers to the production of organic banana in 1998. The program provided subsidies, credit, farmers training, and paid the certification of organic production and is now concluded. However, the current overview of the producer associations still shows important differences such as women participation. The analysis was categorized according to three different types of associations: type I: Fair Trade without intermediaries, Type II: Fair Trade with intermediaries, Type II: without Fair Trade. The results show that Type I and II have higher degree of instruction and training than type III. It is precisely in these two types where women participation in the associations is also higher (Reinoso, n.d.).

Relevant material for generic value chain interventions

ODI action research project

A three-year IDRC-funded project, administered by ODI, commissioned southern research teams to research the central question 'what effects does applying upgrading strategies in value chains have on poverty, environment and gender issues for the poor in lagging rural regions of developing countries?'. The project consisted of seven action research teams working with different value chains in different parts of the world. On the basis of the seven projects as well as a literature review a report was written about gender and agricultural value chains and the impacts of upgrading strategies on gender outcomes (Coles and Mitchell, 2009).

Six of the seven teams performed generalised (that is, non gender-specific) upgrading of actors or the enabling environment in nodes in which women in the target group were particularly active. The report argues that:

- First, interventions need not be from a specifically ‘gender based’ toolkit – standard upgrading of processes, products, functional mixes and value chains themselves can be strategically applied to actors in nodes where there are particular gender issues to leverage positive outcomes. For example, upgrading strategies applied to parts of the chain where women are numerous can enhance their terms of participation.
- Second, interventions in the enabling environment can similarly be non-gender-specific but address blockages that apply to all actors where the removal of a constraint is particularly advantageous to women. Alternatively, they may relate to laws, policies and power struggles that apply directly to women, such as land and property ownership statutes, labour codes and other discriminatory forms of governance.

The authors recommend the use of a generic (non gender-specific) approach to act on sectors and nodes of value chains in which women are participating significantly. They furthermore argue that where women have control of household budgets (for example in parts of South-East Asia) they will benefit from any generic improvement in incomes and other impacts. Conversely gender-specific interventions are seen as most appropriate in situations where women do not have control over household income and decisions and do not necessarily benefit from generic approaches (Coles and Mitchell, 2009).

Coles and Mitchell (2009) also argue that intervening in poorly understood existing horizontal networks can have damaging outcomes. Furthermore, women only groups may not be the best solution for all development problems. For example, an evaluation of a project introducing the new livelihood strategy of mud crab grow-out for supply to hotels in Unguja Island, Tanzania, for example, showed that the exclusion of men from producers groups created resentment and anger that manifested itself in acts of sabotage and, in comparison with mixed groups, introduced additional transaction and input costs for the group because women were reliant upon a

small number male fishers for seed stock and feedstuffs. They therefore recommend that in each instance policy makers and practitioners should understand a) what specific issue they are trying to address in group formation, and b) that using existing, sometimes informal, groups and networks has proven to be more successful than initiating them from scratch.

Annex Table 3.1: Summary of gender issues and related upgrading strategies in value chains for poor rural target groups as identified and designed by seven action research teams, and evaluation of outcomes

Value chain & location	Target group	Critical gender issue(s)	Upgrading strategies	Outcomes
Processed, commercialised cassava, Tanzania	Poor subsistence cassava farmers in two rural regions	Chain level and household level imbalances in economic and management empowerment limit women's participation, income and control of household expenditure	Horizontal coordination and positive discrimination in group and committee composition (minimum quotas for producers' group and committee membership by women). Process and functional upgrading at production level (agronomic improvements and expanding activities to high quality primary processing), where women are active.	Placement of women in strategic organisational positions helped to correct household and chain power imbalances meaning that women have increased control of the value chain and its improved outputs.
Frozen <i>Pangasius</i> catfish, Viet Nam	Micro and small scale fingerling and out-grower farmers (all men) in rural districts of the Mekong Delta	Large numbers of women are employed in processing factories. 10% of the labour force of grow-out farms is women (earning \$70 a month, slightly less than their male counterparts). 90% of fish traders (for domestic consumption) are women. Women control household income in Viet Nam. The analysis did not go beyond indentifying where women participate and what they earn.	These actors were not included in the target group and no gender issues were identified to be addressed. Upgrading strategies applied to the chain were process and product (certification of male operated farms), horizontal and vertical coordination (farmers' groups and contracting) and chain upgrading (diversification of stocking for local markets by male micro-farmers)	Intra-household baseline studies indicate that women have significant control of the household income and expenditure budgets among the target group – so will benefit from any general uplift in incomes resulting from successful upgrading of grow-out farmers. Less volatile exports of catfish will increase reliability of work in the processing factories. However, the interventions employed in this study do not seek to change gender relationships.
Processed commercialised fonio, Mali	Poor rural fonio producers and processors	Women processors receive low prices for their low volume, poor quality output and they are organised in weak horizontal structures with limited, weak vertical linkages, limiting their in-	Horizontal and vertical coordination to bulk output and build longer term relationships with buyers. Process upgrading at production level to	Women's processing union (CF) has been able to access finance and milling machines (reducing time for hand milling from 40 minutes per kg to 2kg per minute) and purchase paddy fonio. Women also have leading posi-

		come.	increase productivity and raise volumes flowing to processors. Product upgrading via training in technological improvements with processing.	tions on the Board of the farmers union (UACT). No analysis of the intra-household dynamics that dictate how increased incomes are utilised by its members was performed.
Wet and processed kalamansi, Philippines	Poor rural kalamansi smallholders and landless labourers	Women farmers harvest more slowly than men and receive lower income because they are paid according to the weight of fruit gathered.	Process upgrading – technological solution that equalises harvesting capacity while improving quality	Men and women’s incomes increased (women’s proportionally more). This was the only gender issue identified. 73% of women have at least joint decision making power at household level and, therefore, in the majority of cases women retained control of their increased income.
Incense sticks, India	Poor, rural incense stick producers (85% women)	<i>Batti</i> rollers produce small volumes of poor quality sticks with inappropriate processing equipment, damaging their health, and limiting their productivity and, ultimately, their income (average US\$0.80 per day FTE). Women occupy less profitable nodes in the value chain; there was only one woman running an incense stick enterprise at project inception.	Process upgrading to improve quality, increase productivity and eliminate injuries Horizontal and vertical coordination to improve volume and stability of supply Lobbying for policy changes to improve sustainability of input supply.	The time limitation is partly addressed by better productivity and income, and reduced injury rates through technological fix. As a result of technological improvements, <i>batti</i> rollers have higher productivity, lower rejection rates and higher prices to reflect quality improvements. Incomes have increased by 60% and 500 new rollers have started work. Community enterprise structures are supporting women with life-skills training as well as <i>batti</i> -related technical skills. At the household level women no longer have to ask for money from their husbands – they are financially independent. Men realise the value of the extra income.
Bay leaves, India and Nepal	Poor, rural bay leaf collectors and cultivators	Collectors and cultivators, who tend to be women, are poorly organised, which limits their bargaining power and income. “Gender issues have been identified in the project location” but no further analysis.	Horizontal coordination among self-help groups in India (60% women members and female leadership) and equalised gender representation in Nepal. This is combined with access to market information, access to finance and training. Vertical coordination among groups and buyers. Improved service provision (micro credit) and policy lobbying	In India, where Bay leaves are collected from wild plants, the self help groups have brokered an innovative agreement with the Forestry Department to allow poor collectors to access state forests. Some SHGs are moving beyond collection to basic processing (packaging and powder), improving their incomes.
Processed octopus for export from Senegal	Small scale fishers of octopus	Fishing communities have a strict gender division of labour. All fishers are men and men own the canoes and all fish capture assets.	Integrate women into local fishery resource management committees (horizontal coordination) to make institu-	A good example of an intervention confusing (highly circumscribed) participation with gain. Women are being ‘empowered’ to participate in the governance

		Women process (clean and dry) fish and market them locally. However, they are almost completely excluded from the octopus export value chain spending less than 2% of their time working with the fishery.	tions more inclusive.	of a value chain over which they are almost completely excluded.
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Source: Coles and Mitchell, (2009).

The Batana oil value chain

An Agriprofocus case study of the Batana oil value chain also describes issues of gender in relation to producers organizations. ICCO have performed a pre-project analysis of an existing value chain partnership between the Honduran NGO MOPAWI (intermediating between producers and buyer) and the company Ojon Corporation which uses the batana oil as ingredient for its cosmetic products, sold in Canada and the United States. About 2,000 producers from 40 communities are involved in a yearly production and sale of approximately 100,000 litres of batana. Ojon Corporation is the only buyer of the oil and the process of purchase is facilitated by MOPAWI. The project has involved organizing a new value chain and developing new horizontal and vertical linkages. The gendered analysis performed by ICCO has formed the basis for ongoing work with MOPAW on the development of a stronger institutional base for gender equity and application in the field (ICCO, 2009).

The ICCO analysis found that in the value chain project gender equity has been confused with female participation. As the majority of batana producers are women, female participation scores high in the batana project. However, this is not reflected in decision making bodies, such as the local committees. In terms of gender issues, little sensitivity has been shown in forming the local committees. Producers report that sometimes when installing the committees few women were present, or women were not chosen because of not having an identity card. Apart from tradition and culture, women have more practical obstacles than men to join a committee since they have received less education, they have more difficulty in speaking Spanish, and many do not have an identity card necessary for financial and other formal procedures. However these gender based constraints had not been tackled by MOPAWI. Thus even though the project had benefitted women participants in terms of increased income, serious gender gaps were identified via the analysis (ICCO, 2009).

The Baobab seed value chain

Another AgriProfocus case study analyses the Baobab seed oil value chain. The value chain described mainly involves the collection and processing of baobab seeds which are transformed into essential oils used in the cosmetic industry. This is a new chain in Malawi established in 2005. Upon realization that oil from the seed had commercial value, TreeCrops Ltd Malawi started mobilizing rural people to collect the seed and sell to it for processing and marketing. TreeCrops Ltd Malawi works with female and male harvesters and processors of Baobab seed (in total 350 registered small holder farmers). The oil is then marketed via PhytoTrade which brokers markets in the region and in Europe and feeds that information to TreeCrops Ltd Malawi which subsequently organize farmers to collect the natural produce. TreeCrops Ltd Malawi is supported by HIVOS and has been instrumental in establishing this new value chain including the organization of producers and in facilitating organic certification (HIVOS, 2009).

The target groups are trained to be gender sensitive. During training attention is given to women and female headed households where training emphasizes their participation in all steps in the chain and in decision making and debates in group meetings. Apart from that, all community groups sign a code of conduct that does not permit discrimination against women. Nevertheless a deficit in involvement of women at decision making level has been identified for example in the internal control systems (including quality and marketing committees) which are dominated by men as groups have been reluctant to send women representatives for training. The deficit is recognised by Tree Crops which has thought about installing a quota for women in the market committee based on the percentage of women producers registered (HIVOS, 2009).

Relevant material for value chain interventions that target only women

Gender and non-timber forest products

Carr and Hartl (2008) examine the constraints and opportunities faced by women producers in the informal non-timber forest products (NTFP) sector by reviewing interventions (particularly IFAD interventions) to help women producers increase their incomes while retaining access to and control of the natural resource base. With the exception of private companies, which source mainly from individual women and men suppliers, the organizing of indigenous women producers has formed the basis for the success of most NTFP initiatives and interventions. Whether they are self-help groups of incense stick rollers, community forestry user groups, associations of bee-keepers, women's marula oil producer cooperatives, networks of women shea butter groups, or gum collectors' associations, effective horizontal organizing has been instrumental in bringing about gains for women. According to the review, when rural women form their own organizations, they are better able to access credit, technology, training and markets. They are also better able to voice their needs and to increase their bargaining power within the value chain. Federations of groups or associations give individual members even more voice and bargaining power than single groups and associations.⁴

Virgin coconut oil in Samoa

Cretney and Tafuna'I (2004) examine a project in Samoa which aimed at developing the organic virgin coconut oil industry, undertaken by Women in Business Development Incorporated, a Samoan NGO (receiving funds from several international donors). The NGO instigated and facilitated export production of organic coconut oil introducing new technology working with extended village families and securing organic certification. According to Cretney and Tafuna'I, many of the ventures in the project are managed by women, and many women

⁴ Some interventions, such as major forest resource management programmes and national export promotion strategies, require the integration of special measures to ensure that women benefit equally with men. Other interventions tackle gender issues by focusing specifically on projects for women and can be effective on a small scale. But they require more thought and resources in terms of scaling up, so as to benefit women on a wider basis. Often, both strategies need to be pursued simultaneously.

have become responsible for bringing income earning opportunities to their families. The most important aspect of the project is that these value chain opportunities have come to the village, rather than women having to seek them elsewhere.

A local milk value chain in India

Indur Intideepam Mutually Aided Thrift & Credit Cooperative Societies Federation Ltd (IIMF) is a self governed and managed CBO of 43,000 rural women in India. These women members are mostly *dalits* (untouchables, who have the lowest social status in India). IIMF promotes the self help approach and promotes livelihood improvement through self help finance. IIMF has successfully brought together 2,500 women running a small milk supply chain (the project has been partly self financed, partly financed externally by Agriterra, Rabobank, GRAM and others). IIMF has promoted the Intideepam Mahila Dairy Producer Company which is procuring milk from 30 villages and processing it.

Production of milk is being stimulated as an income generating activity for women only, and women are now directly involved in milk marketing and high volume daily transactions. The local value chain organized includes collection twice a day at local points from where the milk is sent to a bulk milk cooler in the neighbourhood. Every day, the milk is collected and sent to a processing factory. Leadership and decision making in the local dairy value chain is vested with women only. Membership in dairy is restricted to women farmers only. Milk payments are received by women only. To become members, cattle has to be insured and in the name of women only. Ownership and experience with cash flows has helped women in gaining decision making power in relation to family expenditures. Before the project, milk production was limited to home consumption and local selling; now women receive a better price for their milk and this has further stimulated milk production. In the process, women have acquired new identities of producers, leaders, presidents, promoters, cooperators and social activists above their given identities (Agriterra/IIMF, 2009).

Relevant material for gender mainstreaming

Gender mainstreaming in organizations

Tomatoes and cucumbers in Tajikistan

An Agriprofocus case study describes a (Helvetas-ICCO) project supporting development of the tomato and cucumber value chains in Tajikistan through product and process upgrading and horizontal and vertical linkages. Participation of women is a specific target of the project but according to the case study, the extent to which (and manner in which) this has been achieved depends mainly on two factors: 1) the degree of seasonal migration of men which leaves many women in control of the households for most of the year; and 2) the gender focus (and skills) of the local partner NGOs. Thus, even though participation of women in terms of their number participating in the farmer groups did not differ much between the implementing NGOs, there was a clear difference in impact. The gender-focused NGO set up more female headed groups and also managed to get land certificates for many women farmers. The other NGO had some attention for gender, but it did not seem to go much beyond seeking to increase the number of participating women.

The case study concludes that value chain development is not gender neutral because even when a value chain with is chosen with a lot of women active as producers, to what extent they will benefit depends to a large degree on the approach of the intervention. Gender sensitive value chain development needs at least one of the participation NGOs or other supporter to have a clear gender focus, beyond counting the number of female participants, looking at the practical need of women and how they can be realized. In this example, a generic value chain intervention has benefited women but the benefits were greatly enhanced when the approach was combined with specific gender strategies going beyond merely increasing numbers of participants but also improving the terms of participation (ICCO, 2009).

Gender mainstreaming in the diagnostic/project design phase of a value chain intervention

The case of the Nike Foundation 'Value Girls' Project

Experiences from the Nike Foundation 'Value Girls' Project are reported in a USAID publication gathering early lessons with using a targeted value chain approach (Felton, 2009). The objective of the project is to strengthen girls' capacity to effectively participate in value chains around Lake Victoria in Kenya. As a first step in the project, the project undertook a girl-centred value chain assessment of the Tilapia and related value chains, as well as a situation analysis of the socio-cultural context and current economic opportunities for girls and young women. Interestingly, the assessment uncovered significant barriers specific to girls, which were great enough to require a revision of program objectives. It revealed major barriers to increased girls' participation including issues of vulnerability to sexual coercion, social isolation, fierce competition for supply, cultural barriers and safety issues. As a result, the program shifted its focus away from introducing new girls into these value chains and instead the program decided to strengthen the capacity, negotiation skills and bargaining power of girls already working in these chains. This experience illustrates the importance first of all, of conducting a gendered value chain analysis before project implementation and secondly, the importance of adding a gender (in this case girls) lens to the value chain analysis performed.

In this project, the combined value chain and situation analysis were used to develop an upgrading strategy, aimed at creating opportunities for girls and young women along the value chain. The addition of a girls lens to the value chain assessment was found to be critical to program design and activities. The analysis of the value chains with and without the lens resulted in an entirely different outcomes. Without the lens, the value chain analysis showed substantial income generating opportunities and clear opportunities for upgrading. However, when the girls' lens was applied, it revealed major barriers to increased girls' participation including issues of vulnerability to sexual coercion, social isolation, fierce competition for supply, cultural barriers and safety issues.

The analysis also revealed potentially destabilizing forces in the stigmatization of boys due to the girls-only focus of the project. While the program team did not reverse course and shifted only limited resources toward boys, the project team did identify actions to address the concerns.⁵

Gender mainstreaming – advice from selected manuals/ toolboxes

More generally, the gender-specific value chain manuals/toolboxes provide some broad recommendations about gender mainstreaming:

- Gender mainstreaming should take place at all stages and levels of the value chain intervention process from initial analysis, design, implementation and evaluation.
- Gender mainstreaming should include; a) a gender inclusive process which gives women a voice in the process and; b) interventions should be based on gender accuracy of information including gender disaggregation of data (to identify areas of gender difference) and investigation of gender relations and particularly differences (to identify whether these are due to gender inequalities of opportunity or differences in free choice).
- Women are not a homogeneous category. It is therefore not sufficient to just include women as one 'stakeholder group', but women must be included across stakeholder categories (Mayoux and Mackie, 2009)

Enhancing Women's Access to Markets: An overview of donor programs and best practices

Gammage et. al (2005) summarizes the findings from a recent survey of DAC members' programs and projects that address improving market access for women entrepreneurs and wage

⁵ First, the project is seeking complementary funding and/or partnerships with other programs that focus on male youth. Second, the project will specifically monitor for problems or stigmatization the girls might experience from males. Third, resources have been allocated to deal with specific challenges the girls might face as a result of the targeted approach. For example, if girls have trouble attending meetings because brothers impede their attendance out of jealousy, the project will expend resources to deal with that very specific case.

earners in developing countries. The study is mostly based on project background information and some interviews, and only to a limited extent on evaluations.

The report found that the majority of projects and programs pursue an entitlements approach concentrating on direct inputs such as credit, storage, and transport. Fewer projects and programs focus on a capabilities approach, increasing women's ability to enter markets, negotiate with buyers and sellers, and position themselves higher up the value chain.

The best practice recommendations include:

- Use gender analysis tools to design, implement, and evaluate projects and programs.
- Undertake a value chain analysis to identify opportunities for women's broader participation in markets.
- Improve micro-meso-macro linkages
- Pursue a life cycle or livelihoods approach.
- Support entitlement and capabilities programs. Successful projects and programs pay attention both to inputs as well as to the individual or group ability to deploy these inputs.
- Promote clustering and networking.
- Expand access to credit and financial services.
- Address informality: e.g. women cluster in informal markets face particular barriers to formalizing production. (Gammage et al, 2005).

The importance of gendered value chain monitoring and evaluations

The relevance of using gender-sensitive indicators to reveal how men's and women's status and roles change over time has been highlighted by several value chain manuals. Rubin et al. (2009) provide pointers on developing gender sensitive indicators such as: the need of check-

ing the assumptions of the project/program; avoid counting only bodies but instead using indicators which measure moves in positions; and finally, to measure changes in levels of gender inequality by for instance using a ‘percentage change in proportion of women’s membership’ instead of ‘number of women who joined the producer association’. In addition to developing gender-sensitive indicators, Rubin et al. (2009) suggest to set internal targets in order to define success as well as to plot changes in roles and relations.

In a similar vein, Dulón (2009) emphasizes the necessity of including the context in which the condition of women is improved, e.g. if gender gaps have become smaller and to which extent empowerment processes have occurred. To do so, Dulón recommends to review technical reports, interview personnel in charge of the project and chain, to include men and women within the sample when gathering information on the impact of the program by retrieving quantitative and qualitative information differentiated by gender, and finally to include institutions and authorities in the area.

Several other manuals emphasise the need to identify gender impacts at various levels. On one hand, Mayoux and Mackie (2009) claim that gender equity impact indicators should be developed through a participatory process (participants might identify and prioritize different indicators), and should be encompassed within the following levels: individual level, the household/family level, the community level and finally, the national/macro-level. Furthermore, they suggest that these sets of indicators should be combined with more general indicators of household poverty, enterprise growth and institutional sustainability.

On the other hand, following a Logical Framework Approach, AgriPro-Focus (2009) states that monitoring should take place at the following four levels: inputs in the programme (e.g. budget monitoring by considering the percentage of the budget dedicated to gender), outputs generated (e.g. training organized, research done and female networks established), outputs of the partners involved (e.g. changes in female membership and leadership) and impact at target group level (e.g. monitoring gender impacts at household level).

Finally, the World Bank (2009) asserts the need of monitoring key gender issues periodically throughout the implementation process to help ensure that all gender-responsive action are being properly integrated into the projects and that gender is considered at all stages, not only during the monitoring and evaluation, but also during the project planning and implementation. Thus, monitoring should not only be done at the completion of the project but rather several times during the first few years of the project and whenever the project extends to new geographic areas which might have different social and cultural characteristics. In order to support the gender-sensitive monitoring structures, the manual also states that having a gender specialist in the team, making gender mainstreaming an explicit requirement in all job descriptions and designing a gender check list can provide a range of supportive actions.

Methodological reflections from the ODI action research project

As mentioned earlier, a three-year IDRC-funded project, administered by ODI, commissioned southern research teams to conduct action research involving the development and application of upgrading strategies that were sensitive in relation to poverty, environment and gender issues. The project consisted of seven action research teams working with different value chains in different parts of the world (Coles and Mitchell, 2009). According to Coles and Mitchell (2009), action research – using iterative monitoring, evaluation and intervention process with built in controls to facilitate attribution of observed outcomes – is an approach that lends itself particularly well to gender based value chain development.

The action approach employed in this project was guided by a common framework developed in Riisgaard et al (2008). This framework provided a step-wise approach to the design and execution of a value chain action research project, including the components and methods applicable to each step and checklist of things to do, questions to ask and issues to consider in each of the 7 steps. The steps are:

1. Choice of overall research design
2. Identification and engagement of the target group

3. Integration of poverty, environment and gender issues
4. Value chain analysis
5. Choice of upgrading strategy
6. Implementation of research and action
7. Evaluation and adjustment (or exit)

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von Braun, J. And P.J.R. Webb, (1989) **The Impact of New Crop Technology on the Agricultural Division of Labour in a West African Setting**, *Economic Development and Cultural Change*. 37 (3): 513-534.

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Bhatti, M. A. and R. Khattak (2010), **'Engendering Value chain promotion in the livelihoods Programme'**, SDC, Pakistan.

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- ICCO (2009), **Tomatoes and Cucumbers in Tajikistan GVC case**, Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) **Gender in Value Chains emerging lessons and questions**, Agri- ProFocus working paper, ICCO.
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- ICCO (2009), **Sheabutter Karité GVC study in Burkina Faso**, Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) **Gender in Value Chains emerging lessons and questions**, Agri- ProFocus working paper, ICCO.
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- Ijumba, M., **Allan blackia gender in value chains case study Case by Faïda Mali Tanzania**, Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) **Gender in Value Chains emerging lessons and questions**, Agri- ProFocus working paper, ICCO.
- IFAD, **Lessons learned, Gender mainstreaming in value-chain development.**

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<http://www.sida.se/English/Countries-and-regions/Africa/Zambia/Programmes-and-Projects/Poor-small-farmer-becomes-entrepreneur-kare-blev-driftig-egenforetagare/>
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- Solidaridad and UTZ (2009), **Cocoa and gender in Cote d'Ivoire, for the gender in value chains working group of AgriProFocus**, Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions, Agri- ProFocus working paper, ICCO.
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UNIDO (2003), **Path out of poverty – developing rural and women entrepreneurship**, Unido.

UNIFEM (2009), **UNIFEM Results-Based Initiatives – Women’s Economic Empowerment Works. We Can Prove It**, UNIFEM, New York, US.

USAID (2003) **Economic Opportunities and Labor Conditions for Women Perspectives from Latin America: Guatemala, El Salvador, Honduras**, Usaid, Washington.

Wach, H. (2009) **Gender issues in small-scale production in value chain work of Oxfam Novib** - A survey related to the commodities coffee, tea, cocoa, shrimps and palm oil, Oxfam Novib, Netherlands.

Women Working Worldwide (2003), **Garment Industry Subcontracting and Workers' Rights**, WWW, UK.

World Bank (2009), **Andhra Pradesh, India: Making the Market Work for the Poor—Community-Managed Procurement Centers for Small and Marginal Farmers**, case on the *Gender in Agriculture Sourcebook*, The World Bank, Washington DC.

World Bank (2009), **Thailand: Cargill’s Labor improvement Program for Sun Valley Foods**, chapter in *Gender and Agriculture – Sourcebook*, the World Bank, Washington DC.

Annex 6: Sectoral and geographical focus of Category 3 & 4 material

Title	Sector	Geographical focus
Evaluations and Impact Assessments		
Lyon, S., J. Aranda Bezaury and T. Mutersbaugh (forthcoming), Gender equity in fairtrade–organic coffee producer organizations: Cases from Meso-america , Geoforum.	Coffee	Guatemala and Mexico
USAID (2007) Notes from the Field: From Behind the Veil http://www.value-chains.org/dyn/bds/docs/detail/629/4	Handicrafts, textile and apparel	Pakistan
Miller, T. F. and P. W. Amato (2007) Evaluation of the Cambodia Strengthening Micro, small and medium enterprise Program , USAID, Cambodia.	Swine production, fish farming and tile.	Cambodia
Liebersson J. and D. Rasic (2009) Assessment of the greater access to trade expansion (GATE) project , Usaid GATE Project Assessment, Usaid	Shrimp and others	Peru, Kenya, Bangladesh, Albania, Dominican Republic, Nigeria, South Africa.
Asian Development Bank, (2002), Special evaluation study on the impact on poverty reduction of selected projects: perceptions of the beneficiaries , Operations Evaluation Department, Asian Development Bank	Agriculture	Nepal, Indonesia, Philippines and Bangladesh.
Danida (2009), Impact Evaluation of Aquaculture Interventions in Bangladesh	Aquaculture	Bangladesh
Stuart, R., A. Rao, J. Holland, Evaluation of SDC's Performance in Mainstreaming Gender Equality , Swiss Agency for Development and Cooperation SDC, Switzerland.	Natural Resources, agriculture, handicrafts	Ukraine, Pakistan.

Venegas, R. M., and J. V. Rojas (2009), Report of the learning mission of the 4th component of PREMACA , Danida office, Guatemala	Agroindustry	Honduras, Guatemala
IFAD (2003), The Adoption of organic agriculture among small farmers in Latin America and the Caribbean, Thematic evaluation.	Agriculture (cocoa, coffee, banana, honey, sugar cane and fresh vegetables).	Argentina, Republica Dominicana, El Salvador, costa Rica, Guatemala, Mexico.
Ruben, R., R. Fort and G. Zuniga, Final report, Fair trade programme evaluation. Impact Assessment of Fair Trade Programs for Coffee and Bananas in Peru, Costa Rica and Ghana , CIDIN and Radboud University Nijmegen, The Netherlands.	Agriculture (coffee and Bananas).	Peru, Costa Rica and Ghana.
Bassett, T.J. (2009), Slim pickings: Fairtrade cotton in West Africa . Geoforum 41, 44-55.	Cotton	Mali and Burkina Faso
Smith, S., D. Auret, S. Barrientos, C. Dolan, K. Kleinbooi, C. Njobvu, M. Opondo, and A. Tallontire, (2004). Ethical Trade in African Horticulture: Gender, Rights and participation . IDS, Brighton.	Horticulture	Kenya, South Africa and Zambia.
Shapiro, B.I, J. Haider, G. Wold, and A. Misgina, (1998), The intra-household economic and nutritional impacts of market-oriented dairy production: Evidence from the Ethiopian highlands . International Livestock Research Institute, Addis Ababa.	Dairy	Ethiopia
Johnson, T. (2009), Sustainable Livelihood for Indian Small Tea Growers and workers , External Final Evaluation, Traidcraft Exchange, UK Centre for Education and Communication, India.	Tea	India
UNIDO (1999) Integrated Training Programme for Women Entrepreneurship Development in the Food Processing Sector in Tanzania II , Report of the evaluation mission, Unido Tanzania.	Agriculture (dried fruits, vegetables, species and essential oils).	Tanzania
UNIDO (1997), Assistance to Enhance Technical and Entrepreneurial Skills of Business Women in Textile and Related Products in Tanzania - Report	Textiles	Tanzania

of the evaluation mission.		
UNIDO (2007), Entrepreneurship development programme for women in food processing in central Viet Nam (phase II) Independent evaluation of the project , Unido, Vietnam.	Food processing	Vietnam
Walker, B.L.E. (2001). Sisterhood and Seine-Nets: Engendering Development and Conservation in Ghana's Marine Fishery , <i>Professional Geographer</i> 53 (2): 160-177	Aquaculture	Ghana
Diamond, N. K. (2004), Gender Assessment for USAID/Timor-Leste Country Strategy Plan FY 2004-2009: analysis and recommendations , The Women in Development, USAID.	Cross-sector	Timor-Leste
Koczberski, G. (2007). Loose Fruit Mamas: Creating Incentives for Smallholder Women in Oil Palm Production in Papua New Guinea . <i>World Development</i> 35 (7): 1172-1185.	Palm oil	Papua New Guinea
von Braun, J. And P.J.R. Webb, (1989) The Impact of New Crop Technology on the Agricultural Division of Labour in a West African Setting , <i>Economic Development and Cultural Change</i> . 37 (3): 513-534.	Rice	Gambia
Asian Development Bank (2001) Special Evaluation Study on Gender and Development	Aquaculture	Vietnam
ILO-Enter Growth in Cooperation with University of Amsterdam (2007) Intervention Report VCD Exercise Enter-Growth Kurunegala - Promoting export anthurium flower production in the North Western Province .	Flower	Sri Lanka
Maastricht School of Management (2002) Effects of Management Training on Women Entrepreneurs in Viet Nam , http://www.value-chains.org/dyn/bds/docs/detail/250/4	Textile, food/ agro-food processing	Vietnam
Naved, R.T. (2000), Intrahousehold Impact of the Transfer of Modern Agricultural Technology:	Aquaculture	Bangladesh

A Gender Perspective. <i>FCND discussion paper no. 85</i> , International Food Policy Research Institute, Washington, D.C.		
Pinder C., (2005) Evaluation of DFID Development Assistance: Gender Equality and Women’s Empowerment Phase II Thematic Evaluation: Enabling Environment for Growth and Investment. <i>DFID Working paper</i> , DFID: UK.	Cross-sector	Cross-country
Gammage, S., N. Diamond and M. Packman (2005) Enhancing women’s Access to Markets: an Overview of Donor Programs and Best Practices , Usaid, Washington.	Cross-sector	Cross-country
GTZ (2006) Summary version of the Evaluation Taking account of gender issues in German development cooperation: Promoting gender equality and empowering women , Evaluation Reports, Federal ministry for Economic Cooperation and Development (GTZ), Germany.	Cross-sectoral	Cross-country
Spâth B. (2008), Cross-section evaluation of independent evaluations in 2007 in the the thematic priority area Private Sector Development (PSD) , Evaluation Unit, GTZ.	Cross-sector	Cross-country
Experiences and Lessons learned		
Bhatti, M. A. and R. Khattak (2010), ‘Engendering Value chain promotion in the livelihoods Programme’ , SDC, Pakistan	Agriculture (milk, pine nut, walnut, ground nut, medicinal plants).	Pakistan
Stuart, R., S. K. Rahat, (2008), ‘Independent Evaluation of SDC’s Performance in Mainstreaming Gender Equality – Pakistan Country case study’ , SDC, Pakistan.	Handicrafts	Pakistan
Felton, N. (2009), Early Lessons targeting populations with a value chain approach , USAID.	Aquaculture	Kenya
UNIFEM (2009), UNIFEM Results-Based Initiatives – Women’s Economic Empowerment Works.	Agriculture (Cassava) and	Liberia, Cambodia and Lao.

We Can Prove It , UNIFEM, New York, US.	handicrafts	
USAID (2003) Economic Opportunities and Labor Conditions for Women Perspectives from Latin America: Guatemala, El Salvador, Honduras , Usaid, Washington	Agribusiness and manufacturing	Honduras, Guatemala, el Salvador.
Wach, H. (2009) Gender issues in small-scale production in value chain work of Oxfam Novib - A survey related to the commodities coffee, tea, cocoa, shrimps and palm oil, Oxfam Novib, Netherlands.	Coffee, tea, cocoa, shrimps and palm oil.	Tropical Africa, Papua New Guinea, Ivory coast, Ghana, Kenya and Bangladesh.
Baluku, P., L. Mayoux and T. Reemer (2009), Balanced Trees Grow Richer Beans’: Community-led Action Learning for Gender Justice in Uganda Coffee Value Chains , Paper presented to the International Coffee Conference, Costa Rica, November 2009	Coffee	Uganda
Hampel-Milagrosa, A. (2009), Gender issues in Doing Business: An analysis using case studies of Ghanaian women entrepreneurs , Danida and BMZ, Germany.	Cross-sectoral	Ghana
World Bank (2009), Andhra Pradesh, India: Making the Market Work for the Poor—Community-Managed Procurement Centers for Small and Marginal Farmers , case on the <i>Gender in Agriculture Sourcebook</i> , The World Bank, Washington DC	Agriculture (Maiz)	India
Danida (2008), Preparatory study of U-Growth component – Gender equality for rural economic growth and poverty reduction , Danida (Uganda).	Agriculture	Uganda
UNIDO (2003), Path out of poverty – developing rural and women entrepreneurship , Unido.	Handcraft, olive oil, agro food	Vietnam, Kenya, Morocco
Fattori, T. R. (2009), Organizing Afghan Women to Generate Income from Poultry , Case presented in the <i>Gender and Agriculture sourcebook</i> , WB, Washington DC.	Poultry	Afghanistan
World Bank (2009), Thailand: Cargill’s Labor improvement Program for Sun Valley Foods , chapter	Poultry	Thailand

in <i>Gender and Agriculture</i> – Sourcebook, the World Bank, Washington DC.		
IFAD, Lessons learned, Gender mainstreaming in value-chain development.	Cross-sector	Cross-country
GTZ (2009) Promotion of private sector development in agriculture: Inception report for consultancy on mapping out gender related interventions in Kenya’s agricultural sector , Professional training consultants, Nairobi, Kenya.	Agriculture (Passion and Mango fruits, sweet potato, omena, dairy goat, poultry and beef.	Kenya
GTZ (2009) Market oriented Agricultural Program, Programme Progress Report, January to December, 2008 , GTZ, Ghana	Agriculture (Mango, Chilli, Guinea fowl, fish, grasscutter, chilli, pineapple and citrus.	Ghana
Carr M. and M. Hartl (2008), Gender and non-timber forest products: promoting food security and economic empowerment , IFAD, UK.	Non-timber forest products (bamboo, rattan, mushrooms, shea butter and gum)	Philippines, Mexico, Burkina Faso, India,
Fajardo, R., T. Ammour, R. Cruz, (2006), Asdi Support to the development of the agriculture in Nicaragua, FondeAgro Program , (Spanish), Sida.	Agriculture	Nicaragua
Solidaridad and UTZ (2009), Cocoa and gender in Cote d’Ivoire, for the gender in value chains working group of AgriProFocus , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions, Agri- ProFocus working paper, ICCO	Cocoa	Ghana and Cote Ivory.
Pérez, F. J., O. D. Barrera Pérez & A. Peláez Ponce, Community Rural Tourism in Central America , COPLA case study, ODI.	Tourism	Nicaragua and Guatemala

Ijumba, M., Allan blackia gender in value chains case study Case by Faida Mali Tanzania , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions , Agri- ProFocus working paper, ICCO.	AllanBlackia trees	Tanzania
Solidaridad and UTZ (2009), Cocoa and gender in Cote d'Ivoire, for the gender in value chains working group of AgriProFocus , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions , Agri- ProFocus working paper, ICCO.	cocoa	Cote Ivory
Agriterra/IIMF (2009), Gender in Value chains case study, Organised coffee producers in Perú (Junta Nacional de Café), 2008 , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions , Agri- ProFocus working paper, ICCO.	Coffee	Peru
Hivos (2009), Case Descriptions Gender Mainstreaming : Tree Crops Ltd. Malawi , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions , Agri- ProFocus working paper, ICCO.	Essential oils	Malawi
ICCO (2009), Palm oil GVC in Honduras , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions , Agri- ProFocus working paper, ICCO.	Palm oil	Honduras
Agriterra /IIMF (2009), Case study Gender in value chains: Milk producers in Nizamabad, Andhra Pradesh, India, 2008 , Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions , Agri- ProFocus working paper, ICCO.	Milk	India
ICCO (2009), Tomatoes and Cucumbers in Tajiki-	Agriculture:	Tajikistan

stan GVC case, Background case study for Laven, A., A. van Eerdewijk, A. Senders, C. van Wees and R. Snelder, (2009) Gender in Value Chains emerging lessons and questions , Agri- ProFocus working paper, ICCO.	Tomatoes and cucumbers	
ICCO (2009), Action-Learning Plan Gender in the Cashew Value Chain in the northern parts of León y Chinandega, Nicaragua, Managua , R. Verschoor, Coordinator CdV PC, unpublished.	Cashew	Nicaragua
Solidaridad and Oxfam Novib, (2009), Guideline Action –Learning Plans gender in Value Chains, Case study: Tea in Africa, Asia and Latin America , Gudule Boland, Unpublished.	Tea	Kenya, India
Hivos (2009), Guideline Action-Learning Plans Gender in Value Chains, case study: Mayacert , Agriprofocus, Unpublished.	Coffee	Guatemala
Cordaid, (2009), Guideline Action-Learning Plans Gender in Value Chains, Case study: coffee , Agriprofocus, Unpublished	Coffee	Peru, Guatemala, Colombia, Bolivia, Nicaragua, Republica Dominicana and Mexico
Hivos (2009), Guideline Action-Learning Plans Gender in Value Chains, case study: Coffee Uganda , Agriprofocus, Unpublished	Coffee	Uganda
ICCO (2009), Guideline Action-Learning Plans Gender in Value Chains, Case: Ethiopia , Agriprofocus, Unpublished	Corss-sector	Ethiopia
SNV (2009), SNV Nepal’s Participation in Agri-Pro Focus trajectory on gender in value chains , Agriprofocus, Unpublished	Agriculture (vegetable, apple, oil).	Nepal
ICCO (2009), Action-Learning Plan Gender in the Sesame Value Chain in the northern parts of León y Chinandega, Nicaragua, Managua , R. Verschoor, Coordinator CdV PC, unpublished.	Sesame	Nicaragua
Danida, ASPS Achievements brochure , Danida, Uganda.	Agriculture	Uganda

<p>Sida (2009), Poor small farmer becomes entrepreneur SIDA, Zambia. http://www.sida.se/English/Countries-and-regions/Africa/Zambia/Programmes-and-Projects/Poor-small-farmer-becomes-entrepreneur-kare-blev-driftig-egenforetagare/</p>	<p>Agriculture</p>	<p>Zambia</p>
<p>Carr, M. (2004), Chains of Fortune: Linking Women Producers and Workers with Global Markets. London: Commonwealth Secretariat</p>	<p>Cocoa, coconut oil, cashew nuts, horticulture, garment, call centers.</p>	<p>Ghana, Samoa, Mozambique, South Africa, Bangladesh, India.</p>
<p>Coles, C. and J. Mitchell, (2009) Gender and agricultural value chains – a review of current knowledge and practice and their policy implications. ODI Paper for UN FAO SOFA 2010, ODI, UK</p>	<p>Agriculture and fishery</p>	<p>Cross-country</p>

Annex 7: The short list

1) Background literature

Bolwig, S., S. Ponte, A. du Toit, L. Riisgaard & N. Halberg (2008), **Integrating Poverty, Gender and Environmental Concerns into Value Chain Analysis A Conceptual Framework and Lessons for Action Research**, *DIIS Working Paper 2008:16*.

Brambilla, P. (2001), **Gender and Monitoring: A review of practical experiences**, Swiss Agency for Development and Co-operation (SDC), BRIDGE (development-gender), IDS, Brighton, UK.

Gammage, S., N. Diamond, and M. Packman (2005), **Enhancing Women's Access to Markets: An Overview of Donor Programs and Best Practices**, USAID.

International Trade Centre, UNCTAD/WTO (2007), **Innovations in Export Strategies – gender equality, Export performance and competitiveness: the gender dimension of export strategy**, World Export Development Forum.

Kabeer, N. (1999), '**Resources, Agency, Achievements: Reflections on the Measurement of Women's Empowerment**', *Development and Change*, 30, 435-464.

Manfre, C. and J. Sebstad (2010), '**Behaviour change perspectives on gender and value chain development: framework for analysis**', draft in progress, unpublished, USAID.

Mayoux, L. (2009), '**Engendering benefits for all**', *The Broker*, 16, October.

Parpart, J.L., S. M. Rai and K. Staudt (eds.) (2002), **Rethinking Empowerment: Gender and development in a global/local world**, Routledge, London.

Reinoso, F. (n.d.), **Small producers associations and exports of the organic banana in Chira Valley, (Spanish)**, COPLA case study, unpublished, ODI.

Wyrod, R. (2008), **Between Women's Rights and Men's Authority: Masculinity and shifting discourses of gender difference in Urban Uganda**, *Gender and Society*, 22(6), 799-823.

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Annex 8: Value chain and gender toolboxes/manuals

The value chain and gender toolboxes/manuals reviewed (see the six manuals in the short list in Annex 7) identify what is believed to be the main issues of importance regarding gender in value chains and recommend methods for analysis, project planning and implementation. Below is a short introduction to the manuals.

The manuals are all based on practical experience with promoting gender equality in value chains and are aimed at practitioners who work with designing, implementing and or evaluating value chain interventions. The manuals however differ in scope. One is a generic manual covering different sectors (Mayoux and Mackie, 2009), one focuses specifically on the garment industry (McCormik and Schmitz, 2001), while most focus specifically on agricultural value chains (Flores and Lindo 2006, Riisgaard et al, 2008; Dulón, 2009; Rubin et al, 2009; Agri-Profocus, 2009). The manuals also differ in approach. Some manuals are rooted in rights-based approaches to women's empowerment and see value chain interventions as possible vehicles for promoting this goal. These tend to put specific emphasis on participatory approaches and action research (e.g. Agri-Profocus, 2009; Mayoux and Mackie, 2009). Other manuals put more focus on how addressing gender issues can enhance value chain efficiency and how gender equality and value chain competitiveness are mutually enforcing goals (e.g. Flores and Lindo, 2006; Dulón, 2009; Rubin et al, 2009).

In general however, the manuals share some underlying assumptions about the connections between gender and value chains:

- Gender is a social construct and gender inequalities are socially constructed through gendered power relations. Gender equality of opportunity is a basic human right and gender inequalities can and should be changed also in relation to value chain interventions

- Value chains are embedded in a social context. This means that the household and market interact and also that changes in value chains affect gender roles and relations and vice versa.
- Those areas where women are involved in value chains are often less visible and may be overlooked in both value chain analysis and interventions even though they are essential to value chain upgrading, efficiency and competitiveness. Those less visible areas include home working, on the farm family labour and temporary work

Similarly some general broad recommendations can be distilled:

- Gender mainstreaming should take place at all stages and levels of the value chain intervention process from initial analysis, design, implementation and evaluation.
- Gender mainstreaming should include; a) a gender inclusive process which gives women a voice in the process and; b) interventions should be based on gender accuracy of information including gender disaggregation of data (to identify areas of gender difference) and investigation of gender relations and particularly differences (to identify whether these are due to gender inequalities of opportunity or differences in free choice).
- Addressing gender inequality to redress discrimination against women requires actions by both women and men to challenge their existing attitudes, privilege and practice. Therefore most manuals emphasize ‘gender policies’ rather than ‘women's projects’.
- Women are not a homogeneous category. It is therefore not sufficient to just include women as one ‘stakeholder group’, but women must be included across stakeholder categories.

The manuals differ in the methods and tools they recommend. For instance, Flores and Lindo (2006) place people in the centre of the analysis, assuming that the relationships between actors are key to identifying competitive factors. Of special importance here is the social capital and the trust relationships between the actors. In this context, and according to this view, in order to operationalize gender equality, an analysis needs to be done about the barriers of entry

and the different rents that the actors experience when entering markets. Therefore, the manual distinguishes between two types of rents: *exogenous rents* and *endogenous rents*.

Endogenous rents are produced by the company itself, and include: Technologic rents (how and who uses the technology in a value chain), human resources' rents (abilities and knowledge of the actors present in a chain), organizational rents (how actors are organized and interact among them), marketing rents (understood as the higher return obtained by product differentiation) and relational rents (which includes the relationships among companies and the specific ways where those can create collective efficiency).

Exogenous rents are the result of the interaction among different companies. Among exogenous rents, the manual distinguishes the following: natural resources rents (observation of which types of natural resources generate rents), political rents (which emerge from operating in a political environment favourable to supporting economic activities), high-quality infrastructure rents (which emerges from the different condition on the infrastructure), and financial rents (which refer to the presence of favourable credit policies).

In the case of USAID (Rubin et al, 2009), its manual from 2009 works with a specific method which seems particularly useful for systematically thinking about gender issues in relation to value chains. The method they have developed is based on the identification of Gender-based Constraints (GbCs) (GbCs are defined as restrictions on men's or women's access to resources or opportunities that are based on their gender roles or responsibilities) and a Gender Dimensions Framework (GDF)⁶.

The Gender Dimensions Framework (GDF) offers a structured way to analyze gender relations with the household, the firm, the community, and the broader economy. It examines four intersecting dimensions of social life:

⁶ The Gender Dimensions Framework is based on The Domains Framework for Gender Analysis developed by Deborah Rubin and Deborah Caro of Cultural Practice LLC under USAID contracts. It has been refined under the USAID GATE project to specifically address gender integration in value chain work.

- 1) observed practices and patterns of participation,
- 2) existing patterns of access to productive assets,
- 3) social beliefs and perceptions, and
- 4) laws, policies, and institutions.

In addition to the four dimensions of practice, assets, beliefs, and laws, the GDF incorporates attention to power as a crosscutting issue. The four dimensions (which at times are overlapping but which in the framework are treated as distinct conceptual categories) are then related to value chains. The manual focus on three topics common to value chain structure (vertical linkages and support services, horizontal linkages, and business enabling environment) and three topics that they perceive to reflect critical aspects of the intersection between gender relations and agricultural development (on-farm productivity, employment, and entrepreneurship). Below the four dimensions (under which specific gender-based constraints are identified) are briefly elaborated.

1) PRACTICES AND PARTICIPATION refers to the fact that ideas about gender shape how people behave including in relation to the following issues:

- Time available to participate
- Mobility
- Labour participation
- Association participation

GbCs in relation to these issues are often mutually reinforcing so as a consequence of the limits on their time, education, and mobility, women are often underrepresented in mixed sex producer associations and business groups.

2) ACCESS TO ASSETS refers to the fact that gender relations shape access to the resources that are necessary to be a fully active and productive participant in society, including access to both tangible and intangible assets such:

- Access to land
- Access to information and extension services

- Access to education

Gender relations shape access to resources that are necessary to be a fully active and productive

participant in society, including access to both tangible and intangible assets such as land (women typically have less access to land) and information and education stemming for example from extension services.

3) BELIEFS AND PERCEPTIONS refers to how the belief systems of a given society shape ideas about appropriate roles and responsibilities for men and women and thereby shape general patterns of behaviour. These include:

- Beliefs about men and women as economic actors
- Beliefs about men and women as association members
- Beliefs about appropriate work
- Beliefs about legal rights

Some studies for example suggest that discriminatory beliefs about women lead to differential treatment by regulatory officials.

4) LAWS, POLICIES, AND INSTITUTIONS refers to the fact that gender roles influence how people are regarded and treated by formal and informal laws, policies, and institutions.

Thus Gender affects rights to legal documents, ownership and inheritance, representation, and due process.

- Legal rights to land
- Legal rights to
- Employment
- Legal rights to services
- Legal rights to credit

Women's lack of access to land and property in their own right or through joint titling and registration remains an obvious factor in countries where legal frameworks allow only a limited set of assets to be used as collateral.

Table 8.1: Illustrative Gender-Based Constraints (based on Table from Rubin et al 2009:26)

	On-farm Productivity	Horizontal Linkages	Vertical Linkages	Business Enabling Environment	Employment and entrepreneurship
Most critical gender-based constraints related to:	Access to assets including: <ul style="list-style-type: none"> • Land • Labour • Capital • Inputs • Technology • Information • Education 	Active participation including: <ul style="list-style-type: none"> • Membership • Decision-making • Leadership in decision making and leadership 	Access to assets including: <ul style="list-style-type: none"> • Land • Labour • Capital • Technology • Inputs • Information 	Laws, policies, and institutions: <ul style="list-style-type: none"> • Formal discrimination in law and policy • Cross-sectoral or cross-jurisdictional inconsistencies 	Access to assets including: <ul style="list-style-type: none"> • Land • Labour • Capital • Education • Information • Training

Based on the methods and tools conveyed through these manuals and toolboxes, many different intervention strategies can be conceived of. Dulón (2009) for example mentions the following strategic questions concerning choice of strategy:

- Whether **positive affirmative actions** (scholarships for education or subsidies for some investments) shall be applied as incentive mechanisms.
- Whether the **democratisation of housekeeping roles** (educational processes at schools) shall be included in one way or another.
- Whether support shall be given to some housekeeping tasks (taking care of children or preparing food).
- Whether specific funds shall be set up to support groups of men or women.
- Whether work shall be carried out with mixed groups or with separate female and male groups that enable the participation of women.

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Annex 9: Knowledge gaps identified

The analytical strategies employed when examining the evaluations discussed in the report have enabled the identification of several knowledge gaps in relation to the gendered effects of value chain interventions. The analytical strategy entailed reading through the material using four lenses. In each one, large knowledge gaps are evident:

- The gender objective of the intervention
 - None of the experiences evaluated related to addressing gender inequality at the level of institutions or value chain governance.
 - Only very few included elements of helping women to achieve a better functional position in the value chain.
- The kind of upgrading employed
 - None of the experiences evaluated related specifically to functional upgrading or inter-sectoral (or inter-chain) upgrading.
 - Only few evaluations and studies distinguish gender-specific constraints of different kinds of upgrading.
- The gender outcomes of the intervention
 - None of the experiences evaluated reported outcomes related to changes in the economic or political environment, and only few related to the social environment.
- The level of gender mainstreaming among the organizations involved, in the diagnostic phase of the intervention, and in monitoring/evaluation
 - Evaluations pay little attention to gender mainstreaming in the project cycle and in the organizations involved in value chain implementation, except in cases where they were carried out specifically for such purpose