ENHANCING INTERNALLY DISPLACED WOMEN'S SUSTAINABLE LIVELIHOODS: APPROACHES, TOOLS AND INTERVENTIONS

ევროკავშირი საქართველოსთვის
The European Union for Georgia

Food and Agriculture Organization of the United Nations

UN WOMEN

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Publication produced within the EU-funded project Equal Access of IDPs to Economic Opportunities

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INTRODUCTION

Enhancing sustainable livelihoods of poor and marginalized groups, including internally displaced persons (IDPs), is of paramount importance for the inclusive development of societies. Poverty reduction, social and economic development and promotion of gender equality are integral parts of the Sustainable Development Agenda and key aspects of the European Union's assistance to Georgia.

Under the IDP IV program, the European Union and its partner Ministry, the Ministry of Internally Displaced Persons from the Occupied Territories, Accommodation and Refugees of Georgia (MRA), have set ambitious objectives towards the socio-economic integration of IDP and conflicted affected persons.

The general objective of the "IDP IV" programme aims to provide durable housing solutions to IDPs and raise both them and their host communities out of extreme poverty and lessen their dependence on the state. The specific objective is to re/integrate IDPs into their host communities by providing rehabilitated or newly constructed housing to IDPs and opportunities for both communities to work and develop together to raise themselves out of poverty through sustainable livelihoods and societal development programmes.

Technical and financial support by various partners to develop livelihoods potential and opportunities is provided for under this program. In this regard, UN Women and the Food and Agriculture Organization of the United Nations (FAO) have joined forces, with each agency contributing with distinct comparative advantages in relation to their mandates and expertise, to support gender sensitive socio-economic empowerment of the most vulnerable IDPs. The project "Equal Access of IDPs to Economic Opportunities" will reach at least 700 vulnerable IDP households through support modalities aimed at enhancement of sustainable food security, reduction of poverty and income generation, and will also target wider IDP communities through modalities aimed at social empowerment, capacity development and free of charge legal advice.

The project also provides technical assistance to the MRA and other relevant national, regional and local institutions. In order to enhance the knowledge and skills of partners in developing, implementing and monitoring gender sensitive livelihood support programmes, UN Women organized a three-day intensive training entitled "Enhancing IDP Women's Sustainable Livelihoods: Approaches, Tools and Interventions" for the MRA, its IDP Livelihood Agency (Livelihoods LEPL), the Agricultural Cooperatives Development Agency (ACDA), and members of civil society organizations (CSOs) in September 2016.

For knowledge management and replication the key approaches and tools introduced during the training are presented here.

HOW TO USE THIS GUIDE

There are two sets of materials that complement each other:

Guidance Notes: Introduce thematic concepts and frameworks, such as sustainability, sustainable livelihoods and the role of organic farming and ICTs in the development of sustainable and gender-sensitive livelihoods. These also offer links and references to further sources of information.

Tip Sheets: Outline process tools and methodological approaches, such as Appreciative Inquiry, guiding principles for livelihoods and approaches to promote gender equality in agricultural value chains. These provide quick checklists, summaries and 'how to' tips.

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1. Guidance Notes

GUIDANCE NOTE I: NEEDS AND PRIORITIES OF VULNERABLE IDPS AND CONFLICT-AFFECTED WOMEN AND GIRLS

Who are the target groups for the project?

There are about 258,599 internally displaced persons (IDPs) in the country, 157,276 live in "collective centres" and 101,323 with relatives or in private housing.

The most vulnerable IDP households include:

- Impoverished IDP single parents with underage children;
- Households with members with disabilities;
- Youth headed households;
- Elderly headed households.

Women represent 54% of the total IDP population. Women but also specifically, single, elderly women and women and girls with disabilities as well as female-headed households are key parts of the target groups Apart from IDPs, there is another segment of the population that has been greatly affected by Georgia's conflicts of the early 1990s and the August 2008 War. This group is referred to as conflict-affected communities.

What are their priority concerns and ranking of needs?

Employment, access to health services and social security, housing (including adequate living conditions for persons with disabilities) and education (including inclusive education for persons with disabilities), are the most acute problems for all groups surveyed. Economic conditions are the most acute problem for the local population and IDPs from South Ossetia, but for IDPs from Abkhazia, this problem was surpassed by issues concerning housing. Health was identified by the local population and IDPs from South Ossetia as the second most significant issue, while housing was the third. Refer Table no. 1.

Table 1:
IDP's ranking of the problems

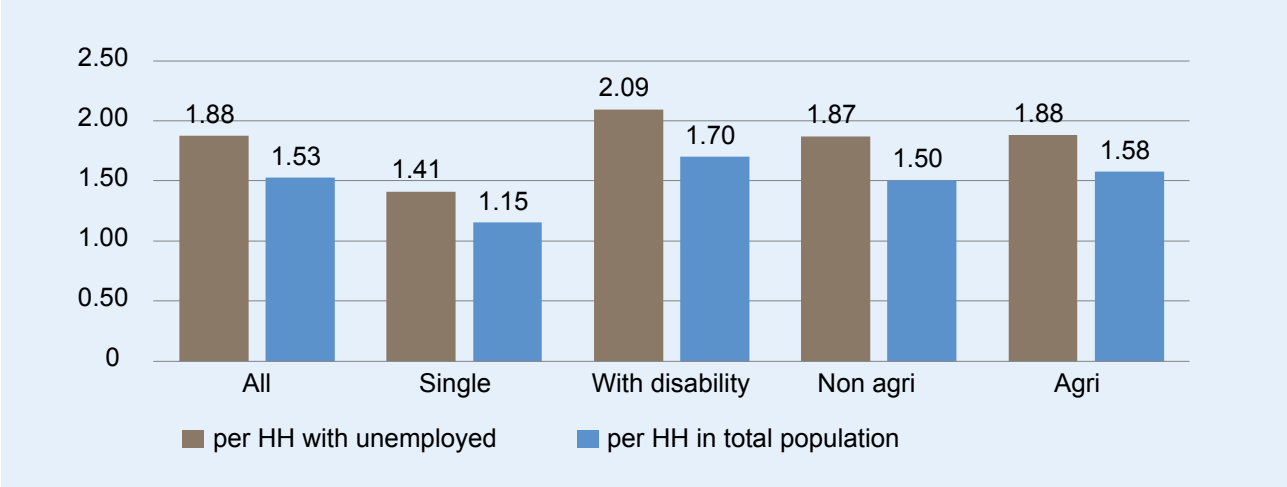
Rank	Problem	Local population	IDPs from Abkhazia	IDPs from Ossetia	Total
1	Economic condition	50.6	27.4	46.6.	39.9
2	Housing	9.2	51.7	23.9	31.3
3	Health	35.7	18.7	25.4	25.3
4	Education	1.6	1.0	1.8	1.4
5	Lack of land	1.2	1.3	1.8	1.4
6	Security	1.6	0.0	0.6	0.6

1 Note: This guidance note draws directly from two primary reports. Please refer to the references at the end of the note.

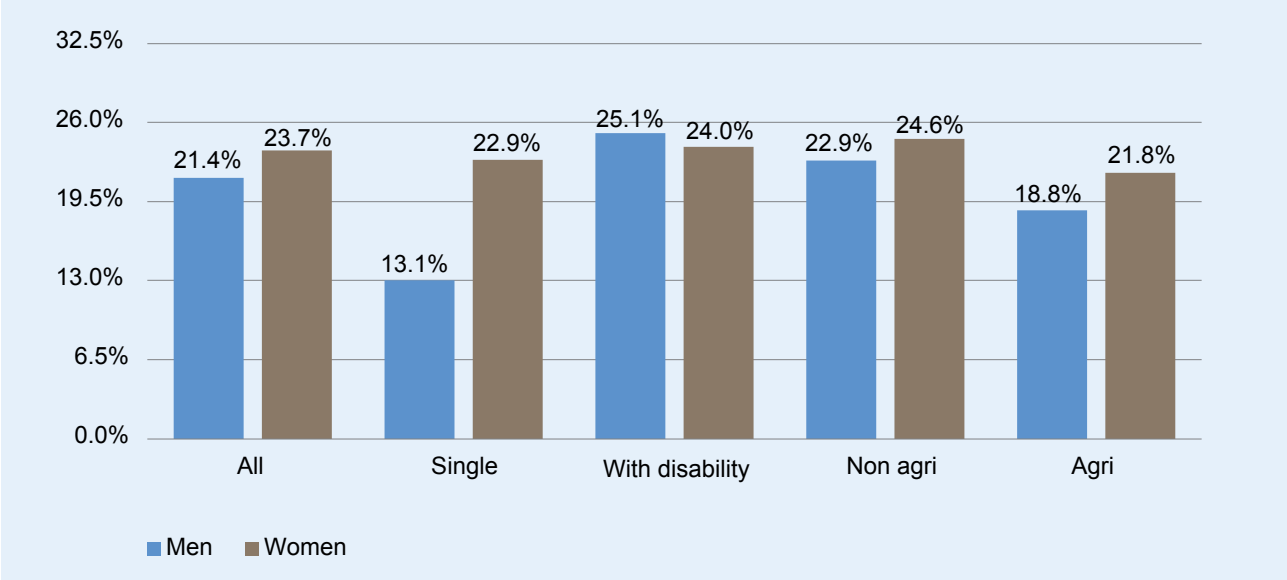
Employment issues

- Limited employment opportunities and insufficient income pose another great challenge to women: around 50% of surveyed IDP women do not have any income.
- Due to a lack of paid employment opportunities, younger women especially frequently travel abroad for work, leaving their families behind.
- According to the FAO baseline assessment, unemployment remains a significant constraint for the analyzed IDP populations.
- Unemployment affects significantly all types of households. Almost half of the population is unemployed, and more than 80% of households have unemployed members.
- The average number of unemployed household members is provided in Graph 1. Households with members with disabilities and agricultural households have higher number of unemployed household members.
- Unemployment by sex is provided in Graph 2. More women are unemployed on average in both rural and urban environments, while more men are unemployed in the households with members with disabilities.

Graph 1:
Number of unemployed/household



Graph 2:
Unemployment, by sex of respondent



Economic conditions

Men

- Men are more concerned with their economic conditions (45.5% compared to 37.5% for women) and scarcity of land plots than women (with ownership of plots at 3.9% of men and 0.4% of women).
- More men compared to women have irregular incomes. More men than women consider public participation significant.

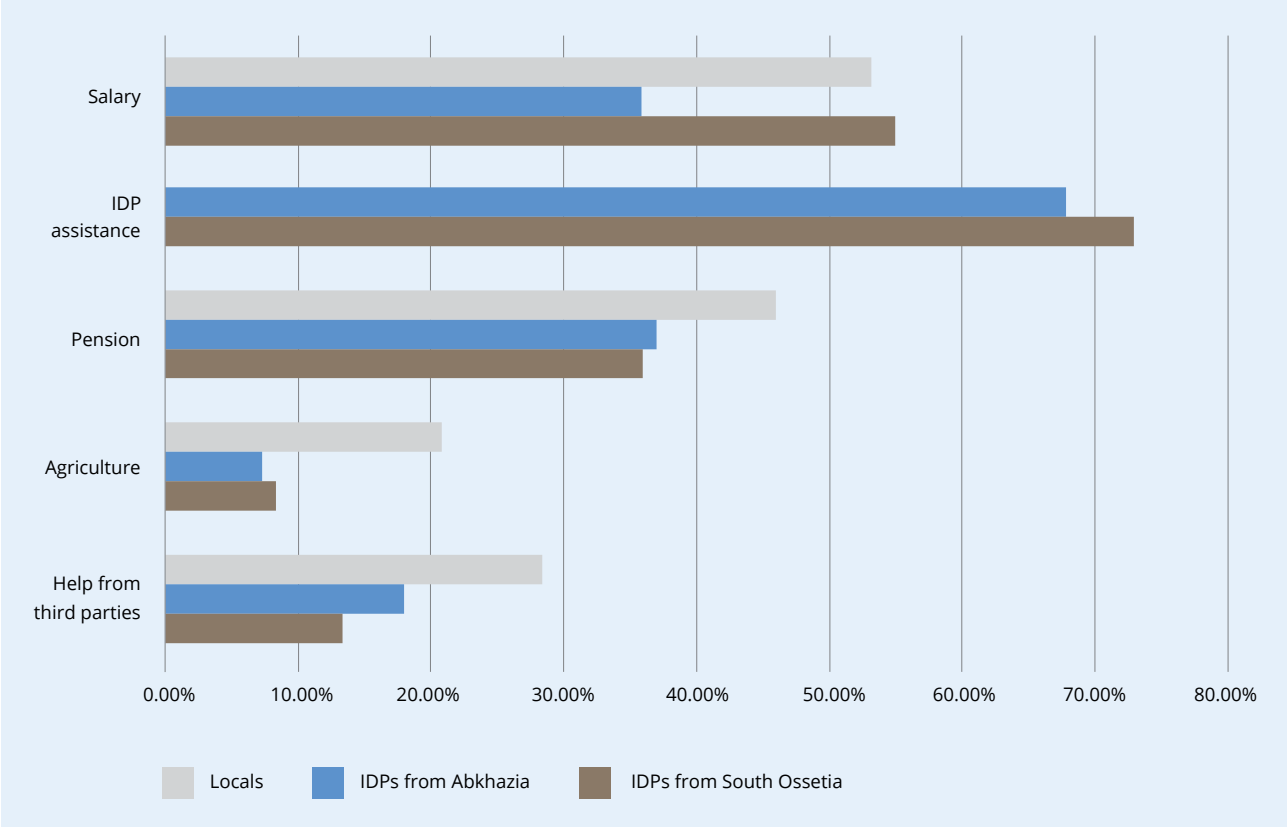
Women

- Women show more concern for health-related issues (30.4% of women and 13.4% of men) and health poses a problem for more women than men. They evaluate their health condition more negatively; their mental state is worse than it is for men, and they display lower levels of self-esteem.
- Women have more stable sources of income than men.

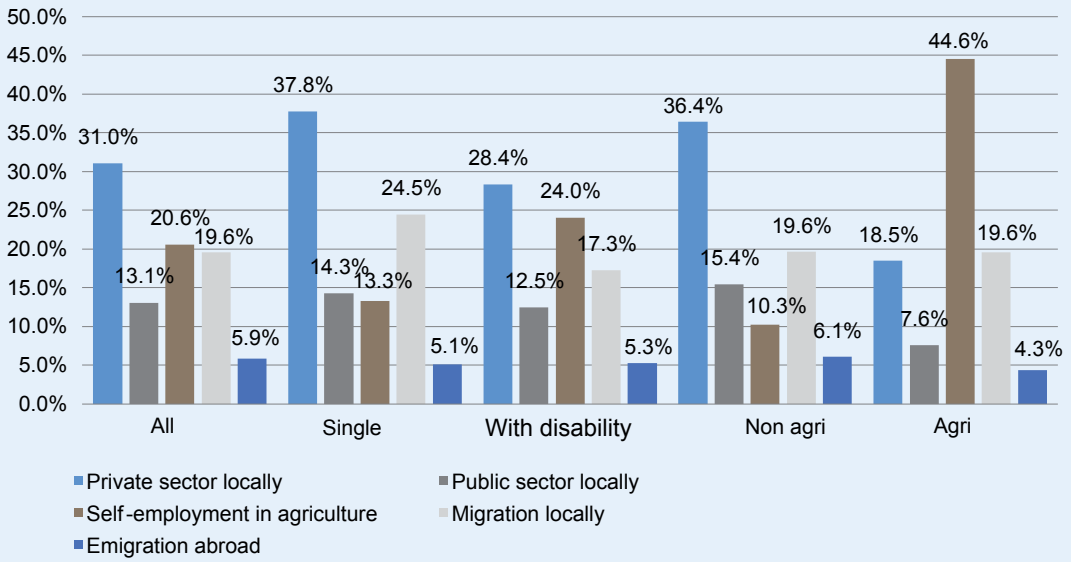
Agriculture

- The UN Women report highlights that agriculture is still an important source of income. Refer Chart no. 2.
- Aiming to draw a parallel between low employment rates, the limited employment opportunities locally, and the plans of the IDP population, the FAO baseline assessment asked respondents: "Where do you see a better future for your households and especially your youth?". The results are reflected in Graph 3. The biggest share of respondents see private sector employment as the most promising prospect for the future except for among the agricultural households, where almost half (44.6%) of the respondents identify self-employment in agriculture as the most promising.

Chart 1:
Sources of Income



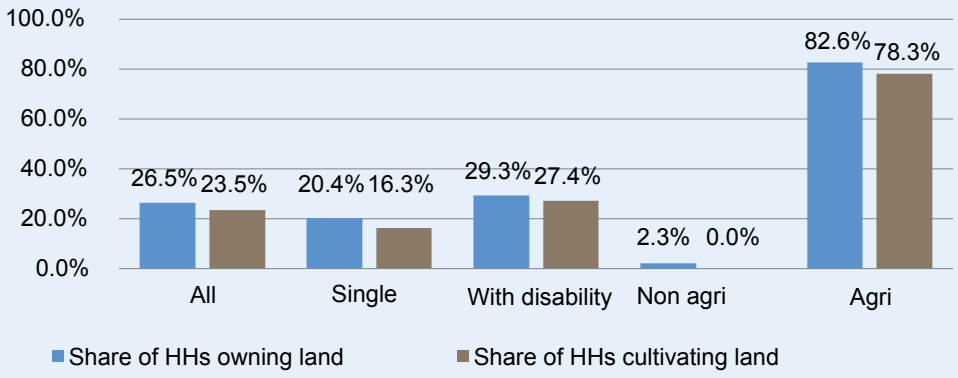
Graph 3:
Future prospects



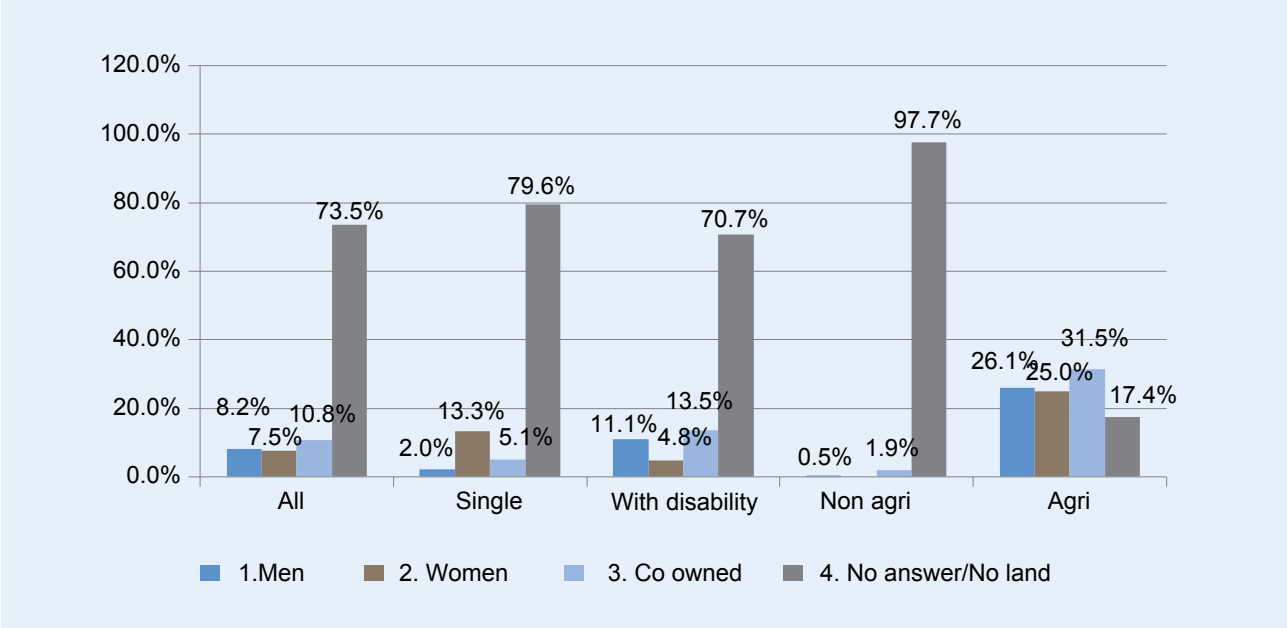
Land

- Findings from the FAO baseline asserts the importance of land ownership as an important asset for agricultural households, as it matters whether they own the land they cultivate, or whether they have to lease it.
- Refer to Graph 4: almost a third of the households with members with disabilities and a fifth of the households with single parents (mostly women) have access to land.
- The comparison of the land owned to the land cultivated indicates that almost 20% of the single parent households do not cultivate the land they own, compared to 6.5% of the households with members with disabilities.
- Graph 5 provides for the sex disaggregated ownership of the agricultural land.

Graph 4:
Access to agricultural land



Graph 5:
Ownership of land by sex



Well-being

- Improvement of economic conditions is a universal priority.
- It is necessary to design programmes targeting IDPs and the populations living along the administrative boundary line, paying special attention to vulnerable groups, such as persons with disabilities, female heads of households, and single women.
- The following activities can contribute to the improvement of the situation:
  - ✓ Study of the labour market to reveal professions which are in demand; design of retraining/vocational courses in accordance with the requirements of the professions identified;
  - ✓ Ensure income tax returns to and income tax exemption for single mothers;
  - ✓ Increase in the level of assistance to those who cannot work, especially to persons with disabilities;
  - ✓ Provide IDPs with land plots;
  - ✓ Prior to displacement, the main source of income for the majority of IDPs was derived from agriculture and that they are currently left without a means of subsistence as they no longer own land plots;
  - ✓ Register all persons with disabilities for more efficient targeting of assistance;
  - ✓ Adapt the environment to the needs of persons with disabilities;
  - ✓ Create legal bases to encourage employers to hire persons with disabilities;
  - ✓ Support the creation of an organization of single mothers, which will unite and assist them in achieving common goals.

Sources

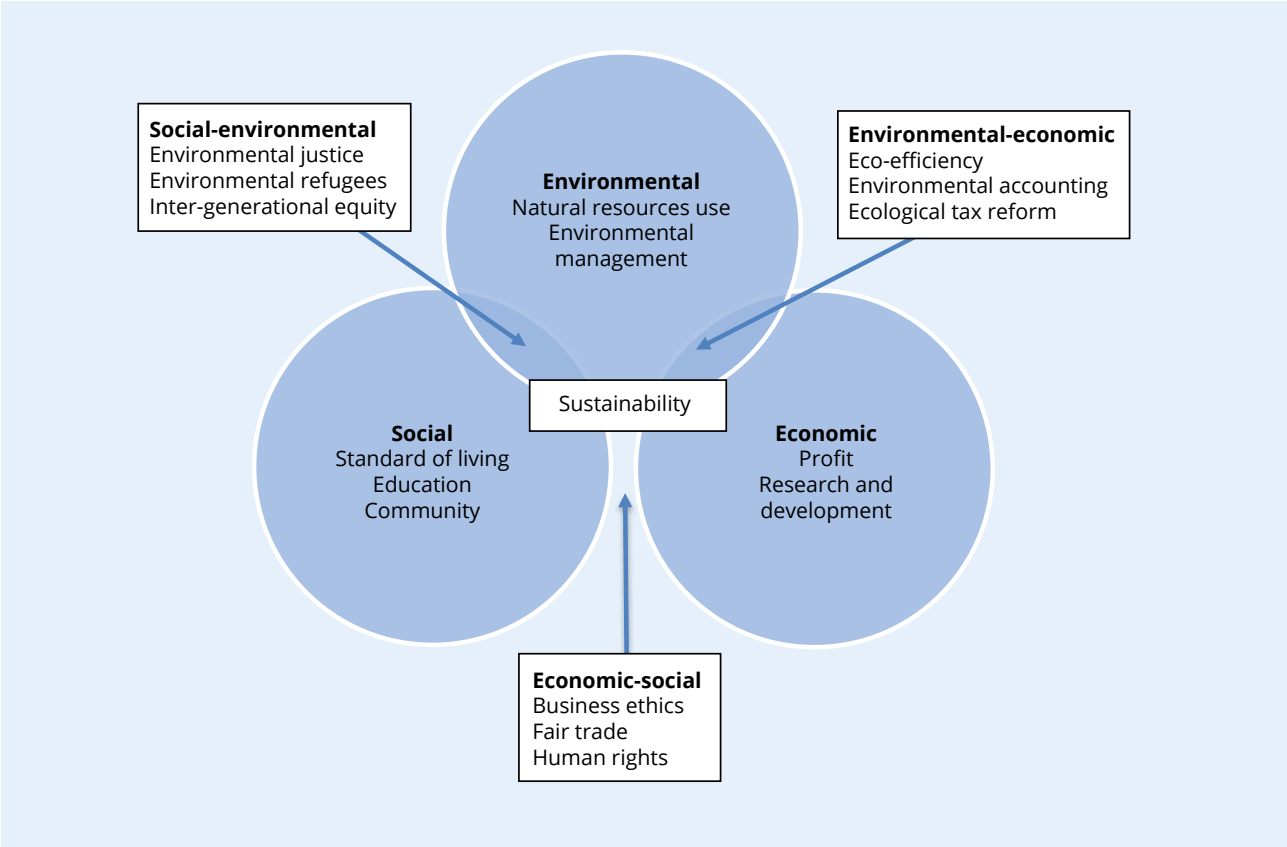
This summary draws from two main reports:
Food and Agriculture Organization of the United Nations. (2016). Gender Sensitive Socio-Economic Empowerment of Vulnerable IDPs Through Co-Funding of their Livelihoods Opportunities and Promotion of their Social Mobilization. Baseline Assessment. Georgia.

UN Women. (2014) Needs and Priorities of IDP and Conflict-Affected Women and Girls. Accessed from http://www2.unwomen.org/~/media/field%20office%20georgia/attachments/publications/2014/idp%20%20conflict-affected%20women_eng.pdf?v=1&d=20150410T195134

GUIDANCE NOTE II: DEFINING SUSTAINABILITY & SUSTAINABLE LIVELIHOODS

What do we mean by sustainability?

Definitions of sustainability are widespread and varied. However, the initial definition that is often considered is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."[2] Building on this idea, the three pillar model is based on the factors of social, environmental and economic sustainability, which all interrelate to create sustainability, refer to figure below[3].



Cited from the University of Michigan Sustainability Assessment, 2002

2 HEC Global Learning Centre. (2016). Global Footprints. What is Sustainability? Citing the Bruntland Report for the World Commission on Environment and Development. (1992). Accessed August 2016 from http://www.globalfootprints.org/sustainability

3 Rodriguez, Sandra I. et. al. (2002). Sustainability Assessment and Reporting for the University of Michigan's Ann Arbor Campus. Centre for Sustainable Systems, University of Michigan. Accessed November 2016 from http://www.css.snre.umich.edu/css_doc/CSS02-04.pdf

How are sustainable livelihoods defined?[4]

"Sustainable livelihoods" (SL) is a systemic and adaptive approach that links issues of poverty reduction, sustainability and empowerment processes (e.g. participation, women's empowerment, and good governance).

The attractiveness of SL lies in its applicability to different contexts, situations of uncertainty and in its capacity as a consultative and participatory process for the cross-fertilization of ideas and strategies between various stakeholders. Those living in extreme poverty and outside the formal labor market, for example, constantly improvise their livelihood strategies due to high uncertainty and limited options. A subsistence farmer in the off-season or during drought becomes a wage laborer and could later revert back to farming when it is time to plough the field.

In a similar vein, we find that job security in the traditional sense seems to be decreasing in the modern/formal/urban sectors and people are changing jobs several times in their life time.

The SL approach has the flexibility to tap into such kinds of adaptive responses and utilize them as entry points for policy making.

Underlying these complex issues of human sustenance and livelihoods, is peoples' interconnectedness with the natural environment. The earth's natural resources are not limitless. Can we then produce and consume resources and also realize our livelihood aspirations without jeopardizing the capacities of each other, or of the future generations in maintaining at least the same level of opportunities?

4 UNDP Sustainable Livelihoods: Concepts, Principles and Approaches to Indicator Development. Accessed August 2016 from http://www.sustainable-livelihoods.com/pdf/sustainablelivelihoodsc-1.pdf

GUIDANCE NOTE III: AN ASSETS APPROACH TO SUSTAINABLE LIVELIHOODS[5]

The Sustainable Livelihoods Framework identifies five broad asset areas that offer a holistic picture of all the capabilities, resources and entitlements that people have invested in and developed over time. In focusing on assets rather than deficits, the framework avoids the negative, deficit-based approach that is so common to the social service and economic development fields. Refer also to Tip Sheet 1.

- **Human assets:** the skills, knowledge, good health and ability to work that together enable people to pursue different livelihood strategies and achieve their livelihood objectives.
- **Social assets (or social capital):** the social resources which people can draw on including informal relationships of trust, reciprocity and exchange with families, friends and neighbours as well as more formalised groupings (e.g. community and faith groups).
- **Physical assets:** the tools and equipment that people need to be productive along with the basic infrastructure needed to function – e.g. affordable transport and energy, decent housing and access to information.
- **Financial assets:** including earned income, pensions, savings, credit facilities, state (welfare) benefits, child maintenance, etc.
- **Public assets:** public services, including libraries, local organisations and regeneration groups as well as people's general engagement within their community beyond the immediate circle of friends and family.

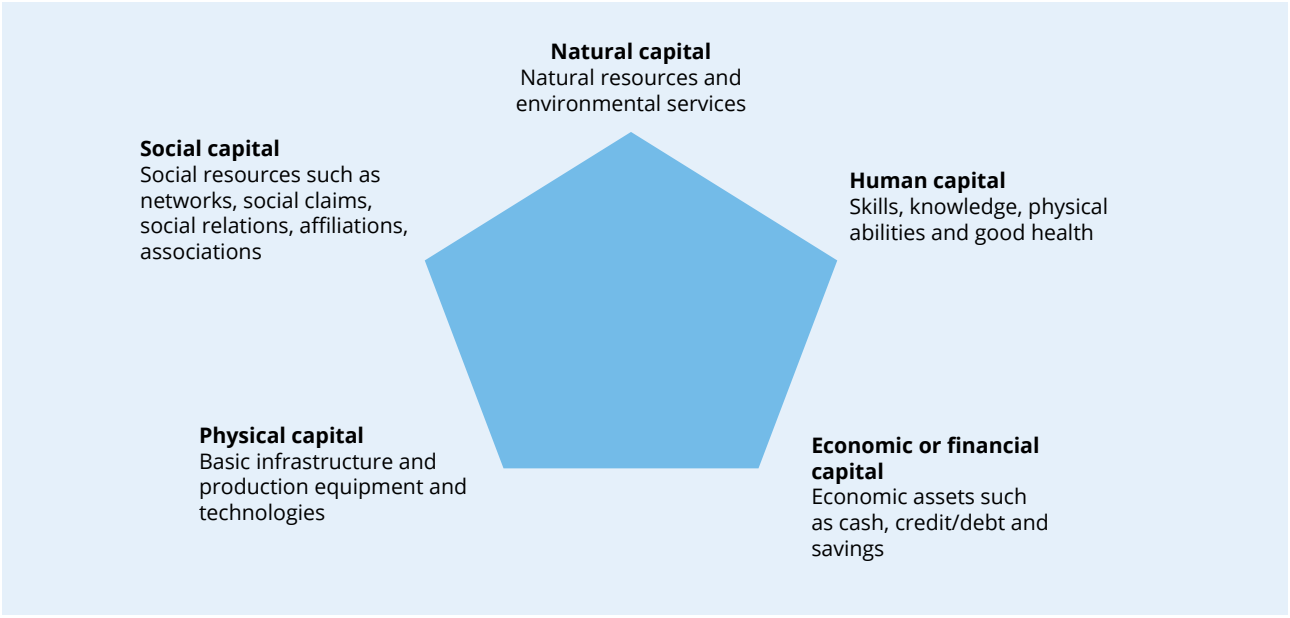


Figure: The five capitals of sustainable livelihoods, after Scoones (1998)

5 Church Action on Poverty and Oxfam GB. (2009). The Sustainable Livelihoods Handbook. An Asset Based Approach to Poverty.

GUIDANCE NOTE IV: SUSTAINABLE AGRICULTURE & GENDER-SENSITIVE VALUE CHAINS DEVELOPMENT

Sustainable agriculture

There is ongoing intense debate about what sustainable agriculture means. However, key principles include:

a) Integrate biological and ecological processes such as nutrient cycling, nitrogen fixation, soil regeneration, predation and parasitism into food production processes;
b) Minimize the use of those non-renewable inputs that cause harm to the environment or to the health of farmers and consumers;
c) Make productive use of the knowledge and skills of farmers, thus improving their self-reliance and substituting human capital for costly external inputs, and
d) Make productive use of people's collective capacities to work together to solve common agricultural and natural resource problems such as for pest, watershed, irrigation, forest and credit management.

Key points for sustainable agriculture and gender sensitive value chains

- The horticultural or food production cycle needs to capture both monetary and non-monetary values to account for externalities and for the care and stewardship actions of producers, and to recognise and value much of the invisible work carried out by women in the household and community;
- Production at the farm level, particularly as regards the horticultural 'value chain' needs to be reframed as a value 'sphere', in a circular feedback loop system to ensure reinvestment into the farm, beginning with seeds and ending with the recycling of waste;
- Local sourcing can lead to significant savings in carbon emissions through shorter and decentralized logistics. In addition, local sourcing has positive spill-over effects on local economies, welfare and decent work and arguably, could enable women to have more control over production, pricing and marketing decisions. This suggests that the shorter the value chain, the more empowering it is for small scale producers.

Conceptual framework

Introduction

Conventional global value chain analyses have shown serious negative social impacts and externalities and there is growing agreement that agricultural sustainability needs to be measured by more factors than just the economic bottom line. Working conditions for the majority of informal workers in the horticultural global value change have not improved substantially over the last 10-15 years[6]. There is a wealth of new thinking that can be drawn upon to develop a more holistic framework in the food production sector, drawing from value chains that better reflect the costs of negative externalities[7]; that are more 'inclusive'[8], that contribute to healthy source communi-

6 Man Kwu-Chan (2013) Informal Workers in Global Horticulture and Commodities Value Chains: A Review of Literature. Wiego (Global Trade) Working Paper No 28

7 Environmental problems and costs directly linked to the overuse of herbicides, insecticides, fungicides and ferti izers are often called externalities as they do not appear in any formal accounting systems. Many agricultural systems are now suffering because key natural assets that they require to be plentiful are being undermined or diminished. (Jules Pretty 2007).

8 See OECD and World Bank Group report (2015) Incl sive Global Value Chains – Policy options in trade and complimentary areas for GVC Integration by small and medium enterprises and low-income developing countries

ties[9]; that empower 'responsible supply chains'[10] or that integrate Corporate Social Responsibility (CSR) principles. The private sector[11], social investors[12], NGOs and development assistance donors[13] are all applying new practices and thinking to add value to sustainable, healthy and viable production cycles. Some aspects of this emerging thinking and practice hold promise and forward-looking strategies for the support of women working in this sector at the systemic, relational (e.g. producer processes) and individual levels, including e.g.:

- Improving gender relations around common development goals, improving mutual collaboration and support for each other in the production cycle
- Provision of gender-sensitive essential services to producers, promoting deeper investments in the care of people and of ecosystems, prioritizing food nutrition and health links
- Contributing to home-grown decisions on equitable economic growth and environmental health and innovating social protection mechanisms and services

Foundations and building blocks to capturing 'value'

1) Between 2005 and 2007 sixty countries called for radical changes in world farming when they signed the report of the UN's International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD)[14]. It reflects a growing consensus among the global scientific community that the old paradigm of industrial, energy-intensive and toxic agriculture is a concept of the past. The report's key message is that *small-scale farmers and organic[15], agro-ecological methods are the way forward to solve the current food crisis and meet the needs of local communities.* This needs to be an underpinning guiding principle running through all donor and investor engagement in this sector, particularly as this is the scale of farming most preferred and most occupied by farming households and over which men and women have more design and decision-making control (relative to large scale farms).
2) *Optimizing production rather than maximizing yield* will place equal focus on the productive and reproductive aspects of farming. Sustainable agro-ecological methods focus on landscape or agro-ecosystem[16] farming methods.[17] Understanding that these systems have multifunctional roles – producing food and other goods for households and markets while contributing to a range of valuable public goods, such as clean water, wildlife and habitats, carbon sequestration, flood protection, groundwater conservation, biodiversity regeneration adds a non-monetary value to production from land.
3) *Socio-environmental values:* local sourcing can lead to significant savings in carbon exhaust through shorter and decentralized logistics. In addition, local sourcing has positive spill-over effects on local economies, welfare and decent work:
   - Studies show that farmers in long-term contracts and high-value export chains secure more benefits: better product quality, higher yields and overall income;

9 See Value Chain Best Practices: Building Knowledge for Value Chains that Contribute to the Health of Source Communities (2008) by Sustainable Food Lab and Ford Foundation, Wealth Creation in Rural American Initiative.
10 World Economic Forum (2015) Beyond supply chains: empowering responsible value chains
11 Global mega-corporations such as Walmart Stores and The Coca-Cola Company are developing global supplier diversity and inclusion programs to identify women-owned businesses to supply products and services, at all levels in the food system.
12 See for instance Root Capital http://www.rootcapital.org/support-us/women-agriculture-initiative
13 See Care's study (2015) Adding Value to Value Chains – How to unlock the poverty-fighting potential of value chains
14 The work of more than 400 scientists over four years, the IAASTD report is a sobering account of the failure of industrial farming. http://www.unep.org/dewa/Assessments/Ecosystems/IAASTD/tabid/105853/Defa. This is the biggest study of its kind ever conducted intended to guide world agriculture development and food production in the coming decades.
15 See Appendix IX for discussion on organic farming productivity and climate resilience
16 An agro-ecosystem is a bounded system designed to produce food and fibre, it is also part of wider landscape at which scale a number of ecosystem functions and links with non-farmed habitats are important (Pretty 2007)
17 The key principles of sustainability are to (i) integrate biological and ecological processes;(ii) minimize the use of those non-renewable inputs that cause harm to the environment or to the health of farmers and consumers; (iii) makes productive use of the knowledge and skills of farmers and (iv) makes productive use of people's collective capacities to work together to solves common agricultural and natural resource challenges. (Pretty 2007) Farming practices are often the best indicator and determinant of environmental quality (e.g. soil, water, biodiversity). Farmers who maintain vegetative cover, soil health and moisture content are essentially building the long term wealth of their natural systems.

- Technology transfer plays an important role in creating local wealth through spill-over effects to other crops. In addition, the food security of rural households is improved;
- Training may lead to higher wages through an "efficiency premium" to motivate trained workers to stay with the same buyer in the long term.

Additional social benefits may come through job creation in labor-intensive sectors, e.g. farming.

4) Economists tend to see gender dynamics in value chains along two main axes: first, that of scale, from individual interactions at the household (micro level) through clusters of horizontally linked households (meso level) to the level of the value chain (macro level). Second, that of participation-related issues versus factors that govern levels of gains from participation.[18] A third axis needs to focus on the social and care environment. Scale and sustainability as outlined in (1) and (2) can influence the 'triple advantage' or triple bottom line of environment, income and social development.[19]
5) Care must be taken in the selection and formulation of business models that are capable of meeting the needs of both host countries and investors. There is scant evidence on the impact of involving foreign investors and agro-industry/supermarket organized value chains on the participation of smallholders in market integration. While some positive experiences emerged recently, the literature suggests that *agricultural value chains routinely shed participants or collapse completely*, while the degree to which participating smallholders benefit remains uncertain, especially in cases where new business arrangements leave smallholders exposed to risks.[20] The banana value chain in Ecuador serves as an example of the 'value' distribution along the chain and the implications for the producer end. A business model or value chain that is underpinned by local demand can help to mitigate against the risks of being entirely dependent on an export driven market.

18 Cole (2011)
19 World Economic Forum (2015)
20 Sustainable Agricultural Productivity Growth and Bridging the Gap for Small Family Farms, Interagency Report to the Mexican G20 Presidency (2012) p.26

GUIDANCE NOTE V: ORGANIC FARMING AS SUSTAINABLE LIVELIHOODS[21]

Organic farming systems have untapped potential

Flagship studies, such as the Food and Agriculture Organization's *Organic Agriculture and Food Security* (FAO, 2007a) show that, compared to non-organic farming systems, organic farming methods positively address a range of factors related to climate change. Organic farming, however, is not mentioned in the Intergovernmental Panel on Climate Change (IPCC) 2007 report and continues to be isolated from the mainstream agricultural discourse.

Features common to organic farming which are of significance to small-scale farmers in developing countries include:

- mixed farming and the use of crop rotations;
- more resilient production systems based on a more diverse cultural system;
- minimal use of external agrochemical inputs;
- emphasis on use of local resources;
- recycling of organic wastes;
- reduced environmental impact;
- low degree of mechanisation; and
- suitability for cultivation of small areas.

The FAO recommends organic farming because it "... performs better than conventional agriculture on a per hectare scale, both with respect to direct energy consumption (fuel and oil) and indirect consumption (synthetic fertilizers and pesticides)". Its 2002 report states that *organic agriculture enables ecosystems to better adjust to the effects of climate change* and has major potential for reducing greenhouse gases. Other positive factors include:

- organic soils have better water-retaining capacity, which explains why organic production is usually more resistant to climatic extremes such as floods or droughts;
- carbon sequestration in soils is promoted by organic methods due to the addition of compost, mulches, manures and cover crops;
- where they are certified, organic farming systems require regular and methodical recording of farming data such as compost production and harvest records for organic farm inspectors to monitor. This systematized data collection method lends itself to systematic recording of weather-related data for use by local and national meteorological stations;
- as organic farming comprises highly diverse farming systems, the diversity of income sources also increases, potentially buffering farmers against adverse effects of climate change and variability such as changed rainfall patterns;
- organic approaches may make it easier to link economic value, cost and payments to future carbon sequestration programmes that seek to offer farmers environmental fees for stewardship of soil, land and biodiversity;
- organic farming offers a low-risk farming strategy with reduced input costs and lower dependence on external inputs such as fertilisers. By extension, this often means reduced financial risk and reduced indebtedness, alongside increased diversity; and other related benefits include healthy eating, local foods and a lower overall carbon footprint for food production.

Key data/indicators on organic agriculture world-wide 2014

- 172 countries have data on organic agriculture.
- 11 countries have more than 10% organic agricultural land, and 15 countries have between 5 and 10% organic agricultural land.
- There are more than 37.5 million hectares of further non-agricultural areas.
- 2.3 million producers were reported.

21 ITU. (2012). A Bright Future in ICTs. Opportunities for a New Generation of Women. Report. Accessed August 2016 from http://girlsinict.org/sites/default/files/pages/itu_bright_future_for_women_in_ict-english.pdf

Development of organic agriculture in EECCA countries[22]

Country	Stage of organic development	Organic indicators (area organic, number of producers, organic regulation, other organic policies, local certification body, government support)
Armenia	Early	38 producers Regulation in draft 1 local certification body Little government support
Azerbaijan	Early	21,240 ha 312 producers Regulation exists, not fully implemented No local certification body
Belarus	Initial	No data exists A few NGOs promote organic
Georgia	Early	251 ha 49 producers Substantial wild collection (2.7 million ha) Regulation implemented 1 local certification body
Kazakhstan	Early	87,563 ha No local certification body
Kyrgyzstan	Growing	9,869 ha and 846 producers in an organic cotton project No local certification body

Cited from UNEP. (2012). Organic Agriculture: A step towards the Green Economy in the Eastern Europe, Caucasus and Central Asia Region

21 ITU. (2012). A Bright Future in ICTs. Opportunities for a New Generation of Women. Report. Accessed August 2016 from http://girlsinict.org/sites/default/files/pages/itu_bright_future_for_women_in_ict-english.pdf

GUIDANCE NOTE VI: ICTS FOR A NEW GENERATION OF WOMEN[23]

The Internet of Things (IoT) can be described as 'a global infrastructure for the information society, enabling advanced services by interconnecting (physical and virtual) things based on existing and evolving interoperable information and communication technologies."[24] IoT is closely related to concepts of Machine to Machine (M2M) communications and Wireless Sensor Networks (WSN) on the connectivity side, and to Big Data in terms of the content produced. IoT: its applications, platforms and technologies are being applied to all sectors, underpinning the ways we learn and work, including 'next generation farming'.

Summary recommendations on ICT skills development for women

National governments, private sector, donors, civil society and education actors all need to recognize and support the important role that professional women can play in developing and servicing a competitive ICT sector. The growing demand for a range of ICT skills around the globe presents an opportune moment to bring in concerted support, training and investment into preparing girls and women for the future workforce. The following recommendations apply to a range of ITU member groups (Government, Industry and Academic institutions) and can be customized and adapted to suit national and regional priorities and the different gender contexts outlined in the report.

Recommendations to Governments including Ministries of Communications, Regulators, Ministries of Education, Employment and Ministries responsible for Women and Youth Affairs:

1. Develop and affect national policies to restructure the core of current education systems and infrastructure to integrate science and ICT related subjects with mainstream subjects, to better cater to industry needs and standards and to prepare for the workforce ICT requirements of the future;
2. Establish and support policies and programs that place a premium on promoting ICTs skills among girl students in primary, secondary and higher education with complementary investment in vocational training;
3. Relevant government ministries should prioritise the implementation of policies that develop human talent and the right skill sets for the building of a vibrant and diversified ICT sector, engaging women and girls at all levels in order to fully utilize and promote the full spectrum of talent in the country. This could include the following:

    a. Closer links and collaboration on ICT policies and initiatives among Ministries of IT or Communications and Ministries of Education and Youth/Women's Affairs;
    b. Awareness raising campaigns, including posters, videos, broadcasts and events to encourage girls into ICT studies and careers;
    c. Targeting more funds or subsidies towards technical training and incubation programs;
    d. Participation in and support of Girls in ICT Days every year.

4. Work with all stakeholders to change the dominant public (mis)conceptions about the industry and strive to create an environment which will support young girls in making ICTs their educational and career choices;
5. Participate in ITU's Girls in ICT day events every year.[25]

23 ITU. (2012). A Bright Future in ICTs. Opportunities for a New Generation of Women. Report. Accessed August 2016 from http://girlsinict.org/sites/default/files/pages/itu_bright_future_for_women_in_ict-english.pdf

24 ITU (2014) Harnessing the Internet of Things for Global Development https://www.itu.int/en/action/broadband/Documents/Harnessing-IoT-Global-Development.pdf

25 More information can be found at http://girlsinict.org

Recommendations to schools, colleges and academic institutions

1. The core education system and infrastructure needs to ensure that:

    a. Courses on offer are constantly upgraded to ensure relevance to industry needs – this includes integrating science with other subjects;
    b. Teaching pedagogies shift away from rote individualistic learning to hands-on, team-work and problem-solving teaching methods;
    c. Concepts of life-long learning beyond basic schooling are promoted;
    d. Theoretical and practical modes of learning are brought closer together through internships, mentoring and social networking.

2. Promote regular communications with middle and high school girls about the ICT sector in the form of potential careers and courses through:

    a. Participation in and support of Girls in ICT Days every year through hosting of local events (guidelines provided in on-line kit at www.witnet.org);
    b. Using the ITU Girls in ICT Portal www.girlsinict.org on a regular basis to advertise programs and events including scholarships, awards, internships and courses;
    c. Advertising the Girls in ICT Portal www.girlsinict.org in career guidance counselor offices;
    d. Other awareness programs involving local champions, private sector and students.

3. Provide training, awareness raising and materials for parents, teachers, career guidance counselors and recruiters to shift their own mindsets, attitudes and preconceived notions about ICT careers for girls and boys.
4. Participate in the ITU Girls in ICT Day every year through hosting school-based events for students, parents, teachers and career counselors.

Recommendations to ICT enterprises, industry, private sector interests and investors

1. Develop and nurture partnerships with governments and with educational bodies to invest in on-the-job and industry-based training initiatives with a focus on promoting advanced ICT skills;
2. Engage in career development in STEM through learning-by-doing training, mentorship, internship, and other sponsorship programs for girls and women;
3. Involve women in research and innovation processes, increasing the potential for creativity, new research content and user centered design;
4. Create positive images through role models, awareness campaigns, media presence like TV program series, comics, and video games.
5. Companies of all sizes can refer to the McKinsey 2011 “Most effective measures promoting gender diversity” that enable and support women to establish a healthy and effective balance between work and other responsibilities.
6. Participate in ITU’s Girls in ICT day events every year through invitations to local schools and vocational/technical colleges to visit small and medium ICT enterprises as well as regulatory bodies, IT industry and related professional organizations.

2. TIP SHEETS

TIP SHEET 1 | APPRECIATIVE INQUIRY (AI) APPROACH[26]

The Sustainable Livelihoods (SL) Approach uses positive language and helps to uncover what would enable people to fully realize the potential of their existing assets and strategies. An appreciate inquiry methodology applies well to SL approaches.

Appreciate, valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems, to increase in value, e.g. the economy has appreciated in value. Synonyms: VALUING, PRIZING, ESTEEMING, and HONORING.

Inquire: the act of exploration and discovery. To ask questions; to be open to seeing new potentials and possibilities. Synonyms: DISCOVERY, SEARCH, and SYSTEMATIC EXPLORATION, STUDY.

Appreciative Inquiry (AI) is a change management approach that focuses on identifying what is working well, analyzing why it is working well and then doing more of it. The basic tenet of AI is that an organization will grow in whichever direction that people in the organization focus their attention.

Appreciative Inquiry is about the co-evolutionary search for the best in people, their organizations, and the relevant world around them. In its broadest focus, it involves systematic discovery of what gives "life" to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. AI involves, in a central way, the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential. It centrally involves the mobilization of inquiry through the crafting of the "unconditional positive question" often-involving hundreds or sometimes thousands of people.

In AI the arduous task of intervention gives way to the speed of imagination and innovation; instead of negation, criticism, and spiraling diagnosis, there is discovery, dream, and design.

AI seeks, fundamentally, to build a constructive union between a whole people and the massive entirety of what people talk about as past and present capacities: achievements, assets, unexplored potentials, innovations, strengths, elevated thoughts, opportunities, benchmarks, high point moments, lived values, traditions, strategic competencies, stories, expressions of wisdom, insights into the deeper corporate spirit or soul – and visions of valued and possible futures. Taking all of these together as a gestalt, AI deliberately, in everything it does, seeks to work from accounts of this "positive change core"—and it assumes that every living system has many untapped and rich and inspiring accounts of the positive. Link the energy of this core directly to any change agenda and changes never thought possible are suddenly and democratically mobilized.

26 XLHRM. (2016). Excel Human Resource Management. Appreciative Inquiry (AI). Accessed August 2016 from http://xlhrm.com/2015/10/02/appreciative-inquiry-ai/

TIP SHEET 2 | DEFINING GENDER EQUALITY AND WOMEN'S HUMAN RIGHTS

Defining Gender[27]
A culturally-defined set of economic, social, and political roles, responsibilities, rights, entitlements and obligations associated with being female and male, as well as the power relations between and among women and men, boys and girls. The definition and expectations of what it means to be a women or girl and a man or boy, and sanctions for not adhering to those expectations, vary across cultures and over time, and often intersect with other factors such as race, class, age and sexual orientation.

Gender Equity[28]
The process of being fair to women and men, boys and girls. To ensure fairness, measures must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field.

Gender Equality[29]
The state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities and resources. Gender equality means more than parity in numbers or laws on the books, it means expanded freedoms and improved overall quality of life for all people.

Empowerment[30]
Expansion of people's capacity to make and act upon decisions affecting all aspects of their lives - including decisions related to health - by proactively addressing socioeconomic, and other power inequalities in a context where this ability was previously denied. Programmatic interventions often focus specifically empowering women, because of the inequalities in their socioeconomic status.

Human Rights[31]
Human rights are universal legal guarantees protecting individuals and groups against actions and omissions that interfere with fundamental freedoms, entitlements and human dignity. Human rights law obliges Governments (principally) and other duty-bearers to do certain things and prevents them from doing others. Among the rights guaranteed to all human beings under international treaties, without any discrimination on grounds such as race, colour, sex, language, political or other opinion, national or social origin, property, birth or other status, are:

- The right to life, liberty and security of person
- Freedom of association, expression, assembly and movement
- The right to the highest attainable standard of health
- Freedom from arbitrary arrest or detention
- The right to a fair trial
- The right to just and favourable working conditions
- The right to adequate food, housing and social security
- The right to education
- The right to equal protection of the law
- Freedom from arbitrary interference with privacy, family, home or correspondence
- Freedom from torture and cruel, inhuman or de-

27 Population Reference Bureau. (2015). Pursuing Gender Equality Inside and Out. Gender Mainstreaming in International Development Organizations. Kate Gilles. Accessed 2016 from http://www.prb.org/pdf15/gender-mainstreaming.pdf
28 Ibid.
29 Ibid.
30 Ibid.
31 Office of the United Nations High Commissioner for Human Rights. (2006). Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation. United Nations. New York and Geneva. Accessed 2016 from http://www.ohchr.org/Documents/Publications/FAQen.pdf

grading treatment or punishment
- Freedom from slavery
- The right to nationality
- Freedom of thought, conscience and religion
- The right to vote and take part in the conduct of public affairs
- The right to participate in cultural life

Women's Human Rights[32]

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was adopted by the General Assembly in 1979. The Convention articulates the nature and meaning of sex-based discrimination, and lays out State obligations to eliminate discrimination and achieve substantive equality. With these general principles as an overarching framework, the specific obligations of States to eliminate discrimination against women in political, social, economic and cultural fields are laid out in 16 substantive articles. The Convention covers both civil and political rights (rights to vote, to participate in public life, to acquire, change or retain one's nationality, equality before the law and freedom of movement) and economic, social and cultural rights (rights to education, work, health and financial credit). The Convention also pays specific attention to particular phenomena such as trafficking, to certain groups of women, for instance rural women, and to specific matters where there are special risks to women's full enjoyment of their human rights, for example marriage and the family.

The Convention defines discrimination in its article 1 as "… any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."

Such discrimination encompasses any difference in treatment on the grounds of sex which:
- Intentionally or unintentionally disadvantages women;
- Prevents society as a whole from recognizing women's rights in both the private and the public spheres; and
- Prevents women from exercising the human rights and fundamental freedoms to which they are entitled.

32 Office of the United Nations High Commissioner for Human Rights. (2014). Women's Rights are Human Rights. Accessed 2016 from http://www.ohchr.org/Documents/Publications/HR-PUB-14-2.pdf

TIP SHEET 3 | LIVELIHOODS GUIDING PRINCIPLES

Livelihoods guiding principles are based on global best practices, experiences emerging from UNHCR operations, and sector research and guidelines. These guidelines from UNHCR Global Strategy for Livelihoods (2014-2018) set forth the core standards behind all livelihoods programming:

1. Protection: Livelihoods programmes will aim to further respect for human rights as outlined in the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, and the 1951 Convention relating to the Status of Refugees. In addition, programmes will be designed to support an operation's overall protection strategy and related protection priorities. They will protect and foster people's dignity as linked to economic independence and self-reliance.

2. Age, Gender and Diversity (AGD): Livelihoods programmes will seek to advance UNHCR's AGD approach by ensuring the active participation of diverse and representative groups of refugees. UNHCR will ensure inclusiveness and accessibility for specific groups of concern including women, adolescent girls and boys, older persons, the young, persons with disabilities, people who are lesbian, gay, bisexual, transsexual or intersex, and women and men belonging to national, ethnic, religious and linguistic minorities or indigenous groups.

3. Equity: UNHCR will ensure that refugees have equal opportunity to participate in livelihoods interventions. The Agency will prioritize vulnerable people where possible, particularly where they face obstacles not encountered by the majority of the displaced population. Activities will maintain the goal of enabling self-reliance in the wider economy not linked to UNHCR, however, and should not foster dependency.

4. Access: UNHCR will support refugee access to local services and programmes in parity with the host community. The Agency will invest in national programmes to extend existing services or create services where they do not exist, benefitting refugees and host communities alike. Skilled refugee workers and entrepreneurs contribute to the economic well-being of a region, providing goods, services, jobs and tax revenue to host governments and communities.

5. Sustainability: Livelihoods programmes are planned for long-term self-reliance. Beyond the initial emergency phase where intensive support may be necessary, initiatives must help people build the knowledge and skills pertinent to their mid-term and long-term goals. Activities will form part of integrated programmes that span the project cycle from planning to implementation to phase-out. UNHCR will seek to provide the resources necessary to sustain processes until their completion.

6. Community empowerment: Refugees and host communities should participate in all stages of planning, needs assessment, implementation, monitoring and evaluation in order to design appropriate and sustainable programmes. Enabling strong communities is a vital part of supporting self-reliance. Interventions should build upon the knowledge, skills and resources present, and aim to enhance them further while strengthening community leadership and integration.

7. Appropriateness and reliability: Livelihoods programmes should be appropriate and tailored to context. They should be targeted to people best able to achieve self-reliance goals, be consistent in their approach and delivery, and take into consideration the economic status and interests of the local population. Refugees should be able to rely on interventions appropriate to their strengths and needs. Host populations and governments should be assured that programmes will contribute to the economic well-being of the entire community.

8. Enhance local markets: Livelihoods programmes will strive to strengthen the local market providing an injection of labour, consumers, and traders. UNHCR will work with local governments, businesses, trade and labour associations to build on existing market opportunities, benefitting both refugees and host communities. Refugees will receive cash-based assistance where appropriate, empowering them to make decisions while supporting local markets.

TIP SHEET 4 | HYOGO FRAMEWORK FOR ACTION – RISK REDUCTION[33]

The Hyogo Framework for Action (HFA) 2005-2015 aims to make the world safer from natural hazards. It is the first plan to explain, describe and detail the work that is required from all different sectors and actors to reduce disaster losses.

It was developed and agreed on with the many partners needed to reduce disaster risk - governments, international agencies, disaster experts and many others - bringing them into a common system of coordination. It was endorsed by the UN General Assembly following the 2005 World Disaster Reduction Conference Kobe, Hyogo, Japan in 2005.

The HFA outlines five priorities for action, and offers guiding principles and practical means for achieving disaster resilience. Its goal is to substantially reduce disaster losses by building the resilience of nations and communities to disasters. This means reducing loss of lives and social, economic, and environmental assets when hazards strike. It also includes the principle mandate in relation to gender equality and empowerment of women in the context of disaster risk reduction.

General considerations

A gender perspective should be integrated into all disaster risk management policies, plans and decision-making processes, including those related to risk assessment, early warning, information management, and education and training;

Develop early warning systems that are people-centered, in particular systems whose warnings are timely and understandable to those at risk, which take into account the demographic, gender, cultural and livelihood characteristics of the target audiences, including guidance on how to act upon warnings, and that support effective operations by disaster managers and other decision makers; and

Ensure equal access to appropriate training and educational opportunities for women and vulnerable constituencies; promote gender and cultural sensitivity training as integral components of education and training for disaster risk reduction.

33 UNISDR. (2016). Hyogo Framework for Action (HFA). Building the Resilience of Nations and Communities to Disasters. Accessed August 2016 from https://www.unisdr.org/we/coordinate/hfa

TIP SHEET 5 | WHAT CAN SUSTAINABLE LIVELIHOODS APPROACH BE USED FOR?[34]

The approach can be used in different ways, including:

- Deciding which local initiatives would be of most use to the local community
- Understanding which policies have the greatest impact on households and communities and what changes are needed
- Setting priorities and collating evidence to be used for fundraising
- Looking at how factors such as gender impact on livelihood strategies and identifying ways to address these issues
- Strengthening local networks and community links

The strengths of the approach are its ability to:

- Directly involve people with experience of poverty in the research process and the resulting analysis
- Build up a holistic picture of people's lives that includes their capacities, skills, health, social networks and access to services, as well as their financial situation
- Understand the lived realities of people living in poverty – including the different dimensions of their lives and the ways these come together to form coping strategies
- Start from the positive assets that people have rather than focusing on what they do not have
- Reach out to people who are often far from mainstream services and support them to access those services which are appropriate
- Make connections between the micro level (people's daily lives) and the macro level (the regional and national policies, institutions and processes that have the most impact upon them).
- Build up an understanding of the power-dynamics underlying the different aspects of people's lives.
- Value what is often unvalued and invisible, for example, non-financial assets.

34 Church Action on Poverty and Oxfam GB. (2009). The Sustainable Livelihoods Handbook. An Asset Based Approach to Poverty.

TIP SHEET 6 | WHAT IS ASSET BASED COMMUNITY DEVELOPMENT (ABCD)?[35]

Asset Based Community Development (ABCD) is a strategy for sustainable community-driven development. Beyond the mobilization of a particular community, ABCD is concerned with how to link micro-assets to the macro-environment. The appeal of ABCD lies in its premise that communities can drive the development process themselves by identifying and mobilizing existing, but often unrecognized assets, and thereby responding to and creating local economic opportunity.

ABCD builds on the assets that are already found in the community and mobilizes individuals, associations, and institutions to come together to build on their assets – not concentrate on their needs. An extensive period of time is spent in identifying the assets of individuals, associations, and then institutions before they are mobilized to work together to build on the identified assets of all involved. Then the identified assets from an individual are matched with people or groups who have an interest or need in that asset. The key is to begin to use what is already in the community.

A power of ABCD is found in the local associations who should drive the community development process and leverage additional support and entitlements. Existing associations and networks (whether formal or informal) are assumed to be the source of constructive energy in the community. Community-driven development is done rather than development driven by external agencies. ABCD draws out strengths and successes in a community's shared history as its starting point for change. Among all the assets that exist in the community, ABCD pays particular attention to the assets inherent in social relationships, as evident in formal and informal associations and networks. ABCD's community-driven approach is in keeping with the principles and practice of participatory approaches development, where active participation and empowerment (and the prevention of disempowerment) are the basis of practice. It is a strategy directed towards sustainable, economic development that is community-driven.

Guiding principles for ABCD

Most communities address social and economic problems with only a small amount of their total capacity. Much of the community capacity is not used and is needed! This is the challenge and opportunity of community engagement. Everyone in a community has something to offer. There is no one we do not need. Guiding principles for ABCD are as follows:

- **Everyone Has Gifts** with rare exception; people can contribute and want to contribute. Gifts must be discovered.
- **Relationships Build a Community;** see them, make them, and utilize them. An intentional effort to build and nourish relationships is the core of ABCD and of all community building.
- **Citizens at the Center;** it is essential to engage the wider community as actors (citizens) not just as recipients of services (clients).
- **Leaders Involve Others as Active Members of the Community;** leaders from the wider community of voluntary associations, congregations, neighborhoods, and local business, can engage others from their sector. This "following" is based on trust, influence, and relationship.
- **People Care About Something;** agencies and neighborhood groups often complain about apathy. Apathy is a sign of bad listening. People in

35 ABCD Institute. (2016). What is Asset Based Community Development (ABCD). Accessed August 2016 from http://www.abcdinstitute.org/docs/What%20isAssetBasedCommunityDevelopment(1).pdf

communities are motivated to act. The challenge is to discover what their motivation is.

- **Motivation to Act** must be identified. People act on certain themes they feel strongly about, such as; concerns to address, dreams to realize, and personal talents to contribute. Every community is filled with invisible "motivation for action". Listen for it.
- **Listening Conversation;** one-on-one dialogue or small group conversations are ways of discovering motivation and invite participation. Forms, surveys and asset maps can be useful to guide intentional listening and relationship building.
- **Ask, Ask, Ask;** asking and inviting are key community-building actions. "Join us. We need you." This is the song of community.
- **Asking Questions Rather Than Giving Answers Invites Stronger Participation;** people in communities are usually asked to follow outside expert's answers for their community problems. A more powerful way to engage people is to invite communities to address 'questions' and finding their own answer-- with agencies following up to help.
- **A Citizen-Centered "Inside-Out" Organization is the Key to Community Engagement;** a "citizen-centered" organization is one where local people control the organization and set the organization's agenda.
- **Institutions Have Reached Their Limits in Problem-Solving;** all institutions such as government, non-profits, and businesses are stretched thin in their ability to solve community problems. They cannot be successful without engaging the rest of the community in solutions.
- **Institutions as Servants;** people are better than programs in engaging the wider community. Leaders in institutions have an essential role in community-building as they lead by "stepping back," creating opportunities for citizenship, care, and real democracy.

Five key assets in ABCD

Communities can no longer be thought of as complex masses of needs and problems, but rather diverse and potent webs of gifts and assets. Each community has a unique set of skills and capacities to channel for community development. ABCD categorizes asset inventories into five groups:

1. **Individuals:** At the center of ABCD are residents of the community that have gifts and skills. Everyone has assets and gifts. Individual gifts and assets need to be recognized and identified. In community development you cannot do anything with people's needs, only their assets. Deficits or needs are only useful to institutions.
2. **Associations:** Small informal groups of people, such as clubs, working with a common interest as volunteers are called associations in ABCD and are critical to community mobilization. They don't control anything; they are just coming together around a common interest by their individual choice.
3. **Institutions:** Paid groups of people who generally are professionals who are structurally organized are called institutions. They include government agencies and private business, as well as schools, etc. They can all be valuable resources. The assets of these institutions help the community capture valuable resources and establish a sense of civic responsibility.
4. **Physical Assets:** Physical assets such as land, buildings, space, and funds are other assets that can be used.
5. **Connections:** There must be an exchange between people sharing their assets by bartering, etc. These connections are made by people who are connectors. It takes time to find out about individuals; this is normally done through building relationships with individual by individual.

TIP SHEET 7 | PROMOTING WOMEN'S AGENCY[36]

In its simplest form, agency is an expression of women's ability (or inability) to make choices. In further defining women's agency, the outcomes or expressions of agency are:

- Control over resources—measured by women's ability to earn and control income and to own, use, and dispose of material assets.
- Ability to move freely—measured by women's freedom to decide their movements and their ability to move outside their homes.
- Decision making over family formation—measured by women's and girls' ability to decide when and whom to marry, when and how many children to have, and when to leave a marriage.
- Freedom from the risk of violence—measured by the prevalence of domestic violence and other forms of sexual, physical, or emotional violence.
- Ability to have a voice in society and influence policy—measured by participation and representation in formal politics and engagement in collective action and associations.

In analyzing how economic growth, formal institutions, informal institutions, and markets interact to enable or constrain women's agency, three core findings emerge.

First, economic growth can improve the material conditions for exercising agency—through higher incomes, greater access to services, and expanded infra-structure. But the impact of higher aggregate incomes on women's agency partly hinges on women's ability to earn their own incomes; that ability increases their bargaining power within the household and their ability to accumulate autonomous assets. Economic growth alone will not eliminate gender differences in agency.

Second, expanding women's rights can foster agency in some realms. But the expansion of rights for family formation and control over household resources has been limited. And the effectiveness of expanding rights in bringing about change depends on their applicability – often linked to multiple legal systems – and their enforcement.

Third, social norms shape women's agency. Along with markets and institutions, they determine the endowments and opportunities that women have and whether they can exercise the choices to use them.

36 World Development Report 2012, Chapter 4: Promoting Women's Agency http://www.worldbank.org/content/dam/Worldbank/document/Gender/Voice_and_agency_LOWRES.pdf

TIP SHEET 8 | PROMOTING GENDER EQUITY IN AGRICULTURAL VALUE CHAINS

Overview of project cycle stakeholders in agri-business

Women and men enter value chains as wage workers, farm managers, unpaid family workers[37] and entrepreneurs.[38] Although there is no clear delineation, it can be useful to categorize the different roles and engagements in agri-business as follows:

- **Producers:** those involved in agricultural production, cultivation, natural resource management, and also in on-farm and off-farm grading, packing and packaging
- **Suppliers:** those engaged in the agri-supply chain, supplying farm inputs (seeds, fertilizers) and machinery as employees, employers or entrepreneurs
- **Service providers:** those engaged in managing logistics, providing extension services, training and technical know-how, financial services, ICT related services and software, certification and branding - as employees, employers or entrepreneurs and managers
- **Retailers:** those engaged in branding, marketing, purchasing and sale of agri-business produce, products and by-products – as employees, employers and agents

Altogether, these roles make up the entirety of the agricultural value chain. Conventional value chain analysis however, often misses the following people who are not 'recognized' as part of the market economy:

- Women and men working in the informal sector, and
- Women and men providing unpaid work in the household and/or community (including youth).

This is why a more holistic and gendered value chain analysis is a useful tool for examining gendered assets, agency and aspirations.[39]

Agri-business employment conditions and benefits

While the number of women employed in the agri-business sector has increased, a large proportion of women are employed in labour intensive, low skilled, low value production and services activities where entry costs are lower and not intensive in tangible capital.[40] They may be employed as contract farmers, in out-grower schemes or under management contracts in large scale plantations for instance. The increased importance of knowledge-based capital within product value chains, coupled with increased international fragmentation of these chains has opened up new channels to integration through specialization in specific tasks.[41] The requirements set out in IFC's *Performance Standard 2 on Labour and Working Conditions* are in part guided by a number of international conventions and instruments, including those of the International Labour Organization (ILO) and the United Nations (UN)[42]. Its main principles are:

37 Unpaid family workers may be involved in unpaid services, unpaid subsistence work, informal market work and household and community care

38 Modernizing Extension and Advisory Services (MEAS) Technical Note on Applying Gender-Responsive Value-Chain Analysis in EAS. USAID March 2012

39 Value chain analysis involves collecting information about firms and market connections to identify strengths or weaknesses in the coordination of these activities and to examine the power and position of firms in relationship to other actors in the chain (MEAS 2012)

40 OECD and World Bank Group (2015) Inclusive and Global Value Chains

41 Ibid. p. 7

42 IFC. (2012). Performance Standards on Environmental and Social Sustainability. Accessed August 2016 from http://www.ifc.org/wps/wcm/connect/115482804a0255db96fbffd1a5d13d27/PS_English_2012_Full-Document.pdf?MOD=AJPERES

- To promote the fair treatment, non-discrimination, and equal opportunity of workers
- To establish, maintain, and improve the worker-management relationship.
- To promote compliance with national employment and labor laws.
- To protect workers, including vulnerable categories of workers such as children, migrant workers, workers engaged by third parties, and workers in the client's supply chain.
- To promote safe and healthy working conditions, and the health of workers
- To avoid the use of forced labour

The following checklist can be adapted to guide gender-sensitive agri-business practices:

Suggested Checklist
• Do agri-business investment employment policies meet non-discrimination and social appraisal guidelines? • Are agri-business recruitment policies equal for women and men?
• Are terms and conditions of employment gender equitable, including compensation, wages and overtime, benefits including annual leave, sick leave, parental leave, medical support, child and dependent care? • Are employment retention records for women the same as records for men?
• Where relevant, are housing allowances offered to women and men equally?
• Are family planning programs and services available for pregnant women?
• Does the agri-business have in place a sexual harassment policy?
• Where relevant, is collective bargaining by producer associations or unions supportive of an active women's committee?
• Are dispute mediation and resolution committed to addressing women's specific concerns?

Additionally, the following checklist guides gender-sensitive procurement of systems and producer models:

Suggested Checklist
• Identify constraints and solutions for fostering supplier diversity
• Improved services for SME and entrepreneurship
• Host government promotes government-to-business (G2B) services scaled to the needs of SME entrepreneurs • Public commons access

Stakeholder engagement in project implementation

"Stakeholder engagement is an important tool in ensuring that value chain development is more gender sensitive. It is the basis for building strong, constructive, and responsive relationships essential for the successful management of a project's environmental and social impacts. It 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."[43] The consultation process should (i) capture both men's and women's views, if necessary through separate forums or engagements, and (ii) reflect men's and women's different concerns, priorities and benefits, where appropriate.

For project implementation to be successful, it is critical to consider whether both women's and men's roles in and knowledge of the value chain has been analysed. Is this analysis reflected in the formulation of the programme?[44] Additional questions to consider include:

- Have both women and men participated in formulation processes?
- Do the outcomes reflect the needs, priorities and constraints of both men and women along other differences such as age, wealth and ethnicity?
- Have measures to address women's specific constraints (e.g. increased time poverty, childcare responsibilities and strictures on their mobility) been included?
- Have the costs (time and labour inputs, for example) and benefits from the proposed marketing/value chain activities to both women and men been evaluated?
- Have gender-sensitive indicators in monitoring and evaluation been included to measure the impact on both women and men beneficiaries?

43 IFC. (2012). Performance Standards on Environmental and Social Sustainability. Accessed August 2016 from http://www.ifc.org/wps/wcm/connect/115482804a0255db96fbffd1a5d13d27/PS_English_2012_Full-Document.pdf?MOD=AJPERES p.7

44 FAO. (2010). UN Joint Programmes. Integrating Gender Issues in Food Security, Agriculture and Rural Development. Accessed August 2016 from http://www.fao.org/docrep/013/i1914e/i1914e00.pdf. Questions from gender mainstreaming in the formulation of marketing and value chain programmes.

TIP SHEET 9 | MEASURING SUSTAINABILITY – FOOD PRODUCTION AND VALUE CHAINS

Indicators and measuring what matters

In order to capture a holistic impact on value chain and food production, consider combining indicators that track both economic (monetary) and non-monetary dimensions, examples include:

Economic (monetary) dimensions	Non-monetary dimensions
Economic equity	Decision making equity
Paid work by men and women	Unpaid work by men and women
Diversification to additional chains or different stages	Climate smart agroecology, bio-diversity to manage adaptation, regeneration and reproductive care
Ability to absorb economic risks	Ability to make sound decisions around risk
Sharing in benefits of economic value	Create social and environmental values

- **The Women's Empowerment in Agriculture Index** (WEAI)[45] measures the empowerment, agency, and inclusion of women in the agriculture sector in an effort to identify ways to overcome those obstacles and constraints. The WEAI is a significant innovation in its field and aims to increase understanding of the connections between women's empowerment, food security, and agricultural growth. Attempts to measure women's empowerment and agency are also presented in aggregate indices such as the Gender, Agriculture, and Assets Project (GAAP).[46]
- **Women Organizing for Change in Agriculture & Natural Resource Management** (WOCAN) established six main domains: income and assets, time, health, food security, leadership, education and knowledge against which indicators for its W+ Standard (formerly the Women's Carbon Standard) are organized.[47] The W+ criteria have been developed through a consultative process with stakeholders that included communities in Asia and Africa, and expert reviewers to form the basic requirements of the standard.

45 The WEAI is a survey-based index designed to measure the empowerment, agency, and inclusion of women in the agricultural sector and was initially developed as a tool to reflect women's empowerment that may result from the United States government's Feed the Future Initiative see: IFPRI (2012) http://www.ifpri.org/publication/women-s-empowerment-agriculture-index

46 IFPRI/IRLI (2012) GAAP Gender, Agriculture, & Assets Project: A Toolkit on Collecting Gender & Assets Data in Qualitative & Quantitative Program Evaluations

47 Women Organizing for Change in Agriculture & Natural Resource Management. See http://www.wplus.org/

There are a number of gender tools that can be adapted or drawn from to develop a comprehensive baseline survey, key among these are:

a) Land tenure/security tools (2008) such as: http://www.gltn.net/jdownloads/GLTN%20Documents/gendering_land_toolseng2009.pdf
b) Tools for gender-sensitive agriculture and rural development policy and programme formulation, such as the Guidelines for Ministries of Agriculture and FAO (2013): http://www.fao.org/docrep/017/i3153e/i3153e.pdf
c) Gender integration into climate smart agriculture including tools for data collection and analysis for policy and research (2016): http://www.fao.org/3/a-i5299e.pdf

Monitoring and evaluation in Agriculture

The World Bank has developed a set of tools around Gender-sensitive Monitoring and Evaluation (M&E)[48] in a results-based framework, which can help to reveal the extent to which a project has achieved improvements in the lives and overall social and economic well-being of women and men. This and other similar tools can be adapted to integrate tangible and intangible costs of women's work in value chain production depending on the selected programme indicators and variables.

48 World Bank (2012) Gender Issues in Monitoring and Evaluation in Agriculture: A Toolkit. Also see UN Joint Progammes: Integrating gender issues in food security, agriculture and rural development http://www.fao.org/docrep/013/i1914e/i1914e00.pdf.

TIP SHEET 10 | MEASURING SUSTAINABILITY – WOMEN'S AGENCY[49]

The following selection of World Bank Group Gender Core Sector indicators suggests that much more could be done to measure women's agency.

Agency dimension	Core Indicators
Freedom from gender-based violence	Beneficiaries who experience a feeling of greater security attributable to the project in the project areas – female (number)
Control over reproductive health and rights	People with access to a basic package of health, nutrition, or reproductive health services – (number)
Ownership and control over land	Land parcels with use or ownership rights of females recorded as a result of the project- (number)
Voice and influence	Representatives in community-based decision making and management structures that are from the vulnerable or marginalized beneficiary population - female (number)
Voice and influence	Vulnerable and marginalized people who participate in non-project consultations and decision-making forums - female (number)
Voice and influence	Targeted clients who are members of an association - female (number)
Voice and influence (IFC indicator)	Targeted clients who are members of an association - female (number)
Voice and influence (IFC indicator)	Small and micro-enterprise capital given to women Entrepreneurs - (percentage)
All dimensions depending on the project	Direct project beneficiaries - (number), of which (percentage) are female

Cited from World Bank Group. (2014) Voice and Agency. Empowering Women and Girls for Shared Prosperity.

49 World Bank Group. (2014) Voice and Agency. Empowering Women and Girls for Shared Prosperity. Accessed August 2016 from http://www.worldbank.org/content/dam/World-bank/document/Gender/Voice_and_agency_LOWRES.pdf

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