




# GUIDELINES FOR INTEGRATING GENDER INTO WORLD BANK GROUP

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## AGRIBUSINESS PROJECTS

JANUARY 2018

A large, light gray background graphic depicting a stylized person from the chest up, holding a plant with several leaves. The person's head is a simple circle, and their torso is a larger, rounded shape. The plant is positioned in front of the person's chest.

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## Foreword

Women are the backbone of the development of rural and national economies which comprise 43% of the world's agricultural labor force, and is as high as 70% in some countries. Anecdotal evidence demonstrates that women play an important, but often invisible role in agribusiness value chains. This gender inequality presents a missed business opportunity.

To encourage an increased focus on gender in agribusiness, a multidisciplinary World Bank Group (WBG) team led by the Finance, Competitiveness and Innovation Global Practice (FCI) agribusiness team has developed guidelines to integrate gender in project development across the regions and across different WBG units working on agribusiness.

The guidelines are intended to assist WBG Task Team Leaders in applying a gender lens at each stage of the WBG agribusiness project cycle, from the identification stage through implementation, and ultimately, its evaluation. The guidelines are designed to be practical and functional—to be applied and adapted as needed, to fit different contexts and kinds of projects, and to support the active planning and monitoring that make it possible to articulate and realize gender-equitable goals and outcomes in agribusiness projects.

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# Acknowledgments

Finance, Competitiveness and Innovation Global Practice and its Industry Solutions team wishes to thank the Department for International Development (DFID) for their generous support in funding the development of Gender in Agribusiness Guidelines for WBG Projects. The development of the guidelines was implemented within the scope of team's agribusiness Product Development Project (PDP) whose specific objectives are to support the creation of joint initiatives with partners across the World Bank Group (WBG) and offer global best practice support to WBG analytical, advisory and investment project teams helping Governments (a) diagnose and map out the constraints to competitiveness along given agribusiness value chains; (b) develop market opportunities; (c) enable private initiatives in agribusiness through greater competitiveness; and (d) improve the integration of agribusiness stakeholders into value chains.

The preparation and publication of these guidelines have involved the participation and efforts of a significant number of dedicated people.

The overall project was managed by **Selma Rasavac-Avdagic**, Senior Private Sector Specialist, Finance, Competitiveness and Innovation Global Practice with the support of Networked Intelligence for Development and a group of dedicated World Bank Group staff who have been a part of the core team and have worked intensely with the consultant in developing the guidelines:

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# Acronyms and Abbreviations

<b>ASIMA</b>	Projet d'Agriculture Solidaire et Intégrée au Maroc (Morocco Social and Integrated Agriculture Project)
<b>CPF</b>	Country Partnership Framework
<b>CSA</b>	Country Social Analysis
<b>EBA</b>	Enabling the Business of Agriculture
<b>GBV</b>	Gender-based violence
<b>FCI</b>	Finance, Competitiveness and Innovation
<b>ICT</b>	Information and communication technology
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFC</b>	International Finance Corporation
<b>ISR</b>	Implementation Status and Results Reports
<b>M&amp;E</b>	Monitoring and evaluation
<b>PCN</b>	Project Concept Note
<b>PIM</b>	Project Implementation Manual
<b>PRAI</b>	Principles for Responsible Agricultural Investment
<b>SCD</b>	Systematic Country Diagnostics
<b>SME</b>	Small and medium enterprise
<b>TTL</b>	Task Team Leader
<b>UN</b>	United Nations
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>VGGTs</b>	Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security





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# Purpose and Organization of These Guidelines

These guidelines are intended to assist WBG Task Team Leaders (TTLs) in applying a gender lens at each stage of the WBG agribusiness project cycle, from the identification stage through implementation, and ultimately, its evaluation. The guidelines are designed to be practical and functional—to be applied and adapted as needed, to fit different contexts and kinds of projects, and to support the active planning and monitoring that make it possible to articulate and realize gender-equitable goals and outcomes in agribusiness projects. **For that reason, the guidelines do not present a single linear process for integrating gender into agribusiness projects. Instead, they offer a series of open-ended prompts, questions, analytical and process tools, recommendations, and issues to consider at various stages in the life of a project to take gender into account—particularly in the critical early stages, when a project is being conceptualized or getting underway.** Teams can use these guidelines to select the prompts and analytical tools that are best aligned with the parameters, goals, and outcomes of their project, and in this way, they can develop their own roadmap to:

- **Identify gender gaps in the initial design**—to determine how best to embed a gender perspective into **project design and analysis**.
- **Identify which interventions and activities to implement to close those gaps**—to commit and target resources and support during **project implementation** to increase the likelihood of success in meeting gender-related objectives in agribusiness. As agribusiness seeks to apply social and environmental standards and address sustainability through the production and sales cycle, gender responsive business models become more imperative to success.
- **Identify realistic project indicators** to permit continuous monitoring and evaluation (M&E)—to capture the information essential to **evidence-based project measurement, reporting, and verification** over time.

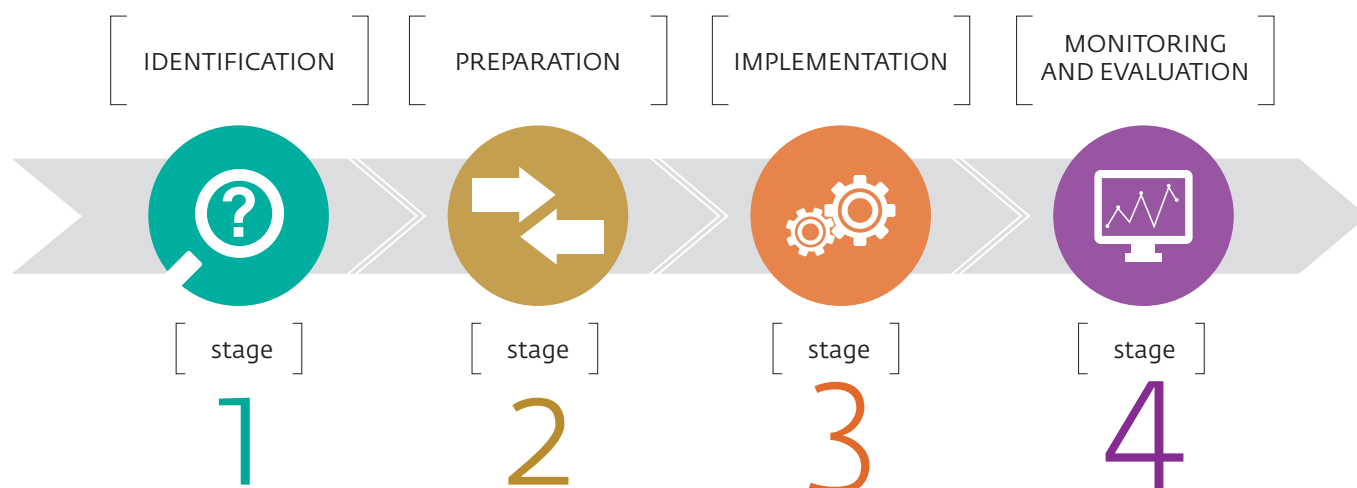
**These guidelines build on concepts and tools of basic gender analysis and two essential documents:** the “[World Bank Group Gender Strategy \(FY16–23\): Gender Equality, Poverty Reduction, and Inclusive Growth](#)”<sup>1</sup> and the [Gender Tag Guidance Note](#).

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<sup>1</sup> World Bank Group (2015).



The guidelines are divided into four sections, corresponding to the stages of the simplified project cycle shown here:



Each section features:

- A **GENDER TAG REMINDER** for TTLs to initiate, review, and update the Gender Tag as required in the [World Bank Group Operations Portal](#) and [IFC Gender Flag](#) as required by IFC Advisory Services Operational Portal (ASOP).
- A **PRACTICE CHECKLIST** for teams, highlighting best practices identified by the development community to support the integration of gender considerations in agribusiness projects. Each checklist is organized under the three major roles that women and men play in agribusinesses: market support, entrepreneurship, and employment. Each list contains notes for teams on issues to consider at that particular stage of the project cycle. This initial checklist is followed by other suggestions for action or review that may be helpful for teams to pursue.
- A list of **DO'S and DON'TS** provides additional specific pointers to guide agribusiness project teams at each stage.<sup>2</sup>
- A summary of tested **TOOLS** describes approaches that can be adapted to support the integration of gender at that particular stage of the project cycle.

<sup>2</sup> Other helpful lists of this type are included in the Gender Tag Guidance Note; see [http://globalpractices.worldbank.org/gender/\\_layouts/15/WopiFrame2.aspx?sourcedoc=/gender/Documents/Guidance%20Notes/New%20Gender%20Tag%20Guidance%20Note%20for%20TTLs.pdf&action=default](http://globalpractices.worldbank.org/gender/_layouts/15/WopiFrame2.aspx?sourcedoc=/gender/Documents/Guidance%20Notes/New%20Gender%20Tag%20Guidance%20Note%20for%20TTLs.pdf&action=default). World Bank Group gender strategy (FY16-23) <http://documents.worldbank.org/curated/en/820851467992505410/World-Bank-Group-gender-strategy-FY16-23-gender-equality-poverty-reduction-and-inclusive-growth> Gender Tag Guidance Note <http://globalpractices.worldbank.org/gender/Pages/en/guidance.aspx>



**GENDER EXAMPLES** describe the steps that agribusiness projects have taken in practice to respond to strategic gender considerations—for example, gender mapping and value chain analysis to identify gender gaps, the selection of activities to close those gaps, and the selection of indicators for developing a meaningful evaluation of the effectiveness of those activities. To help teams determine if they are capturing the required inputs and asking the right questions, **HYPERLINKS** guide users to research and case studies related to the topics under discussion. Several **ANNEXES** provide background information and resources, including details on gender-smart solutions in agribusiness (Annex 1), additional resources for practitioners (Annex 2), a case study of good practice for women's rights in the cocoa subsector (Annex 3), principles of responsible agricultural investment (Annex 4), and suggested indicators related to gender in the agribusiness sector (Annex 5).

To frame these guidelines, the sections that follow briefly recapitulate the rationale for the Gender Tag in the Operations Portal, the case for integrating gender into agribusiness projects, and approaches for understanding how gender influences the participation and prospects of stakeholders in agribusiness value chains.

### **Using the Gender Tag in the Operations Portal**

The Gender Tag in the Operations Portal prompts TTLs from the outset to assess the extent to which a project identifies gender gaps, addresses those gaps through specific actions, and links those actions to specific indicators in the results framework to continually monitor and evaluate results. TTLs initiate the Gender Tag protocol at the Project Concept Note (PCN) (identification) stage. They subsequently update Gender Tag information at the preparation stage, reflecting any additional analysis undertaken as the Project Appraisal Document is developed and finalized. Aside from assisting project teams to identify actions that are critical to closing gender gaps, the Gender Tag helps corporate reporting to capture the work done by teams. For additional details, refer to the [Gender Tag Guidance Note](#) and [Gender flag for IFC Advisory projects](#).

### **Why Integrate Gender into Agribusiness Projects?**

The case for integrating gender into agribusiness projects is compelling from overlapping perspectives—from the standpoints of social justice, of the direct links between gender equity and poverty reduction, and of good business.<sup>3</sup> These multiple perspectives are summarized succinctly by KIT, Agri-ProFocus, and IIRR (2012) in “a solid rationale for addressing gender equity in value chains,” which is “that economic development needs to include women in a fair way in order to be successful, robust and sustainable. Similarly, women need access to economic development and control over income in order to prosper and overcome poverty.”<sup>4</sup>

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<sup>3</sup> Set out in KIT, Agri-ProFocus, and IIRR (2012).

<sup>4</sup> KIT, Agri-ProFocus, and IIRR (2012:25).



The business case for integrating gender “frames gender inequity in agricultural value chains as a missed business opportunity”—after all, women in agricultural value chains are suppliers, buyers, and consumers—and maintains that “investing in gender equity can smooth both the operation of individual businesses as well as the overall chain.”<sup>5</sup> The IFC explains how gender gaps lead to missed opportunities for agribusiness:

For businesses that depend heavily on agricultural commodities, gender gaps remain a persistent barrier to growth, profitability, and sustainability. Gender gaps in inputs and production can reduce the quantity and quality of the harvest; gender gaps in post-harvest processing and storage can lead to post-harvest losses; and gender gaps in transportation, marketing, and sales can result in fragmented and inefficient markets.

IFC (2016:5).

In contrast, when businesses “apply gender-smart solutions” (such as those described in Annex 2), they “can reduce their barriers and open a wide variety of benefits,” including higher yields, improved quality, fewer losses, a stronger supplier base, and new markets, among others.<sup>6</sup> The IFC’s [Report on investing in women’s employment](#) stress the importance of advancing gender equality through a strong business case and client demand for gender-smart solutions. This approach involves working with clients to reduce the gap between [women and men as entrepreneurs](#),<sup>7</sup> employees, corporate leaders, suppliers, consumers, processors, and community and other stakeholders.

In alignment with the World Bank Group’s Gender Strategy, Finance, Competitiveness and Innovation (FCI) Global Practice is committed to devising gender-targeted interventions to improve the business environment and expand trade and market opportunities for women, and it has identified ways to more effectively ensure growth, equality, and inclusion of women in the economy.<sup>8</sup> The Gender Strategy will be a crucial point of reference as TTLs of agribusiness projects apply these guidelines and consider the extent to which their projects reflect this commitment (Box 1). For instance, the Gender Strategy emphasizes that access to jobs and control over and ownership of productive assets are levers of change for women, their communities, and economies, in addition to acting as fundamental drivers for economic growth and poverty reduction. The strategy concludes that the way to deliver more and better jobs for women is to further reduce gender gaps in health and education, increase women’s agency and voice, and engage men and boys.



5 KIT, Agri-ProFocus, and IIRR (2012:14, 21).

6 IFC (2016:4, 5).

7 IFC (2014).

8 This work has built on a wide array of methods and case studies conducted over many years. For instance, see “[Integrating a Gender Dimension into Monitoring & Evaluation of Rural Development Projects](#)” (World Bank 2001) and “[Linking Women with Agribusiness in Zambia: Corporate Social Responsibility, Creating Shared Value, and Human Rights Approaches](#)” (White et al. 2015).



## BOX 1:

### The World Bank Group Gender Strategy as a key resource for agribusiness projects

To cite just one example from the Gender Strategy, the following questions are highly applicable to integrating gender in FCI agribusiness projects:

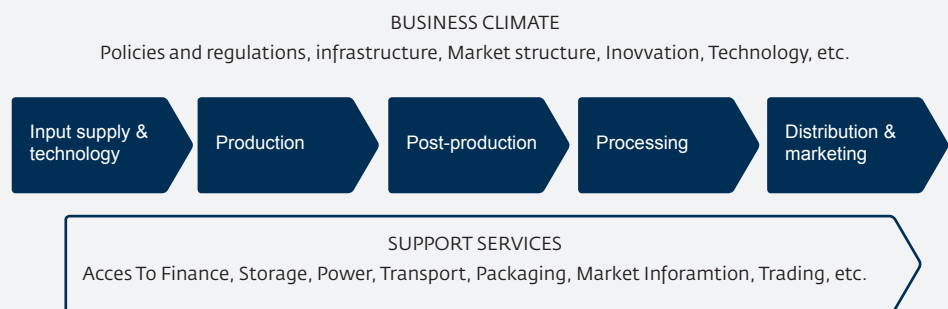
- **Economic opportunities:**  
What constraints can be removed to make more and better jobs available? What barriers can be removed to women's ownership of and control over assets?
- **Human endowments:**  
What health, education, and social protection issues has the project identified?
- **Voice and agency and engaging men and boys:**  
Is child marriage or gender-based violence prohibiting women's participation? Have men and boys been engaged to change social norms about masculinity and femininity? Do women participate and make decisions in service-delivery governance structures?

To integrate gender into agribusiness projects and ensure that no one is left out, project teams may apply a gender lens to all aspects of agribusiness—the business climate and agribusiness support services as well as each part of the value chain (Figure 1).

FIGURE 1

### Women and men engage in all aspects of agribusiness

> Source: World Bank FCI Global Agribusiness Team, project scoping and design approach.





## Understanding Stakeholders and Their Gender Roles in Agribusiness Value Chains

Women and men typically fulfill different roles in agribusiness value chains, although their roles vary depending on the context, and virtually no role is always exclusively performed by women or men. In all cases, data are needed at the national and product level to determine who are the stakeholders in agribusiness value chains and which roles women and men tend to dominate.<sup>9</sup> Generally speaking, agribusiness value chains include the following groups of stakeholders:<sup>10</sup>

1. **Producers and processors** are involved in agricultural production, cultivation, natural resource management, and also in on-farm and off-farm grading, packing, and packaging. Gender roles in producing and processing will play out differently in different value chains for different reasons. In some cases, for instance, women may focus on caring for saplings, performing some harvesting (depending on the crop), packing, and packaging, whereas men may be involved to a greater extent in managing machinery and in heavy harvesting operations.
2. **Suppliers** are engaged in the agri-supply chain, supplying farm inputs (seed, fertilizer) and machinery as employees, employers, or entrepreneurs. The number of women managing service provision enterprises is rising but still small. Men still tend to dominate most large-scale input supply operations.
3. **Service providers** are engaged—as employees, employers, or entrepreneurs and managers—in managing logistics; providing extension services, training and technical know-how, financial services, and services and software related to information and communication technology (ICT); and in certification and branding. Depending on the market and product, more women are entering these kinds of positions.
4. **Retailers** are engaged as employees, employers, and agents in branding, marketing, purchasing and selling agribusiness produce, products, and by-products.

Other groups of stakeholders may overlap with groups 1–4 but merit separate examination because of their importance for a project's agribusiness development objectives or equity goals (including gender equity). Common examples include:

5. **Rural and indigenous communities** formally engaged in the agribusiness value chain.
6. **Small-scale producers**, including individuals, family farming households, and members of associations, producer clusters, or cooperatives.
7. **Entrepreneurs**, including producer, supplier, and service provider enterprises; retailers; and agribusiness innovators and start-ups.

Do not overlook two other groups of stakeholders who tend to be less visible in the market economy and may be omitted from conventional value chain analyses:

8. **Informal sector** participants, male and female.
9. **Unpaid workers**, both male and female, in the household and/or community.

<sup>9</sup> Sources of data and information may include surveys, key informant interviews, and focus group discussions.

<sup>10</sup> Notably, the groups do not include consumers or waste managers, even though they are important stakeholders in agribusiness value chains.





Together these stakeholders and their activities constitute the agricultural value chain. They are a useful starting point for FCI IS agribusiness team's scoping and design tool or an engendered value chain analysis which involves collecting information about firms and market connections to identify strengths or weaknesses in the coordination of roles and activities and to examine the power and position of firms in relationship to other actors in the chain. **Stakeholder mapping** (to be discussed in "Stage I: Identification") is another approach for identifying the specific roles and responsibilities of women and men in a particular agribusiness. Engendered value chain analysis and stakeholder mapping can provide a starting point for identifying gender differences in access to assets, capacity, and decision making or agency that influence participation in agribusiness.

Throughout all phases of agribusiness projects, **consultation with stakeholders** along the value chain is critical to iron out inequalities that hold back development opportunities for individuals and for society. It is important for teams to ask whether those consultations (1) captured both men's and women's views, if necessary through separate forums or engagements, and (2) reflected men's and women's different concerns, priorities, and benefits, where appropriate. It is important to emphasize that:

Stakeholder engagement is the basis for building strong, constructive, and responsive relationships that are essential for the successful management of a project's environmental and social impacts. Stakeholder engagement is an ongoing process that may involve, in varying degrees, the following elements: stakeholder analysis and planning, disclosure and dissemination of information, consultation and participation, grievance mechanism, and ongoing reporting to Affected Communities. The nature, frequency, and level of effort of stakeholder engagement may vary considerably and will be commensurate with the project's risks and adverse impacts, and the project's phase of development.

Performance Standards on Environmental and Social Sustainability:  
Performance Standard 1—Assessment and Management of Environmental and Social Risks and Impacts (IFC 2012:7).

### Challenges Relevant to Women's Participation in Agribusiness

Women are disadvantaged in important ways that affect the entire agribusiness value chain. For instance, rural women's access to credit, a secure land title, and productive inputs is stymied by market and institutional failures as well as social norms. Responsibilities to care for other family members restrict the time that women can invest in commercial activity. Where women farmers have unequal access to resources, their crops yield 20–30 percent less than men's crops.<sup>11</sup> Another disadvantage is that women typically are employed in the lower ends of value chain production and can lack the negotiation skills to enable them to benefit when value chains are upgraded. Additionally, women's limited mobility or cultural traditions may restrict their opportunities to access markets or perform particular functions in value chains.

<sup>11</sup> FAO report on "Closing the gender gap for development" <http://www.fao.org/docrep/013/i2050e/i2050e.pdf>



Yet when agribusiness projects are gender sensitive and engage male and female stakeholders equally, it is more likely that women will be more empowered to realize their socioeconomic potential. They can become a driving force behind the effectiveness of agribusiness projects, reinvesting incomes into the business, household, and/or community, and improving their own and their families' quality of life. The following example describes how a new micro-franchise model in Bangladesh was designed to enable female producers to overcome longstanding obstacles to obtaining agricultural inputs.

## GENDER EXAMPLE 1

### BUILDING MARKETS FOR AGRICULTURAL INPUTS THROUGH MICRO-FRANCHISING IN BANGLADESH

Bangladesh's small-scale farmers often lack access to crucial inputs and services. This constraint is particularly common among women farmers, who provide the larger share of farm work but lack the freedom of movement to travel to regional markets, are less likely to know about best practices, and are less likely to have the funds to pay for inputs or services. The Krishi Utsho franchise network is a new model designed to reverse this market failure and provide agricultural inputs and services to small-scale farmers, especially women. A social enterprise owned and operated by CARE International in Bangladesh, Krishi Utsho has:

- Established local shops using a micro-franchise model that allows stores to be owned and operated by entrepreneurs already embedded in rural communities, while maintaining standards under the Krishi Utsho brand.
- Negotiated with input providers to create dedicated, affordable products of guaranteed quality for small-scale farmers, such as small feed or fertilizer packets.
- Linked farmers with key services (veterinary care, sales points for dairy farmers) by hosting them at the franchise locations.

> Source: Adapted from "[Investing in Women along Agribusiness Value Chains](#)," IFC (2016:18–19).

Indicators developed for the World Bank initiative on [Enabling the Business of Agriculture](#) (EBA) focus specifically on understanding the constraints relevant to women's participation in agribusiness.



Through EBA, since 2013 the World Bank Group has gathered data on the laws and regulations that shape the enabling business environment for agriculture. The data improve the understanding of this business environment and equip governments to design and establish “regulatory systems that ensure the safety and quality of agricultural goods and services without being overly costly or burdensome on market actors.”<sup>12</sup>

TABLE 1: ENABLING THE BUSINESS OF AGRICULTURE: TOPIC AREAS AND INDICATORS TO ADDRESS CONSTRAINTS ON WOMEN'S PARTICIPATION IN AGRIBUSINESS	
Topic	Constraints for women
<b>Land</b>	Distortions and inequalities limit women's access to productive land, title to property, and succession laws. Land indicators from Enabling the Business of Agriculture (EBA) aim to improve regulations on tenure security and ease restrictions on land right transfers.
<b>Water</b>	Women's limited access to water for agriculture is linked to their limited access to land and inheritance rights. EBA water indicators address the legal frameworks that enable water user associations to make decisions affecting all users of water and irrigation in the country.
<b>Seed, fertilizer, and machinery</b>	All smallholders face difficulties in obtaining inputs of good quality, yet women typically face more serious financial constraints and often cannot obtain credit to purchase inputs. EBA indicators of inputs measure the market constraints for seed, fertilizer, and tractors.
<b>Livestock</b>	Although women more easily acquire livestock than land, they still face many obstacles. Livestock indicators measure factors affecting the supply, safety, and quality of animal production inputs. They also focus on the existence and quality of specific infrastructure such as gene banks, testing laboratories, and databases. The legal framework surrounding animal genetic resources and food security can benefit women livestock keepers.
<b>Finance</b>	Women's access to finance is constrained for many reasons: they lack collateral against which to borrow; financial institutions perceive women as higher-cost and low-return clients; products are not customized for women; and the transaction costs for financial service providers to reach women can be high. EBA finance indicators measure laws and regulations for microfinance institutions, credit unions, and branchless banking such as agent banking and electronic money. The indicators account for alternative sources for movable collateral, such as warehouse receipts. Progress on all five indicators can improve women's financial inclusion and access to financial resources.
<b>Transport</b>	The cost of transport and quality of roads in rural areas can be a particular constraint for women. EBA transport indicators look at constraints on the market access and operation of trucking companies, including servicing demand using foreign-owned trucks. Removing or reducing these constraints could benefit women by reducing transport costs and increasing the availability of transport services in a country.
<b>Markets</b>	Many factors contribute to women's ability to participate in agricultural value chains (land, access to credit, contracts with buyers, inputs, and so on). Access to social capital and marketing opportunities is often overlooked and can help women leverage collective action in agricultural production and marketing.
<b>ICT</b>	Because women frequently cannot obtain information and skills essential to commercial agriculture, their production, market, and trading opportunities are often limited. EBA ICT indicators investigate licensing regimes and regulations for service provider operations that affect the availability of ICT services in the country—and government strategies and initiatives to increase access to and use of ICT services in rural areas. Indicators of e-extension services can help in analyzing the ICT-supported provision of information relevant to agriculture, such as weather forecasts and market prices, which benefit women as well as men.

> Source: Adapted from [Enabling the Business of Agriculture](#) (World Bank 2016: 69–70).

12 EBA website, <http://eba.worldbank.org/about-us>.



### Negative implications:

Often the term gender may be assumed to mean only “women”. However, gender analysis and gender mainstreaming concern the relationship between men and women. Women’s well-being cannot improve without including men. Failing to understand the social and power structures that govern the way men and women interact can undermine actions directed at women or render them ineffective. Like women, men are also affected by strict gender norms and with a long-term perspective not only women and girls but also men and boys benefit from gender equality.<sup>13</sup>

Simply targeting women does not ensure that they will benefit from a project, and even if women benefit (e.g. from increased income or better nutrition), that does not ensure that they will be empowered (e.g. in control over assets, decision making or incomes).

Projects must bear in mind that benefits to women may not be sustainable without increasing the bargaining power both within the household and within the market, and may lead to an indirect change in the balance of power between men and women, which in turn may lead to a backlash against women. A project solely focused on benefiting women may fail to consider appropriate roles and benefits for men, and may not be accepted by men (or men and women!) in the household or entire communities.<sup>14</sup>

### What to look out for:

- Working on gender-related issues with entire rural communities, rather than addressing only the women. A particular focus is awareness-raising for men on the potential benefits of including women.
- Implementing activities that raise men’s awareness of their own position of power and the negative impact of gender inequality on agricultural production.
- Working with entire rural communities (i.e. not only women) and raising men’s awareness of the benefits of gender-equality for agricultural production helps to overcome resistance to the social change that a gender-equitable extension might entail. participatory communication within farming communities.<sup>15</sup>
- In implementing programs, an understanding of the culture and the currently prescribed role of women in that particular society is necessary as that will determine best practices and the appropriate means of intervention in order to empower – rather than endanger – women. In some cases, issues such as religion, tradition and legal status among others may present substantial obstacles to program implementation.<sup>16</sup>

<sup>13</sup> <http://www.sida.se/contentassets/3a820dbd152f4fca98bacde8a810e15/gender-tool-mainstreaming.pdf>

<sup>14</sup> <http://www.ifpri.org/blog/reach-benefit-or-empower-clarifying-gender-strategies-development-projects>

<sup>15</sup> [http://www3.weforum.org/docs/WEF\\_GAC\\_WomensEmpowerment\\_FiveChallengesOneSolution\\_Compendium\\_2013.pdf](http://www3.weforum.org/docs/WEF_GAC_WomensEmpowerment_FiveChallengesOneSolution_Compendium_2013.pdf)

<sup>16</sup> <http://siteresources.worldbank.org/INTGENAGRLIVSOUBOOK/Resources/Module16.pdf>



- It is important to gain baseline information to ensure that project or program activities do not increase problems in target communities, such as gender-based violence. Gender-mainstreaming activities tend to change gender roles and relations. Unless change proceeds carefully and with adequate awareness raising, domestic violence may arise or worsen as men come to perceive that women's increased empowerment threatens their position as men and heads of the household and community.<sup>17</sup>

In many countries, there is no legal barrier to women's inclusion, but cultural norms are quite challenging. For example, Tajikistan has an adequate legal framework for gender equality, yet in practice traditional sociocultural norms limit women's rights (Brustinow 2014).

Demonstrating to local government officials the positive and productive business case of including women in business is a win-win for all. For example companies such as Mondelēz International partnered with IFC to identify the roles that women and men play in the cocoa sector and evaluated their contribution at various stages of the cocoa production process. Showing these gender diagnostics revealed the opportunities and gaps for women and men to contribute to successful outcomes.

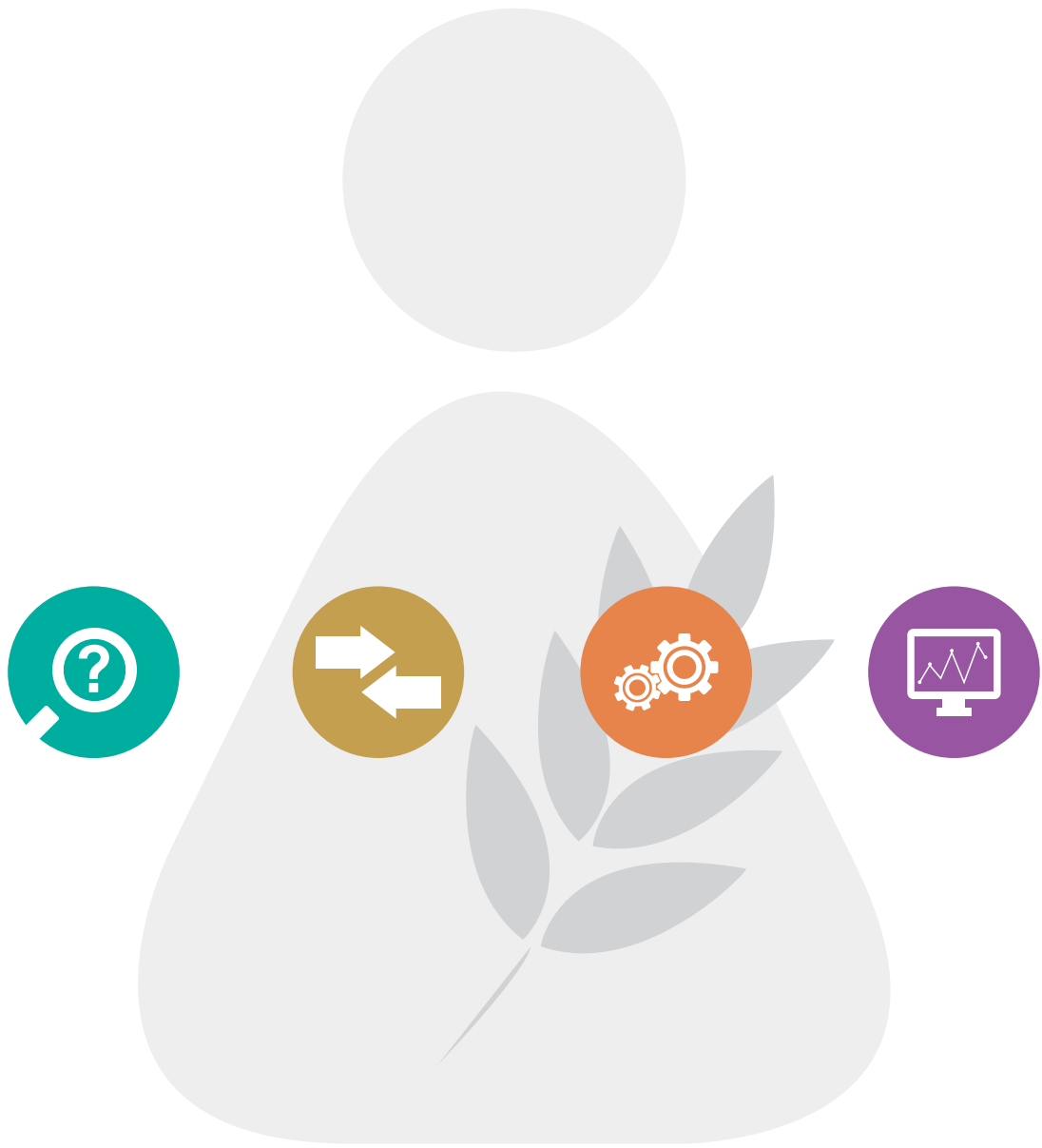
Investing in women can increase their contributions, and positively impacts the performance of agribusiness companies by reducing the industry's productivity gaps. Among other benefits, it can:

- Increase the productivity of a company's labor force and/or supply chain;
- Improve the quality of company operations and access to premium markets;
- Widen the available talent pool; and
- Strengthen brand reputation and customer loyalty through ethical sourcing and compliance with environmental and social standards.<sup>18</sup>

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<sup>17</sup> <https://www.giz.de/fachexpertise/downloads/giz2013-en-gender-and-rural-development.pdf>

<sup>18</sup> <http://www.ifc.org/wps/wcm/connect/98c06e4a-0812-4f62-b434-86420b5db410/IFC+Gender+Agribusiness+Report2.pdf?MOD=AJPERES>



# Stage 1 **Identification**







# Stage 1

## Identification



## The Gender Tag in the Operations Portal

Gender should be considered as early as possible in the project cycle. The PCN stage is a critical juncture for teams to learn whether and how gender issues impinge upon the project under development, and to determine what action to take. For that reason, at the PCN stage, the Gender Tag in the Operations Portal prompts the TTL to indicate whether the proposed project plans to perform the following tasks: analyze gender gaps, undertake actions to close any gaps that are identified, and monitor the outcomes of those actions. An essential task at this stage, described in the Gender Tag–Operations Portal Guidance Note, is to analyze gaps between women and men, boys and girls, and determine how they are relevant to the Project Development Objective (PDO).

### IDENTIFYING GENDER-RESPONSIVE AGRIBUSINESS PROJECTS: THE ROLE OF STAKEHOLDER ENGAGEMENT

“Pressure points” are described as “sites along the investment chain where public action can influence the behavior of actors, or the nature of relations between those actors.”<sup>19</sup> Because women often are assigned lower status relative to men, women tend to have less influence (pressure) on and involvement in the preparation and design of agricultural investments. In light of these limitations, in developing an agribusiness project, “taking gender issues into account would require that local consultation processes reach a wide range of community representatives in ways that ensure equal and effective participation of women and men in consultation, and that gender issues are fully factored into comprehensive social and environmental impact assessments.”<sup>20</sup>

<sup>19</sup> [“Understanding Agricultural Investment Chains”](#), Cotula and Blackmore (2014:2).

<sup>20</sup> Cotula and Blackmore (2014:51).



## Identifying gender-responsive agribusiness projects: The roles of feasibility studies and gender responsive value chain analysis

Feasibility studies have been described as another “important pressure point for influencing the design of investment projects.”<sup>21</sup> Such a study assesses the market, technical, and financial feasibility of the product or service idea at the heart of the proposed agribusiness project. Although feasibility studies should be robust enough to test the project concept, frequently they overlook gender concerns.

Agribusiness projects typically use gender responsive value chain analysis as part of their business planning approach. Gender responsive value chain analysis is centered on a distribution and logistics evaluation and (as discussed) is a useful tool for mapping out where women and men are placed in the entire chain. It is important to describe the value chain at a granular level that includes the various actors, their functions, and their roles. Charting this information will reveal the vertical and horizontal integration and clarify the roles of men and women. It will also highlight whether women’s involvement is limited to informal processes and functions.

The business plan that is developed from this analytical work needs to include details of the governance model, the management team, capital and human resources plan, and finance required from a strong gender perspective. The overall market feasibility assessment should integrate gender analysis throughout. A good example comes from Bangladesh, where a value chain analysis and feasibility study developed a picture of women’s involvement in fish value chains, and insights from the analysis were used to design a gender-responsive program focused on developing those value chains.<sup>22</sup> Another example comes from India (Gender Example 2) and demonstrates the challenges and rewards of learning how to involve female smallholders in a global cotton supply chain.

### GENDER EXAMPLE 2

#### BUILDING A SUSTAINABLE GLOBAL SUPPLY CHAIN WITH FEMALE COTTON PRODUCERS IN INDIA

A considerable challenge for brands and retailers is the length and complexity of global supply chains. In cotton, for instance, farmers sell to local traders, ginners, and spinners, who in turn sell fabric to garment manufacturers. Most brands and retailers buy from manufacturers and rarely have any direct connection with cotton farmers.

European fashion retailer Primark seeks to ensure that all cotton in its supply chain is sustainably and reliably sourced. To achieve these long-term social and environmental sustainability goals, the company decided to work with female small-scale farmers

in India, whose roles in cotton production are important but often unacknowledged. In 2013, the company initiated its Sustainable Cotton Program, bringing together agricultural experts from CottonConnect and the Self-Employed Women’s Association to train 1,251 female smallholders in Gujarat through classroom sessions, field training, and learning groups. Farmers successfully learned to produce cotton more sustainably, reduce the environmental impact of their work, and improve their livelihoods through increased income.

> Source: Abstracted from a case study in [Investing in Women along Agribusiness Value Chains](#) (IFC 2016:39).

<sup>21</sup> Cotula and Blackmore (2014: 43–4).

<sup>22</sup> See “[Value Chain Analysis Shrimp, Prawn, and Tilapia from the Southern Region of Bangladesh & Feasibility Analysis Brackish Water Sea-Bass in the Southern Region in Bangladesh](#)” (USAID, Innovision, and WorldFish 2012).



## PRACTICE CHECKLIST

Table 2 highlights best practices for incorporating gender considerations in the identification of agribusiness projects. As discussed, the list covers the three major roles that women and men play in agribusinesses (market support, entrepreneurship, and employment), and provides notes for teams involved in this stage of the project cycle.

TABLE 2: BEST PRACTICE CHECKLIST FOR PROJECT TEAMS, IDENTIFICATION STAGE	
IDENTIFICATION	
MARKET SUPPORT	<ul style="list-style-type: none"> <li>✓ Gender differences in access to information</li> <li>✓ Linkages between big agro-enterprises and small producers, especially women</li> <li>✓ Differential access by gender to markets and services</li> <li>✓ Women's participation in trade and producer organizations</li> </ul>
ENTREPRENEURSHIP	<ul style="list-style-type: none"> <li>✓ Men's and women's roles in agro-processing and trade</li> <li>✓ Opportunities and barriers for women's entry into agro-processing and trade</li> <li>✓ New trends replacing women's home-based enterprises and trade</li> </ul>
EMPLOYMENT	<ul style="list-style-type: none"> <li>✓ Opportunities and constraints for women's employment in agro-enterprises</li> <li>✓ Barriers to women's participation in farm-business linkages</li> </ul>
NOTES FOR TEAMS	<ul style="list-style-type: none"> <li>✓ Given the importance of agro enterprises for women, assess opportunities for women at the outset of the project</li> <li>✓ Establish gender-disaggregated baseline data</li> <li>✓ Ensure that all project components and desired outcomes reflect the project's gender-sensitive goals and objectives</li> </ul>

To support teams to prepare best practice checklist in Table 2, a number of strategies, reports, and other documents may provide useful information on gender issues or help the team to plan a more detailed gender analysis. Teams may consider the following checklist of resources and questions in laying the groundwork for gender-responsive agribusiness projects:

- ✓ Are gender issues mainstreamed in the Country Partnership Strategy (CPS) through explicit statements on gender objectives in relation to agriculture?
- ✓ Do any reports based on **Economic Sector Work** present empirically based diagnoses and best-practice examples of gender issues that are important for economic growth and poverty reduction? Reports under this category include **Country Economic Memorandums**, **Development Policy Reviews**, and **Public Expenditure Reviews**.
- ✓ Has FCI IS's agribusiness scoping and design methodology been used to understand better constraints to competitiveness and to private sector investment and integration along given agribusiness value chains?
- ✓ Have gender issues been mainstreamed in the **PCN**, including in terms of key development issues, Project Development Objectives, project components, potential risks and mitigation, team composition, and budget?



- ✓ Have relevant documents—**Systematic Country Diagnostics (SCDs)**, **Country Social Analysis (CSA)**, **Country Gender Assessments**, and **Country Partnership Frameworks (CPFs)**—been used to identify gender gaps that might be important for the design of the project?
- ✓ Does the project feasibility report appraise the implications of gendered land rights as a pre-condition for procurement agreements or infrastructure investment?
- ✓ Does the market feasibility study take into account the host government's regulatory, legal, and financial environments as they pertain to the equal treatment of women and men?
- ✓ Does the market feasibility report align with national gender policies, the Sustainable Development Goals, and with the Convention on the Elimination of all Forms of Discrimination Against Women (if the host government is a signatory of the Convention)?
- ✓ Does the baseline for this project—from which target groups and project goals and objectives will be refined—address the needs of women and men?

## TOOLS

Note that the stakeholders or clients for the proposed project might be operating at different stages of the agribusiness cycle, or they may be engaged at different scales. As indicated, mapping the stakeholders can be a useful tool for determining the different roles, decision-making prerogatives, and responsibilities of women and men in a particular agribusiness. When Nestlé commissioned the Fair Labor Association to map women farmers' roles in their supply chain in Côte d'Ivoire,<sup>23</sup> the resulting study pointed out the barriers that hindered women farmers from participating fully in the sector and highlighted women's almost total absence from leadership roles in cocoa cooperatives.

This **gender-disaggregated stakeholder mapping** is considered emerging good practice and complements good **sex-disaggregate census data**. Questions and considerations such as those outlined in Figure 2 are helpful for guiding this kind of gendered analysis, but they will vary depending on the stakeholder groups and context—for example, small-scale producers versus formal wage employees in large agribusinesses.

23 ["Assessing Women's Roles in Nestlé's Ivory Coast Cocoa Supply Chain,"](#) Fair Labor Association (2014).



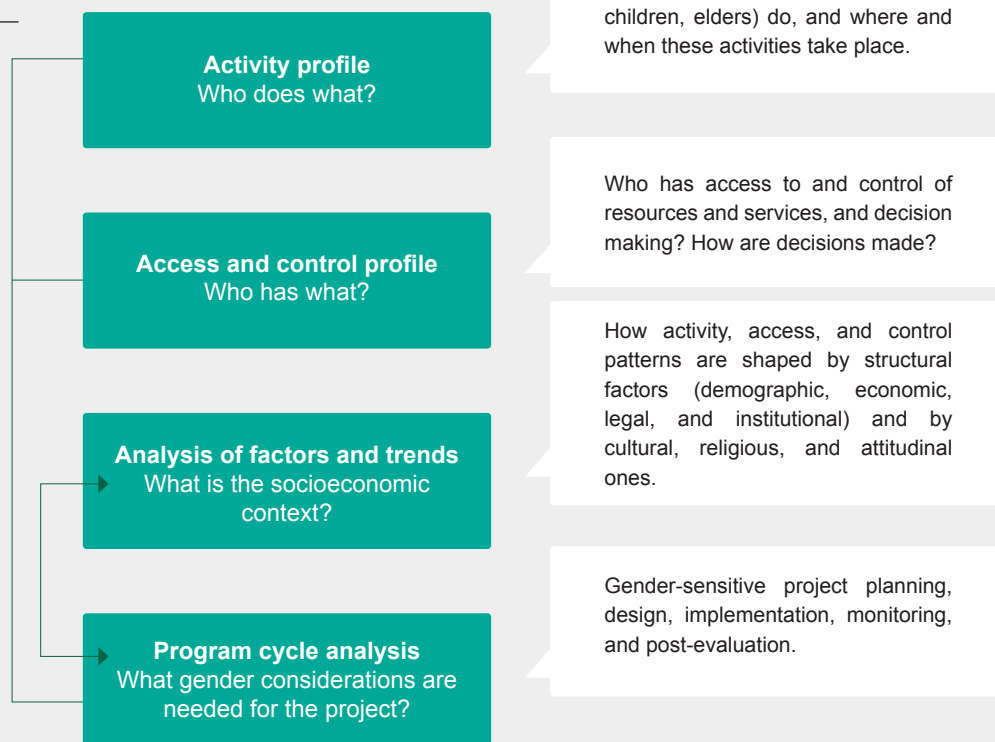
Once the stakeholder mapping is completed, the following questions<sup>24</sup> are useful for understanding how the project measures up and identifying what **steps to take to shift imbalances**. Does the project:

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

FIGURE 2

### Questions to guide gender-sensitive stakeholder mapping

> Source:  
["Gender Checklist: Agriculture"](#)  
 (ADB 2006).



<sup>24</sup> Questions quoted verbatim from USAID (United States Agency for International Development) (undated), ["A Guide to Integrating Gender into Agricultural Value Chains."](#)



A simple table (Table 3) provides a starting point for identifying and tracking basic gender considerations and constraints in agribusiness.

TABLE 3: IDENTIFYING AND TRACKING BASIC GENDER CONSIDERATIONS AND CONSTRAINTS IN AGRIBUSINESS		
QUESTIONS TO ASK	WHAT ARE THE GENDER CONSIDERATIONS?	
	Identified, but with constraints	If not identified, why?
How conducive to competitiveness are the business climate and supporting services for women in agribusiness?		
How do men and women connect along value chains (quality of market linkages)?		
What is currently produced, processed and sold by men and women? On which markets?		
What could be produced, processed and sold by men and women? On which markets?		

DO	DON'T
Engage men and women in the consultation around project design	Assume that all stakeholders are knowledgeable with the gender dimension of analysis
Engage appropriate gender specialists and stakeholders on the project team	Rely on anecdotal comments without all possible follow up to verify.
Update the Gender Tag in the Operations Portal	
Document all analysis	
Review country gaps identified through the SCD/CPF	
Review gaps within a given sector or project context	
Conduct a stakeholder mapping as part of FCI's scoping and design methodology	

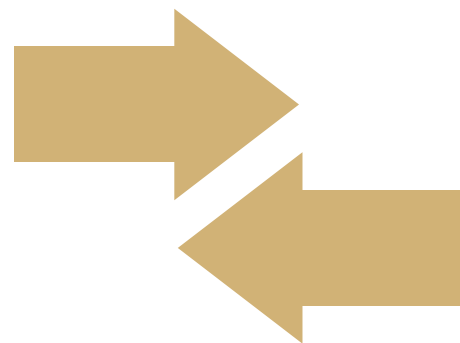
# Stage 2 Preparation







## Stage 2 Preparation



### The Gender Tag in the Operations Portal

The Gender Tag questions about analysis, actions, and indicators for addressing gender gaps are designed to initiate discussion among team members to identify gaps in outcomes between women and men in the context of a given sector and agribusiness project. (Refer to the [Gender Tag Guidance Note](#)). Some gaps will already have been identified through the SCD and the CPF. Teams may consider how those gaps are relevant to the Project Development Objective. They can identify gaps that may constrain project development outcomes and clarify how closing those gaps is likely to enhance the achievement of these outcomes.

Gender Example 3 describes importance of understanding gender constraints while Gender Example 4 describes constraints that could restrict women's prospects of benefitting from an irrigation project in Myanmar and explains how the project took them into account. ►



### GENDER EXAMPLE 3

#### ECOM AND IFC

Ecom Agroindustrial Corp (ECOM) is one of the world's top three coffee traders as well as one of the world's largest coffee millers. However, ECOM realized that in order to meet the growing demand, it needed to partner with the entrepreneurs who provided the company's coffee. Working with IFC in Indonesia, ECOM identified gender gaps amongst the coffee producers who the company sourced from as a key barrier to growth. Although women make up 80 percent of coffee workers in Indonesia, they are often excluded from trainings on coffee cultivation,

processing or marketing. By developing gender-specific trainings for its staff and local suppliers, ECOM, with support from the IFC, was able to drastically increase the productivity of coffee farmers. Productivity increased 131 percent for groups that trained both men and women, whereas productivity only increased 95 percent for men-only groups.<sup>25</sup>

### GENDER EXAMPLE 4

#### DESIGNING A LARGE-SCALE IRRIGATION PROJECT TO EMPOWER WOMEN IN MYANMAR

The Myanmar Agricultural Development Support Project (P147629, FY15–22), which seeks to increase crop yields and cropping intensity at a set of irrigated sites, pays close attention to women's empowerment and gender aspects of water management services. A gender analysis used to inform the design of the project found that women had small holdings, few opportunities for social networking and learning (owing to limited transport and safety concerns), and were prevented by local norms and practices from fully participating in decisions about resource allocation, including water management in irrigated areas. These constraints limited their agricultural productivity. The analysis also found that landless women were the main source of labor for growing rice (a major crop). The project's interventions to increase agricultural productivity and intensification should benefit female smallholders in addition to providing more labor opportunities and higher wages for landless women.

In addition, the project will include women farmers with irrigated land in water user groups and offer coaching and capacity building for women in those groups. The project also requires district and local extension services to offer women farmers an equal opportunity to participate in the project's extension activities. It will pilot value-added (food processing) activities for female-headed households and landless women and possibly improve the knowledge and farm techniques used by the groups of landless women who are the core labor support for farmers. Both the water user groups and women's labor groups are natural social networks for anchoring efforts to empower women. The results framework for the project also mandates the collection of gender-disaggregated data in numerous instances to document the project's impact on women participants.

> Source: [Project documentation](#).

<sup>25</sup> <http://www.ifc.org/wps/connect/98co6e4a-0812-4f62-b434-86420b5db410/IFC+Gender+Agribusiness+Report2.pdf?MOD=AJPERES>



## AGRIBUSINESS, LAND TENURE RIGHTS AND GOVERNANCE, AND GENDER

In many contexts, women and men gain access to land in different ways that have implications for their capacity to participate in agribusiness development (Box 2). As the number of women engaging in agribusiness development increases, it is increasingly important to understand and secure their individual and communal access to land, water, forests, and natural capital in general. A principal tenet of the [Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security](#) (VGGTs)<sup>26</sup> is to recognize all existing legitimate forms of tenure, both formal and informal. Gender equality is an essential principle to guide implementation of the VGGTs. Within this social differentiation among and within groups, it will be important to identify gender relations and differences.

### BOX 2:

#### Gender and access to land

Women's and men's access to land is mediated by cultural norms, traditional land use regimes, and legal codes that often conflict and do not always lead to clear, secure, and gender-neutral access to land. For example:

In many low and middle-income countries, men and women access land in different ways. For women, access to land is often mediated through their male relatives or husbands. For example, in patrilineal systems, a woman may cultivate a plot given to her by her husband, or may help her husband to farm his plot. This situation means that women tend to have more fragile land rights than men. If the husband dies or the couple divorces, for example, the wife could lose the land. Despite much

diversity in local contexts, women also tend to have a weaker voice in decision making concerning land. Indeed, with some important exceptions, women tend to be excluded from customary authorities, and they are often marginalized in local consultations about proposed land deals. This context makes women less able than men to influence the design and implementation of agricultural investments..

Gender is also "an important but still little understood aspect of large land deals," which may displace female producers or may grant land to agricultural households but provide titles in the names of male household members alone—undesirable outcomes for any agribusiness project.

> Source: All quoted material from Cotula and Blackmore (2014:50).

<sup>26</sup> Adopted in 2012, the VGGTs (FAO 2012) are a framework based on human rights obligations and standards for the governance of tenure of land, fisheries and forests, which recognize both the importance of land to development and that good land governance and broad access to land is essential for the food security for all people: "Where States own or control land, fisheries and forests, the legitimate tenure rights of individuals and communities, including where applicable those with customary tenure systems, should be recognized, respected and protected, consistent with existing obligations under national and international law, and with due regard to voluntary commitments under applicable regional and international instruments. To this end, categories of legitimate tenure rights should be clearly defined and publicized, through a transparent process, and in accordance with national law" (FAO 2012:12).



Gender Example 5 and Gender Example 6 describe two projects in which the intersection of gender and land tenure issues was highly significant. The first example, from Zambia, indicates how support for women's collective action made it possible to identify issues that—if overlooked—could have prevented women from benefiting fully from investments made under the project. The second, from Malawi, highlights the attention paid to land titling in an agricultural productivity project that also adopted a resettlement approach. An important underlying point of these examples is that most constraints that women face in agriculture and agribusiness are interlinked. For example, women's lack of land titles and collateral limits their access to finance, and women's lack of finance affects their ability to purchase agricultural inputs.<sup>27</sup>

#### GENDER EXAMPLE 5

##### JUST-IN-TIME ANALYSIS HELPS TO ENSURE WOMEN'S ACCESS TO LAND IN AN IRRIGATION PROJECT

The Zambia Irrigation Development and Support Project (P102459, FY12–18) promotes gender equality by strengthening women's collective action and participation in agricultural growth initiatives through the use of ICT. Women have been able to openly discuss their expectations of the project, their concerns, and factors that could constrain their participation, especially concerns regarding land resettlement and reallocation

in polygamous households and in relation to land held under customary tenure arrangements. This information triggered just-in-time analytical work ("Women's Land Ownership and Compensation Study in Zambia") to refine the project's resettlement approach and ensure women's access to land at all stages of implementation.

> Source: [Project documents](#).

#### GENDER EXAMPLE 6

##### LAND ACCESS IN MALAWI IMPROVES AGRICULTURAL PRODUCTION

The Malawi Community-Based Rural Land Development Project (CBLDP) provided poor families with a conditional cash and land transfer to relocate to larger plots of farmland. The project assisted beneficiaries in obtaining group titles to their new land. The group titles were a means of ensuring that women as well as men had recognized rights to the land in question. The project also administered a grant scheme for farm development, assisted in procuring water infrastructure, and provided extension services. Cultivable land available to beneficiaries increased by

slightly more than 1 acre, and they are 65 percent more likely than non-beneficiaries to gain formal title to their land. In most instances the project has also had a positive effect on agricultural production. Because they have more land, beneficiaries have produced over 100 kilograms more maize than their peers who did not participate in the project (yields were unchanged). They also increased tobacco production by 53 kilograms and added to their livestock holdings. Impacts on agricultural outcomes were lower for beneficiaries who moved out of their district of origin.

> Source: [Growth and Productivity in Agriculture and Agribusiness](#) (World Bank 2011).

27 IFC (2016).



## PRACTICE CHECKLIST

Table 4 highlights best practices for incorporating gender considerations in the preparation of agribusiness projects. The table is followed by a series of questions for teams to consider at this juncture, as a project is fully developed and the Gender Tag is updated as necessary.

TABLE 4: BEST PRACTICE CHECKLIST FOR PROJECT TEAMS, PREPARATION STAGE	
PREPARATION	
MARKET SUPPORT	<ul style="list-style-type: none"> <li>✓ Strengthening market information systems for male and female small and medium enterprises (SMEs)</li> <li>✓ Strengthening roles of women in trade and policy and participatory planning</li> </ul>
ENTREPRENEURSHIP	<ul style="list-style-type: none"> <li>✓ Technological and management support to small and medium entrepreneurs, men and women</li> <li>✓ Support to women/small enterprises in moving from informal to formal status, assistance in licensing and tendering</li> </ul>
EMPLOYMENT	<ul style="list-style-type: none"> <li>✓ Project support to improve women's skill levels in processing and trade</li> <li>✓ Provide access to information on fair wages, protective legislation, and similar information</li> </ul>
NOTE FOR TEAMS	<ul style="list-style-type: none"> <li>✓ Design activities at various levels to close the gap between men and women in opportunities (or access), efficiency, and productivity in agro-enterprises</li> <li>✓ Finalize gender- disaggregated baseline data</li> </ul>

## Project Appraisal Document

Does the **Project Appraisal Document** reflect the relevant gender issues?

Consider the following:

- ✓ Does the project adhere to the UN Guiding Principles on Business and Human Rights,<sup>28</sup> which rest on three pillars: (1) protect, (2) respect, and (3) remedy?
- ✓ Is there a focus on gender while assessing and selecting the implementing agency?
- ✓ Has gender been included in the economic, financial, technical, institutional, social, environmental, and participatory analyses? For example, do environmental and social impact studies assess the potential differential impact of the project on women and men and describe the steps to mitigate the possible harm in terms of gender?
- ✓ Do the project components and desired outcomes reflect the project's gender-disaggregated goals and objective?
- ✓ In the project design, is it possible to include subcomponent(s) or activity(ies) that specifically target women?



28 ["Guiding Principles on Business and Human Rights,"](#) (UN 2011).



- ✓ Are guidelines on gender developed during consultation with stakeholders and beneficiaries?
- ✓ Are gender-disaggregated M&E indicators being identified in consultation with stakeholders?
- ✓ Are targets being set in consultation with stakeholders?

### Capacity

- ✓ Do the planning and implementing agencies have the capacity to identify and address gender issues?
- ✓ Have project staff received gender sensitivity training?
- ✓ Is there an incentive structure to encourage staff to address gender concerns?
- ✓ Have guidelines for gender-related activities been developed and implemented?
- ✓ Are funds being allocated for capacity building related to gender?

### Data-Collection Methods

- ✓ Do the tools and methods to collect data reflect gender outcomes and impacts?
- ✓ Are there male and female data collectors, and have they received gender-sensitivity training?
- ✓ Have resource needs for gender-disaggregated data collection been assessed and provided for?

### Partnerships

- ✓ Is the possibility of developing partnerships with local women's nongovernmental organizations, small business associations, chambers of commerce, and other agencies for data collection and analysis being explored?
- ✓ Is there a need to outsource gender monitoring to ensure quality and consistency?



Table 5 summarizes many of these questions and encourages teams to clarify the response by considering each one in the context of two additional queries on constraints.

TABLE 5:		QUESTIONS TO CONSIDER IN PREPARING PROJECTS IN RELATION TO GENDER ISSUES	
Questions to consider in preparing the project:		Yes, but with constraints	If not applicable, why not?
Has gender been included in the economic, financial, technical, institutional, social, and environmental, and participatory analyses?			
Do the project components and desired outcomes reflect the project's gender-sensitive goals and objective?			
In the project design, is it possible to include subcomponent(s) or activity(ies) that target women?			
Are gender-sensitive M&E indicators being identified in consultation with stakeholders?			
Are targets being set in consultation with stakeholders?			

> Source: [Gender Issues in Monitoring and Evaluation in Agriculture](#) (World Bank 2012).

## TOOLS

### UNIDO gender analysis questions for agribusiness projects

Table 6 presents the gender analysis questions that UNIDO suggests in its [Guide on Gender Mainstreaming Agribusiness Development Projects](#).<sup>29</sup> The list, although not exhaustive, covers many of the themes raised in these guidelines, such as agency, empowerment, and access to resources.

TABLE 6:		GENDER ANALYSIS QUESTIONS FOR AGRIBUSINESS DEVELOPMENT PROJECTS	
What is the context?		<ul style="list-style-type: none"> <li>• What is the share of women and men enrolled in fields related to agribusiness or agricultural economics?</li> <li>• Do women and men have equal access to the sectoral labor market?</li> <li>• Do any barriers impede women's or men's engagement in the sector?</li> <li>• Do agribusiness or agroindustry policies include a provision on gender equality and women's empowerment in the sectors?</li> <li>• Are there sector policies supporting or causing gender inequalities?</li> </ul>	
Who does what?		<ul style="list-style-type: none"> <li>• Are women and men involved in the design and transfer of agro-machinery or food technologies?</li> <li>• Have both women's and men's views about technology options and design features been taken into account?</li> <li>• What is the share of women and men in the sectoral labor market?</li> <li>• What positions do women and men predominantly have in the sector in terms of hierarchy?</li> </ul>	

<sup>29</sup> Reproduced and adapted from UNIDO (2015:25). Note that the original table also contains a list of general questions that are pertinent to the design of all projects in all sectors.



Who has what?	<ul style="list-style-type: none"> <li>• Do women and men have the right to own/control land (and other relevant resources)?</li> <li>• Do women and men have (equal) access to credit?</li> <li>• How many small and medium enterprises are owned or managed by women and men in the sector?</li> <li>• Are there wage gaps between women and men?</li> <li>• Do women and men have (equal) access to agro-machinery or food technologies?</li> <li>• Do women and men have (equal) access to information and capacity building in fields related to agribusiness, agricultural economics?</li> </ul>
Who decides?	<ul style="list-style-type: none"> <li>• What is the share of women and men in leadership positions in industry (e.g., in small and medium enterprises)?</li> <li>• Are women and men equally represented at global, regional, and national agribusiness conferences and events?</li> <li>• Are gender focal points or organizations working on gender equality and women's empowerment consulted in project/sector-related planning and decision making?</li> </ul>
Who benefits?	<ul style="list-style-type: none"> <li>• Will women's workloads increase/decrease as a result of innovation and changes in agro-machinery or food technologies, and if their workload is decreased, will this involve a loss of income?</li> <li>• Does the project provide space to relieve women's and men's workloads in their specific productive/processing roles through new technologies?</li> <li>• Are provisions in place to support women in combining their productive and reproductive tasks (e.g., childcare options, safe and affordable transport, flexible working hours)?</li> <li>• Is gender a requirement in project-related recruitment processes (gender balance as well as gender competence of staff)?</li> <li>• Do the trainings and capacity building initiatives of the project take into account the needs of women and men (e.g., time or mobility restrictions)?</li> </ul>

> Source: UNIDO (2015:25).

DO	DON'T
Identify the gender gaps relevant to the project and specify how they align with the gender gaps identified through the country engagement framework	Assume that local partners are gender aware
Use the value chain analysis approach as an organizing framework to map gender roles and social relationships that might influence roles in production, processing, and marketing activities†	Assume that women's and men's roles in and knowledge of the value chain and market plans have been analyzed or that this analysis is reflected in the design of the project‡
Identify how proposed activities may contribute to closing gender gaps	
Selected quantitative and qualitative indicators track the activity's outcomes or impacts	
Take into account any adverse impacts or risks that may affect equal access to, equal participation in and/ or equal benefit from project activities among women and men††	Assume that all stakeholders value gender inclusion
Do ensure you are using the Gender-Tag	
Do review the 2016 Oxfam Discussion Paper for helpful guiding questions (See Annex)	

† See the MEAS Technical Note, "[Applying Gender-Responsive Value-Chain Analysis in EAS](#)" (USAID 2012).

‡ For useful questions to clarify these issues, see the checklist on gender mainstreaming in the formulation of marketing and value chain programs in "[UN Joint Programmes: Integrating Gender Issues in Food Security, Agriculture, and Rural Development](#)" (FAO 2012:36).

†† A useful resource is the "[Guide on Gender Mainstreaming Agribusiness Development Projects](#)" (UNIDO 2015).

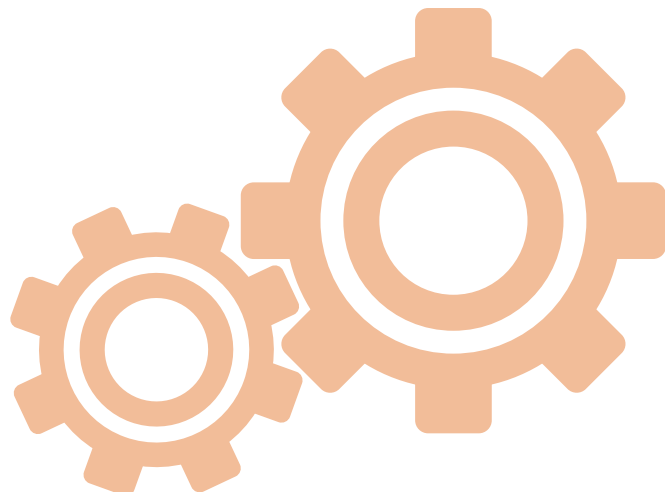


# Stage 3 Implementation





## Stage 3 Implementation



### The Gender Tag in the Operations Portal

Teams will design interventions to address the gaps between women and men and/or to improve women's or men's empowerment. Three broad types of actions are envisioned here: mitigating actions, ensuring equal opportunities, and closing gaps. (Refer to the [Gender Tag Guidance Note](#)). Gender Example 7 describes specific actions taken in a project on hillside agriculture in Rwanda to close gender gaps and increase women's economic and social empowerment.

Gender Example 8 describes how the world's largest chocolate company, and one of the largest buyers of cocoa worldwide, partnered with IFC and Care International to identify specific actions to provide equal opportunities to empower female cocoa producers in Indonesia. ▶

## GENDER EXAMPLE 7

### SUPPORT FOR WOMEN'S PARTICIPATION AND LEADERSHIP IN INCREASING THE PRODUCTIVITY OF HILLSIDE AGRICULTURE IN RWANDA

The objective of the Rwanda Land Husbandry, Water Harvesting, and Hillside Irrigation Project (FY2010–17) is to increase the productivity and commercialization of hillside agriculture in target areas. Women are encouraged to *join self-help groups and cooperatives* and think about end markets in new ways. Many cooperatives have female leadership in the finance and audit functions. In addition to learning techniques that support sustainable agriculture, women and men have participated in targeted decision-making and *financial literacy* training. Participatory land-use processes have promoted strong

involvement and buy-in of stakeholders: they have empowered women and men to undertake comprehensive land management activities that have been designed by men as well as women. The project promotes *nutrition awareness training, kitchen gardens, and crop-fortification*, which can potentially reduce women's labor burden, improve nutrition, and increase income. As a result, women's income and family nutrition have increased. Women also gained greater voice and agency in their communities and families because of their participation in cooperatives and in decisions over land use.

> Source: [Project documentation](#).

## GENDER EXAMPLE 8

### CLOSING GAPS AND EXPANDING OPPORTUNITIES FOR FEMALE COCOA PRODUCERS IN INDONESIA

Ninety percent of the world's cocoa production relies on smallholders with farms measuring less than two hectares. These smallholders need to be prepared to meet any growth in cocoa demand, a demand propelled by increased consumption that could come from emerging markets like China and India.

Mondelēz International, the world's largest chocolate company, has an interest in securing a sustainable supply of quality cocoa and making cocoa farming more productive. The company's Cocoa Life program operates in the six most important cocoa-growing countries, where its activities include:

- Capacity-building for farmers through farmer field schools.
- Demonstration farms and training videos.
- Specifically educating women about business management and financial services.

- Establishing village savings and loans associations to increase women's access to finance.
- Promoting women's membership and leadership in cocoa cooperatives.
- Improving women farmers' access to critical inputs.

In Indonesia, for example, Mondelēz partnered with IFC and Care International to evaluate gender gaps and opportunities. IFC used its gender mapping expertise to provide information on gender roles in cocoa production. The gender mapping found that in general (with some regional variation) women farmers had less access to farmer groups and marketing opportunities, training, and land compared to male farmers. As a result, the Cocoa Life program designed interventions such as training and marketing activities to address those gaps.

> Source: Abstracted from a case study in Investing in [Women along Agribusiness Value Chains](#) (IFC 2016:27).

## GENDER EXAMPLE 9

### THE COCA-COLA COMPANY, PROJECT NURTURE

From 2010 to 2015, Coca-Cola implemented a program in Kenya and Uganda—in partnership with Technoserve and the Bill and Melinda Gates Foundation—to help mango and passion-fruit farmers improve their production and link local food processors to markets. As part of the program, the farmers, many of whom

were women, adopted new technologies and practices—boosting their revenue by an average of 142 percent. In addition, two processors were approved as suppliers, adding to Coca-Cola's supply chain.

> Source: "Project Nurture" by The Coca-Cola Company and Technoserve (n.d.).

## PRACTICE CHECKLIST

Table 7 highlights best practices for incorporating gender considerations during the implementation of agribusiness projects. The table is followed by a series of questions for teams to consider at this juncture in the agribusiness project cycle, when it is essential to ensure that implementation procedures and methods support the project's gender objectives and actions.

TABLE 7:

BEST PRACTICE CHECKLIST FOR PROJECT TEAMS, IMPLEMENTATION STAGE

IMPLEMENTATION	
MARKET SUPPORT	<ul style="list-style-type: none"> <li>✓ Assess and improve participation of women in trade and producer organizations</li> <li>✓ Improve facilities for women in markets</li> <li>✓ Identify any gaps between the project as designed and women uptake</li> </ul>
ENTREPRENEURSHIP	<ul style="list-style-type: none"> <li>✓ Identify and target women entrepreneurs in agro-processing activities and trade</li> <li>✓ Assess and improve technical and managerial skills among men and women entrepreneurs</li> <li>✓ Improve access of women entrepreneurs to producers and trade organizations</li> <li>✓ Identify and implement gender-sensitive procurement systems</li> </ul>
EMPLOYMENT	<ul style="list-style-type: none"> <li>✓ Increase number of male and female skilled workers</li> <li>✓ Improve women's level of employment in agro-enterprises</li> </ul>
NOTE FOR TEAMS	<ul style="list-style-type: none"> <li>✓ Analyze the changes in the role of women in agro-enterprise activities</li> <li>✓ Monitor changes compared to gender-disaggregated baseline data</li> </ul>

## Implementation and supervision systems and reporting

Does the **Project Implementation Manual (PIM)** include relevant gender issues, which are also reported in **Project Implementation Status and Results Reports (ISRs)**? Consider the following:

- ✓ Do guides and procedural manuals incorporate gender-equity considerations into the methods to be followed by staff?
- ✓ Is the gender-equity objective reflected in the development of procedures for results-based management?
- ✓ Are gender-equity and women's empowerment measures and indicators part of the mainstream reporting structure and evaluation processes rather than a separate system?
- ✓ Are statistical systems and project-monitoring systems that provide gender-disaggregated data being maintained?
- ✓ Is gender equity addressed in all training and staff development initiatives?
- ✓ Have appropriate gender-disaggregated indicators for monitoring been developed, and are they being reported on?
- ✓ Are gender evaluations being done using checklists and scorecards, and are the results being used to guide further activities?
- ✓ Are partner organizations being strengthened so they can carry out gender audits and self-assessments of their organizations?

### Specifically, with respect to the development and contents of the PIM:

- ✓ Were women consulted? Is there a need for involving women staff in the project to improve means of consulting women?
- ✓ Have women participated in the design process?
- ✓ What are the ways or means that would encourage women to participate further in the project?
- ✓ What is the number of women in decision-making positions? What is their level of training?

## Gender-disaggregated procurement systems and producer models

In implementing agribusiness projects, it is important to consider that gender-disaggregated procurement systems and producer models can significantly affect the scope and quality of women's participation. For example, contracts can be used to enhance predictability and transparency for producers (male and female),<sup>30</sup> in addition to leveraging credit, reducing the risk of price changes, distributing risk, specifying minimum volumes, and setting delivery dates to meet producer needs.<sup>31</sup> Questions to ask at this stage include:

- ✓ Do contracts and procurement arrangements contain terms such as:
  - Minimum price arrangements to provide predictability of pricing and ensure coverage of the variable costs of production for producers?
  - Premiums for established practices (such as sourcing from small-scale producers, using environmentally sustainable practices, maintaining a consistent quality of production, and so on)?
  - Assurance of rapid payment on delivery?
- ✓ Does the project address factors that constrain women's labor force participation (as outlined in the World Bank Gender Strategy), including:
  - Skill gaps?
  - Occupational sex segregation?
  - Lack of care services for children and sick and elderly dependents?
  - Limited mobility?
  - Legal, regulatory, and social restrictions?

## TOOLS

"[Embedding Gender in Sustainability Reporting: A Practitioner's Guide](#)" suggests a series of business practices for promoting gender equality in supply chains,<sup>32</sup> including:

- Establishing gender-equality informed procurement policies.
- Reporting on tier-1 suppliers and creating a full list of suppliers with information on their gender policies.
- Conducting gender-performance audits of suppliers.
- Conducting impact assessment of supply chain including gender diversity of suppliers as a criterion.
- Training procurement partners on gender issues and helping build capacity of women-owned suppliers.
- Procuring from women's enterprise.
- Setting supplier diversity targets.
- Taking into account a country's women's rights enforcement as a factor for procurement decisions.

<sup>30</sup> "[Trading Practices for a Sustainable Coffee Sector Context, Strategies and Recommendations for Action](#)" (Potts, with Fernandez and Wunderlich 2007:12).

<sup>31</sup> "[Value Chain Best Practices: Building Knowledge for Value Chains that Contribute to the Health of Source Communities](#)" (Sweitzer, Hamilton, and Sevellie 2008:11).

<sup>32</sup> IFC and GRI (2009:43).



DO	DON'T
Identify constraints and solutions for fostering supplier diversity	Ignore the specific needs and constraints of services scaled to the needs of SME entrepreneurs
Check if equity arrangements, including shared-ownership business structures and price-sharing arrangements, are accessed by both women and men equally	Assume that women and men have an equal understanding of and control over the business structure, pricing arrangements, and contractual terms
Check that women and men are equally knowledgeable of the terms and conditions of the contracts they sign, and that these terms are predictable and assured	Assume that women stakeholders are fully aware of the terms and details of contracts that they are signing
Ensure that standards are implemented fairly, so certification costs do not unfairly reduce access for smallholders; also ensure that producers have participated in developing and implementing those standards	Change standards or certification requirements with no support or time to change the production system
Support the region's farm and food economy through increased local procurement that is integrated with women's farming households and businesses	Arbitrarily remove farmers from supplier lists if prices are too high, or reduce prices at the last minute to suppliers who have few alternative outlets
Strengthen market linkages and procurement relations with women-owned product and service providers	Assume that women can access or receive the same quality of information and technical knowledge as men
Ensure that the goals of the agribusiness value chain are symbiotic with the goals of the target groups	Leave this to the beginning and end of the project only; continue to monitor through the project life
Facilitate effective producer associations and invest in the long-term business management capacity of both women and men in the group/network	Assume producer associations are trained in including gender
Ensure that information and knowledge management mechanisms are available and support regular two-way communication and scope for change or innovation	



# Stage 4 **Monitoring and Evaluation**





# Stage 4

## Monitoring and Evaluation



### The Gender Tag in the Operations Portal

Teams may support the use of indicators in the results framework for agribusiness projects to monitor outcomes among women and men from actions identified previously. Gender-disaggregated M&E in a results-based framework not only reveals the extent to which a project (such as the one described in Gender Example 10) has achieved improvements in the lives and overall social and economic well-being of women and men; it also improves project performance during implementation, allows for midterm corrections, and makes it possible to derive lessons for future projects. Consult the team M&E officer when incorporating indicators into the project's results framework, and refer to the [Gender Tag Guidance Note](#).





## GENDER EXAMPLE 10

### THE MOROCCO SOCIAL AND INTEGRATED AGRICULTURE PROJECT

The Morocco Social and Integrated Agriculture (ASIMA) Project (P129774, FY13–17) works with smallholders in marginal areas to increase the use of land and biodiversity conservation measures. These smallholders typically experience high levels of poverty, low level of education, and low agricultural productivity. Women in the target area constitute an important demographic. They represent 43 percent of those who work in the agricultural sector, and they participate actively, in large numbers, in almost all agri-food chains. Nearly 11 percent of agricultural cooperatives in Morocco are women's cooperatives. The selection of agri-food chains and demonstration projects for support through ASIMA

took the importance of this demographic into account. In giving particular attention to female small farmers and strengthening their contributions to agri-food chains, ASIMA promotes social inclusion.

The government is also giving greater attention to gender in agriculture with the launching of its Plan Maroc Vert (Green Morocco Plan). The Ministry of Agriculture has commissioned a comprehensive gender analysis of the Plan Maroc Vert to identify ways to increase the competitiveness of women's microenterprises and further integrate rural women into the economic framework through specific agri-food value chains.

> Source: [Project documents](#).

## DECENT WORK CONDITIONS IN FARMS, PLANTATIONS, PROCESSING PLANTS, BUSINESSES, AND SUPERMARKETS

For agribusiness projects that seek to increase employment, it may be important to monitor the quality of employment created and any gender equity issues that arise. Women may be employed as contract farmers in outgrower schemes or under management contracts in large-scale plantations, and they also participate in a growing array of other roles in agricultural supply chains. For example, the increased importance of knowledge-based capital within product value chains, coupled with increased international fragmentation of these chains, has opened up new specializations in a range of tasks<sup>33</sup> that women may be employed to perform, such as food processing and packing. Yet although the agribusiness sector employs women in growing numbers, they are still disproportionately concentrated in labor-intensive, low-value production and service activities that have relatively low entry costs and are not intensive in tangible capital.<sup>34</sup>

Given women's tendency to be employed (informally or formally) in the more poorly remunerated and poorly regulated segments of agricultural value chains, it can be important to address gender differences from a decent work perspective. Doing so involves referring to the IFC (2012) [Performance Standard 2 on Labour and Working Conditions](#) and to the host government's policy environment and support for equal opportunities for women, and beneficial labor market policies for male and female workers. If the World Bank Group has higher standards than the host governments, the World Bank Group standards should apply.

33 Ibid. p. 7

34 "OECD and World Bank Group (2015) [Inclusive and Global Value Chains](#)" (OECD and World Bank Group 2015).



Table 8 suggests various measures of gender equality performance in the supply chain.

TABLE 8: SUGGESTED MEASURES OF GENDER EQUALITY PERFORMANCE IN THE SUPPLY CHAIN			
ORGANIZATIONAL OBJECTIVE	MEASURE		
	Basic	Moderate	Advanced
Do business with organizations that respect gender equality	Description of gender equality in procurement policy and plans	Percentage of suppliers that have gender equality policies or programs	Percentage of suppliers that report on their gender-equality policies and practices
			Gender composition of supplier workforce
			Percentage of suppliers' managerial posts, by gender
Promote women's entrepreneurship and supplier diversity			Financial value and percentage of total procurement by supplier company and type of good or service, broken down by gender and type of supplier
			Percentage of suppliers' shareholders, by gender

Qualitative performance measurement examples

Quantitative performance measurement examples

> Source: "Embedding Gender in Sustainability Reporting A Practitioner's Guide" (IFC and GRI 2009).

Gender Example 11 describes importance of monitoring and evaluation of project benefits with respect to gender.

## GENDER EXAMPLE 11

### GENDER PERSPECTIVES REFLECTED IN AN AGRICULTURAL DEVELOPMENT PROJECT IN KYRGYZ REPUBLIC

At the design stage of an agricultural area development project in the Kyrgyz Republic, rural women were identified as a highly-disadvantaged group. Particular attention was given to mainstreaming gender issues, and efforts were made to increase the project's inclusiveness. The monitoring and evaluation of benefits examined the project's effects with respect to gender,

including women's ownership of land, their access to and membership in producer organizations, their participation in training and the types of training they were given, changes in women's incomes compared with men's, and the relative social position of women-headed households.<sup>35</sup>

> Source: Adapted by author from ADB Web site, [www.adb.org](http://www.adb.org), loan/TA case studies on gender.

35 <http://siteresources.worldbank.org/INTGENAGRLIVSOUBOOK/Resources/Module16.pdf>



## PRACTICE CHECKLIST

Table 9 highlights best practices for incorporating gender considerations in monitoring and evaluating agribusiness projects. The table is followed by a series of questions for teams to consider at this juncture in the project cycle and suggests gender-related outcome and impact indicators related to women's entrepreneurship.

TABLE 9: BEST PRACTICE CHECKLIST FOR PROJECT TEAMS, MONITORING AND EVALUATION	
MONITORING AND EVALUATION	
MARKET SUPPORT	<ul style="list-style-type: none"> <li>✓ Better knowledge about high-value-added products and marketing among women and men entrepreneurs</li> <li>✓ Increased income from products</li> </ul>
ENTREPRENEURSHIP	<ul style="list-style-type: none"> <li>✓ Increase in income of men and women from agro-enterprises</li> <li>✓ Improvement in efficiency and level of women's participation in agro-enterprise</li> </ul>
EMPLOYMENT	<ul style="list-style-type: none"> <li>✓ Increase in efficiency and productivity of labor, especially of women workers</li> <li>✓ Equal treatment/wages by gender</li> </ul>
NOTE FOR TEAMS	<ul style="list-style-type: none"> <li>✓ Increased role of women in agro enterprises and market linkages should be assessed</li> <li>✓ Evaluate changes compared to gender-disaggregated baseline data</li> </ul>

## Completion—evaluation

Does the **Implementation Completion Report (ICR)** include relevant gender issues, such as:

- ✓ Did both men and women participate in the project and in decision making? Did both men and women receive the benefits from their involvement in agribusiness? In what ways?
- ✓ Do we have the data to support gender-differentiated findings? What were the major outcomes? How did they affect men and women differently?
- ✓ Did the project produce the intended benefits for men and women? How do the outcomes compare to the targets? What factors account for any variation in outcomes?
- ✓ How did the risk indicators/critical assumptions about gender interact with the project's inputs to support or hinder the project's progress?
- ✓ How can gender outcomes and impacts be increased or stabilized?
- ✓ How did project beneficiaries, male and female, respond to the interventions?
- ✓ What are the realistic prospects of sustaining the benefit stream in the long term?

## Indicators

Apply World Bank Group guidelines<sup>36</sup> in identifying gender indicators relevant to the project.

- ✓ Has the selection of gender-responsive indicators followed the standard indicator development guidelines?

## Outcome and impact indicators for women entrepreneurs in agro-enterprises

Table 10 lists indicators for understanding the extent to which a project's activities have furthered entrepreneurship among women.

TABLE 10: SUGGESTED GENDER-RELATED OUTCOME AND IMPACT INDICATORS FOR WOMEN ENTREPRENEURS IN AGRO-ENTERPRISES	
Outcome indicators	Impact Indicators
Percentage of project beneficiaries who are female	Women's wage and employment levels
Percentage/number of women starting their own business	Wage differentials and skill gaps between men and women
Change in the way women entrepreneurs are viewed in producer and trade organizations	Performance of women-owned and women-run businesses
Percentage/number of women in leadership positions	Change in women's bargaining power in the household
Women's participation and leadership in producer and trade organizations	Percentage of staff of trade and producer organizations who are women

> Source: "Gender Issues in Monitoring and Evaluation" (World Bank 2012).

## Consider critical information that gender-related indicators may overlook

Even in the best of circumstances, M&E may not reflect the full spectrum of gender issues that impinge upon an agribusiness project. Some important issues that often are not captured but may merit evaluation include:

- ✓ How a woman's multiple productive, reproductive, and community maintenance roles limit her ability to participate in and enjoy the full benefits of development initiatives.
- ✓ Women's access to and control of productive resources.
- ✓ Constraints on women's access to and enjoyment of program benefits.
- ✓ Gender-based violence.
- ✓ Women's participation in decision making at the household, community, and national levels.

<sup>36</sup> Castro (2011), Box 2.



## TOOLS

The World Bank toolkit, "[Gender Issues in Monitoring and Evaluation in Agriculture](#)," states that to ensure proper gender mainstreaming in M&E throughout the project cycle and at all levels, every project should:

- Ensure that guidelines and human and institutional arrangements are in place to support sound gender-disaggregated M&E at national, local, and project levels.
- Ensure that the goals or objectives of the program or project reflect both women's and men's needs and priorities.
- Establish M&E mechanisms that will collect baseline data and record and track gender differences.
- Insist that project staff make specific and adequately detailed references to gender in **ISRs, Aide Memoires**, and **ICRs**.





FAIR PAY AND DECENT EMPLOYMENT	
DO	DON'T
Ensure that agribusiness investment employment policies meet non-discrimination and social appraisal guidelines, including a sexual harassment policy	Assume that agribusiness recruitment policies are equal for women and men
Check that the terms and conditions of employment are gender equitable, including compensation, wages and overtime, and benefits (including sick leave, parental leave, medical support, and child and dependent care)	Assume that employment retention records for women are the same as for men
Check that family planning programs and services are available for pregnant women	
Check where relevant that collective bargaining by producer associations or unions is supportive of an active women's committee and that grievance policies are in place	Assume that unions have a gender policy and that dispute mediation and resolution processes are committed to addressing women's specific concerns
Encourage and support participatory indicator development — ensuring the participation of both women and men—by hosting a Local Interpretation Workshop to design indicators and monitor and collect feedback	Assume that gender-sensitive indicators in monitoring and evaluation have been included to measure the impact on both women and men beneficiaries
Check that women and men are equally knowledgeable of the kinds of indicators that a healthy value chain might include	Ignore indicators that capture women's specific constraints (e.g., increased time poverty, childcare responsibilities and strictures on their mobility)
Apply systems thinking to the entire value chain and select sex-disaggregated data throughout, including what they do, what they have access to and control over, and whether they are able to take decisions at the individual and value chain levels	Ignore how the costs (time and labor) and benefits from proposed value chain activities can affect men and women differently
Do the tools and methods to collect data reflect gender outcomes and impacts?	Assume that male and female data collectors have received gender-sensitivity training

ONGOING MONITORING	
DO	DON'T
Check if the project leads have connected with and convened all key players, reaching out to both women and men equally	Assume that women and men are able to attend planning meetings and articulate their positions and perspectives equally
Check that women and men can equally access mechanisms for information sharing between the links in the value chain	Assume that women and men share the same risk profiles or are willing to bear the same levels of risk or price points
Apply a holistic and systemic analysis of the healthy value chain as to build understanding and ownership by both women and men and optimize possibilities for improvements, innovation, and change	Assume that all staff have the necessary skills and expertise to consider potential gender impacts during implementation
Check that implementation is in line with what was established in the design phase	Assume that implementation is going as designed



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## ANNEX 1:

# Summary of Gender-Smart Solutions in Agribusiness

Annex Table 1 is a quick reference guide to gender-smart solutions in agribusiness at various stages in the value chain. It presents the solutions in relation to women's roles and constraints, and indicates the kinds of benefits that each kind of solution can confer.

Annex Table 1	GENDER-SMART SOLUTIONS IN AGRIBUSINESS			
	INPUT PROVISION AND USE	PRODUCTION	POST-HARVEST PROCESSING AND STORAGE	TRANSPORTATION, MARKETING AND SALES
<b>WOMEN'S ROLES</b>	Roles include: <ul style="list-style-type: none"><li>• Agro-dealers</li><li>• Agro-agents</li><li>• Small-scale farmers</li></ul>	<ul style="list-style-type: none"><li>• Activities in agricultural production vary greatly across commodities and regions</li><li>• Women are overrepresented in informal, unpaid, part-time, seasonal work</li></ul>	Women's roles are highly varied, but women often play crucial roles in processing, determining quality of final output	Women are often limited to local transport and excluded from regional markets and sales networks, but they play prominent roles as consumers
<b>CONSTRAINTS FACED BY WOMEN</b>	Limited access to: <ul style="list-style-type: none"><li>• Inputs and their correct usage</li><li>• Technology and machinery</li><li>• Information, training, and knowledge</li></ul>	Limited access to: <ul style="list-style-type: none"><li>• Training, extension services, and technical information</li><li>• Finance and mobile bank accounts</li><li>• Land ownership</li><li>• Cooperative leadership and participation</li><li>• ICT and mobile technology</li><li>• Labor-saving technologies</li></ul> Limitations on time and mobility	Limited access to: <ul style="list-style-type: none"><li>• Quality storage</li><li>• Knowledge of best practices</li><li>• Finance</li><li>• Technology</li></ul>	Limited: <ul style="list-style-type: none"><li>• Freedom of movement</li><li>• Access to infrastructure</li><li>• Access to information and networks</li></ul> Ineffective leadership  Burdensome regulatory frameworks





## ANNEX 1: Summary of Gender-Smart Solutions in Agribusiness

ANNEX 1

Annex Table 1				
GENDER-SMART SOLUTIONS IN AGRIBUSINESS				
	INPUT PROVISION AND USE	PRODUCTION	POST-HARVEST PROCESSING AND STORAGE	TRANSPORTATION, MARKETING AND SALES
<b>GENDER-SMART SOLUTIONS</b>	<ul style="list-style-type: none"> <li>Support women in opening agro-dealerships and provide training on the use of inputs</li> <li>Develop targeted ICT outreach and products for consumer loyalty</li> <li>Enable use of mobile banking applications and pre-paid vouchers</li> <li>Increase consumer reach through women agro-agents</li> <li>Adjust training content and timing</li> <li>Increase sales by tailoring products and packaging to women farmer needs</li> <li>Increase access to agricultural technologies and machinery</li> </ul>	<ul style="list-style-type: none"> <li>Assess “who does what” among men and women in the value chain</li> <li>Increase supply chain sustainability through training adapted to women’s schedules and mobility</li> <li>Seek targeted ways to increase women’s access to finance</li> <li>Cooperate and leverage expertise of partner organizations</li> <li>Create economic incentives through trainings and direct payments</li> <li>Source from cooperatives and farmer organizations with equitable leadership</li> <li>Leverage women farmers as business opportunity for insurance companies</li> </ul>	<ul style="list-style-type: none"> <li>Train in best practices</li> <li>Support upgrading</li> <li>Facilitate access to technology</li> <li>Facilitate access to finance</li> <li>Employ women</li> </ul>	<ul style="list-style-type: none"> <li>Buy from and pay women directly</li> <li>Use ICT to overcome transportation and transparency challenges</li> <li>Build on women’s strengths in high-value, indigenous, and organic crops</li> <li>Enable market investments in gender-smart solutions</li> <li>Support gender-informed investment climate reforms</li> </ul>
<b>BUSINESS BENEFITS</b>	<ul style="list-style-type: none"> <li>Improved availability of products</li> <li>Connection of farmers with output markets through agro-dealers</li> <li>Increased consumer loyalty</li> <li>Increased and secured sales</li> <li>Improved access to women as a new consumer base</li> </ul>	<ul style="list-style-type: none"> <li>Increased supply chain sustainability</li> <li>Maximized impact and profitability through targeted interventions</li> <li>Improved quality of produce and outputs</li> <li>Increased crop yield and quality through trainings</li> <li>Cost saving through partnerships and exchange of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Reduced post-harvest losses</li> <li>Improved quality of production</li> <li>Strengthened supplier base</li> <li>New or improved markets</li> </ul>	<ul style="list-style-type: none"> <li>Concentrated supplier networks</li> <li>Transparent and reliable supply chains</li> <li>New or strengthened markets for agricultural goods</li> </ul>
<b>CASE STUDIES</b>	<a href="#">Krishi Utsho, Bangladesh, p.18</a>	<a href="#">Mondelēz International, Indonesia, p.27</a>	<a href="#">Africa Exchange Holdings and Palladium, Nigeria, p.33</a>	<a href="#">Primark, CottonConnect, and SEWA, India, p.39</a>



## ANNEX 2: Additional Resources

The [UN Guiding Principles on Business and Human Rights](#) were endorsed unanimously by the UN Human Rights Council in 2011. Their purpose is to clarify the human rights duties of states and the responsibilities of companies in the context of business activities. The Guiding Principles rest on three pillars: (1) protect, (2) respect, and (3) remedy.

[Enabling the Business of Agriculture](#) seeks to promote “smart regulations that ensure safety and quality control while at the same time promote efficient regulatory processes that support agribusinesses.” [The Enabling the Business of Agriculture 2016 report](#) develops 10 topics to measure regulations that affect agribusiness value chains in 40 countries and permit comparisons between and across countries. The report applies a scoring methodology based on good regulatory practices to 6 of the 10 topics (seed, fertilizer, machinery, finance, markets, and transport). The latest report in the series ([Enabling the Business of Agriculture 2017](#)) score the remaining topics (land, water, livestock, and ICT), provides the latest data, and offers new insights into the transaction costs of dealing with government regulations.

[Women, Business and the Law](#) contains data on legal constraints faced by women in obtaining credit, using property, getting a job, accessing institutions, and other variables. It is a very valuable resource for integrating gender into agribusiness projects.

[Enterprise surveys](#) contains a gender section that benchmarks female participation in firm ownership, management, and the workforce. Some data are even disaggregated by type of firm. Although the main focus of the enterprise surveys is on manufacturing companies, they do have information on companies involved in food and processing, which may be quite relevant for agribusiness projects.

[Doing Business](#) recently added a gender dimension to three indicators: Starting a business (procedures, time and cost when the company owners are female), Registering property (women’s ability to use, own and transfer property), and Enforcing contracts (whether women’s testimony has equal evidentiary weight in court).

A new [module on climate-smart agriculture](#) has been developed by FAO, IFAD, and the World Bank for the [Gender in Agriculture Sourcebook](#).

**Assessment tool for conducting value chain gender specific analysis** which was recently piloted in Armenia.

[https://worldbankgroup-my.sharepoint.com/personal/gmkrtchyan\\_ifc\\_org/\\_layouts/15/onedrive.aspx?id=%2fpersonal%2fgmkrtchyan\\_ifc\\_org%2fDocuments%2fGender+in+Value+Chains+--+Assessment+Tools&FolderCTID=ox01200091E7C8C9B3AB3F4A8E8788619517A6EF](https://worldbankgroup-my.sharepoint.com/personal/gmkrtchyan_ifc_org/_layouts/15/onedrive.aspx?id=%2fpersonal%2fgmkrtchyan_ifc_org%2fDocuments%2fGender+in+Value+Chains+--+Assessment+Tools&FolderCTID=ox01200091E7C8C9B3AB3F4A8E8788619517A6EF)

Attached below is a selection of e-courses from WBG and beyond that focus on gender and development:

<https://spark.worldbank.org/docs/DOC-149507> and <https://spark.worldbank.org/docs/DOC-150481>

In addition, here is the link to a self-paced course on “The Business Case for Gender-Smart Private Sector Solutions”

<https://olc.worldbank.org/content/business-case-gender-smart-private-sector-solutions-self-paced>





## ANNEX 3:

# Women's Rights in the Cocoa Sector: Examples of Emerging Good Practice

The following guiding questions are adapted from the Oxfam Discussion Paper, "[Women's Rights in the Cocoa Sector: Examples of Emerging Good Practice](#)." Many build upon each another; for example, the collection of good gender-disaggregated data makes it possible to develop effective interventions in a number of areas.

Annex Table 2	GUIDING QUESTIONS TO DESIGN EFFECTIVE INTERVENTIONS IN AGRIBUSINESS PROJECTS	
FOCUS	PRELIMINARY KNOWLEDGE GATHERING:	THEN, HAVE YOU?
<b>Data</b>	Is data collection sex-disaggregated? What are your sources? Are they reliable?	Completed gender mapping? Extended partnerships to include efforts by suppliers and traders?
<b>Women's leadership and voice</b>	Women and communities identify their own needs and priorities	Documented the impact? Identified unintended side effects? Made adjustments?
<b>Gender sensitization</b>	Awareness of roles and the contributions that men and women make	Documented the household approach? Highlighted the invisibility and underreporting of women's work?
<b>Women's empowerment and leadership training</b>	Is training required? What are the new roles and responsibilities?	Identified all training requirements? Met the training needs of everyone? Reviewed the level of training to confirm if appropriate?
<b>Governance and gender commitments</b>	Are all organizations involved committed to gender equality?	Documented gaps and or risks?
<b>Technical training</b>	Are training programs designed to recognize that women farmers/laborers have distinct interests, needs, and requirements?	Designed the training with the correct needs in terms of content, such as access to land or lower literacy rates, time and location?
<b>Access to credit</b>	Have constraints been addressed?	Identified issues around access to collateral and limited control over financial resources? Evaluated the growth of the business?
<b>Tools and technology</b>	Is technology inclusive?	Adapted tools and resources to meet the needs? Identified if ICTs are appropriate?
<b>Market access</b>	Platforms, opportunities, and trainings are building skills to access markets	Identified an increase in financial gain? Identified if women are able and successful in applying new skills and knowledge?
<b>Engaging government</b>	Is government involved? Is the process transparent?	Confirmed that there is consistent communication with women and Ministry of Gender



## ANNEX 4:

# The Principles on Responsible Agricultural Investment

[The Principles on Responsible Agricultural Investment](#) first proposed in 2010 by World Bank, FAO, IFAD, and UNCTAD are treated as a living document. It reflects the consultation process underway through the Committee on World Food Security to develop Principles on Responsible Investment.

Responsible investment in agriculture and food systems fosters gender equality and women's empowerment by:

- Ensuring that all people are treated fairly, recognizing their respective situations, needs, constraints, and the vital role played by women.
- Eliminating all measures and practices that discriminate or violate rights on the basis of gender.
- Advancing women's equal tenure rights, and their equal access to and control over productive land, natural resources, inputs, productive tools; and promoting access to extension, advisory, and financial services, education, training, markets, and information.
- Adopting innovative and/or proactive approaches, measures, and processes to enhance women's meaningful participation in partnerships, decision-making, leadership roles, and the equitable sharing of benefits.



## ANNEX 5:

# Gender in the Agribusiness Sector– Suggested Indicators

Annex Table 3 presents a range of potential indicators on gender in agribusiness. They are presented under four broad categories (indicators related to monetary wealth, nonmonetary wealth, sustainability, and equity) and may be classified based on the stage in the project cycle at which they were introduced.

Annex Table 3	SUGGESTED INDICATORS FOR GENDER OBJECTIVES IN AGRIBUSINESS PROJECTS				
ECONOMIC IMPACT	SUGGESTED INDICATORS	IDENTIFIED AT DESIGN PHASE	INTEGRATED INTO BASELINE	MID-TERM EVALUATION	FINAL EVALUATION
MONETARY WEALTH FACTORS					
AT THE FARM LEVEL	<ul style="list-style-type: none"> <li>• % of women farmers who continue with the business (% of repeat planters)</li> <li>• Number of new women farmers who express interest in joining the scheme</li> <li>• Funds available for reinvestment in the enterprise</li> <li>• Producer/worker annual income over time, compared between men and women</li> </ul>				
AT THE FARMER ASSOCIATION LEVEL	<ul style="list-style-type: none"> <li>• Number of members year to year, including gender breakdown</li> <li>• % of fulfillment of contracted production year to year</li> <li>• Services to members (both number and which ones, plus % of women members who use them)</li> <li>• Specific new leadership roles with intermediary functions through cooperatives or small and medium-sized businesses taken up by women and men</li> </ul>				
AT THE ENTERPRISE/ TRADER LEVEL	<ul style="list-style-type: none"> <li>• Importance of smallholders as suppliers (% of total volume and proportion supplied by women)</li> <li>• Diversity of markets and clients</li> <li>• Capacity to access fiscal and non-fiscal support from government agencies (by gender)</li> </ul>				
AT THE RETAILER OR FOOD SERVICE LEVEL	<ul style="list-style-type: none"> <li>• Volume/total sales by gender</li> <li>• Revenues generated from new market access opportunities for smallholders and women's groups</li> </ul>				
FINANCIAL CAPITAL	<ul style="list-style-type: none"> <li>• Household savings available for reinvestment in the enterprise</li> <li>• Farmer association's reserves available for reinvestment in post-harvest handling, marketing, technological upgrading, and similar priorities</li> <li>• Access to capital by households and enterprises</li> <li>• Access to capital by small and medium sized enterprises</li> </ul>				





## ANNEX 5: Gender in the Agribusiness Sector–Suggested Indicators

ANNEX 5

Annex Table 3		SUGGESTED INDICATORS FOR GENDER OBJECTIVES IN AGRIBUSINESS PROJECTS			
ECONOMIC IMPACT	SUGGESTED INDICATORS	IDENTIFIED AT DESIGN PHASE	INTEGRATED INTO BASELINE	MID-TERM EVALUATION	FINAL EVALUATION
NON-MONETARY WEALTH FACTORS					
<b>SOCIAL CAPITAL</b>	<ul style="list-style-type: none"> <li>• Quality of trust and commitment among stakeholders in a chain</li> <li>• Quantity and quality of shared information (e.g., about costs and returns at different states in the value chain) available to and accessed by women and men</li> <li>• Confidence with which women and men at different places in the value chain can call upon one another to solve a problem or create an innovation</li> <li>• Skills of management, entrepreneurship, negotiation, and team building developed in women and men as a direct result of this agribusiness</li> </ul>				
<b>HUMAN CAPITAL</b>	<ul style="list-style-type: none"> <li>• Farmer/worker literacy, leadership skills, and ability to set and meet goals increases</li> <li>• Trained workers with increased ability to market skills and maintain detailed records</li> </ul>				
SUSTAINABILITY					
	<ul style="list-style-type: none"> <li>• Women's equal access to improved farming, harvesting, and management techniques</li> <li>• Women's improved capacity to keep farming, harvesting, and management records</li> <li>• Women's improved capacity to take decisions at farm and processing levels</li> </ul>				
EQUITY					
	<ul style="list-style-type: none"> <li>• Land-based investments in compliance with the VGGT guidelines</li> <li>• Change in annual earnings and potential access to credit</li> <li>• Change in proportion of earnings set aside for savings</li> <li>• Women's improved capacity to keep sales and other financial records</li> </ul>				







