

CTA Gender Strategy 2014



About CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU).

Its mission is to advance food and nutritional security, increase prosperity and encourage

sound natural resource management in ACP countries. It provides access to information and knowledge, facilitates policy dialogue and strengthens the capacity of agricultural and rural development institutions and communities.

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CTA Gender Strategy

2014



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Director's Foreword

This strategy updates CTA's first strategy on gender and agriculture published in 2003. Along with CTA's *Partnership and Youth Strategies* it was developed to complement CTA's *Strategic Plan 2011-2015*. It should therefore be read in conjunction with these.

CTA's Gender Strategy is built around three main areas of intervention: engaging women in inclusive value chains, increasing their participation in policy processes and building their capacity in ICTs and knowledge management. Each of these three areas will be addressed through a two-pronged approach. However, two main innovations of this strategy deserve particular mention.

Mainstreaming gender across all interventions has now been accepted as the best way for organisations to integrate gender issues in their programmes. CTA intends to achieve this effectively through its Theory of Change (ToC). It therefore proposes a "Gendered" Theory of Change which clearly captures the specific changes CTA wishes to see happen for women in African, Caribbean and Pacific countries at all stages of the impact pathway of its interventions.

The Gender Strategy also puts forward CTA's firm conviction that female empowerment is the catalysing factor for the impact that CTA aims to achieve. Empowerment includes participation in policy processes as well as being able and finding a forum for women to voice their concern. Empowerment also means access to and control over financial and other resources. For this reason, CTA has made gender empowerment the central theme of the strategy.

The importance of gender issues for all types of development interventions is recognised more than ever before. Many of CTA's partners have similarly developed their respective gender strategies. In addition, 2015 marks the 20th anniversary of the adoption of the pioneering Beijing Declaration and Platform for Action. CTA therefore anticipates synergies with its partners for action in realising the objectives of this strategy and opportunities for building new partnerships.

Michael Hailu

1. Introduction

Every year since its establishment in 1983, CTA has implemented women specific development activities. But in 2003, CTA adopted its first gender strategy, which also provided the Centre's first "formal" gender approach to agriculture and rural development. Since 2003, however, CTA has implemented three consecutive centre-wide Strategic Plans and has made various internal adjustments. Moreover, the external environment in the field that CTA operates in continues to change and grow at a fast rate.

Twenty years after the Beijing World Conference on Women, the role women play in agriculture and the need to give them a special focus is no longer questioned. Gender equality and women's empowerment were two of the eight Millennium Development Goals (MDGs) and women's rights and empowerment will also form a big part of the Sustainable Development Goals (SDGs) strategies and goals¹.

Greater gender equality in ACP countries has led to an increase in employment opportunities for women². The number of women in leadership positions in Africa and the Caribbean for example has increased and ACP women increasingly participate in their countries' decision making processes³.

More research and knowledge is also available on gender issues in agriculture and rural development that allow organisations like CTA to gain better awareness and improved intervention strategies. In addition, the growth of information technology has allowed greater collaboration between organisations for more robust interventions and has provided ACP women with greater number of opportunities for accessing information and knowledge.

There have also been major policy improvements these past ten years in ACP countries. One of the main objectives of the Comprehensive African Agricultural Development Programme (CAADP) is "a more equitable distribution of wealth for rural populations - in terms of higher real incomes and relative wealth and that rural populations will have more equitable access to land, physical and financial resources, and knowledge, information and technology for sustainable development". Since then the Land Policy Initiative (LPI) was established in 2006 by the African Union/Economic Commission for Africa and African Development Bank (AU-ECA-AfDB) to track progress in policy reform with a view to addressing related issues such as gender inequality in land ownership and tenure security for women.

Revisiting the gender strategy had therefore become a necessity for CTA and its partners. This new gender strategy is CTA's response to these internal and external dynamics. The document is a result of a consultative process with gender experts from ACP and international organisations and networks, a gender review of CTA's activities between 2003 and 2013 and a scan of current trends and developments in the field of gender and agriculture.

Internally, CTA staff discussed and debated the strategy ideas in light of CTA's new orientation and their ongoing activities. The strategy is an update in terms of the conceptual framework, strategic orientation and operational

recommendations informed by lessons learned from the past 10 years and from current trends and knowledge in the field of gender and agriculture. It also provides CTA's position with regards to gender and the key changes it sets out to achieve and will focus on.

Following a brief reminder of major terminologies used and an explanation of the theory of change (ToC), Section 4 to 6 will deal with gender and ICTs/ICKM, gender and value chains as well as gender and policy. The last sections will show the way forward in making the strategy operational.

1.1 Scope of this strategy

This strategy is a roadmap towards making CTA's operational theory of change and programmes as well as internal corporate structure and organization gender sensitive. It will also help facilitate gender mainstreaming in all aspects of CTA and its work. The practical steps in which the identified key objectives and progress markers can be achieved will be the treated in a separate "tool kit"/implementation guideline.

The purpose of this strategy is not to reinvent the definition of gender and related concepts. The definitions provided below are those adopted by CTA after appropriate research of definitions used by other international organisations with expertise on the issue and working in fields related to CTA. They should therefore be considered as operational definitions that best respond to the mission of CTA and key intervention areas.



1. http://ec.europa.eu/environment/international_issues/pdf/2_EN_ACT_part1_v5.pdf

2. www.fao.org/sd/dim_pe1/docs/pe1_051002d1_en.doc

3. <http://www.eclac.cl/publicaciones/xml/9/29879/L.129.pdf>

2. Background and rationale

2.1 Challenges and opportunities for women in agriculture

Women are the backbone of the rural economy, especially in the developing world. Yet, compared to men, they access only a fraction of productive resources such as land, credit, inputs (improved seeds and fertilisers), agricultural training and information.

Empowering and investing in rural women has been shown to significantly increase productivity, reduce hunger and malnutrition and improve rural livelihoods for everyone.

Women, on average, comprise 43% of the agricultural labour force in developing countries and account for an estimated two-thirds of the world's 600 million poor livestock keepers (poverty: living below USD 2/per day)⁴. Seventy percent of the ACP population is rural. Of women in least developed countries who report being economically active, 79% indicate agriculture as their primary source of livelihood (48% of economically active women worldwide)⁵. Women constitute a little over half of the ACP rural population⁶. Yet less than 20% of Sub-Saharan African and Caribbean women have land rights and less than 5% of Pacific women have right to property. Moreover, where women hold land, their plots are generally smaller, of an inferior quality and with less secure rights than those held by men. The vast majority of

studies have found that differences in yields between men and women exist not because women are less skilled but because they have less access to inputs⁷. Women also constitute close to 80% of the labour force in ACP agriculture. For example, 75% of total crop production in Sub-Saharan Africa comes from smallholder farms. Of these farms 75% are weeded by hand constituting 50 to 70% of time spent on farm labour. 90% of this hand weeding is done by women⁸. Women tend to be employed for labour-intensive tasks, generally earn lower wages than men and are more likely to be paid at piece rate, i.e. paid per task they perform, regardless of the time taken. For example, in the casual agricultural labour market in Africa, women's wages (whether in cash or in kind) are usually half of men's wages⁹.

Because of cultural attitudes, discrimination and a lack of recognition for their role in food production, women enjoy limited to no benefits from extension and training in new crop varieties and technologies. In an FAO study conducted in 97 countries in 2012, women farmers were found to receive only 5% of all agricultural extension services while only 15% of the world's extension agents are women.

Girls who stay in school are more likely to be able to feed themselves and their families when they become adults. One study showed that women's education contributed 43% of the reduction in child malnutrition over time compared to just 26% for improvements in food availability¹⁰. Gender differences in education reflect a significant and widespread history of bias against girls in education. Women are less represented in higher level research, management and decision-making positions compared with their male colleagues. Only 24% of African agricultural researchers are women while only 14% of those hold leadership positions in their field¹¹ as compared to 28% of men. As farming alone often cannot sustain rural families, the off-farm economy is an increasingly important source of household income. Yet rural women do not have equal access to these employment opportunities¹².

In most countries in Africa, whatever the proportion of men and women who have access to credit, there is a 5%-10% disparity in the percentage of female-headed households who access credit compared to their male-led counterparts¹³. Without access to credit, women often cannot buy essential inputs, such as seeds, tools and fertilisers, or invest in irrigation and land improvements. In Malawi for example less than 1% women farmers have access to credit as compared to 4% male farmers.

Increasing women's share of household income has broad benefits for improved rural livelihoods. For example, studies have demonstrated that an increase in 10 USD in women's income achieves the same impact in household food and nutrition security as an increase in men's income by 110 USD¹⁴. Addressing transportation and infrastructure constraints and encouraging rural women's participation in farmer organisations and cooperatives can help to achieve economies of scale in access to markets and to reduce isolation and building confidence, leadership and security.

Hence the benefits of improving conditions for women are many. CTA believes that addressing these challenges is within reach. New technologies including ICTs, collaboration opportunities and south-south collaboration, growing awareness of the importance of integrating women in development activities and the increasing number of women in decision-making positions all offer opportunities that can be made to play in women's favour.

4. www.fao.org/docrep/013/i2050e/i2050e.pdf

5. http://www.farmingfirst.org/women_infographic/

6. <https://brusselsbriefings.files.wordpress.com/2012/10/br-19-reader-br-19-youth-and-rural-development-in-ACP-countries-eng.pdf>

7. www.fao.org/docrep/013/i2050e/i2050e.pdf

8. IFPRI

9. <http://www.stakeholderforum.org/sf/outreach/index.php/inf2day3home/746-inf2day3item9>

10. Smith and Haddad 2000

11. <http://www.asti.cgiar.org/pdf/ifridp00957.pdf>

12. http://www.farmingfirst.org/women_infographic/

13. <http://www.empowerwomen.org/circles/make-financial-markets-work-for-women>

14. http://www.farmingfirst.org/women_infographic/

2. Background and rationale

2.2

Rationale: Why a gender strategy?

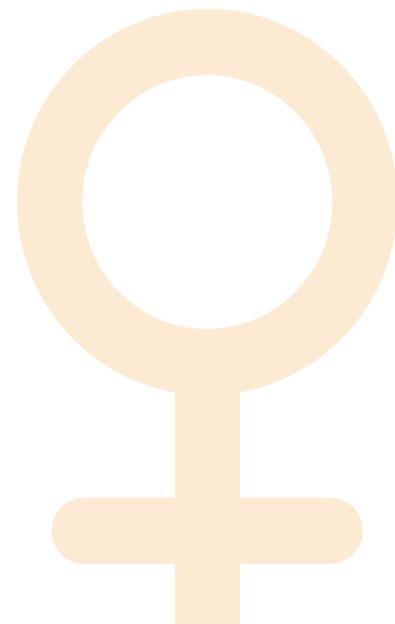
CTA's mission is to *advance food security, increase prosperity and support sound natural resource management through information, communication and knowledge management, facilitation, capacity-building and empowerment of agricultural and rural development organisations and networks in ACP countries*. CTA recognises that gender is not synonymous with women. The need for a specific focus on women in this gender strategy arises primarily from the realization that CTA cannot fulfil its mandate without investing in women and girls.

In addition, one of the key recommendations from the External Assessment of CTA's Strategic Plan 2007-2010 implementation was that "while two cross cutting areas, youth and gender, have been identified as critical in CTA's planning of the Strategic Plan 2011-2015, gender analysis must become part of CTA's overall project design process. Integrating a gender approach is more than just ensuring that a minimum number of women are involved in an activity".

This was further confirmed by the gender review of CTA's activities between 2003 and 2013 which also found that further efforts needed to be made to make gender an integral part of the programme/project cycle management. The review also recommended that partnerships should themselves be forged based on gender analysis.

CTA's Strategic Plan 2011-2015 indicated that a youth and gender strategy will be put in place to formalize CTA's gender approach and guide interventions and project cycle management. However, during the development process of CTA's Youth Strategy 2013-2018, a further recognition that girls and women face challenges specific to their gender led to the decision to separate its gender strategy from its youth strategy. The two strategies are strongly interlinked. Yet the definition of the age group provided in the youth strategy (18-40) also applies here. So does the inclusion of both rural and urban populations. The implementation mechanism of the two strategies is also similar.

At the institutional level, gender mainstreaming happens best and most easily when it is a part of an institutional strategy and when every project officer, not just the "institutional gender person", is responsible for gender, thereby anticipating gender impact in terms of strategy, design, implementation, monitoring and evaluation. This strategy paper sets out to define the ways in which gender can become an integral part of the operational activities and institutional principles at CTA.



3. Conceptual framework

3.1 Terminologies

a. Gender

Gender addresses the relations between men and women, both perceptual and material. Gender is not determined as a result of physical characteristics of either women or men but is constructed and maintained socially. It is a central organizing principle of societies, and often governs the processes of production and reproduction, consumption and distribution¹⁵. It also governs the power relations through which women and men gain access to, or are allocated status, power and material resources within society¹⁶.

b. Gender equality

Gender equality means an equal visibility, empowerment and participation of both sexes in all spheres of public and private life. It requires the acceptance and appreciation of the complementarity of women and men and their diverse roles in society¹⁷.

c. Female empowerment

Female empowerment is achieved when women and girls acquire the power to act freely, exercise their rights, and fulfil their potential as full and equal members of society. While empowerment often comes from within, and individuals empower themselves, cultures, societies, and institutions create conditions that facilitate or undermine the possibilities for empowerment¹⁸.

d. Gender mainstreaming

"Mainstreaming gender is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

15. FAO 1997, www.fao.org/docrep/007/y5608e/y5608e01.htm

16. Barriteau 1994: 1998

17. EU Commission

18. USAID

3. Conceptual framework

Gender mainstreaming involves bringing the contribution, perspectives and priorities of both women and men to the centre of attention in the development arena in order to inform the design, implementation and outcomes of policies and programs. It is a critical strategy not only in the pursuit of gender equality – a development goal in its own right – but also in the achievement of other development goals, including economic ones. Indeed, overlooking relevant gender factors in macroeconomic policies and institutions can undermine the successful outcome of those very same policies and institutions¹⁹.

e. Gender awareness and sensitivity

Gender awareness is the ability to view society from the perspective of gender roles and how this has affected women’s needs in comparison to the needs of men. Gender sensitivity is translating this awareness into action in the design of development policies, programs and budgets²⁰.

3.2 “Gendering” CTA’s Theory of Change

Social change in areas such as gender is unpredictable and the pathways to it are constantly shifting. Hence, this strategy is based on the assumption that it is by assessing the implications for women and men of all planned action, including legislation, policies or programs, in all areas and at all levels of CTA’s Theory of Change (ToC) that the expected changes and goals will be achieved.

By integrating gender issues in its overall ToC, CTA seeks to reinforce its monitoring and evaluation (M&E) system/practice through gender analysis as a way to reach gender changes. Two observations underlie this approach.

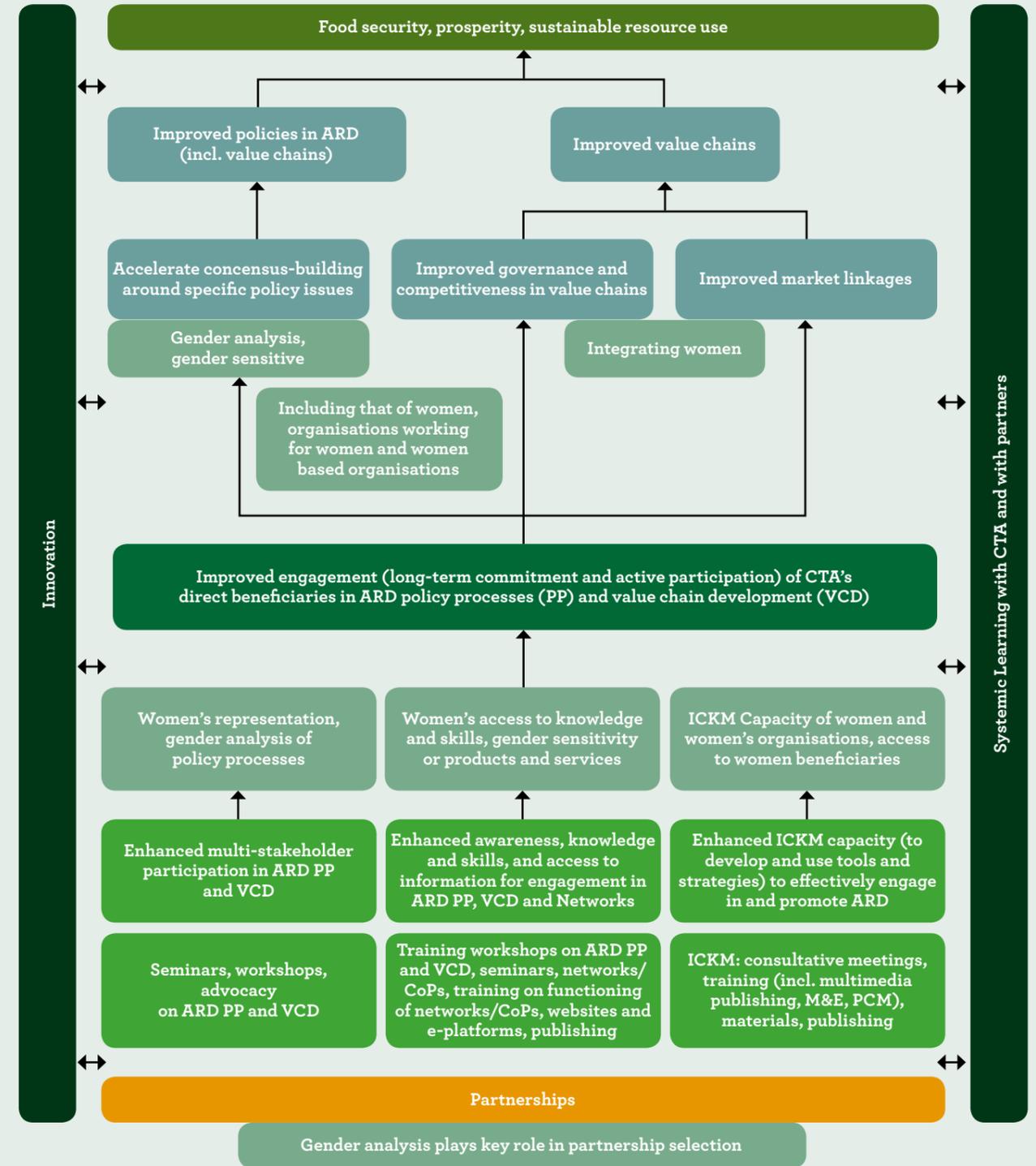
Firstly, CTA’s past and ongoing work already addresses the needs of women in ACP countries and regions, both through women-specific products and services and because women are already part of

CTA’s direct and indirect beneficiaries. This strategy simply invites project coordinators to apply a gender analysis of their intervention logic and achieve clarity about expectations/expected changes. Consequently, an improved M&E framework can generate some very convincing results and learning for all which in turn will contribute to the fulfilment of CTA’s mandate.

Secondly, CTA recognises the need for gender specific performance measurement and intervention logic indicators. The strategy therefore equally invites project coordinators to prioritize internal learning as central to organizational strengthening and bringing about change.

The main aspects of this “gendered” CTA ToC can be summarized in Figure 1 below.

Figure 1. CTA’s “Gendered” Theory of Change



19. UNIFEM- Focusing on women: UNIFEM’s experience in mainstreaming, Mary B. Anderson, 1993

20. www.un.org/womenwatch/daw/csw/GMS.PDF

3. Conceptual framework

Figure 2. Main Aspects of CTA's "Gendered" ToC

Cross-Cutting Progress Markers	
<ul style="list-style-type: none"> • Gender analysis of Master Projects and projects systematically carried out (including baseline and indicators) • Appropriate resources allocated; • Gender analysis used as the basis for forging partnerships; • Monitoring and evaluation systematically carried out 	
Key SP 2011-2015 Objectives	Key Progress Markers
<p>Enhanced multi-stakeholder ARD policy processes and VCD by ensuring women's representation in processes and through gender analysis of the processes</p>	<ul style="list-style-type: none"> • Women and women's interests are increasingly represented in policy processes • Increased influence in decision/policy (as compared to men) • Increased access to and control over benefits (resources) of own activities (including increased mobility) or development interventions
<p>Improved awareness, knowledge and skills, and access to information of women, women's organisations and organisations working for women</p>	<ul style="list-style-type: none"> • Information produced and distributed accessible and relevant to ACP women and women's interests • Increased knowledge and skills to access, use and develop content or information networks for communication, negotiation and advocacy initiatives • Strategic topics for rural women in ACP countries pro-actively pursued
<p>Strengthened ICKM capacity of women, women's organisations and organisations working for women to effectively engage in and promote ARD</p>	<ul style="list-style-type: none"> • Increased organizational capacity for ACP women and representation of women's interests organisations • Women's capacities to formulate their needs, interact with and inform decision-makers in development of interventions strengthened • Knowledge and information on ACP-specific gender issues in ARD regularly updated



3.3 Why focus on Female Empowerment?

Just as the change catalyzing factor in CTA's overall ToC is "Engagement", the change catalyzing factor in the engendered CTA ToC is female empowerment. This stems from the conviction that the empowerment of women is essential and in effect indispensable to meeting each of CTA's three strategic goals. In other words, "engagement" includes, and cannot do without, the engagement of women.

In effect, since its establishment in 1983, CTA has been at the forefront of converging the analysis and action on gender and ICTs in agriculture with GenARDIS and other ICM-related activities. CTA continues to recognize that gender issues are fundamental concerns for agriculture, food security and rural development and that, inevitably, ICTs play a vital role in these areas.

Women are already engaged in and play a key role in agriculture- as labourers, as scientists and innovators, as entrepreneurs and in many other ways. The problem is not their engagement in agriculture but their influence on it.

So in order to increase their influence and their access to benefits thereof, CTA is committed to empowering women with the information, knowledge, skills and technologies they need to make their voices heard.

CTA is convinced that female empowerment is key to bringing about multi-stakeholder ARD policy processes, promote profitable and smallholder inclusive value chain development and improve the Information, Communication, Knowledge Management (ICKM) capacity of ACP organisations and networks. Women's economic empowerment and being able to demonstrate impact on the livelihoods of women are also essential to ensuring support by other CTA stakeholders.

In addition, CTA recognises that ACP women are a heterogeneous community with diversity, for instance, in age, challenges, context and cultural differences. For this reason, its intervention areas will be informed and determined by its regional strategies and priorities as laid out in its partnership strategy.

4. Female empowerment, ICTS and ICKM

In order to highlight the equal importance of ICTs as tools on the one hand and information, communication and knowledge management (ICKM) as content development and management on the other, this chapter will address these two areas of CTA's work together.

A knowledge management programme would neither be comprehensive nor complete without a gender perspective. Firstly, gender is a field of knowledge in its own right and therefore requires a knowledge management strategy of its own. Secondly, "women and men have knowledge about different things, women and men have different knowledge about the same things, women and men organize their knowledge in different ways and women and men may receive and transmit their knowledge by different means²¹".

In addition, ICTs are changing the way we work, interact, think and organise our lives regardless of where we live and what business we are in. The digital revolution is radically shifting how we create, manage, share and publish information, as well as how we relate, collaborate, communicate and share resources. These changes do not only offer incredible opportunities for the development sector in general but also for the agricultural sector and in particular for the ARD knowledge field. As with nearly all technologies employed in development processes, however, ICTs impact men and women differently and men and women have different needs. In effect, "in the area of ICTs for agriculture and rural development it is almost impossible to find a gender-neutral project, i.e. one that affects and benefits both men and women in the same way. If a project lays claim to some neutrality it does not generally lead to gender-neutral outcomes²²".

21. FAO presentation at CTA, November, 2013

22. CTA, ICT Update, Gender and ICTs, Issue 8, 2002

Action area 1: Knowledge and information technologies for gender

CTA has already designed intervention strategies to address the limited capacity of ACP institutions, including publishers, ministries of agriculture, research institutions, NGOs, information centres and extension services, to generate and package agricultural information in order to give value and generate local content.

This action area is about giving special focus to women, women's organisations and organisations representing women's interests or those with direct access to women beneficiaries for ICKM capacity building interventions. It is also about ensuring that women and women's organisations are represented and contribute to the knowledge sharing platforms it supports.

The Centre will continue to support women and women professionals in science, technology, policy, ICTs, the private sector and extension fields through competitions, participation in international events, publications and training. It will continue to ensure that the proportion of women beneficiaries in all CTA-led events, training, competitions and publications increases.

Ongoing work already addresses knowledge-sharing and communication gaps among different stakeholders – smallholder farmers, policy-makers, researchers, extension workers, civil society organisations (CSOs) and the private sector. Moreover, ACP agriculture and gender is a field of knowledge currently not sufficiently documented, analysed and shared.

23. In this regard, existing gender sensitive participatory documentation of knowledge tools (such as those developed by FAO) will be used.

CTA will itself contribute to such local content generation²³ on women and gender issues affecting its intervention areas (such as on value chains and policy processes) by undertaking specific knowledge-gap analysis on the issue and supporting relevant publications. It will encourage collaborative uses of the body of knowledge so created by promoting, disseminating the information and knowledge and incorporating them into existing knowledge exchange platforms.

In addition, ACP women will be supported to be more visible in ARD research and publish in their areas of expertise.

Action area 2: Getting knowledge to those who need it

This action area is the result of two major observations. First, it is essential to capitalize on existing tools and approaches developed and used by other organisations – (such as gender sensitive participatory local knowledge documentation tools developed by FAO)²⁴. Second, ICTs and ICKM also play a central role with regards to policies and value chains related work and the linkages must be made.

CTA already carries out activities providing access to ACP and ACP relevant content and at publishing appropriate and relevant content on ACP agricultural policies and value chains. Such information and knowledge will take women's needs into consideration through systematic gender analysis of its content. Content and publications will be gender sensitive; relevant to women and deal with gender aspects of the

4. Female empowerment, ICTS and ICKM

topic/thematic area treated. The Centre also commits to ensure that most of its publications also provide a focus on women and gender issues.

The publications and knowledge generated will be made accessible to women. This will be done through analysis of current beneficiaries, the development of a clear outreach strategy and mapping of women's needs as well as pro-active targeting of women and girl beneficiaries.

Moreover, a number of ongoing and current interventions provide tools and approaches for mass dissemination of content on agriculture and promote the use of innovative ICTs for accessing and disseminating content. These tools and approaches, as demonstrated by past CTA experience, accelerate women's empowerment.

The Centre commits to ensuring that these tools and approaches are relevant to women and are accessible to them. This will include understanding why these tools may not be gender neutral and adapting them to context and need accordingly. It will proactively seek and target women organisations and organisations with direct access to women beneficiaries to test the usability and relevance of these tools and promote and support their use.

Women ICTs professionals will be supported in their entrepreneurial endeavours by providing them with greater visibility or access to information and knowledge sharing opportunities with other regions.



24. FAO and IFAD presentations at CTA, November 2013

5. Integrating women in value chains

CTA's current work on value chains is based on the fact that making value chains more inclusive enables smallholder farmers to access markets that have previously been denied to them. To achieve this requires, among others, the right environment for growth, for domestic, regional and international trade, improved information flows, including the use of ICTs, and, in particular, the willingness to innovate. Moreover, if there is to be sufficient food for 9 billion people by 2050, small-scale farmers, of whom there are around 500 million worldwide and are likely to be that many for years to come, must be incorporated into efficient value chains and move from subsistence farms to efficient businesses²⁵.

Inclusive value chains also mean value chains where women play equal roles to men and which benefit women. Currently, women supply 30% to 80% of the labour in all agricultural activities depending on the activity and sector²⁶. However, women are more likely to hold low-wage, part-time, seasonal employment and tend to be paid less, even when having higher qualifications²⁷.

The importance of value chains in economically empowering women and the positive impact this will in turn have on the agriculture and rural development of ACP regions is not in doubt. In effect, integrating women into value chains is said to be able to increase national agricultural output in developing countries by 2.5% to 4% and reduce worldwide malnutrition by 17%²⁸. Moreover, the benefits of integrating women into value chains go beyond agriculture into health, development, security and peace building of a country²⁹.

The Centre's value chains programme addresses: (i) the limited knowledge and information sharing among ACP stakeholders on key issues related to domestic and regional market development; (ii) the lack of skills available to strengthen farmer market orientation, regional trade and agribusiness concerns; (iii) the insufficient communication, networking and trust among value chain actors as well as agribusiness and trade supporting institutions at national and sub-regional levels and (iv) the weak

25. http://publications.cta.int/media/publications/downloads/1755_PDF.pdf (Making the connection policy pointer)

26. www.fao.org/docrep/013/am307e/am307e00.pdf

27. www.giz.de/fachexpertise/downloads/giz2013-en-gender-and-value-chains.pdf

28. http://www.farmingfirst.org/women_infographic

29. <http://www.fao.org/docrep/013/am307e/am307e00.pdf>

5. Integrating women in value chains

role of farmer organisations in multi-stakeholder discussions.

Activities are articulated around three broad areas: a) support to relevant research and case study preparation and dissemination relating to inclusive value chains for ACP priority commodities and value chain finance; b) support to capacity building and skills strengthening on value chain and agribusiness development as well as innovative value chain finance tools; c) institutional support to regional commodity associations and facilitation of multi-stakeholder dialogue.

Action area 1: Highlighting “gender” as an element of “inclusiveness” of VC

A number of international organisations currently intervening in areas similar to CTA with regards to value chains have recognized the need to mainstream gender issues in VC-related work and have identified a variety of measures to do so. However, very few of them are ACP relevant, the information generated from their examples is rarely captured and documented and statistics and information relating to ACP value chain development is still very weak. For instance, while the role of women in small-scale livestock production is well recognized, much less has been documented about the engagement of women in intensive production and the market chains associated with large commercial enterprises³⁰.

³⁰ <http://www.fao.org/docrep/013/am307e/am307e00.pdf>

³¹ See note 25

³² Apparently successful contracts can also have other difficulties when looked at closely. Gender relationships can present particular problems. Much of the work is often carried by women but companies tend to put contracts in the name of the man and, as a result, payment is also made to the man. In some countries it may be socially unacceptable for the contract to be in a woman's name. Sometimes, land used by women for food crops is taken by their

In addition, there are differences in approaches as to what constitutes gender mainstreaming in VCD which stem from differences in definition of what constitutes gender equality and desired change³¹. Should the desired change lead to achieving increased income for women, instigating changes in decision-making processes at the household level or securing equality of opportunity and free choice? These have very different processes with different implications for women and for gender relations³².

While the focus of this gender strategy is to bring about women's empowerment, CTA's role as a knowledge broker is to also build on and generate knowledge most applicable and relevant to the context of the particular ACP region and country³³. Moreover, as reiterated at its 2012 *Making the Connection: Value Chains for Transforming Smallholder Agriculture* conference, the goal is to see “profitable, smallholder inclusive and sustainable” value chains.

Consequently and in view of the issues that CTA tries to address with its value chains work and the type of interventions thereof, the first action area where it can take the lead in terms of integrating gender issues in its VC work is to seek increased awareness (and monitoring) of the way various VC approaches and interventions may have different impacts on men and women. In particular, to increase awareness on whether value chains development in ACP countries is “profitable and inclusive” for women.

husbands for contract production, with the result that the family has to buy food rather than grow it. This may not always be a problem were it not for the many examples that show that men often spend the money unwisely and don't give their wives enough to buy food. Because contracts are put in the name of the man, it is the man who is invited to meetings and training courses. Even if women do most of the work they often get no training.

³³ Shepherd, 2013



In practical terms this constitutes improving the current knowledge in VCD and in particular the gender impact of such interventions:

- Through gender analysis of the increasing number of “methodological toolboxes” on value chains analysis for researchers and value chains development in general³⁴.
- By conducting “robust” formal evaluations of the gender impact of current value chains development initiatives. The current pool of information is very small³⁵.
- By building empirical evidence on the issue through case studies (of good practices as well as unsuccessful examples) relevant to ACP countries. Most of the limited literature currently available relates to Latin American and Asian countries and agro-food value chains.
- By synthesizing knowledge about which gender issues are relevant to address with regards to value chain development.

³⁴ Also see CTA publications on the topic

³⁵ Gender Mainstreaming in VCD- SNV- also see Desk Study on Gender Mainstreaming Practices around the World conducted by CTA

Action area 2: Demonstrating the benefits of “upgrading” women in VC

This action area is related to the action area 1 described above. But while action area 1 is about the gender outcomes of various value chain approaches this action area is about the development outcomes of various gender approaches to value chains work. This is also the action area which will make the link between CTA's work on ARD policy in ACP countries as well as knowledge management and ICTs.

Current studies show that increase in women's income leads to quantifiable national income gains and reduction in malnutrition and there is evidence to show that development cannot be achieved by ignoring over half of the population. Since research on the gender impact on value chains work in ACP countries is weak, however, there is little qualitative and quantitative evidence about the benefits of integrating women in value chains development

on the broader agricultural and rural development of countries.

The concept of “upgrading” is used in value chain analysis to identify the possibilities for actors to ‘move up the value chain’, either by shifting to more rewarding positions in the chain, or by making products that have more value-added invested in them and that can provide better returns to producers³⁶. In broad terms, the various “upgrading types” are product upgrading (better products), process upgrading (improved systems), functional (new or improved functions) and inter-sectoral (applying lessons from one to another).

This action area therefore deals with strengthening the body of evidence relating to each upgrading approach as it pertains to female empowerment and the role of ICTs and other technologies in this process.

In practical terms questions that will be addressed include:

- Is any approach more relevant to empowering ACP women?
- What factors determine the inclusion of women in value chains?
- What factors (including tools and science and information technologies) facilitate or hamper the process?
- What is the impact of such inclusion of women on female empowerment?
- What is the benefit of female empowerment on the value chain (its profitability, inclusiveness and sustainability) and agricultural and rural development in general?

Once again, CTA will exploit its comparative advantage to link such evidence to the context and need of the ACP regions and countries. It commits to produce and disseminate such case studies, research or publications which will, in turn, feed into and will be used for its work on ARD policy and policy processes.



³⁶ Riisgaard, L., S. Bolwig, F. Matose, S. Ponte, A. du Toit & N. Halberg (2008). 'A Strategic Framework and Toolbox for Action Research with Small Producers in Value Chains', DIIS Working Paper 2008:17.

6. Female empowerment & participation in ARD policy processes

While for any development intervention, policy work is in many instances unavoidable and in fact necessary, it is important not to fall into the trap of pointing out problem areas without proposing solutions. With regard to ARD policy in ACP countries, CTA's interventions focus on the processes (as opposed to the policies themselves) and strengthening the engagement of all relevant actors in these processes and their capacity to monitor and, advocate for the implementation of the policies.

In particular, CTA seeks to increase the range of multi-stakeholder groups that are actively participating in ARD policy processes to enhance access to information, awareness, knowledge and skills on policy issues on climate change, food and nutrition security and regional trade. It also seeks to build the capacity

of policy actors, analysts and networks to provide evidence and influence ARD policy processes and building of consensus on major ARD issues.

Accordingly, policy dialogues and agenda setting events targeting continental and regional farmers' organisations, parliamentarians, agribusiness, researchers and the scientific community and other key actors are facilitated and supported. In addition, these stakeholders and actors are equipped with the relevant information and capacity to allow them to effectively engage in policy processes.

Female empowerment is both a consequence and a factor of success in policy work. Women and organisations representing women continue to be underrepresented in policy processes. But equitable participation of women

6. Female empowerment and participation in ARD policy processes

in policy processes is essential to building “sustainable, inclusive and effective ARD policies in ACP countries”. With regard to CTA’s policy work female empowerment constitutes providing ACP women and girls with the information, tools and capacities necessary to allow them to engage in their national and regional ARD policy processes.

Policy, institutional and legal frameworks which support mainstreaming gender into the ACP countries development policies related to agriculture, trade, climate change, and food and nutrition security should be strengthened and successes shared. CTA can support efforts at regional level to develop action plans that highlight practical barriers to women’s participation in ARD policies. There is also need to develop and implement policies and programmes that support rural women’s active participation in producers’ organisations and cooperatives and their participation in leadership positions in these organisations as actors who can influence global and regional policies in ways that will improve their lives and livelihoods and reduce rural poverty. Building the evidence base is critical to supporting policy design and implementation.

Action area 1: Supporting women’s inclusion in ARD policy processes

Policy influencing is a competitive field as a number of organisations, factors, groups and other actors all try to influence policy and policy processes. Moreover, a number of international organisations with greater resources

also focus on women and gender mainstreaming in policy processes especially as it pertains to decision making and democracy.

The focus areas of CTA’s work on policies are climate-smart agriculture, food and nutrition security and supporting policies for improved inter and intra regional agricultural trade.

Accordingly, this action area proposes to consolidate the evidence generated through CTA’s work on ICTs and ICKM (including science and technology) and value chains described in sections above and use it in its policy work. CTA will support ACP ARD policy processes by generating and building the evidence relating to the benefits of ICTs and knowledge management in facilitating female empowerment and the ensuing impact on national and regional ARD.

By taking the lead in making such links CTA will, in turn, effectively contribute to the enhancement of ACP ARD policy processes. In concrete terms, in order to make this link, this action area will be about:

- Exploring ICTs as a cost-effective mechanism for engaging women and girls in policy processes
- Identifying cost-effective technologies and innovations that enable women’s inclusion in value chains
- Exploring ICTs as a factor of success in including women in value chains development
- Assessing the benefits of using ICTs to bring about women’s inclusion in value chain development and its impact on ARD policy processes

In other words, some of the evidence generated will also relate to the following questions:

- Does the greater inclusion of women and girls in value chains lead to their greater engagement in policy processes and change of policies more favourable to women producers?
- How can or do ICTs play a role in either of these?

In this regard, CTA commits to use its comparative advantage and partnerships to undertake the necessary case studies, studies and publications to enable such link.

Action area 2: Innovative approaches to gender sensitive policies

This action area is principally about supporting action area 1 by creating the necessary conditions. It also brings continuity to CTA’s ongoing work on policy and policy processes. In this regard, the work that CTA is already undertaking to support women and women’s organisations to participate in policy processes should continue. In particular, the CAADP framework has been criticized for only “symbolically taking gender issues into consideration” and for the fact that the invitation extended to non-state actors to close this gap “has not noticeably changed outcomes³⁷”.

Both regional and continental policy processes therefore need to be supported with gender analysis and increased women and women’s organisations engagement in this process.

In practical terms this action area will consist of:

- Continuing to build the capacity of women and girls as well as women’s organisations to actively participate in and engage in policy processes,
- Continuing to undertake women specific products and services that promote women and professionals in science and in ICTs and generate information and good practices that could be of use for wider dissemination,
- Documenting and sharing the good practices and lessons from building the capacity of women and girls (and organisations representing them) in ICTs and knowledge management and impact thereof on value chains and ARD,
- Ensuring a gender perspective in all its ICTs-related interventions and projects and of
- Undertaking case studies on part of its ICTs work focusing on particular areas such as extension, climate change and priority commodity value chains in order to generate comparative evidence.

In this regard, CTA will continue to use its comparative advantage to ensure that women and girls are represented in its own multi-stakeholder forums, that women’s organisations constitute an important proportion of its beneficiaries of activities and interventions relating to policy and that products and services relating to policy and women are generated.

7. Mainstreaming gender in CTA's operations

7.1 Communicating the strategy

Awareness of the strategy and implications on its interventions and partnerships is important. CTA commits therefore to effectively communicate the strategy within CTA and with partners. In particular, it commits to creating the shared understanding that an effective

gender strategy contributes to improved cost-effectiveness of interventions in the long term and that the benefits of gender mainstreaming go beyond the intervention and the organisation itself.

7.2 Cross-programmatic collaboration

All the action areas proposed in this area require team effort and cross-programmatic collaboration between CTA's programmes and linking between various strategies (in particular the partnership strategy and the youth strategy 2013-2018):

- Policies, Markets and ICTs (PMI) Programme will be in charge of the implementation of Sections relating to policies, value chain development and ICTS.
- Knowledge Management and Communication (KMC) Programme will be in charge of the implementation of Sections relating on ICKM in coordination with other sections of the strategy.

- The Corporate Services Department (CSD) in charge of Human Resources issues within CTA will ensure that staff capacity is continuously built with regard to gender issues and ensure that gender issues are part of job descriptions and assessments of staff. It is also in charge of coordinating the development and adoption of a gender policy (with regards to staffing and working benefits) within CTA and monitoring the implementation thereof.
- The Learning, Monitoring and Evaluation Unit (LME) will be in charge of the monitoring and evaluation of the implementation of the strategy.

7. Mainstreaming gender in CTA's operations

7.3 Institutional Arrangements

In order to realize the objectives of this strategy, it is also important to put in place strong institutional mechanisms and arrangements. Consensus and common understanding will be built within CTA on the concepts, ToC and action areas proposed in the strategy. This includes building and continuously upgrading the capacity of staff on gender issues.

It also commits to creating the institutional environment necessary to implement the strategy:

- Development and adoption of a gender policy within CTA
- Appointment of a focal point in LME in charge of
 - monitoring the implementation of the strategy and reporting findings to senior management,

- actively promoting the uptake and application of the strategy and the accompanying guidelines by CTA and its partners
- Allocation of sufficient resources for the implementation of the strategy,
- Strengthening the body of evidence within CTA on good practices and lessons learned including from unsuccessful experiences
- Provision of an effective implementation guideline to programme staff and
- Creating the necessary partnerships and alignments that facilitate the achievement of strategy objectives.

7.4 Monitoring and Evaluation

Strong monitoring and evaluation systems are crucial to the success of this strategy. On the one hand, the CTA focal point for gender issues is linked to the LME Unit. Accordingly,

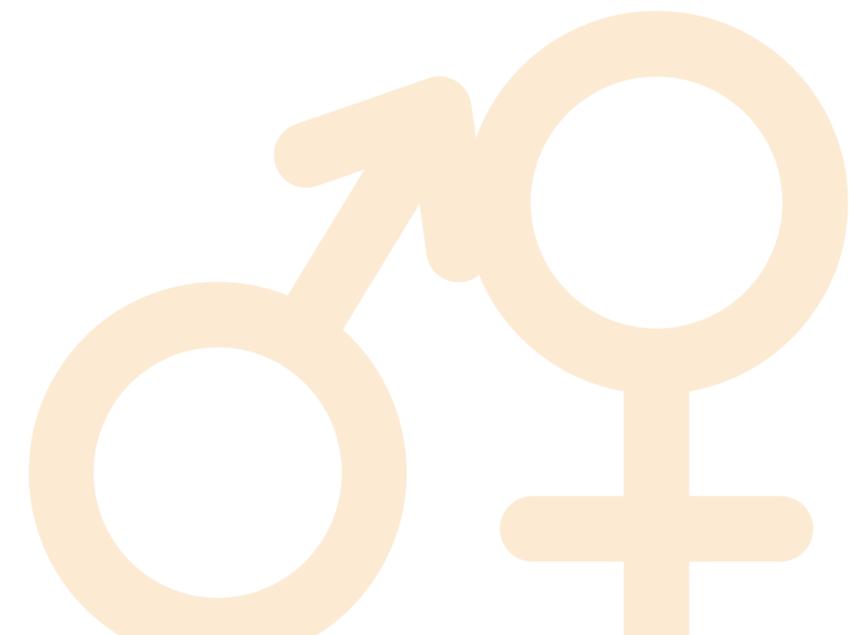
- A specific implementation guideline with a set of indicators and progress markers specific to the gender strategy will be elaborated.
- All relevant baseline data specific to the strategy will be included in any baseline collection initiative and existing baseline consolidated.
- Reporting on resources allocation (resources tracking) and gender outcomes of interventions will be included in project monitoring and evaluations tools.

- All quantitative data generated as a result of monitoring and evaluation of CTA products and services will be disaggregated by gender and age.
- Regular reporting timeframes to senior management on the progress of the implementation of the strategy will be established and reports provided.
- The LME Unit will also be in charge of ensuring organisational learning with regards to gender issues and sharing of good practices thereof.

7.5 Partnerships

The importance of partnerships to CTA's success in achieving its mission cannot be overstated. Similarly, in order to ensure the implementation of this strategy and in alignment with CTA's Partnership Strategy 2014-2016. It will:

- Forge partnerships with organisations with shared vision and mission with regards to gender
- Make gender mainstreaming a factor of assessment of organisations' capacity both to enter into partnerships as well as to evaluate partnerships.
- Commit to seek the involvement of multiple stakeholders ranging from civil society organisations to continental and global organisations in order to realize the objectives of the strategy.



Key Acronyms

ACP	African, Caribbean and Pacific
ARD	Agricultural, Rural Development
ASARECA	Association for Strengthening Agricultural and Research Education in Africa
CANROP	Caribbean Network of Rural Women Producers
CTA	The Technical Centre for Agricultural and Rural Cooperation
CSO	Civil Society Organisations
FAO	Food and Agriculture Organisations
FARA	Forum for Agricultural Research in Africa
ICKM	Information, Communication and Knowledge Management
ICT	Information and Communication Technology
IFAD East and Southern Africa	The International Fund for Agricultural Development
IFAD Western and Central Africa	The International Fund for Agricultural Development
IICA	Inter American Institute for Cooperation on Agriculture
KIT	Royal Tropical Institute
KMC	Knowledge Management and Communication
LME	Learning, Monitoring and Evaluation
M&E	Monitoring and Evaluation
MEDA	Menonite Economic Development Agency
PCM	Project Cycle Management
PMI	Policies, Markets and ICTs
SNV	Netherlands Development Organisation
SP	Strategic Plan
ToC	Theory of Change
USAID	United States Government Agency for Cooperation
UWI	University of West Indies
VC	Value Chains
VCD	Value Chains Development
WASAA	Women in Agribusiness in Sub-Saharan Africa
WBDI	Women in Business Development (Samoa, Pacific)
WOUGNET	Women of Uganda Network
YS	Youth Strategy

